CHAPTER 7

ANALYSIS BY COMPANY

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7.1 Introduction

The pervious two chapters examined data for marketing strategies followed by firms and new product category positions on marketing strategies respectively. An attempt is made in this chapter to examine data for **Company Positions** on marketing strategies and analyse if there is a statistically significant difference in the strategies followed/not followed and company positions. Thus while differences across new product categories are examined in the pervious chapter, differences within the category – across companies are examined in this chapter. The order of discussion remains the same as that followed in the previous two chapters i.e. the analysis follows the order of targets, product, price, place, promotion, competitive marketing strategies and company growth strategies. The analysis encompases the seven new products stated earlier. The overall pattern of discussion remains the same as that in previous two chapters with a slight difference - which is - that the data have been condensed in order to keep the discussion comprehensive and brief. The rationale being to cover the seven new product categories as also condense the data without losing the essence of the analysis i.e. company positions on marketing strategies. Secondly, strategies are analysed for those that are (statistically) significantly different. This in no way undermines the positions of other strategies. However, since the analysis is spread across seven new product categories across several companies, the rationale is to take the top marketing strategy as an illustration of varying company positions. This not in the least is to imply that other strategies are less significant, but as stated earlier the rationale is to keep the discussion comprehensive and also allow for analysis by other factors viz. nature of company, stage of industry etc.

A logical question that arises from the data analysis in the previous two chapters is – Where are the companies? What are the Company positions on marketing strategies? The present chapter analyses data and attempts to answer this question.

7.2 Targets

7.2.i Company Deposits

Examined first among these are company positions on marketing strategies for **company deposits.** Referred to as the starting point by the regional / branch offices, data indicates that among the top two/three target strategies that are significantly different includes use of brokers which dominanates among company deposit firms and **varies in the order of** Alpic Finance, Anagram Finance, Garden Finance, Gujarat

Lease Finance Ltd., Jhaveri Credit and Capital Markets, Kotak Securities, Lloyds Finance, Mafatlal Finance, Sundaram Finance, Tata Finance, Transpek Finance, Twentieth Century Finance and Twentieth Century Kinetic Finance, Apple Finance and Ashok Leyland. Similarly, company positions on other strategies are depicted in table 7.1.

Targets set depending on branch potential varies across firms in the order of Anagram Finance, Apple Finance, Garden Finance, Kotak Securities, Lloyds Finance, Mafatlal Finance, Tata Finance, Transpek Finance, Twentieth Century Finance, Twentieth Century Kinetic Finance, Gujarat Lease Finance Ltd., Ashok Leyland and Jhaveri Credit and Capital Markets. Data – analysis indicates a statistically significant difference in company positions at 1% level of significance. Data analysis thus indicate that the stated strategy **is not generic and varies across firms.**

Similarly, target strategies that are **significantly different and where company positions vary include** expected market potential strategy, actual market potential, some fixed percentage increase over last year, competitive parity, targets given depending on branch potential, targets given equally to each region, data-base with the company, in-house research study and use of intermediaries – which vary across firms in an order depicted in table. Commissioned research study on the other hand finds a lone follower in GLFL. It may be stated here that chi-square test has not been run on the intermediaries used given the nature of data i.e. data are obtained through open ended questions.

Market potential thus reigns supreme in setting targets followed by some fixed percentage increase over last year, competitive parity strategy and use of data-base with the company. The intermediaries role viz. Brokers, sub-brokers, agents role is significant in this.

7.2.ii Car Finance

`In the Car Finance group, marketing strategy that is widely followed and observed to be **significantly different across firms** at 95% confidence level include **targets given to regional/branch offices depending on their potential and data-base existing with the company. The former varies across firms in the order of** Anagram Finance, Gujarat Lease Finance Ltd., (GLFL) Housing Development Finance Corporation (HDFC), Kotak Securities, Lloyds Finance, Mafatlal Finance and Sundaram Finance with a chi-square calculated value of 62.797 (d.f.=14). **While the later varies across firms** in the order of Anagram Finance, HDFC, Kotak Securities, Lloyds Finance. Sundaram Finance, Tata Finance, Twentieth Century Finance. Twentieth Century Kinetic Finance, Jhaveri Credit and Capital Markets, Apple Finance, Transpek Finance, Ashok Leyland and GLFL. Data Analysis indicates a significant difference across firms with chi-square calculated value of 65.161 for 14 d.f. with the difference being significant at 95% level of confidence.

Similarly, **other strategies that are observed to be significantly different** include targets fixed by the Head Office based on expected market potential, targets fixed by the Head Office based on actual market potential, some fixed percentage increase over that of last year, targets given to regional / branch offices irrespective of branch potential, targets given to branch offices depending on their potential, data-base created through an in-house research study, data-base through a commissioned research study and data-base with the intermediaries is used.

Strategies **not significantly different** include targets fixed by the Head Office in relation to what the competitors are likely to set.

Strategies not followed include targets given equally to each region / branch.

Intermediaries used by firms in marketing car finance include brokers, sub-brokers, agents, clients, dealers, word-of-mouth and aquaintances. Since data on intermediaries used has been obtained through open-ended question no test of significance has been run on the data.

Data Analysis thus reflect that targets given to branch office depending on the branch potential and use of data-base with the firms – both reflect market conditions influencing marketing strategies followed by the firms in case of Car Finance as well (table 7.2).

7.2.iii Airlines

In the third group of new products examined in the study viz., Airlines, data-analysis indicates a **statistically significant difference** in company positions for the strategies viz. targets fixed by the Head Office based on expected market potential, targets fixed by the Head Office based on actual market potential, targets fixed by the Head Office as some fixed percentage increase over that of last year, data-base existing with the company, data-base created through an in-house research study, data-base with the intermediaries. The first one **expected market potential strategy for instance varies across firms in the order of** Jet Airways, Singapore Airlines and NEPC. **Actual market potential varies across firms in the order of** KLM, Lufthansa, Air India, Gulf Air, Air Canada, Air Seychelles, Biman Bangladesh, Delta Airlines, Kuwait Airlines, NEPC, Royal Jordanian, Singapore Airlines. Data analysis indicate a statistically significant difference at 95% level of confidence (table 7.3).

Strategies **not followed include** targets fixed by the Head Office in relation to what competitors are likely to set and targets given equally to each regions / branches.

Strategies not significantly different include targets given to branch offices irrespective of branch potential, targets given depending on branch potential, data-base created through a commissioned research study.

Intermediaries used by the airlines include travel agents and direct marketing to corporate clients. Chi-square test is not run on intermediaries used as the data are obtained through open-ended question (table 7.3).

7.2.iv Black-&-White Television

In group four of new product categories i.e. black-&-white television television, marketing strategies that are **significantly different** include targets fixed at the Head Office based on expected market potential, actual market potential, some fixed percentage increase over that of last year, targets given to branch office depending on branch potential, targets given equally to all branches and use of data-base with the company. Among these the first one viz. **expected market potential strategy** is followed by Sharp alone. **Actual market potential varies across firms in the order of** Onida, Sharp, Videocon and Sharp.

