

CHAPTER 8
ANALYSIS BY VARIOUS PARAMETERS

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This chapter examines the eight groups of marketing strategies (viz. targets, product, price, place, promotion, competitive marketing strategies and company growth strategies) by various parameters such as nature of company, company position, intermediaries used, benefits sought and stage of industry.

In order of retain the essence of empirical evidence based on primary data and also keep the discussion comprehensive and brief, the discussion in the present chapter is based on percentage analysis. This chapter examines therefore the status of marketing strategies across and within new product categories by various parameters. The rationale being to test empirically if strategies vary by new product categories.

A. Analysis By Nature Of Company

Empirical evidence suggests that marketing strategies across and within new product categories vary by new product categories. This is true for marketing strategies by nature of company as well.

8.1 Targets

Target strategies across and within new product categories are observed to vary by nature of company (table 8.1 to 8.5).

8.1.i. Expected market potential strategy for instance for **Company Deposits** as a case in point is centered around Public Ltd. Firms, collaborations and /or family owned businesses in that order respectively ; whereas the same strategy in case of **Car Finance** is centered largely around Private Firms and Public Ltd. Firms. As against these i.e. financial services, expected market potential strategy in case of **Airlines** is centered around private firms and also spread across Pvt. Ltd., Public Ltd. Firms; while in case of **CTV** the stated strategy is spread across Pvt. Ltd., Public Ltd. and collaborations; in case of **Music System** it is spread across Pvt. and Pvt. Ltd. firms while in the case of **Washing Machine** expected market potential strategy is observed not to be followed at all - governed and influenced by the market conditions and forces (table 8.1).

8.1.ii Actual market potential strategy in case of **Company Deposits** is spread around Public Limited Firms, Collaborations, and Pvt. Ltd. Firms, while in case of **Car Finance** it is spread around Pvt. and Public Ltd. Firms. As against the two financial services in case of **Airlines** it spread across Pvt., Public Ltd., Pvt. Ltd. firms and collaborations. In case of **Colour Television** actual market

potential strategy is spread across Public ltd. firms, Pvt. firms and Pvt. Ltd. Firms . With the rest accounting for no response for **Music Systems** the stated strategy is observed to spread across Public limited and Private limited firms. While for **Washing Machines** it is centered around public limited firms with the rest accounting for no response (table 8.1).

8.1.iii. Targets fixed by the Head Office as some fixed percentage increase over that of last year in case of **Company Deposits** are centered largely around Public Ltd. Firms and Collaborations whereas in case of the other financial services viz., **Car Finance** the stated strategy is centered around Public Ltd. and Pvt. Ltd. Firms in case of **Airlines** the strategy under consideration is spread across Pvt. Ltd., Pvt. and Public Ltd. Firms ; for consumer durables viz. **Black & White Television** the stated strategy is observed **not to be followed** while in case of **Colour Television** it is spread across Pvt. Ltd. Firms and Public Ltd. Firms; in case of **Music System** it is centered around Pvt. Firms while in case of **Washing Machines** again the stated strategy is observed **not to be followed** (table 8.1).

8.1.iv Target fixed by the Head Office in relation to what the competitors are likely to set as a marketing strategy for **Company Deposits** is centered largely around Public Ltd. Firms and those with collaborations and not Pvt., and /or Pvt. Ltd. Firms . In case of services viz. **Car Finance** the strategy though negligibly followed is centered around Public ltd. Firms. In case of services viz. **Airlines** Competitive target strategy is observed **not to be followed** as in case of consumer durables as well namely **Black & White Television , Colour Televisions, Music System and Washing Machines**.

Thus target related marketing strategies vary by nature of company and are centered largely around Public Ltd. Firms, except in case of **Airlines** where data indicate these are centered largely around Pvt. firms as also spread across Pvt. Ltd. and Public Ltd. Firms. For the remaining new products **Company Deposits, Car finance (both financial services) and Black & White Television, Colour Television, Music System and Washing Machine (all four consumer durables)**. Target related marketing strategies though centered around Public ltd. Firms, differences across & within product categories are observed as evident in data analysis .

8.1.v. Data indicates that targets irrespective of Regional / Branch Potential Strategy is **not followed** in case of **Company Deposits, Colour Television, Music System, Washing Machine**; negligibly in case of **Car Finance** which again is centered largely around Public ltd., firms and Pvt. Ltd. firms; and Pvt.

Ltd. Firms in case of **Airlines** and Public Ltd. Firms in case of **Black & White Television** . Thus a mixed response is evoked with respect to targets irrespective of branch potential strategy.

8.1.vi. Targets depending on branch potential strategy in case of **Company Deposits** is spread across Public Ltd. Firms, Pvt. Ltd. Firms and Collaborations, in case **Car Finance** they are spread across Public Ltd. and Pvt. firms in case of **Airlines** it is spread across Pvt., Pvt. Ltd and collaborations, **Black & White Television** spread across Public Ltd. and Pvt. firms, **Colour television** spread across Public Ltd., and Pvt. Ltd., firms and **Music System** spread across Public Ltd., Pvt. firms and Washing Machine spread across Public Ltd. firms. Thus targets depending on branch potential as evident from data analysis varies by nature of firms across and within new product categories.

8.1.vii. Equal Targets strategy though negligibly followed for **Company Deposits** is centered around Public Limited firms; for both **Black & White television** and **Colour Television** it is centered around Pvt. firms whereas no response are cited for **Car Finance**, **Airlines** and **Washing Machines**. Thus once again individual differences across and within new product categories with respect to equal targets strategy are evident in the data.

8.1.viii Data analysis indicates that the use of data base existing with the company in achieving these targets varies by nature of firms. Use of data-base with the company towards achieving targets in case of **Company Deposits** for instance is spread across Public Ltd. Firms and Collaboration and/or Professionally managed firms and does not find application in Pvt. Ltd. firms. In case of **Car Finance** and **Colour Television** the stated strategy is spread across Public ltd. firms, Pvt. Ltd. firms and Pvt. firms as in the case of **Airlines** with an addition in case of **Airlines** that the stated strategy is also followed in firms with Collaboration and or/ Professionally managed firms. In case of **Black & White Television** it is spread across Public Ltd. firms and Pvt. firms in case of **Washing Machines**.

8.1.ix Data base created through an in house research study to achieve targets finds application in Public Ltd. firms alone, in case of **Company Deposits**, **Car Finance**, **Black & White Television** while in case of **Airlines** in addition to Public ltd. firms the stated finds application in case of Pvt. firms as well. Consumer Durables both in case of **Colour Television** and **Music System** in addition to public ltd. firms it finds application in Pvt. Ltd. firms whereas the stated fails to find application in marketing **Washing Machines**.

8.1.x Database created through a commissioned research study used in achieving targets though finds limited application in marketing new products and is observed to vary by the nature of firms. In case of both the services Company Deposits and Car Finance an Black and White Television the stated is centered around Public Ltd. firms, in case of Airlines the stated as a distribution strategy is observed in case of Pvt. firms while in case of the two consumer durable Colour Television and Music System it is spread over Pvt. Ltd. and Public Ltd. Firms and not followed in case of Washing Machine.

Data base with the intermediaries is widely used across the new product categories both products and services. Data indicates that in case of Company Deposits the stated in centered around Pvt. Ltd., Public Ltd. and professionally managed firms and /or collaboration while in case of Car Finance it is spread across Public Ltd. firms as in case of Airlines, Public Ltd. firms in case of Black and White Television, Pvt. Ltd., and Public Ltd. Firms in case of Colour Television and Music System whereas stated is not followed for the consumer durable Washing Machines.

8.1.xi. Among the intermediaries used for Company Deposits and Car Finance - both financial services - brokers are observed to spread across Pvt., Pvt. Ltd., Public Ltd. and Professionally managed and /or collaboration, though in varying proportions; sub-brokers for Company Deposits are spread across Pvt. Ltd. and Public Ltd., firms whereas for Car Finance the stated as an intermediaries is spread across Pvt., Pvt. Ltd., and Public Ltd. Firms. For Company Deposits agents as intermediaries are centered around Pvt. Ltd. and Public firms while for Car Finance these are spread across Pvt., Pvt. Ltd., and Public Ltd. Firms. Existing Clients, Data Base with the Company, Depositors, Branch Offices, Registered offices as intermediaries are centered around public Ltd. Firms for Company Deposits while Direct Marketing and Local Advertising is centered around Pvt. Ltd. firms, Dealers are spread across Pvt. Ltd. and Public Firms while Distributors are centered around Public Ltd. Firms as also References.

8.1.xii For Car Finance sub-brokers and agents as intermediaries are spread across Pvt. Ltd. and Public Ltd. Firms, Existing Clients references are spread across Pvt. Ltd. and Public Ltd. firms, whereas Dealers, Word-Of-Mouth and acquaintances are centered around Public Ltd. Firms. Thus in both the financial services Company Deposits and Car Finance Use of intermediaries is observed to vary by nature of firms as reflected in the data.

8.1.xiii Similarly in case of Airlines and Consumer Durables also data indicate that intermediaries vary by nature of Company. In case of former viz., Airlines, Travel Agents are generic across Pvt., Pvt Ltd. and Public Ltd. Firms while corporate clients are centered around Pvt. Firms.

8.1.xiv In case of consumer durable viz., **Black & White Television and Colour Television** while dealers and distributors are generic across Pvt. & Public Ltd. Firms, direct distributors and sub-dealers are centered around Public Ltd. Firms; in case of **Music System** dealers are spread across Pvt.Ltd. and Public Ltd. Firms in case of **Washing Machines**, dealers, distributors, direct distributors and sub-dealers are centered around Public Ltd. firms.

Thus intermediaries used vary across and within product categories by nature of firms.

8.2 Product

Product strategies as is evident from the data analysis are observed to vary across and within new product categories.

8.2.i A new product in the existing market strategy for instance in case of **Company Deposits and Washing Machine** is centered largely around Public Ltd. Firms especially those that are professionally managed and /or in collaboration while the same strategy for another Financial services viz., **Car Finance** is centered around Pvt. and Pvt. Ltd. Firms apart from Public Ltd. Firms as in case of **Airlines and Colour Television**. In case of **Black & White Television** the stated is centered around Pvt. firms and Public Ltd. firms where as in case of **Music System** it is centered around Pvt. Ltd. and Public Ltd. firms (table 8.1).

8.2.ii A new product in a new market strategy is centered around Public Ltd. firms in case of **Company Deposits, Car Finance, B/W Television and Music System**; centered around Private and Public Ltd. firms in case of **Airlines** and not followed in case of **Colour TV** (table 8.1).

8.2.iii A new product in a new segment strategy is centered around Public Ltd. firms in case of **Company Deposits, Car finance, Black & White Television, Music System and Washing Machine** while it is centered around Pvt. Ltd. and Public Ltd. firms in case of **Car Finance**, spread across Pvt. Firms, Pvt. Ltd. Firms as also Public Ltd. Firms in case of **Airlines** (table 8.1).

8.2.iv A new technology strategy is once again centered around Public Ltd. in case of **Company Deposits, Music System, Washing Machine**, not followed in case of **Car Finance**, centered at Pvt. Firms in case of **Airlines**, spread across

Pvt. Firms and Public Ltd. Firms in case of **Black & White Television and Colour Television**.

8.2.v Similarly, product strategies where difference within and across new product categories are observed are new application strategies, new functions strategy, improved / modified product strategies, restyled product strategies, repackaged product strategies, repositioned product strategy, me- too product strategy, product line extension strategy, new product line strategy, item addition to a product line strategy, product line modification strategy, line stretching strategy and complementary product strategy.

8.2.vi Data analysis thus indicate most of these strategies centered largely around Public Ltd. Firms, followed by Pvt. Ltd. Firms in case of **Company Deposits** spread across Pvt. Firms, followed by Pvt. Ltd. Firms in case of **Car Finance, Airlines**, spread across Pvt. firms and Public Ltd. firms in case of **Black & White Television, Colour Television** and centered largely around Public Ltd. Firms in case of **Music System and Washing Machine**. Percentage analysis thus concurs with the proposed hypothesis that product related marketing strategies vary across and within New Product Categories.

8.3 Price

8.3.i Data analysis indicates that Profit Maximisation Strategy both short-run Profit Maximisation strategy and Long -run profit maximization strategy, and market share strategy, sales revenue strategy, in case of services viz. **Company Deposits, Car Finance and Airlines** is centered around Private Firms, Private Ltd. firms and Public Ltd. firms in varying proportions though, while the stated strategy in case of **Black & White Television** is centered largely around Pvt. Firms in case of **Colour Television** around Pvt. firms and Public Ltd. Firms, and in case of the remaining consumer durables viz. **Music System and Washing Machine** the strategy under consideration is centered around Public Ltd. Firms (table 8 1).

8.3.ii Market skimming strategy in case of **Company Deposits** is centered largely around Pvt. Ltd. and Public Ltd. Firms, in case of **Car Finance, Black & White Television, Colour Television and Music System** Public Ltd. Firms, while in case of **Airlines** the stated strategy finds application across Pvt., Pvt. Ltd. and Public Ltd. Firms while it is observed not to be followed in case of **Washing Machine** (table 8 1).

8.3.iii Data analysis thus indicate differences in pricing strategies across and within new product categories. Other pricing strategies such as rate of return strategy, product line strategy, price leadership strategy and so on discussed

earlier and depicted in table . also indicate differences across and within new product categories. To keep the discussion comprehensive and brief these are depicted in table(8.1) and are not taken up for discussion individually. However difference are evident in the data (table 8.1). The differences are evident for discourage potential new entrants strategy, intermediaries loyalty strategy, improve corporate image strategy, improve sales of weaker products strategy, discourage price was strategy, beat competition strategy, niche strategy , market perpetration strategy, create consumer acceptance strategy, competitive parity strategy, value for money strategy and so on (table 8.1). It may be observed though that overall pricing strategies for **Company Deposits , Car Finance, Airlines and Colour Television** are spread across Public Ltd. Firms , Pvt. Ltd. Firms and Pvt. Firms, in case of **Airlines** though Pvt. Firms take a lead , while in case of **Black & White Television** pricing strategies are spread across Public Ltd. and Pvt. Ltd. Firms, in case of **Music System** they are spread across Public Ltd. and Pvt. Ltd. firms while in case of **Washing Machine** they are centered largely around Public Ltd. Firms. Individual differences however do exist as discussed above and depicted in table 8.1.

8.4 Place

In terms of the activities undertaken to distribute the new products such as setting corporate goals, brokers targets, regional targets and so on differences within and across new product categories with respect to these activities undertaken are evident in the data analysis.

- 8.4.i. **Brokers targets** in case of both the financial services **Company Deposits and Car finance** for instance are centered around Public Ltd. and Pvt. Ltd. firms, in case of **Airlines** the stated is centered around Pvt. firms and with Pvt. Ltd. Firms whereas owing to the very nature of the services, brokers targets are not availed by the four consumer durable in marketing their new products (table 8.1).
- 8.4.ii **Corporate Goals and /or targets** in case of the financial services viz., **Company Deposits , Washing Machines** are centered around Public Ltd. Firms, in case of **Car finance and Airlines** they are spread across Pvt. Firms, Pvt. Ltd., and Public Ltd. Firms in case of **Black & White television, Music System** these are centered around Pvt. firms and Public Ltd. firms, in case of **Colour Television** these are spread across Pvt. Firms, Pvt. Ltd. and Public Ltd. Firms (table 8.1).
- 8.4.iii Similarly **Regional targets/goals** in case of **Company Deposits , Car finance, Airlines** are centered around Pvt. Firms, Pvt. Ltd. firms and Public

Ltd. firms, while the stated is centered around Public Ltd. Firms in case of **Black & White television and Washing Machine**, Pvt. Ltd. firms and Public Ltd. Firms in case of **Colour Television and Music Systems** (table 8.1).

8.4.iv **Branch goals/ targets** as among the distribution activities undertaken in case of **Company Deposits , Car Finance , Airlines, Colour Television** is spread across Pvt. Firms, Pvt. Ltd. and Public Ltd. Firms. While it is centered around Pvt. Firms and Public Ltd. Firms in case of **Black and White Television** Pvt. Ltd. Firms and Public Ltd. Firms in case of **Music System** and Public Ltd. firms alone in case of **Washing Machine**.

8.4.v. Data also reflects across and within product difference for distribution related activities by nature of company , for volume of business, agents, targets, dealers targets, distributors targets, General Service Agents (GSA) Targets etc.. As stated earlier in order to keep the discussion comprehensive and brief these are not discussed individually . While the first few are taken up for discussion the others are depicted in table 8.1. Data analysis indicates though that **at an overall level** distribution activities in case of **Company Deposits , Car finance , Airlines, Colour Television** is centered largely around Public Ltd. firms and spread across Pvt. Firms and Pvt. Ltd. firms; in case of **Black and White Television** the stated is spread across Public Ltd. and Pvt. Firms in case of **Music System** these activities are spread across Pvt. Ltd. and Public. Ltd. Firms whereas in case of **Washing Machines** these are centered around Public Ltd. Firms. Despite this overall scenario, individual differences across and within new product categories for each of these distribution activities are evident in the data. **Data analysis thus supports the proposed hypothesis that differences within and across new product categories exist as discussed above and as also depicted in table (8.1).**

8.5 Place Intermediaries Used

8.5.i Among the twenty plus intermediaries used to achieve the targets , data analysis indicates that **Brokers** common among financial services are spread across Pvt. Firms, Pvt. Ltd. Firms and Public Ltd. Firms in case of both **Company Deposits and Car Finance**, and owing to the very nature of the intermediary used the stated is not used by yet another service, **Airlines and Consumer Durable viz., Black & White Television , Colour Television, Music System, Washing Machine** (table 8.1).