Strategies not followed include targets fixed by the Head Office in relation to what the competitors are likely to set and use of data-base with the intermediaries.

Strategies significantly not different include targets given to branch office irrespective of branch potential, data-base created through an in-house research study.

Since the data are obtained through an open-ended question, chi-square test has not been run but the intermediaries used include dealers, distributors, direct distributors and sub-dealers (table 7.4).

7.2.v Colour Television :

Among the colour television firms, marketing strategies that are **significantly different** across firms include targets fixed by the Head Office based on expected market potential, actual market potential, some fixed percentage increase over that of last year, targets given to branch office depending on branch potential, targets given equally to branches, data–base existing with firms, data-base created through in-house research, data-base created through a commissioned research study. The first among these strategies viz. **expected market potential varies across firms in the order of** Akai, Sharp, Daewoo, Samsung and Sony. The second viz. **actual market potential varies across firms in the order of** Philips, Akai and Sharp. (table 7.5). Company Positions on other strategies are depicted in table. The difference in strategies followed is significant at 5% level of confidence.

Intermediaries used for colour television include dealers, distributors and sub-dealers.

Strategies not followed include targets fixed by the Head Office in relation to what the competitors are likely to set, targets given to branch offices irrespective of branch potential, data-base with intermediaries.

Data analysis thus reiterates that contrary to popular belief, targets for colour television are not set in relation to what the competitors are likely to set nor data-base with the intermediaries used to firms advantage. Rather a combination of branch potential and market conditions influence the targets set for colour television.

7.2.vi Music System

Among firms marketing music systems, **strategies** that are **significantly different** include targets fixed by the Head Office based on expected market potential, targets fixed based on actual market potential, targets fixed as some fixed percentage increase over that of last year, targets given to branches depending on their potential, targets given equally to each region, data-base existing with the company, data-base created through in-house research, data-base created through commissioned research study, data-base with intermediaries.

While the other strategies are depicted in table, the first strategy viz. Targets **fixed by Head Office based on expected market potential varies across firms in the order of** Akai and Sharp. The second strategy viz. targets fixed based on actual market potential varies across firms in the order of Akai, BPL, Panasonic, Samsung, Sharp, Sony, Videocon and Philips (table 7.6).

Further data-analysis indicate that **intermediaries used** include dealers, distributors, direct distributors and sub-dealers.

Among the marketing strategies **not followed** are target fixed by Head Office in relation to what competitors are likely to set, targets given irrespective of branch potential.

Empirical evidence thus indicates that targets are set based on market conditions as also branch potentials and not as is widely believed in relation to what the competitors are likely to set.

7.2.vii Washing Machines

Among the firms marketing washing machines, target **strategies** that are observed to be **significantly different** include targets fixed by the Head Office based on expected market potential, target fixed by the Head Office as some fixed percentage increased over that of last year, data-base existing with the company, data-based created through an in-house research study, data-based created through a commissioned research study. **The first viz. expected market potential strategy** for instance **varies across firms in the order of** Daewoo, Godrej, IFB and Whirlpool. **The second viz. some fixed percentage increase over that of last year is generic across firms** with all the firms viz. BPL, Daewoo, Godrej, IFB, Videocon & Whirlpool following it.

Intermediaries used in marketing washing machines include dealers, distributors, direct distributors and sub-dealers.

Among the **target strategies not followed** in marketing washing machines include targets fixed by the Head Office based on actual market potential, targets fixed by the Head Office in relation to what the competitors are likely to set, targets given to branch office irrespective of branch potential, targets given to branches depending on branch potential, targets given equally to branches and use of data-base with intermediaries.

Empirical evidence thus indicates that marketing strategies followed for a comparatively new entrant viz., washing machines are not only few but are confined to expected market potential, targets that are some fixed percentage increase over that of last year, use of data-base with the company, use of data-base generated through in-house research study, data-base generated through a commissioned study. Data-analysis thus indicate that marketing strategies followed for a relatively new product viz. washing machines are restricted to a limited few stated above. Target related marketing strategies are thus not generic across firms rather they vary across firms, company positions of which are depicted in table.

The above analysis based on empirical data (table 7.7) thus indicate marketing strategies that are significantly different, marketing strategies that are followed but not significantly different and marketing strategies that are not followed by firms in marketing their new products.

7.3 Product

Among the product strategies, the first strategy is taken as an illustration for discussion indicative of the varying company positions or product strategies.

7.3.i Company Deposits

Product strategies that are **significantly different across firms** for Company Deposits include a new product in the existing market, a new product in a new market, new technology strategy, new functions strategy, improved / modified product strategy, restyled product strategy, repackaged product strategy, repositioned product strategy, me-too product strategy, product-line extension strategy, new product line strategy, product line modification strategy, line stretching product strategy and complementary product strategy.

Among the product strategies followed and found to the significantly different across firms the first one viz. **New Product in the existing market strategy for instance varies across firms in the order of** Apple Finance, Anagram Finance, Llyods Finance, GLFL, Alpic Finance, Kotak Securities, Ashok Leyland Finance, Twentieth Century Finance, Mafatlal Finance, Tata Finance, Transpek Finance and Jhaveri Credit Capital Markets. The second product strategy viz. **New Product in a new market strategy** is followed by Alpic Finance alone (table 7.8). Company Positions on the other above stated strategies which are significantly different across firms are depicted in table 7.8.

Product strategies followed by firms in marketing company deposits **but found not to be significantly different across companies,** as is evident from data include new segment strategy, new applications strategy and me-too product strategy.

Among the **product strategies not followed** by firms in marketing company deposits is repackaged product strategy.

Company positions on each of the above discussed product strategy is discussed product strategy is depicted in table.

Thus a new product in the existing market strategy and a me-too product strategy emerge as the two predominant product strategies followed by firms in marketing company deposits (table 7.8).

7.3.ii Car Finance

Product strategies for Car Finance observed to be **significantly different** across companies include **new product in the existing market strategy which varies in the order of** Ashok Leyland, Anagram Car Finance, Apple Car Finance, GLFL, Kotak Securities, Llyods Finance, Tata Finance, Garden Finance, Jhaveri Credit & Capital Markets Twentieth Century Finance Ltd., Transpek Finance Ltd., Twentieth Century Kinetic Finance, Housing Development Corporation Finance (HDFC), Mafatlal Finance Ltd., Sundaram Financt Ltd. Other strategies that are **significantly different** across car finance firms include new product in a new market strategy, new product in a new segment strategy, new applications 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. Company positions of which are depicted in table. Among the product strategies that are followed but **not significantly different** include restyled product strategy, repackaged product strategy and respositioned product strategy. Products strategies functions namely new technology strategy, new for strategies and improved product strategy are **not followed** by firms marketing Car Finance (table 7.9).

Thus a new product in the existing market strategy, a me-too product strategy, a new product line strategy, a new segment strategy and a product line extension strategy emerge as the fore- runners in marketing the new product Car Finance. Responsiveness to market conditions thus governs the product strategies in marketing Car Finance.