8.5.ii. Sub-brokers again owing to the nature of intermediary used is confined to the two financial services viz., **Company Deposits** where the stated is spread across Pvt. Ltd. Firms and Public Ltd. Firms in case of **Car finance** the stated

in spread across Pvt. firms, Pvt. Ltd. firms and Public Ltd. firms and not followed by Airlines and the Consumer Durable – **Black and White Television, Colour Television, Music System, Washing Machine** (table 8.1).

- 8.5.iii Agents as intermediaries are used by financial services and in case of **Company Deposits** are spread across Pvt. Ltd. and Public Ltd. firms while in case of **Car finance** are spread across Pvt. Firms, Pvt. Ltd. firms and Public Ltd. Firms (table 8.1).
- 8.5.iv Similarly other intermediaries whose application vary across and within new product categories and used by financial services viz., **Company Deposits and Car Finance** include existing clients, references, data base with the Company, Depositors, Branch offices, walk-ins, Direct Marketing, local / co-operative advertising, Direct Contacts.
- 8.5.v. In case of **Airlines** due to the Government Policy, **Travel Agents** are but an obvious intermediary generic across nature of firms viz., Pvt. Firms, Pvt Ltd. Firms and Public Ltd. firms.
- 8.5.vi. In case of consumer durables, dealers as intermediaries across Pvt. firms and Public Ltd. firms in marketing **Black & White Television** whereas in marketing colour TV the stated as an intermediary is spread across Pvt. Firms, Pvt. Ltd. Firms and Public Ltd. Firms, in case of **Music System** it is spread across Pvt. Ltd. and Public Ltd. Firms while in case of **Washing Machine** it is spread across Public Ltd. firms only and owing to the very nature of the intermediaries it is obviously not used in marketing the services viz. **Company Deposit, Car Finance and Airlines**.
- 8.5.vii. Similarly, dealers in case of **Black & White Television and Colour Television** spread across Pvt. Firms, and Public Ltd. Firms and the stated are spread across Public Ltd. firms in case of **Music System and Washing Machine**.
- 8.5.v.iii Sub-dealers as intermediaries are centered around Public Ltd. firms only in case of four consumer durables, **Black-&- White Television, Colour Television , Music System and Washing Machine**.
- 8.5.ix. Thus differences in intermediaries used across and within new product categories are evident from the data. It may be observed though that at an overall level intermediaries are centered largely around Public Ltd. firms as also spread across Pvt. Firms and Pvt. Ltd. firms in case of **Company Deposits, Car finance** whereas in case of **Airlines** the intermediary is centered largely around Pvt. firms and spread across Pvt. Ltd. and Public Ltd. firms, in case of **Black and White Television** intermediaries are generically

spread across Pvt. Firms, and Public Ltd. Firms, in case of **Colour Television** these are spread across Pvt. firms , Pvt. Ltd. firms and Public Ltd. firms, in case of **Music System** the stated are spread across Pvt. Ltd. and Public Ltd. firms while in case of **Washing Machine** the intermediaries are centered largely around Public Ltd. firms. Despite this overall scenario individual differences within and across new products.

8.6 Promotion – Promotional Measures Used

- 8.6.i. Data Analysis indicates a total of seventy plus promotional measures used in marketing the seven new products under consideration. Data indicates differences in the promotional measures used across and within new product categories. In case of **Company Deposits** and **Car Finance** for instance advertising is used by Pvt. Ltd. and Public Ltd. firms and not Pvt. firms in marketing their new products while in case of **Airlines** and **Colour Television** advertising is used by Pvt. firms, Pvt. Ltd. firms and Public Ltd. firms, in case of **Black and White Television** the stated is used by Pvt. firms and Public Ltd. firms and the same is used by Public Ltd. firms alone in marketing the new products **Music System** and **Washing Machines** (table 8.1).
- 8.6.ii **Hoardings** as promotional measures in case of **Company Deposits** are used by Pvt.Ltd. firms and Public Ltd. firms and not by Pvt. firms, while in case of **Car finance** Hoardings serve as promo-tools for all the three categories of firms viz. Pvt., Pvt. Ltd. and Public Ltd. firms also in case of **Black and White Television** whereas in case of **Airlines** the stated is followed only among Private Firms and Private Ltd. firms and in case of Consumer Durables viz. **Colour Television, Music System and Washing Machines** the stated is followed by Public Ltd. firms. Thus the scope of the use of hoarding as promotional measures varies across new product categories by nature of firms (table 8.1).
- 8.6.iii Similarly, **Posters** in case of **Company Deposits** for instance find application among Pvt. Ltd. and Public Ltd. firms as also those that are professionally managed and /or have collaborations, in case of **Car Finance** firms these find application among Public Ltd. firms and in case of **Airlines** by Pvt. firms and not stated by the four consumer durable viz. **Black and White Television , Colour Television, Music System and Washing Machine** (table 8.1).
- 8.6.iv. Even if the three promotional measures, discussed above, are taken as indicative of the difference in promotional measures across and within new product categories, data analysis reiterates this difference in promotional measures across and within new product categories.

Other promotional measures used in marketing these new products and where differences are evident include banners, glow signs, brokers meet, existing clients, local ads, leaflets, incentives to intermediaries, branch meet and sales camps only to state a few. The other promotional measures are depicted in table 8.3. Data analysis thus supports the proposition that among the seventy plus promotional measures that have emerged, differences across and within new product categories do exist for the promotional measures.

8.7 Competitive Marketing Strategies

- 8.7.i Among the competitive marketing strategies, market leader strategy namely attract non-user or new-user strategy in case of services viz., **Colour Television** finds application across Pvt. Firms, Pvt. Ltd. Firms and Public Ltd. Firms while in case of the remaining consumer durable viz., **Black & White Television**, the stated strategy finds application among Pvt. firms and Public Ltd. firms, in case of **Music System** Pvt. Ltd. and Public Ltd. firms and in case of **Washing Machine** among Public Ltd. firms only (table 8.1).
- 8.7.ii Among the Market share expansion strategies innovation strategy as a point in case for instance, in case of **Company Deposits** varies across Pvt. Ltd. firms, Public Ltd. firms, collaborations/ professionally managed firms, varies across Pvt. Firms, Pvt. Ltd. firms and Public Ltd. firms in case of **Car Finance** , **Airlines**. While it is spread across Pvt. and Public Ltd. firms and in case of **Black and White Television** , **Colour Television**, and only Public Ltd. firms in case of **Music System** and **Washing Machine** (table 8.1).
- 8.7.iii Among the market challenger strategies head - on or direct - attack strategy as a case in point for instance varies across Pvt. Ltd. firms and Public Ltd. firms, in case of **Company Deposits** only public Ltd. Firms, in case of **Car Finance** spread across all three i.e Pvt. Firms., Pvt. Ltd. and Public Ltd. firms in case of **Airlines**, Pvt. firms in case of **Black and White Television**, **Colour Television** and is not followed in marketing the remaining two consumer durables viz., **Music System** and **Washing Machine** (table 8.1).
- 8.7.iv Market follower strategy viz., Target Market strategy in case of **Company Deposits** is spread across Pvt. firms, and Public Ltd. firms, all three i.e. Pvt. firms., Pvt. Ltd. firms and Public Ltd. firms in case of **Car Finance** , **Airlines** and **Colour Television** , only Pvt. firms and Public Ltd. firms in case of **Black and White Television** Pvt. Ltd. and Public Ltd. firms in case of **Music System** and Public Ltd. firms alone in case of **Washing Machine**.
- 8.7.v Market Niche Strategy viz., Specific market / type/ segment strategy in case of **Company Deposits** is spread across Pvt. Ltd. firms and Public Ltd.

firms, for **Car Finance, Airlines, Colour Television** across all three Pvt. firms, Pvt. Ltd. firms and Public Ltd. firms for **Black and White Television** Pvt. Firms and Public Ltd. firms, for **Music System** across Pvt. Ltd. firms and public Ltd. firms.

- 8.7.vi. Data analysis thus supports the proposition that competitive marketing strategies vary across and within new product categories. While one in each of the competitive marketing strategy category viz., Leader, Challenger, Follower and Niche is taken up for discussion as a case in point the other strategies by nature of firm are depicted in table . with the sole purpose of, as stated earlier , keeping the discussion comprehensive and brief given the number of parameters that are examined in the study This in no way is to under estimate the positions of any of the other strategies.

8.8 Company Growth Strategies

- 8.8.i Among the **Company Growth Strategies, Intensive Growth Strategy** viz. **Motivating Current Customers / Clients** to buy more in case of **Company Deposits** finds application among public Ltd. firms alone which have collaborations and not among Pvt. firms or Pvt. Ltd. Firms, in case of **Car Finance , Airlines, Colour Television** the stated finds application across all three viz. Pvt. Firms, Pvt. Ltd. and Public Ltd. firms while in case of **Black and White Television** it finds application among Pvt. Firms alone, for **Music System** it finds application among Pvt. Ltd. firms and Pubic Ltd. firms, while the stated finds no application in marketing **Washing Machine** (table 8.1).
- 8.8.ii Among the **integrative growth strategy** as a case in point for instance, backward integration strategy viz. **Seeking greater control over suppliers for Company Deposits, Car Finance** is centered around Public Ltd. firms, in case of **Airlines** the stated strategy is spread across Pvt. Ltd. and Pubic Ltd. firms, in case of **Black and White Television** it is centered around Pvt. Firms and Public Ltd. firms, in case of **Colour Television** it is centered around Public Ltd. firms, in case of **Music System** it is centered around Public Ltd. firms and not followed in marketing **Washing Machines** (table 8.1).
- 8.8.iii Among the **diversification strategies, concentric diversification** i.e. **adding new products that blend with the existing product line** for instance in case of **Company Deposits, Music System, Washing Machine**, is centered around Public Ltd. firms, in case of **Airlines** Pvt. firms and Pvt. Ltd. firms , Pvt. Ltd. and Public Ltd. Firms, in case of **Black and White Television** the stated strategy is centered around Pvt. firms and Public Ltd. Firms, and in case of **Colour Television** the stated is centered around Pvt. firms and Public Ltd. firms.

At an overall level either centered around Public Ltd. firms and/or also spread across Pvt. firms and Pvt. Ltd. Firms, data analysis supports the proposition that Company Growth Strategies vary across and within new product categories as discussed above as a case in point and depicted in table 8.1.

B. Analysis By Company Positions

8.1. One of the objectives of the study is also to examine the company position with respect to the new product at the National Level, Regional Level, as also Local Level. Data analysis indicates that rather than following a pure largest market Share, market share expansion, maintain market share or market niche strategy the seven new products under consideration have adopted an integrated approach and are following a mix of all four aforesaid strategies at all three levels viz, National, Regional and Local.(table 8.2).

8.1.i Company Positions at the National Level in case of Company Deposits and Airlines for instance varies in the order of a firm seeking to expand market share, a firm seeking to maintain market share, a firm with the largest market share followed, in the fourth place by a firm that serves market segments or niches. As against this while the Company Positions in case of Car Finance varies in the same order for market share expansion strategy, market share maintenance strategy, a firm with the largest market share data indicates that market segment or niche strategy is not followed in case of Car Finance. In case of consumer durables viz. **Black and White Television and Washing Machine**, the Company Positions vary in the order of a firm seeking to expand market share, a firm with the largest market share, a firm seeking to maintain market share and a firm that serves market segments / niches. While in case of **Colour Television and Music System**. Company Positions vary in the order of a firm seeking to expand market share, a firm seeking to maintain market share, a firm that serves market segments or niches and a firm with the largest market share (table 8.2).

8.1.ii At the Regional Level while the Company Positions for Company Deposit remain the same as discussed above for National Level those for Car Finance change. Data analysis indicates that Company Positions in case of Car Finance varies in the order of a firm seeking to expand market share followed by a firm seeking to maintain market share whereas a firm with the largest market share or for that matter a firm that serves market segments or niches is not followed. In case of Airlines Company Positions change slightly at the

Regional Level in the sense that while the first two positions viz. expand and maintain market share remain the same, the third and the fourth positions switch to serve market segments and a firm with the largest market share. Company positions at the Regional Level for four consumer durable viz. . **Black and White Television, Music System and Washing Machine**, varies in the order of a firm seeking to expand market share, a firm seeking to maintain market share except in case of **Music System** where it is vice-versa, a firm that serves market segments or niches and followed in the last place of a firm with the largest market share (table 8.2).

At the local Level as is evident from the data analysis; company positions change slightly. In case of **Company Deposit** for instance change further at the local Level to a firm seeking to expand market share; a firm that serves market segments or a niches a firm seeking to maintain market share followed in the fourth place to a firm with the largest market share. Company Positions for **Car Finance** at the Local Level, remain the same as that at the National Level but different from that at Regional Level. Company Positions for the four consumer durables viz. **Black and White Television, Colour Television, Music System and Washing Machine**, at the local Level remain the same as that at the Regional Level however differ from that at the national level with the difference observed at a firm with the largest market share (being third at National Level, while fourth at Regional & Local Level) and a firm serving market segments on niches (which is fourth at National Level, third at Regional Level and Local Level), thus indicating the company positions at which dilution takes place at the National, Regional and /or Local Levels.(table 8.2). Data analysis thus indicate Company Positions centered largely around expand, maintain market shares followed by serve market segments or niches and /or a firm with the largest market share (table 8.2).

C. Analysis By Intermediaries Used

As stated in the objectives, this part of the discussion examines if marketing strategies across and within new product categories by intermediaries used are distinctly different.

8.1 Targets

Data analysis indicates that among the target related strategies, **expected market potential strategy**, in case of **Company Deposits** for instance is followed when the intermediaries used are brokers, Sub-Brokers, Agents, Branch Offices, Regional Offices and Dealers as against Brokers, Sub Brokers, Agents, Clients, Dealers, and Acquaintance used in case of **Car Finance**, Travels Agents used in case

of Airlines, dealers, distributors and sub dealers used for the four consumer durables viz. **Black and White Television, Colour Television, Music Systems and Washing Machine** (table 8.3).

Data thus indicate that while there is a fundamental difference in the intermediaries used on by the new product categories, even strategies followed across and within new product categories vary. **Targets fixed in relation to what the competitors are likely to set as a target strategy** for instance is followed in case of the two financial services viz. **Company Deposits and Car Finance** whereas data analysis indicates the stated strategy not being followed in case of Airlines and the four consumer durables viz., **Black and White Television, Colour Television, Music System and Washing Machine**.

Data thus indicate differences not only in strategies followed but intermediaries as well. Data analysis thus indicates differences in target strategies followed by intermediaries used across and within new product categories.

At an overall Level therefore target strategies are thus observed to be centered largely around the intermediaries stated above for the respective new product categories (table 8.3). Data analysis thus supports the proposition that target related strategies vary across and within new product categories (table 8.3).

8.2 Product

Among the product related strategies, data analysis indicates that while some **product strategies** are generic across new products they vary in terms of the proportions in which they are followed. **New product in the existing market strategy** is a case in point (table 8.3). There are **other product strategies on the other hand**, which are not generic across new products, and are followed by a particular new product category and not by another although both these categories belong to services. **New functions strategy** for instance is followed by **Company Deposits** but not by **Car Finance** and therefore it varies across new product categories.

Just as there are differences in strategies followed, there also are differences in intermediaries used across new products. Brokers for instance as discussed earlier are confined to financial services, travels agents among airlines and dealers, distributors, & sub-dealers among the four consumer dealers viz. **Black and White Television, Colour Television, Music System and Washing Machine**. Thus while some product strategies are generic across new products, they vary in proportions in which they are followed, others as discussed above vary across and within new product categories, Data analysis thus indicate differences in product strategies followed by intermediaries across and within new product categories. **This supports**

the proposition that differences exist between and within new product categories in the product strategies followed by intermediaries. New product in the existing market strategies in case of **Company Deposits** is followed when the intermediaries use are Brokers, Sub-Brokers, Agents, Branch offices, Registered offices and dealers, brokers, sub-brokers, Agents, existing clients, and their reference; dealers and acquaintances in case of **Car Finances**, Travel Agents in case of **Airlines**; dealers, distributors, sub-dealers in case of **Black and White Television, Colour Television and Washing Machine**, and data base existing with the Company, dealers, distributors and sub-dealers in case of **Music System** is a case in point. The positions of other product strategies and depicted in table 8.3.

8.3 Price

This part of the discussion examines if pricing strategies by intermediaries used are distinctly different across and within new product categories. Data analysis indicates that **short run profit maximisation strategy** by intermediaries though generic is followed in varying proportions across and within new products. The stated strategy in case of **Company Deposits** for instance is followed when the intermediaries used are Brokers, Sub-Brokers, Agents, Branch offices, Registered Offices and Dealers. While in case of **Car Finance** the stated strategy is followed when the intermediaries used are brokers, sub- brokers, agents, clients, dealers, and acquaintances, while in case of **Airlines** the intermediary for the given strategy is travel agents while in case of **Consumer Dealers viz. Black and White Television, Colour Television and Washing Machine**, the intermediaries are dealers, distributors and sub-dealers and in case of **Music System** the intermediaries are data base existing with the Company dealers, distributors and sub-dealers. The strategy thus though generic varies by intermediaries used across new product categories.