7.3.iii Airlines

Product Strategies that are observed to be **significantly different** for airlines include **a new product in the existing markets which as in evident from the data varies across firms in the order of** Jet Airways, Delta Airlines, Lufthansa, NEPC Airlines, British Airways, Air India, Air Canada, Air Scychelles, Biman Bangladesh, France Air Ltd., Royal Jordanian, United Airlines and Gulf Air (table 7.10). Similarly other product strategies that are **significantly different** include a new product in a new market strategy, a new product in a new segment strategy, new technology strategy, new applications strategy, new functions strategy, improved-modified product strategy, restyled product strategy, repackaged product strategy, repositioned product strategy, me-too product strategy, product line extension strategy, new product line strategy, item addition in a product line product line strategy, product line modification strategy, and line stretching product strategy the company positions of which are depicted in table . Among the product related strategy **not followed** by Airlines in marketing their services include a complementary product strategy.

It may be observed from the data that the thrust on product strategies followed by airlines is relatively less when compared with the products indicating thereby the thrust placed on the element of service vis-à-vis product. Besides a new product in the existing market strategy, improved modified product strategy, new applications strategy, repositioned product strategy emerge as the forerunning strategies in marketing airlines.

7.3.iv Black-&-White Television

Product related strategies for the new products viz. Black-&-White Television observed to be **significantly different** include **a new product in the existing market strategy** which as is evident from data analysis **varies across firms in the order of** Onida, Philips, Videocon and Sharp (table 7.11). Similarly, other stratgies that are found to be **significantly different** across firms – the order of which is depicted in table. Include new applications strategy, new functions strategy, improved-modified product strategy, restyled product strategy repositioned product strategy, me-too product strategy and product line extension strategy. Among the product strategies that are **followed but** observed **not to be significantly different** in marketing Black-&-White Television include a new product in a new market strategy, new product in a new Segment Strategy, new technology strategy, repackaged product strategy and line stretching product stretching. Data analysis also indicates that some product strategies are **not followed** in marketing Black-&-White Television. These include a new product line strategy, item addition to a product lines strategy, product line modification strategy a complementary product strategy.

Thus an improved modified product strategy, a new product in the existing market strategy, product line extension strategy, me-too product strategy, new functions strategy, restyled product strategy, repositioned product strategy dominate the product strategies in marketing Black-&-White Television. The thrust thus seems to be on improving the existing product and marketing the same in the existing market (table 7.11).

7.3.v Colour Television

Product related strategies that are observed to be **significantly different** across firms for colour television include **a new product in the existing market strategy which varies across firms in the order of** Akai, Daewoo, Philips, Samsung, Videocon, Onida, BPL, Sharp, Sony and Panasonic (table 7.12).

Product strategies that are observed to be significantly different for firms marketing colour television include new product in a new market strategy, new product in a new segment strategy, new technology strategy, new application strategy, new functions strategy, improved modified product strategy, restyled product strategy, repackaged product strategy, repositioned product strategy me-too product strategy of product line extension strategy, new product line strategy, item addition in product line strategy, product line modification strategy, line stretching product strategy are complementary product strategy.

What emerges for the data analysis therefore then is that restyled product strategy, new product in the existing market strategy, me-too product strategy, repackaged product strategy, product line extension strategy, restyled product strategy, new functions strategy new applications strategy, repositioned product strategy dominate the product strategies in marketing the new product Colour Television. **Thus product and market modification emerge as the thrust areas of marketing strategies for colour television.** The order in which firms vary on these strategies are presented in table. It may also be noted that for the new product category colour television **none** of the product related marketing strategies are found not to be significantly different as also none of the product related marketing strategies are observed **not to be followed** indicating thereby the tough competition in this group of new product category as also the need to differentiate and position new products in this category. This may have implications for marginal differences in product and/ or features, offerings on product preferences and purchase, brand preference as also brand switching.

7.3.vi Music Systems

Product related marketing strategies that are observed to be **significantly different** across firms for the new product music systems **include a new product in the existing market.** Data analysis indicates **that this varies across firms in the order of** Akai, Philips, Samsung, Videocon, Sharp, BPL, Sony and Panasonic (table 7.13). Similarly product strategies that are **significantly different** across firms include a new product in a new market strategy, a new product in a new segment strategy, new technology strategy, new application strategy, new functions strategy, improved-modified product strategy, restyled product strategy, repackaged product strategy, repositioned product strategy, me-too product strategy, product line extension strategy, line stretching product strategy, and complementary product strategy. Strategies that are observed **not to be followed** in marketing music systems include new product line strategy, item addition in a product line strategy and product line modification strategy. It may be noted that none of the product strategies are observed **not to be significantly different across firms.**

Thus new product in the existing market strategy, improved modified product strategy, me-too product strategy, new functions strategy, product line extension strategy repackaged product strategy, new applications strategies are among the fore runners in product strategies for music system. Thus largely product modification strategies and market modification strategies dominate marketing music systems.

7.3.vii Washing Machines

Product related marketing strategies **significantly different** for the new product washing machine includes **new product in the existing market which varies across firms in the order of** Daewoo, IFB, Videocon, Whirlpool, Godrej and BPL (table 7.14). Similarly product related marketing strategies that are **significantly different** across firms include new product in a new segment strategy, improved-modified product strategy, restyled product strategy, repositioned product strategy, me-too product strategy, product line extension strategy and line stretching product stretching. Product strategies that are followed by the firms but observed **not to be significally different** across firms are new technology strategy, new applications strategy and new functions strategy. Product strategies **not followed** in marketing washing machines are new product in a new market strategy, new product line strategy, item addition in a product line strategy and a product line modification strategy. **Data analysis thus not only indicates a greater effort in marketing strategies for washing machine owing to the product being comparitively new but also reflects the fewer strategies being concentrated upon. Greater efforts are thus concentrated on few strategies given the relative newness of the product washing machines reflecting on the implications for diffusion of innovations. The thrust for washing machines being on improved – modified product strategy, new product in the existing market strategy, repackaged product strategy restyled product strategy, repositioned product strategy, new function strategy, extension to product line strategy, new application strategy and me-too product strategy. The focus once again is on product and market modification in marketing washing machines (table 7.14).**