Existing depositors for instance are not encashed upon as intermediaries in case of **Company Deposits, Colour Televisions**, as they are in case of **Car Finance, Airlines, Black and White Television, Music System and Washing Machine**. This again accounts for differences in strategies followed by intermediaries across new product categories. Similarly differences across new product categories for pricing strategies by intermediaries used are depicted in table 8.3.

8.4 Place – Activities Undertaken

Examined in this part of the discussion are distribution activities undertaken at various levels in marketing new products by intermediaries used. Data analysis indicates for instance that brokers targets in case of **Company Deposits** are followed when intermediaries used are Brokers, Sub- Brokers, Agents, Branch offices, Registered Offices and Dealers while in case of **Car Finance** for the stated activity

intermediaries used are brokers, sub-brokers, Agents, Clients, dealers, and acquaintances; in case of **Airlines** travel agents, in case of **Black and White Television, Colour Television and Washing Machine**, dealers distributors and sub-dealers while in case of **Music System** the intermediaries used are data-base existing with the intermediaries, company, dealers, distributors, and sub-dealers.

Data thus indicate that although generic brokers target by intermediaries used vary by new products. Differences across product categories in targets followed by intermediaries are thus evident in the data. Similarly other distribution activities and their varying positions across new products by intermediaries used are depicted in table 8.3. As stated earlier in order to keep the discussion brief and comprehensive only one of the activities is taken up for discussion as indicative of other activities positions, depicted in table 8.3.

8.5 Promotion

At an overall Level the intermediaries used across the new products remain the same as those discussed above. However the promotional measures- Advertising- for instance in case of **Company Deposits** is used when the intermediaries used are broker, sub-brokers, Agents, branch offices and registered offices while in case of **Car Finance** advertising is used when the intermediaries used are brokers, sub-brokers, agents, clients, dealers and acquaintances; travel agents in case of **Airlines**; dealers, distributors and sub-dealers in case of **Black and White Television, Colour Television and Washing Machine**, while existing data base with the company, dealers, distributors and sub-dealers in case **Music System**. Advertising as a promotool thus though generic varies across new products as is evident from the data analysis in table 8.3. The positions of other promotools by intermediaries used across new products are depicted in (table 8.3). Data analysis thus reflects that promotools by intermediaries vary across new product categories thus supporting the stated propositions that differences in advertising by intermediaries used exist across and within new product categories (table 8.3).

8.6 Competitive Marketing Strategies

Among the Competitive Marketing Strategies viz. market leader, challenger, follower, nicher strategies, this part of the discussion examines whether these strategies are distinctly different across new products categories. Among the market leader strategies for instance attract non-user/ new-user strategy in case of **Company Deposits** is used for intermediaries viz. brokers, sub-brokers, agents, branch office, registered offices and dealers as against brokers, sub-brokers, agents, clients, dealers and acquaintances in case of **Car Finance**, travel agents in case of **Airlines**, dealers, distributors, sub-dealers in case of **Black and White Television**,

Colour Television, and Washing Machine, while existing data base with the company and /or intermediaries, dealers, distributors and sub-dealers in case of **Music Systems**.

The stated strategy thus though generic varies in terms of the strategy followed by intermediary across new product categories. Similarly other competitive strategies discussed in the earlier chapter, as is evident from the data analysis also vary by intermediaries used as depicted in (table 8.3).

Among the market challenger strategies head-on or direct attack strategy in case of **Company Deposit** for instance is followed when the intermediaries used for **Company Deposit** are as discussed above which are different from those of **Car Finance, Airlines** and the consumer durables **Black and White Television, Colour Television Music System and Washing Machine** (table 8.3).

The same difference is evident for market follower and nicher strategies as well (table 8.3). Data analysis while indicates a product category specific concentration on intermediaries used at an overall level, at individual levels, as discussed above in the case of attract non-user/ new user strategy, these strategies vary by intermediaries across new product categories. Data analysis supports the propositions that differences exist in strategies followed by intermediaries across new product categories (table 8.3).

8.7 Company Growth Strategies

Among the Company Growth Strategies viz., intensive growth strategies, integrative growth strategies and diversification strategies, while the growth strategies at an overall level for a specific new product category are centered around the intermediaries discussed above, strategy specific situation by intermediary used across new product categories for current customers/ clients as a case in point is examined here.

One of the intensive growth strategy viz. motivating current customers /clients to buy more in case of **Company Deposit** is followed as a Company Growth Strategies when the intermediaries used are brokers, sub-brokers, agents, branch-offices, registered offices and dealers while in case of **Car Finance** the intermediaries for the same strategy as discussed earlier are brokers, sub-brokers, agents, existing clients, dealers and acquaintances; while in case of **Airlines** for the same strategy the intermediary used is travel agents; in case of three of the four consumer durables viz. **Black and White Television, Colour Television and Washing Machine**, the intermediaries are dealers, distributors and sub-dealers and as discussed earlier in case of **Music System** the intermediaries for the given strategy are data base existing with the company, dealers, distributors and sub-dealers. Though generic the difference in

the strategy followed accrues out of intermediaries used across the new products arising out of the nature of the new product. Data - analysis thus indicate percentage differences in the strategy followed by intermediaries used across new product categories (table 8.3). Differences also exist for other Company Growth Strategies viz., integrative growth strategies and diversification strategies by intermediaries used across new product categories as is evident in the data-analysis (table 8.3).

D. Analysis by benefit sought

- 8.1** This part of the analysis examines the benefits sought in marketing the new products by the firms. **The product benefits sought** being core benefits of the new product itself, intermediary benefits viz. packaging, features, quality, brand name of the product/service and tertiary benefits viz. installation, free delivery, guarantee, warranty, services etc.

Data analysis indicates that in case of Company Deposits for instance intermediary benefits viz., packaging, features, quality, brand name of the product are among the top benefits sought with a mean score of 1.29, followed in the second place by core benefit of the product with a mean score of 0.90 and in the third place by tertiary benefits viz. installation, free delivery, guarantee, warranty, service etc. with a mean score of 0.20. As against this in case of **Car Finance, Black and White Television, Colour Television, Music System and Washing Machine**, tertiary benefits viz., installation, free delivery, guarantee, warranty, service etc. lead the three benefits sought taking the top place followed in the second place by the core benefit of the product or service and intermediary benefits viz., packaging, features, quality, brand-name of the product/service taking the third place. In case of **Airlines** tertiary benefits viz. installation, free delivery, guarantee, warranty, service etc. emerge in the first place followed in the second place by intermediary benefits viz., packaging, features, delivery, guarantee, warranty, service, etc. and the core benefits emerging third. It may be observed that the mean score of each of these benefits sought however vary across new products as is evident in the data. Data analysis thus indicates that benefit sought varies across new product categories (table 8.4).

- 8.2** The **pricing benefits sought** are already discussed earlier along with the pricing followed and therefore in order to avoid repetition are not taken up for discussion here.
- 8.3** Data analysis indicates that **the benefits sought** in following the distribution strategies discussed earlier in case of **Company Deposit**, for instance include improve customer service, make the product available to the customers,

provide after – sales services /follow-up better than the competitors, reduce distribution costs, stabilise prices against fluctuations in the market and improve sales of the product through the customer satisfaction in that order. While in case of **Car Finance, Black and White Television, Music System and Washing Machine** distribution benefits sought vary in the order of provide after sales- service or follow – up more efficiently than the competitors, make the product available to the customer, improve customer service, reduce distribution costs and stabilise prices against fluctuations in the market. As against this distribution benefits sought in case of **Airlines** vary in the order i.e. provide after sales service or follow-up more efficiently than the competitors, make the product available to the consumer, improve customer service, reduce distribution costs and stabilise prices against fluctuations in the market (table 8.4).

- 8.4 The promotion benefits** sought as evident from the primary data run into almost eighty plus benefits sought across the new product categories in marketing new products. Data analysis indicates that while some promotional benefits are generic across new products, they vary in percentages across new products though. The first promotional benefit viz. **inform consumers about new products** is a case in point. Data analysis also indicates on the other hand that there are some promotional measures that are different for or across new product categories. Top business opportunity for instance is a case in point which is not sought in case of **Company Deposit** whereas in case of **Car Finance** it is. New product category Positions on other promotional benefits sought viz. increase business or volume of business, enhance company image, promote product, improve sales of other products etc. are depicted in table 8.4.

As stated earlier the promotional benefit sought viz. **inform consumers about the new product** is generic and is sought by all seven new products under consideration viz. **Company Deposit, Car Finance, Airlines, Black and White Television, Colour Television, Music System and Washing Machine**, in varying proportions though. On the other hand, the other promotional benefit sought viz., **increase business volume** is observed to be followed in case of **Company Deposit, Car finance and Washing Machine** not in case of **Airlines, Black and White Television and Music System**, indicative partly of the market conditions prevailing at that time. Similarly, the other over eighty odd promotional benefits sought and their status on new product categories are depicted in table 8.4. These are not taken up for discussion at length individually by new product categories so as to keep the

discussion comprehensive and brief. However concentration or spread of these benefits sought across new product categories are evident in the data. Data analysis thus supports the propositions that benefits sought generic and /or different do vary across new product categories (table 8.4).

E. Analysis By Stage Of Industry, Market Attractiveness, Company Positions

8.1 Targets

As stated in the objectives this part of the discussion examines if marketing strategies across and within product categories by stage of industry are distinctly different.

Data analysis indicates that among the target related strategies, **expected market potential strategy** in case of Company Deposits and Car Finance both financial services is followed in the growth and maturity stage and not in the embryonic and the decline stage; with a company competitive position that is dominant, strong and favorable and not in case where the Company position is tentative, weak; where the market is highly attractive and medium in attractiveness and not weak in attractiveness and the Company Competitive position in this market is strong, average and not weak.

Similarly the stated strategy in case of Airlines is followed when the industry for this product is in the growth and maturity stage and not embryonic and ageing stage, Company competitive positions is dominant and strong and not favorable, tentative and /or weak; the market for airlines is highly attractive and /or medium in attractiveness and not weak and the Company competitive positions is strong and neither average nor weak.

In case of consumer durables viz. **Black and White Television, Colour Television, Music System and Washing Machine**, the stated strategy is followed for new products for an industry which is in growth and maturity stage except in case of **Washing Machines** which is in the growth stage the competitive positions for which is favorable and not dominant, strong and temporary (Black and White TV), weak, strong, favorable, tentative and not dominant, weak (Colour TV), (Music System), dominant and strong and not favorable, temporary, weak, (Washing Machine).

At stated earlier, in order to keep the discussion brief, individual positions for each of the marketing strategies for a Stage of Industry, Company Competitive Positions, Market for the new product and Company Competitive position given this market are depicted in table 8.5.

Data analysis indicates that for all the seven new products under consideration, financial services as well as consumer durables while the industry is in growth and/ or maturity stage Company Competitive positions vary. Similarly for all these products the market is observed to be highly attractive and /or in medium attractiveness. Company Competitive positions given this market condition varies as discussed above for expected market potential strategy as a case in point. The other target related strategies include actual market potential strategy, some fixed percentage over that of last year, target irrespective of branch potential, depending on branch potential, equal target strategy and the other strategy discussed earlier (table 8.5). Most of these strategies are generic but the extent to which they are followed varies in individual cases. Competitive market strategies is not followed in case of Airlines & the four consumer durable Black and White Television, Colour Television, Music System and Washing Machine.

At an overall Level again data analysis indicates that target given irrespective of branch potential is not followed in case of Company Deposits, Colour Television, Music System, target given equally to all region is not followed in case of Car Finance, Airlines and targets given irrespective of branch potential and equal targets strategy not followed in case of Washing Machine. Individual positions on each of these strategies are depicted in table 8.5. The use of data-base is by and large generic with percentage variations on individual positions (table). Intermediaries used vary by products used (table 8.5).

Data analysis also indicates that at an overall Level w.r.t. industry target strategies are centred largely around growth stage followed by maturity stage for all six new products three services (Company Deposits, Car finance & Airlines) and three consumer diurables (Black and White Television, Colour Television, Music System) and in case of consumer durable (washing machine) it is centred around growth stage.

Company Competitive position in relation to this industry stage is largely strong, dominant, favorable (Company Deposits,) strong, favorable, dominant, temporary (Car finance, Airlines), favorable temporary, strong (Black and White Television) favorable, strong, temporary (Colour Television , Music System) and strong and dominant (Washing Machine.)

The market for the new products is highly attractive and medium in attractive that order for the three services viz.. Company Deposits, Car Finance, Airlines and for the consumer durable Colour Television, Music System, Washing Machine except in case of Black and White Television, where the order is reverse and data indicates that the market is medium in attractiveness and highly attractive.

Company Competitive Position against this market backdrop is strong, average (Company Deposits,) (Airlines), (Washing Machine), strong, average, weak(Car Finance), average, strong, (B/W TV), average, strong ,weak, (CTV) (Music System). It may be noted that this however is the overall scenario with respect to target strategies. Individual differences across and within product categories do exist and are depicted in table 8.5.

8.2 Product

Among the product related marketing strategies, data analysis indicates that products in the existing market strategy though generic across new products reflects individual difference across and within new product categories by stage of industry.

Data indicates for instances that new product in the existing market strategy for six out of seven new products viz.. Company Deposits, Car Finance , Airlines, Black and White Television, Colour Television , Music System - is followed in the growth and maturity stage and while in case of washing machine the stated strategy is followed in the growth stage and not in embryonic maturity, decline stage.

New Product in the existing market strategy by Company competitive position varies across and within the product categories. The stated strategy is followed when the Company Competitive Position is dominant, strong, favorable, and not temporary and weak, in case of Company Deposits, Airlines; dominant, strong, favorable, temporary and not weak in case of Car Finance; strong, favourably and not weak in case of Black and White Television, Colour Television, Music System and dominant, strong, and not favorable, temporary, weak, in case of WASHING MACHINE.

For all the seven new products under consideration, the stated strategy is generic across new products categories and is followed where market for the new is highly attractive or medium in attractiveness in varied proportion as is evident from the data and not when the market is weak in attractiveness.

The stated marketing strategy i.e. new product in the existing market strategy is followed when the Company Competitive Positions against the market attractiveness discussed above is strong and average and not weak for Company Deposits, Airlines, Black and White Television, Colour Television and Washing Machine, while in case of Car Finance and Music System it finds application across all three Positions viz., strong, average, and weak Company Positions.

Similarly data indicate that the other product strategies such as a new product in a new market strategy, a new product in a new segment strategy ,new technology

strategy, new applications strategy and so on vary across and within new product categories (table 8.5).

It may be observed that **at an overall level**, product strategies with respect to industry stage are centered largely around growth and maturity stage and not embryonic and decline stage in case of **Company Deposits, Car Finance, Airlines, Black and White Television, Colour Television, Music System** and while in case of **Washing Machine**, they are centered around growth stage and not embryonic, maturity, and decline stages and these vary across and within new product categories (table 8.5).

Product strategies with respect to Company Competitive Positions are centered largely around , strong, dominant, favorable, (Company Deposits) strong, dominant (Car Finance), (Airlines), favorable, temporary, strong, (B/W TV), favorable, strong, temporary, (CTV), (Music System), and dominant and strong positions (Washing Machine), these strategies vary across and within New Products categories (table 8.5).

Similarly, product strategies with respect to market attractiveness are centered largely around highly attractive and medium attractive markets (Company Deposits), (Car Finance), (Airlines), (Colour Television), (Music System), (Washing Machine), medium attractive markets ,highly attractive markets (Black and White Television) with differences on individual product strategies across and within new product categories(table 8.5.)

Product strategies by Company Competitive Positions against this market attractiveness are centered largely around. strong and average market (Company Deposits), (Airlines), strong, average , weak, markets, (Car finance) Average & strong markets (B/W TV), average, strong, weak, markets. (CTV), (Music System) with differences on individual Product Strategies across & within product categories.

Data thus indicate an overall centredness on a particular position on product strategies with differences across and within new product categories on individual product strategies thus supporting the propositions stated in the objectives (table 8.5).

8.3 Price

Among the pricing strategies data analysis indicates that **short run profit maximization** strategy in case of **Company Deposit, Car finance, Airlines, B/W TV, Colour Television and Music System** with respect to industry stage is followed largely in the growth and maturity stage and not in the embryonic decline, stage. While in the case of **Washing Machine** it is followed only in the growth stage

and not in the embryonic, maturity, decline stage. The stated strategies with respect to **Company Competitive position** in case of the two services **Company Deposits, Car Finance**, is followed when the **Company Competitive Positions** is dominant, strong, favorable, and not temporary and/or weak; is dominant, strong, favorable, temporary and not weak in case of **Airlines**; strong, favourable, temporary, and not dominant, and/or weak in case of the three consumer durables **Black and White Television, Colour Television, Music System** and dominant and strong and not favorable, temporary, weak in case of **Washing Machine**.