7.4 Price

7.4.i Company Deposits

Pricing strategies that are observed to be **significantly different** at 1% level of confidence across Company Deposit firms **include short run profit maximisation strategy. which varies across firms in the order of** Anagram Finance, Sundaram Finance, Apple Finance, Garden Finance, Mafatlal Finance, GLFL, Lloyds Finance, Twentieth Century Finance, Alpic Finance and Twentieth Century, Kinetic Finance Ltd. (table 7.15). Similarly pricing strategies which are significantly different across Company Deposits firms at 1% level of significance the order of which is presented in table. include maximise -increase market share at the cost of current profits, maximise current sales revenue strategy, rate of return strategy, establish intermediary loyalty, maintain improve corporate image strategy, improve sales of market products strategy, discourage price war strategy,. beat competition strategy, niche strategy, market penetration station, create consumer acceptance strategy, maintain competitive parity strategy, value for money strategy, differential price (models-options) strategy, fixed percent cost based pricing strategy, differential price (place) strategy, differential price (different times) strategy, and maintain market share strategy. Among the pricing strategies that are **followed** by firms marketing company deposits **but not siginficantly different** across Company Deposit Firms and therefore **generic across companies marketing company deposits** are long run profit maximisation strategy, rapid skimming strategy, maintain price leadership strategy, high price strategy to discourage potential new entrants, variable cost based pricing strategy, consumer perceptions & demand intensity pricing strategy, demand differential pricing strategy and line v/s product pricing strategy. Among the pricing strategies **not followed in marketing** Company Deposits are penetration strategy, discourage potential new entrants through low price strategy, special price strategy, perceived value pricing strategy, differential-pricing strategy (marginally different product). Thus while long run profits, rapid skimming, promote a line rather than a product, maintain price leadership, discourage potential new entrants through high price, pricing based on costs percentage of which is not fixed, pricing based on consumer perceptions and demand intensity rather than costs, pricing based on demand differential are common across firms marketing Company Deposits, rest of the pricing strategies namely short run profits, market share, maximize sales revenue, rate of return, dealer loyalty, corporate image, improve sales of weaker products, discourage price wars, beat competition, market penetration, consumer acceptance, competitive parity, value for money, difference in options available, fixed cost pricing, maintain market share, different place pricing, different times prices not only vary by firms but also determine the difference in marketing efforts of the firms and thereby differentiate in the new product company deposits. **It is thus the latter strategies that the firms are competing on and makes a difference to the new product.** The varying degree of marketing efforts devoted to each of these strategies has implications for product positioning and differentiation for Company Deposits (table 7.15).

7.4.ii Car Finance

Pricing Strategies that are **significantly different** at 1% level of confidence for car finance are profit maximisation strategy profits both short run and long run, maximise market share strategy, maximise sales revenue strategy, rapid skimming strategy, establish intermediary strategy, maintain – improve corporate image strategy, improve sales of other weaker products strategy, a niche strategy, market penetration strategy, consumer acceptance strategy, competitive parity strategy, differential price strategy (models options), fixed cost pricing strategy, perceived value pricing strategy, differential price strategy (marginally different product) and maintain market share strategy. The first pricing strategies **followed but** that are observed **not to be significantly different** at 1% level of significance for car finance are market penetration strategy, rate of return strategy, like promotion as against product promotion strategy, price leadership strategy, beat competition strategy, value for money strategy, price bundling strategy, variable cost pricing strategy, consumer perceptions and demand intensity as against cost strategy, demand differential pricing strategy, place differential pricing strategy, and time differential pricing strategy. Pricing strategies **not followed** in marketing car finance are discourage potential new entrants through high price, discourage new entrants through low price, and discourage price war strategy. While the second group of strategies viz. strategies found to be **followed** by car finance **firms but not significantly** different at 1% level of confidence and therefore deduced to be generic across firms marketing Car Finance, it is the former group of strategies viz. pricing strategies found to be significantly different across firms at 1% level of confidence that determines the pace of competition among firms marketing Car Finance (table 7.16). **Thus profit maximisation consumer acceptance, consumer perceptions and demand intensity, sales revenue, market penetration are among the thrust areas of pricing strategies in marketing Car Finance (table 7.16).**

7.4.iii Airlines

Pricing strategies that are observed to be **significantly different** at 1% level of confidence (d.f.15) for airlines among others includes profit maximisation strategy (both short run and long run profits). The former i.e. **short run profit maximisation strategy** for instance **varies across** airlines companies in the order of Delta airlines, Lufthansa, Jet Airways, Air India, Gulf Air, Air Canada, Air Sychelles, Royal Jordanian, Biman Bangladesh, NEPC Airlines, France Air, Kuwait Airlines and Singapore Airlines. Other pricing strategies that are significantly different at 1% level of confidence for the airline companies include maximize/increase market share strategy, maximise increase current sales revenue strategy, penetration strategy, rate of return strategy, line promotion strategy, intermediary loyalty strategy, maintain-improve corporate image strategy, improve weaker product sales strategy, discourage price wars strategy, beat competition strategy, carve a niche strategy, market peresentation strategy, consumer acceptance strategy, competitive parity strategy, value for money strategy, price bundling strategy, differential price (models/options) strategy, variable cost strategy, consumer perceptions and demand intensity strategy, perceived value strategy, demand differential strategy, price differential (marginally different product) strategy, price differential (different place) strategy, price differential (marginally different times) strategy and market share strategy. Pricing strategies that are **followed but** are **not significantly different** across airline companies and therefore deduced **to be generic across airline** firms are rapid skimming strategy, discourage potential new entrants through low price strategy, and improve sales of other weaker products strategy. Pricing strategies **not followed at all and** thus find no application across airline companies are maintain price leadership strategy as the question of price leadership does not arise because the prices are governed by the AITA guidelines and norms, discourage potential new entrants through high price the underlying factor once again being the AITA norms. Airlines governed by AITA norms, the data reflects that compared to other two new products examined earlier, the overall percentage of marketing managers following pricing strategies is comparatively **less. rate of return, consumer acceptance, long run**

profit maximisation sales revenue are of few leading pricing strategies followed by the marketing managers in the airline firms (table 7.17).

7.4.iv Black-&-White Television

Pricing strategies in the fourth category of new product i.e. Black-&-White television that are **significantly different** at 1% level of confidence (for d.f. 3) are both short run and long run profit maximisation strategy, maximize/ increase current sales revenue strategy, maintain price leadership strategy, maintain/improve corporate image strategy, niche strategy, market penetration strategy, maintain competitive parity strategy, value for money strategy, variable cost pricing strategy, differential pricing strategy (marginally different product), different price at different place strategy, perceived value pricing strategy, demand differential pricing strategy, pricing for different times strategy. **Pricing strategies that are followed** in marketing Black-&-White Television **but not siginificantly different** across firms and therefore deduced to **be generic across firms are** maximize-increase market share strategy, rapid skimming strategy, market penetration strategy, rate of return strategy, promote a line (than a product) strategy, discourage potential new entrants through both high price as well as low price strategy, maintain intermedairy loyalty strategy, improve sales of other weaker products strategy, discourage price wars, beat competition strategy, consumer acceptance strategy, differential price (models-options) strategy and fixed cost pricing strategy. Pricing strategies **not followed** by any of the firms marketing Black-&-White television are price bundling strategy, pricing based on consumer perceptions and demand intensity rather than costs, and maintain market share strategy, It is evident from empirical data **therefore that rate of return strategy, consumer acceptance strategy, intermediary loyalty strategy are the fore-runners among the marketing strategies followed by firms marketing Black-&-White Television. It may be observed however that these strategies rather than being distinctly different across companies are common across firms (table 7.18).**

7.4.v Colour Television

In case of colour television pricing strategies that are **significantly different** at 1% level of significance include maximise short run profits **which varies across companies in the order of** BPL, Videocon, Philips, Onida, Panasonic, and Sony. Pricing strategies that are **significantly different across companies include** maximise long run profits, maximise market share at the cost of current profits, maximise-increase sales revenue, rapid skimming strategy, rate of return strategy, price leadership strategy, discourage potential new entrants through high price strategy, maintain intermediary loyalty strategy, improve corporate image loyalty, discourage price wars strategy, beat competition strategy, carve a niche strategy, market penetration strategy, create consumer acceptance strategy, maintain competitive parity strategy, value for money strategy, differential price strategy, models options, fixed cost pricing strategy, perceived value pricing strategy different price for different product strategy, different price (place), different price-different times strategy, maintain market share strategy. Pricing strategy that are **not significantly different** include promote a line rather than a product, discourage potential new entrants through low price, improve sales of other weaker products, price bundling strategy, fixed cost pricing strategy, pricing based on consumer perceptions and demand intensity rather than costs, price based on demand differential. Among the pricing strategies **not followed** include new product made available at a comparatively lower price. **Thus consumer acceptance, rate of return, intermediary loyalty emerge as the top three pricing strategies for Colour Television** (table 7.19).

7.4.vi Music System

Pricing strategies **followed** for music systems **and** observed to be **sigficantly different** at 1% level of significance include short run Profit Maximisation Strategy. Data indicates that the stated **varies across firms in the order of** BPL, Videocon, Philips, Panasonic and Sony. Similarly pricing strategies significantly different at 1% level of confidence for music systems include long run profit maximisation strategy, increase market share at the cost of current profits, maximise/increase current sales revenue, rapid skimming strategy through an initial high price, maintain price leadership, discourage potential new entrants through high price, establish intermediary loyalty, maintain / improve corporate image, improve sales of other weaker products, penetrate the market, maintain competitive parity, value for money, pricing based on variable costs, pricing based on product's perceived value, differential pricing for marginally different product, different price for different place, different price for different times. Pricing strategies followed by marketing managers in marketing music systems, though **not significantly different,** therefore deduced to be **generic across firms** include penetration strategy achieving a certain rate of return, promote a product line rather than a particular product, discourage potential new entrants through low price, beat competition, carve a niche, create consumer acceptance, pricing based on demand differential, price bundling where in two / more products are available at a special price, differential price for different models or options available, fixed cost pricing, pricing based on consumer perception & demand intensity rather than costs. Interestingly one of the pricing strategies is **not followed** in marketing music systems. This includes discourage price wars. **Thus consumer acceptance, achieve a rate of return differential price for options models**

available, establish intermediary loyalty are among the leading pricing strategies followed in marketing music systems (table 7.20).

7.4.vii Washing Machines

Pricing strategies followed in marketing washing machines and observed to be significantly different across companies at 1% level of confidence include short **run profit maximisation strategy**. Data indicates that the stated strategy **varies across firms in the order of BPL** & Videocon. In other words BPL & Videocon are the two players competing on short run profit maximisation while the other players in the market namely Daewoo, Godrej, IFP, Whirlpool are not competing on this strategy. Other pricing strategies that emerge **significantly different across** firms at 1%level of confidence include maximise-increase current sales revenue, rapid skimming strategy, penetration strategy through initial low price, achieving a certain rate of return, discourage potential new entrants through low price, establish intermediary loyalty, maintain improve corporate image, beat competition, carve a niche, penetrate the market, maintain competitive parity, price bundling strategy wherein two/more products are available for a special price, differential price for marginally different product, different price for different place, different price for different times. **Pricing strategies followed** in marketing music systems **but** that are **not significantly different** across firms at 1% level of significance include long run profit maximisation strategy which data analysis indicates is generic across firms marketing washing machines namely BPL, Daewoo, Godrej, IFB, Videocon, Whirlpool. Similarly **pricing strategies** that emerge **not to be significantly different** across firms marketing washing machines and thereby deduced to be **generic across** these firms include maximise increase market share at the cost of current profits, promote a line rather than a particular product, maintain price leadership, discourage potential new entrants through high price, improve sales of other weaker products, discourage price wars, value for money, differential price for different models options, fixed cost pricing strategy, variable cost pricing strategy, pricing based on consumer perception and demand intensity rather than costs, price based on products perceived value, price based on demand differential, maintain market share. Data also indicates that unlike incase of other new product categories, where one/some of the pricing strategies are not followed, **none of the pricing strategies** happen not to be followed in marketing washing machines. In other words therefore, all pricing strategies are followed for washing machines and are either generic or different across firms (table 7.21).

7.5 Place

7.5.i Company Deposits

Data indicates that intermediaries used for marketing new products vary across new product categories and firms. In case of the new product **Company Deposits** for instance, brokers vary across firms in the order of Apple Finance, GLFL, Lloyds Finance, Apic Finance, Garden Finance, Kotak Securities, Tata Finance, Twentieth Century Finance, Ashok Leyland Finance, Jhaveri Credit & Capital Markets, Mafatlal Finance, Twentieth Century Kinetic Finance, Transpeck Finance and Sundaram Finance. Similarly, intermediaries that vary across firms marketing company deposits are and Sub- Brokers & Agents. As against the former, Branch Offices are heavily relied upon intermediary by Surdaram Finance, Registered Offices in case of Sundaram Finance, dealers are strongly depended on by Tata Finance and Twentieth Century Kinetic Finance. **Thus Brokers, Sub-Brokers & Agents emerge as strong intermediary contenders in marketing Company Deposits.** The Company positions for each of the intermediaries discussed above is depicted in (table 7.22).

7.5.ii Car Finance

Intermediaries that vary across firms marketing car finance include Brokers. The stated varies across firms in the order of Ashok Leyland, Anagram Finance, GLFL, Kotak Securities, Lloyds Finance, Apple Finance, Tata Finance, Garden Finance, Jhaveri Credit & Capital Markets, Twentieth Century Finance, Transpek Finance, Twentieth Century Kinetic Finance, HDFC & Mafatlal Finance. Similarly intermediaries that vary across car finance firms include Sub-Brokers, Agents, Existing Clients and Dealers. Company positions vary on the intermediaries used. These are depicted in table. **Thus in case of both financial services car finance and company deposits the dependence on Brokers, Sub Brokers is heavy** though in varying proportions both across the category of new products (company deposits and car finance) as well as across the firms in these categories.

Data are obtained through open ended question. Therefore chi-square test has not been run on the data (table 7.23).

7.5.iii Airlines

The sole intermediary used by Airlines in marketing their services as it emerges from the data are Travel Agents. Airline are thus observed to rely heavily on travel Agents in marketing their services. The dependence on travel agents (as is evident from the data) though varies across firms in the order of Jet Airways, Delta Airlines, KLM, Lufthansa, NEPC, British Airways, Air India, Gulf Air, Air Canada, Air Seychelles, Biman Bangladesh, France Air, Kuwait Airlines, Royal Jordanian, Singapore Airlines, United Airways. (table 7.24).