The strategy under consideration with respect to **market attractiveness** in case of all seven new products under consideration is followed when market is highly attractive and medium in attractiveness; data also reflects that short run profit maximization strategy is not followed when the market is weak in attractiveness. Data reflects that the stated strategy though generic across all seven new products is followed in varying proportions across and within new product categories.

Short run profit maximization strategy is followed by **Company Deposits, Airlines, B/W TV, Washing Machine** when **Company Competitive Positions** is strong and average and not when **Company Competitive Positions** is weak, while the stated strategy is followed in all the three stages of **Company Competitive positions** viz., strong, average and weak in case of the other three new products viz., **Car finance, Colour Television, Music System**.

Other pricing strategies that vary across and within new product categories as is evident from the data include long run profit maximization strategy, market share strategy, maximize sales revenue strategy, rapid skimming strategy, penetration strategy, rate of return strategies and so on (table 8.5)

At an overall level, data analysis indicates that **pricing strategies** with respect to **stage of industry** are centered largely around growth and maturity stage and not embryonic and decline stage for **Company Deposits, Car Finance, Airlines, B/W TV Colour Television, Music System**, while in case of **Washing Machine**, pricing strategies at an overall Level are centered around growth stage and not embryonic maturity and decline stage with individual differences across and within new product categories.

Data analysis thus supports the propositions that marketing strategies – pricing strategies - in this case by stage of industry and **Company Competitive Positions**, market attractiveness and **Company Competitive Positions** are distinctly different and vary across and within new product categories(table 8.5).

8.4 Place : Activities Undertaken

Among the distribution related activities undertaken in marketing new products, if not an exhaustive but an indicative list of activities undertaken also discussed earlier includes a total of twenty plus activities undertaken in this direction. (table 8.5).

This part of the discussion examines the proposed objectives as to whether these distribution activities by stage of industry, Company Competitive Positions, market attractiveness and Company Competitive Position in relation to market attractiveness are generic or distinctly different across and within the new product categories. Data analysis indicates that brokers targets with respect to industry stage for instance are followed in the growth and maturity stage and not in the embryonic and decline stage for six of the seven new products under consideration viz. **Company Deposit, Car Finance, Airlines, B/W TV, Colour Television and Music System** while in case of the seventh new product i.e. **Washing Machine** brokers targets as distribution activity is undertaken only in the growth stage and not in the embryonic, maturity and decline stage. Apparently generic the stated is followed in varying proportion across the new products.

Brokers targets as distribution activity is followed when Company Competitive Positions is dominant, strong, favorable, and not temporary and weak for **Company Deposits, Car Finance**; when Company Competitive Positions is strong and favorable and not dominant, temporary, and weak in case of **Airlines**; while in case of the four consumer durables viz., **B/W TV, Colour Television, Music System and Washing Machine**, the stated fails to find any application. Data thus indicate differences in the brokers targets by Company Competitive Positions across and within new product categories.

The other distribution activities such as **corporate goals/targets** finds varied application by stage of industry across the new products. Corporate goals for **Company Deposits** for instance finds application in growth and maturity stage and not in embryonic and decline stage, while in case of **Car Finance, Airlines, B/W TV, CTV, Music System and Washing Machine**, it finds application in growth stage alone and not in embryonic, maturity and decline stage.

The stated in case of **Company Deposits, Washing Machine**, finds application when the Company competitive position is dominant and strong and not when the Company Competitive Positions is favorable, temporary, and weak; while in case of **Car Finance and Airlines** corporate goals finds application in four of to five stages of Company competitive positions i.e. when the competitive stage is dominant, strong, favorable, temporary but not when the Company competitive position is weak.

In case of B/W TV, CTV, Music System corporate goals /targets are followed when the Company competitive Positions is strong, favorable and temporary and not when the Company Competitive Positions is dominant and/or weak

Corporate goals as distribution activities are undertaken when the market for all seven new products viz., Company Deposits, Car Finance, Airlines, B/W TV, CTV, MS, WM is highly attractive and medium in attractiveness and not when it is weak. Data analysis indicates that apparently generic the stated varies across new products (table 8.5).

Corporate goals as distribution activities given this market attractiveness backdrop is undertaken for Company Deposits, for instance when the Company Competitive Positions is strong and not average and/or weak; strong, average; weak in case of Company Deposits,, Car Finance, CTV; strong and average and not weak in case of Airlines, B/W TV, MS.

Similarly, other distribution activities such as Regional goals /targets, branch goals/targets, volume of business, brokers, Agents targets, sub-brokers targets etc. also vary across and within product categories(table 8.5).

Data analysis indicates that at an overall level distribution activities undertaken by industry stage are centered largely around growth and maturity stage and not embryonic, and decline stage for Company Deposits, Car Finance, Airlines, B/W TV, CTV, MS, except in case of WM where distribution activities are centered around growth stage and not in embryonic, maturity and declines stage.

Distribution activities by Company competitive positions in case of Company Deposits, & Music System, are followed and centered largely around strong, dominant, and favorable and not temporary and /or weak Company Competitive Positions, strong, favorable dominant, temporary and not weak Company Competitive Positions in case of Car Finance Airlines; strong, favorable, temporary, and not dominant and/or weak Company Positions in case of Black and White Television, Colour Television, Music Systems.

Distribution activities undertaken by market attractiveness in case of all seven new products Company Deposits, Car Finance, Airlines, Black and White Television, Colour Television, Music System & Washing Machine, are centered largely around highly attractive markets and markets medium in attractiveness not when the markets are weak in attractiveness.

Distribution activities against this market attractiveness. by Company Competitive positions are, centered largely around strong, average and not weak Company competitive positions in case of Company Deposits, strong, average, and

weak Company Competitive position in case of Airlines, Black and White Television, and Washing Machine; strong average and weak company competitive position in case of Car finance, Colour Television, Music System. Given this overall Positions data analysis indicates individual differences on the distribution activities under taken across and within new product categories. Each of these are depicted in table 8.5. Data analysis thus supports the propositions that differences do exist within and across new product categories for given distribution activities.

8.5 Place- Intermediaries Used

At the outset, it may be noted that data analysis indicates distinct intermediaries used for the new products under consideration.. For instance brokers, sub-brokers, agents, existing clients, serves as intermediaries for financial services ; travels agents, serve as intermediaries for airlines; and dealers, distributors, sub-dealers serve as intermediaries for consumer durable(table 8.5).

Besides data analysis indicates that **brokers as intermediaries by stage of industry**, in case of Company Deposits, for instance are used in the growth and maturity stage and not embryonic and decline stage while in case of Car Finance brokers are used as intermediaries in all four industry stages viz. embryonic, growth, maturity and decline, and not at all in case of Airlines and the four consumer durable viz., Black and White Television, Colour Television, Music System, and Washing Machine.

In case of Airlines for instance travel agents serve as intermediaries and are used in growth maturity stage and not in embryonic and/or ageing stage.

In case of consumer durables Black and White Television, Colour Television, Music System, and Washing Machine, dealers, distributors and sub-dealers serve as the intermediaries in the growth and maturity stage and not in the embryonic and decline stage of industry.

Intermediaries used by Company Competitive Position given this stage of industry for Company Deposits, for instance includes **brokers** used when the Company Competitive positions is dominant strong, favorable and not temporary and/or weak; brokers used for Car Finance when the Company Competitive positions is strong, favorable, dominant, temporary and not weak.

Travel Agents in case of Airlines are used when the Company Competitive position is dominant, strong, favourable, temporary, and not weak.

Dealers are used as intermediaries for the consumer durable Black and White Television, Colour Television, Music System, & Washing Machine when the Company Competitive Positions is strong, favorable, and temporary and not

dominant & weak in case Black and White Television, Colour Television, and Washing Machine, while in case of Music System the stated is used as an intermediary when the Company Competitive position is dominant & strong and not when the positions in favorable, temporary, and weak.

Company Competitive position, on the other intermediaries are depicted in table.

Data analysis indicates that intermediaries used by market attractiveness include brokers who serve as intermediaries when the market is highly attractive and medium in attractiveness and not when weak in attractiveness in case of Company Deposits and Car Finance; while in case of Airlines for the same market attractiveness intermediaries are travel agents and for the four consumer durable viz **Black and White Television, Colour Television, Music System, & Washing Machine** intermediaries are dealers. Other intermediaries used by market attractiveness are depicted in table 8.5.

Against this market attractiveness backdrop, Company Competitive position for brokers in case of Company Deposits, is strong, average and not weak, strong , average, and weak for brokers Car Finance, for dealers for Colour Television and Music System; strong and average and not weak for travel agents in case of airlines for dealers for B/W TV, and Washing Machine.

At an overall level therefore, intermediaries are centered largely around growth and maturity stage and not embryonic and decline **stage of industry** for all seven Company Deposits, Car finance, Airlines B/W TV, CTV, Music System and Washing Machine.