7.5.iv Black-&-White Television

In marketing Black-&-White Television, intermediaries used include Dealers which data indicates is generic across all four firms marketing Black-&-White Television namely Onida, Philips, Sharp & Videocon. Thus while dealers as intermediaries are generic across the four firms. Distributors vary across firms in the order of Onida, Philips and Videocon while Sharp does not have distributors in the manner the former companies do. Sub-dealers on the other hand are used by Videocon alone and not by the remaining three firms Onida, Philips & Sharp. Videocon in its aggressive marketing thus relies on sub-dealers as well. **Dealers, Distributors and Sub-Dealers thus emerge as the three prominent intermediaries used in marketing Black-&-White Television** (table 7.25).

7.5.v Colour Television

As in the case of Black-&-White Television, in case of Colour Television too, **dealers are generic across all firms marketing Colour Television** namely Panasonic, Akai, BPL, Daewoo, Onida, Philips, Samsung, Sharp, Videocon & Sony. Similarly Distributors are generic across all aforestated firms except Akai and Sharp. Thus while all the stated firms rely on dealer and distributors in marketing Colour Television Akai & Sharp do not do so. As in case of Black-&-White Television, in Colour Television too, Videocon is observed to rely on sub-dealers while other firms do not do so in their marketing of Colour Television. (table 7.26).

7.5.vi Music Systems

Among the intermediaries used in marketing music systems data-base existing with the company is encashed upon by BPL alone. As against this dealers are observed to be generic across all firms marketing music systems namely, Akai, BPL, Panasonic, Philips, Samsung, Sharp, Sony and Videocon. Distributors on the other hand are used by Panasonic, Philips, Samsung, Sony, Videocon and BPL in that order while Akai and Sharp do not use distributors as intermediaries in marketing their new product Colour Television. Data also indicates that once again Videocon is the lone player that uses sub dealers as well, as part of their marketing strategy. Thus in case of the new product viz. music systems, Data Base existing with the company, dealers, distributors and sub dealers emerge as intermediaries used in marketing music system. (table 7.27).

7.5.vii Washing Machine

As in the case of consumer durables viz. Black-&-White Television, Colour Television and music systems, in case of washing machine as well intermediaries used include dealers, distributors and sub-dealers. While the former i.e. dealers are universally generic across all firms marketing washing machines namely BPL, Daewoo, Godrej, IFB, Videocon & Whirlpool, the latter i.e. distributors though generic across firms vary across the firms in the order of Godrej, IFB, Whirlpool, Daewoo, Videocon and BPL. As against this as in earlier consumer durables, in case of washing machines too Videocon is observed to use sub-dealers as intermediaries as part of their aggressive marketing strategy. Thus dealers, distributors and sub dealers emerge as the intermediaries used in marketing all four consumer durables Black-&-White Television, Colour Television, Music System and Washing machines in varying proportions though. It may be deduced therefore that the use of these intermediaries is both generic and different as discussed above (table 7.28).

7.6 Promotion

Data indicates that promotional measures used across the seven new product categories under study are spread over seventy plus measures used by the firms in marketing consumer durables and services. They range from advertising, hoardings, posters, banners, special schemes to sales canvassing (table 7.29 to 7.35). These measures however vary across consumer durables and services as also across firms in the categories of new products. Examined therefore in the succeeding paragraphs are promotional measures used by the firms across the stated new product categories.

7.6.i Company Deposits

The two leading promotional measures that finds widespread use among firms marketing Company Deposits as their new product and observed to be **different across Company Deposit firms** as is evident from data analysis include Advertising and Brokers meet. The former as reflected by the data **varies across firms in the order of** GLFL, Llyods Finance, Apple Finance, Anagram Finance, Alpic Finance, Garden Finance, Kotak Securities, Tata Finance, Mafatlal Finance, Twentieth Century Finance, Ashok Leyland Finance, Transpek Finance and Twentieth Century Kinetic Finance (Table 7.29). Similary, promotional measures that find varied application across Company Deposit firms as depicted in (table 7.29) include Hoardings, Posters, Banners, Glow Signs, Brokers Meet, Existing Clients, News Paper and magazine ads, leaflets incentives to intermediaries etc. (table 7.29).

7.6.ii Car Finance

As against the former financial service viz. Company finance, in case of another financial service namely car finance the order of promotional measure used reverses. As against the order advertising and hoardings in the former, the order of promotional measures in the latter reverses in the sense that hoardings preceed advertising in marketing car finance. Also brokers meet emerges as the leading promotional measure used in marketing car finance. The company positions for car finance with respect to brokers meet **varies in the order of** Ashok Leyland Apple finance, GLFL, Kotak Securities, Anagram Finance, Tata Finance, Garden Finance, Jhaveri Credit & Capital Markets, Mafatlal Finance. Twentieth Century Finance Ltd. HDFC, Transpeck Finance Ltd. Similarly, company position in other promotional measures used are depicted in (table 7.30).

7.6.iii Airlines

In case of yet another service viz. Airlines, advertising emerges as the leading promotional measure used by firms. This however, **varies across firms in the order of** Kuwait Airlines, KLM, Lufthansa, Jet Airways, British Airways, Air India, Air Seychelles, Biman Bangladesh, France Air, Royal Jordanian, Gulf Air, and Singapore Airlines. Company positions on other promotional measure are depicted in (table 7.31).

7.6.iv Black-&-White Television

In case of consumer durable, the top place for promotional measures used by firms marketing Black-&-White Television is shared by Advertising and Special Schemes. The former **varies across firms in the order of** Onida, Videocon, and Philips while sharp is observed not to use advertising. Similarly the latter i.e. special schemes varies across firms in the order of Videocon, Sharp, Onida, and Philips, Varying company positions on promotional measures across firms marketing Black-&-White Television is thus evident in the data (table 7.32).

7.6.v Colour Television

In case of firms marketing colour television, data indicates that advertising leads the promotional measures used by firms marketing the new product colour television. The use of advertising as a promotional measure however **varies across firms in the order of** BPL, Daewoo, Onida, Panasonic, Samsung, Videocon, Sony, Philips, Akai, and Sharp. Similarly, company positions also vary on the other promotional measures used in marketing colour television. These are depicted in (table 7.33).

7.6.iv Music System

The leading promotional measure used in marketing the new product music system is Advertising. The company position on the stated consumer durable however is generic across six out of eight firms. The six firms being BPL, Panasonic, Philips, Samsung, Sony and Videocon while Akai and Sharp during the period of this study did not include advertising as among the promotional measures used by their firms in marketing their new product music system. Company positions on other promotional measures are depicted in (table 7.34).

7.6.vii Washing Machine

The leading promotional measure used in marketing the consumer durable washing machine is advertising. The stated is observed to be generic across all firms marketing washing machines viz. BPL, Daewoo, Godrej, IFB, Videocon and Whirlpool. The varying company positions on the other promotional measures used in marketing the new product washing machine is depicted in (table 7.35).

Advertising, Hoardings, Brokers meet thus emerge as the leading promotional measures used in marketing both common durables and services. Company positions however vary both across new product categories as also within a product category for the seventy plus promotional measures that have emerged from the data (table 7.35). What is intriguing to note is the number and spread of promotional measures that have emerged in this study.