Intermediaries are used largely when the Company competitive position is dominant , strong, and favorable and not temporary and / weak in case of Company Deposits; dominant, strong, favorable, temporary and weak in case of Car finance , Airlines; strong, favorable, & temporary and not dominant and/or weak in case of B/W TV, CTV, Music System; and dominant & strong and not favorable temporary and/or weak in case of Washing Machine.

Intermediaries used at an overall level by market attractiveness are centered largely when the markets are highly attractive and medium in attractiveness and not weak in attractiveness in case of Company Deposits, Car Finance, Airlines, Black and White Television, Colour Television, Music System, & Washing Machine.

Intermediaries by Company Competitive position at an overall level are centered largely around Company Competitive positions that are strong and average and not weak for Company Deposits, Airlines, Black and White Television and

Washing Machine and Company Competitive Positions that are strong, average and weak in case of Car Finance, Colour Television, Music System.

Data thus supports the proposition that despite overall scenario individual differences exist and that intermediaries by stage of industry, Company Competitive position, market attractiveness and Company Competitive Positions vary across and within new product categories (table 8.5).

8.6 Promotion

As discussed earlier a total of seventy plus promotional measures are used in marketing these new products. An obvious question that emerges therefore and as stated in the objectives and examined here is whether these promotional measures vary by industry stage, Company Competitive Position, market attractiveness and Company Competitive Position across and within new product categories.

Advertising as a promotional measure in marketing these new products for instance is followed in the growth and maturity stage and not embryonic and decline stage of industry in case of six of the seven New Products viz., Company Deposits, Car finance, Airlines, B/W TV, CTV, MS, while in case of WS advertising is used as promotool in the growth and not in the embryonic, maturity and decline stage of industry.

Data analysis also reflects that advertising is used as a promotool when the **Company Competitive Position** is dominant, strong, and favorable and not temporary and /or weak in case of Company Deposits, Car finance - both financial services - while in case of Airlines are used when Company Competitive Position is dominant, strong, favorable, temporary, and not weak; strong, favourable, temporary and not dominant and /or weak in case of Black and White Television , Colour Television , Music System; dominant and strong and not favorable, temporary and /or weak in case of Washing Machine.

Data analysis indicates that **advertising in relation to market attractiveness** is used when the market is highly attractive and medium in attractiveness and not weak in attractiveness for all seven new products under consideration viz., Company Deposits, Car Finance, Airlines, B/W TV, CTV, MS and WM.

Against this market attractiveness advertising is used when the **Company Competitive Position** is strong and average and not weak in case of Company Deposits, Car Finance, Airlines, B/W TV and WM. While in case of the two consumer durables viz. CTV & MS advertising is used for all the three position i.e., when Company Competitive Position is strong, average and weak indicating the

potential these two products have in the market or the extent to which competition stretches in case of these two products in the market.

The overall scenario of promotional measures by stage of industry, Company Competitive position, market attractiveness and Company Competitiveness for the seven new products under consideration remain as discussed above. However individual differences do exist for each of the promotional measure across and within new product categories (table 8.5).

Data analysis thus supports the proposition that difference exist across and within new product categories by stage of industry, market attractiveness and Company Competitive positions on each of these for the promotional measurers used. (table 8.5).

8.7 Competitive Marketing Strategies

Among the competitive marketing strategies followed by the firms in marketing new products, this part of the discussion examines these strategies by industry stage, market attractiveness and Company Competitive Position for each of these viz., industry stage and market attractiveness.

The market leader strategy viz., attract non-users or new users strategy for instance as reflected in the data analysis is followed in the growth and maturity stage and not in the embryonic and decline stage by Company Deposits, Car Finance, Airlines, B/W TV, CTV, MS while in the case of WM, attract non-users or new users strategy is followed only in the growth stage and not in the embryonic, maturity and decline stage.

Given this industry stage data analysis reflects that the strategy under consideration viz. attract non-users or new users strategy in relation to Company Competitive Position is followed when the Company Competitive Position is dominant, strong, and favorable and not temporary and/or weak for Company Deposits; dominant, strong, favorable, temporary, and not weak in case of Car Finance, Airlines; strong, favorable and temporary and not dominant and/or weak in case of Black and White Television, Colour Television and Music System, while in case of Washing Machine the stated strategy is followed when the Company Competitive Positions is dominant and strong and not when the Company Competitive Position is favorable, temporary and or weak.

Attract non-users/ new users strategy in relation to market attractiveness is followed when the market is highly attractive and medium in attractiveness and not weak in case of all new products viz., Company Deposits, Car finance, Airlines, B/W TV, CTV, Music System, and Washing Machine. The stated strategy given this

market attractiveness backdrop in relation to Company Competitive position is followed when the Company Competitive Positions is strong and average and not weak in case of Company Deposits, Airlines, B/W TV, and WM while in case of Car Finance, CTV and MS attract non users or new users strategy is followed when the Company Competitive Position is strong, average and weak.

While differences are evident for individual Competitive strategies encompassing market challenger follower and nicher strategies as is evident from the data in table. the overall scenario of Company Competitive position with respect to industry stage, market attractiveness and Company Competitive position for each of these remains as discussed above (table 8.5).

8.8 Company Growth Strategies

This part of the discussion examines briefly whether Company growth strategies viz., intensive growth, integrative growth and diversification strategies by industry stage, Company Competitive Position market attractiveness and corresponding Company Competitive Position across and within new products are distinctly different.

Data analysis indicates for instance that **intensive growth strategy** viz., increasing sales through aggressive marketing by motivating current customers to buy more in relation to industry stage is followed in the growth and maturity and not in the embryonic and decline stage of industry in case of six of the seven new products viz. Company Deposits, Car finance, Airlines , B/W TV, CTV, Music System while in case of **Washing Machine** motivating current customers to buy more is followed in the growth stage and not in the embryonic, maturity and decline stage.

Given this stage of industry, motivating current customers to buy more is followed when the **Company Competitive position**, is dominant strong, favorable and not temporary and /or weak in case of the two financial services Company Deposits, Car finance; dominant, strong, favorable, temporary and not weak in case of **Airlines**; strong, favorable, and temporary not dominant and/or weak in case of three of the four consumer durables viz. Black and White Television, Colour Television, Music System, while dominant and strong and not favorable, temporary and /or weak in case of Washing Machine.

The stated strategy viz., motivating current customers to buy more in relation to **market attractiveness** is followed when the market is highly attractive and medium in attractiveness and not weak in case of all seven new products under consideration viz., Company Deposits, Car finance, Airlines , B/W TV, CTV, MS and WM.

Given this backdrop of market attractiveness, motivating current customers to buy more in relation to **Company CompetitivePosition** is followed when the **Company Competitive Position** is strong, average and not weak in case of three services viz., **Company Deposits**, **Car finance**, **Airlines**; while in case of the consumer durables, **B/W TV**, **CTV**, **MS** the stated strategy is followed only when the **Company Competitive Position** is average and not strong and/or weak; strong, average, and weak in case of **CTV** and **MS**. while the stated strategy viz., motivating current customers to buy more in case of **WM** is followed when the **Company Competitive Positions** is strong and average and not weak.

While data analysis indicate differences on each of the individual **Company Growth strategies**, at an **overall Level** these growth strategies in relation to **industry stage** are centered largely around growth and maturity stage and not embryonic and decline stage for all six new products viz., **Company Deposits**, **Car Finance**, **Airlines** , **B/W TV**, **CTV**, **MS**, except in case of **Music System** which is centered largely around growth stage & not embryonic , maturity, decline stage with **Company Competitive Position** that is dominant, strong and favorable and not temporary and weak in case of **Company Deposits**; dominant, strong, favorable, temporary and not weak in case of **Car Finance**, **Airlines**; strong, favorable, temporary not dominant and/or weak in case of **B/W TV**, **CTV**, **MS**, while dominant , strong and not favorable, temporary, and weak in case of **WM**.

Company growth strategies in relation to **market attractiveness** at an **overall Level** are centered around markets that are high and medium in attractiveness and not weak in attractiveness, in case of all seven new products under consideration. Against this backdrop of market attractiveness, **Company growth strategies** in relation to **Company Competitive Positions** are centered largely around **Company Competitive Positions** that is strong and average and not weak in case of **Company Deposits**, **Airlines**, **B/W TV**, and **WM** while in case of **Car finance**, **CTV**, & **MS**, **Company growth strategies** are centered around strong, average, and weak, **Company Competitive Positions**. It may be noted that while data analysis indicates this overall positions with respect to stage of industry, market attractiveness and **Company Competitive Positions** in relation to these, differences across and within new product categories do exist for individual **Company growth strategies**. The proposition that marketing strategies in this case are different across and within new product categories is thus supported by empirical data (table 8.5).