7.7 Competitive Marketing Strategies

The preceding paragraphs examine target related marketing strategies as also the product, price, place and promotional strategies individually. Over and above these strategies competitive marketing strategies viz. market leader, follower, challenger and niche strategy have a significant role to play in marketing new products. As stated in the objectives, company positions across and within product category for each of these strategies is examined in the succeeding paragraphs.

7.7.i Company Deposits

Among the competitive marketing strategies that are observed to be **significantly different** across companies and category of new products as reflected by data analysis is attract non-users or new users strategy which incidentally is a market leader strategy. The stated strategy in case of Company Deposits varies across firms in the order of Apple Finance, Anagram Finance, GLFL, Lloyds Finance, Alpic Finance, Ashok Leyland, Kotak Securities, Tata Finance, Twentieth Century Finance, Jhaveri Credit & Capital Markets, Mafatlal Finance, Transpeck Finance, Twetieth Century Kinetic Finance and Sundaram Finance. While one of the firms namely

Sundaram Finance is observed **not to follow** the stated strategy. The difference is significant at 1% level of confidence. Similarly competitive marketing strategies which emerge to be **significantly different across companies and category of new products** include new uses strategy, increase usage occasion, innovation strategy, fortification strategy, harassment strategy, quality strategy, product flanking strategy, product specialisation strategy, multibrand strategy, brand extension strategy, heavy advertising strategy, aggressive sales force strategy, effective sales promotion strategy, efficiency strategy, premium product strategy, extensive dealership strategy, superior service strategy, direct attack strategy, price discount strategy, product proliferation strategy, product innovation strategy improve services strategy, distribution innovation strategy, cost reduction strategy, intensive advertising strategy / target market strategy, new markets strategy, efficiency strategy / specific type strategy, customer size strategy (table 7.36).

Competitive marketing strategies observed **not to be significantly different across** companies and therefore deduced to be **generic** across firms are confrontation strategy, direct attack strategy, cheaper goods strategy, and geographic strategy. Among the competitive marketing strategies that are **not followed** by company deposit firms are backdoor strategy and guppy strategy. Company positions for each of these strategies are depicted in table 7.36.

7.7.ii Car Finance

In the second new product category i.e. car finance competitive marketing strategies that are observed to be **significantly different** at 1% level of confidence is attract non-users / new users strategy (market leader strategy) followed in the second place by new markets strategy (market follower strategy). Incidentally while the former emerges as the leading strategy in case of both financial services company deposits and car finance the second third and similarly other positions vary. Non-users / new users strategy varies across firms in the order of Ashok Leyland, Anagram Finance, Apple Finance, GLFL, Kotak Securities, Lloyds Finance, Tata Finance, Garden Finance, Jhaveri Credit & Capital Markets, Twentieth Century Finance, Transpek Finance, Twentieth Century Kinetic Finance, HDFC, Mafatlal Finance and Sundaram Finance. Similarly competitive marketing strategies that emerge to be **significantly different** ($\propto$.05) across car finance are new uses strategy, increase usage strategy, innovation strategy, fortification strategy, confrontation strategy, harassment strategy, quality strategy, product flanking strategy, product specialisation strategy, multibrand strategy, brand extension strategy, heavy advertising strategy, aggressive sales force strategy, effective sales promotion strategy, manufacturing efficiency strategy, premium product strategy, extensive dealership strategy, superior service strategy, price discount strategy, product proliferation strategy, product innovation strategy, improved services strategy, distribution innovation strategy, cost reduction strategy, intensive advertising strategy, target market strategy, new markets strategy, efficiency strategy, specific type strategy, customer size strategy and geographic strategy. Competitive marketing strategies that are observed **not to be significantly different** and therefore deduced to be **generic** across car finance firms are direct attack strategy, backdoor strategy and cheaper goods strategy while competitive marketing strategies **not followed** by car finance companies are guppy strategy. **In case of car finance therefore new/non-users, new markets and quality strategy emerge as the top three leading competitive marketing strategies (table 7.37).**

7.7.iii Airlines

In the case of yet another service viz. Airlines competitive marketing strategies that are observed **to be significantly different** across airlines at 5% level of significance include attract non-user/ new user strategy, new uses strategy, increase usage strategy, innovation strategy, fortification strategy, confrontation strategy, harassment strategy, quality strategy, product flanking strategy, product specialisation strategy, brand extension strategy, heavy advertising strategy, aggressive sales force strategy, effective sales promotion strategy, manufacturing efficiency strategy, premium product strategy, efficient dealership strategy, superior service strategy, direct attack strategy, price discount strategy, product proliferation strategy, product innovation strategy, improve services strategy, distribution innovation strategy, intensive advertising strategy, / target market strategy, new markets strategy, efficiency strategy, specific type strategy, customer size strategy and geographic strategy. Competitive marketing strategy that is generic across airlines firms is multibrand strategy wherein firms offer variations in particular product category. There are also a few competitive marketing strategies that are **not followed** by airlines. These **include** backdoor strategy, guppy strategy and cheaper goods strategy. **Thus attracting non-users/ new users strategy, product innovation strategy, price discount strategy, intensive advertising strategy are among the few leading strategies followed by airlines.** Company positions on each of the above stated strategy is depicted in (table 7.38). It may be noted however that company positions vary across these strategies.

7.7.iv Black-&-White Television

In case of consumer durables, competitive marketing strategies that emerge to be **significantly different** across firms at 1% level of confidence for Black-&-White Television include attract non-users / new users strategy. The stated **varies across firms in the order of** Onida and Videocon in the first place followed by Philips & Sharp in the second place. The other competitive marketing strategies that emerge to be **significantly different** across firms marketing Black-&-White Television are innovation strategy, fortification strategy, confrontation strategy, quality strategy, product flanking strategy, product specialisation strategy, multibrand strategy, brand extension strategy, heavy advertising strategy, aggressive sales force strategy, effective sales promotion strategy, manufacturing efficiency strategy, premium product strategy, extensive dealership strategy, superior service strategy, direct attack strategy, backdoor strategy, guppy strategy, price discount strategy, product proliferation strategy, product innovation strategy, improved services strategy, distribution innovation strategy, cost reduction strategy, intensive advertising strategy, target market strategy, new markets strategy, cost efficiency strategy and small niches strategy. Competitive marketing strategies **that are significantly not different** across firms and therefore deduced to **be generic** are promote new uses strategy, harassment strategy, premium product strategy, and backdoor strategy. Strategies that are **not followed in marketing Black-&-White Television** include increase usage strategy, cheaper goods strategy, and geographic strategy. Company positions on each of these strategies and depicted in (table 7.39).

7.7.v Colour Television

Among the consumer durables, competitive marketing strategies that are **significantly different** (α .05) across firms marketing colour televisions includes attract non-users / new user strategy. Company positions on the stated strategy varies across firms in the order of Panasonic which takes the lead to take the first place, while the second place is shared by Akai, BPL, Daewoo, Onida, Samsung, Sharp, Videocon, followed by Sony and Philips. Similarly competitive marketing strategies that are observed to be significantly different across firms are new uses strategy, increase usage strategy, innovation strategy, firm fortification strategy, confrontation strategy, harassment strategy, quality strategy, product flanking strategy, product specialisation strategy, multibrand strategy, brand extension strategy, heavy advertising strategy, aggressive sales force strategy, effective sales promotion strategy, manufacturing efficiency strategy, premium product strategy, effective dealership strategy, superior services strategy, direct attack strategy, backdoor strategy, price discount strategy, premium product strategy, product proliferation strategy, product innovation strategy, improved services strategy, distribution innovation strategy, cost reduction strategy, intensive advertising strategy, target market strategy, new markets strategy, efficiency strategy, niche strategy and customer size strategy. As against this, competitive marketing strategies that are **not significantly different** across firms and therefore deduced to be **generic** across firms marketing colour television are guppy strategy wherein firms attack smaller competitors rather than the market leader and cheaper goods strategy. It may be noted here that these two strategies however find limited application. The lone competitive marketing strategy that is **not followed** is geographic strategy wherein firms serve a specific geographic region only. It is evident from the data therefore that among the top three leading competitive marketing strategies in marketing colour televisions are attract non-user/new user strategy, efficient dealership strategy, innovation strategy and harassment strategy. **Thus attracting non-users/ new users, dealership strategy, innovations and incentives to intermediaries form the core leading competitive marketing strategies in marketing colour television.** Company position on each of the strategies stated above varies across firms and is depicted in (table 7.40).

7.7.vi Music Systems

In case of music systems, competitive marketing strategies that are **significantly different** (α .05) across firms include once again attracting non-users / new users. The difference is significant at 5% level of confidence and company positions vary in the order of Akai, BPL, Panasonic, Samsung, Sharp, Sony, Videocon and Phi,ips. Similarly, competitive marketing strategies that are **significantly different across firms** are promote new uses strategy, increase usage strategy, innovation strategy, fortification strategy, confrontation strategy, harassment strategy, quality strategy, product flanking strategy, product specialisation strategy, multibrand strategy, brand extension strategy, heavy advertising strategy, aggressive sales force strategy, effective sales promotion strategy, manufacturing efficiency strategy, premium product strategy, extensive dealership strategy, superior service strategy, backdoor strategy price discount strategy, premium product strategy, product proliferation strategy, product innovation strategy, improved services strategy, distribution innovation strategy, cost reduction strategy, intensive advertising strategy, target market strategy new markets strategy, efficiency strategy and niche strategy. Competitive marketing strategies that are **not significantly** different across firms and therefore deduced to be generic across firms are guppy strategy wherein firms attack smaller competitors rather than the market leader, cheaper goods strategy and niche strategy. Competitive marketing strategies that are **not followed** in marketing music systems are direct attack strategy wherein the firm tries to beat the market leader / competitor through head-on fights, direct attacks, and geographic strategy.

Thus in case of the consumer durable viz. music system, top three competitive marketing strategies that emerge are attract non users / new users, quality strategy new markets strategy and harassment strategy wherein the firm offers special incentives to intermediaries thereby aiming at reducing the probability of intermediaries carrying competitors products (table 7.41).

7.7.vii Washing Machines

In the seventh new product category which is a consumer durable viz. washing machines competitive marketing strategy that finds cent percent application includes attracting non users /new users to the new product. viz. Washing Machines. All six firms namely BPL, Daewoo, Godrej, IFB, Videocon and Whirlpool are observed to follow the stated strategy universally. The stated strategy may therefore be regarded as generically followed among the players marketing washing machines.

Competitive marketing strategies that are observed to be significantly different across firms at 5% level of confidence include innovation strategy, fortification strategy, harassment strategy, quality strategy, product flanking strategy, product specialisation strategy, multibrand strategy, brand extension strategy, heavy advertising strategy, aggressive sales-force strategy, effective sales promotion strategy, manufacturing efficiency strategy, premium product strategy, effective dealership strategy, superior services strategy, price discount strategy, premium goods strategy, product proliferation strategy, product innovation strategy, improved services strategy, distribution innovation strategy, cost reduction strategy, intensive advertising strategy, target market strategy, new markets strategy efficiency strategy and specific type strategy. Competitive marketing strategies that are **not significantly different** at 5% level of confidence include new uses strategy, increase usage strategy, confrontation strategy, direct attack strategy, cheaper goods strategy and customer size strategy. Among the competitive marketing strategies that **do not find application** in marketing washing machines are backdoor strategy wherein the firm runs around the dominant firm instead of into it, guppy strategy wherein a firm attacks smaller competitors rather than the market leader and geographic strategy.

Thus while attracting non users / new users is generically followed across all six firms marketing washing machines, leading competitive marketing strategies in marketing the given consumer durable are efficient dealership strategy, innovation strategy, target market strategy, heavy advertising strategy and product innovation strategy (table 7.42).

Thus in case of all seven new product categories discussed above it is a mix of market leader, follower, challenger and niche strategies that are followed and company positions on each of these are observed to vary as depicted in table . Although most of the competitive marketing strategies are followed across all seven new product categories the thrust on these strategies varies across new products as also company positions vary as is evident in the data analysis.

7.8 Company Growth Strategies

Competitive marketing strategies discussed above do not work in isolation. They work in tandum with company growth strategies. Therefore as laid down in the objectives, company positions whether generic / different on Growth strategies are examined for each of the seven new product categories in the subsequent paragraphs.

7.8.i Company Deposits

The leading company growth strategy followed by firms marketing company deposits as reflected by the data the **intensive growth strategy viz. attract new market segments, new distribution channels and new advertising media**. The stated strategy is significantly different across firms at 5% level of confidence and varies in the order of Apple Finance, Anagram Finance, GLFL, Lloyds Finance Alpic Finance, Ashok Leyland Finance Kotak Securities, Tata Finance, Twentieth Century Finance, while a few firms namely Garden Finance, Jhaveri Credit and Capital Markets, Mafatlal Finance, Transpeck Finance, 20th Century Kinetic Finance and Sundaram Finance are observed not to follow the stated strategy (table 7.43).

Company growth strategies that are **significantly different** across firms at 5% level of confidence include motivating current customers to buy more, attracting competitors customers to switch to company products, attract non-users in the market, more to additional geographical markets, attract new markets segments, modify /improve existing features of New Products service., create different version / models, develop additional models /sizes, seek greater control over intermediaries, add New Products that blend with existing product line, as well as those that do not blend with existing product line. Company growth strategies that are observed **not to be significantly different** across firms include seek greater control over supplies, seek greater control over competitors and add New Products that are totally new to existing company technology, product and markets (table 7.43).

Thus company growth strategies for company deposits are centered largely around moving into additional geographic, regional, zonal markets, attracting new market segments, entering into new distribution channels, using new advertising media, motivating existing clients to buy more and attracting non-users in the markets. In other words, marketing strategies for company deposits are centered largely around intensive growth strategies. These appear to be in response to market conditions prevailing at the point in time (table 7.43).

7.8.ii Car Finance

Company growth strategies observed to be **significantly different** (at 5% level of confidence) across firms marketing car finance includes attracting non user in the market. Data indicates that this strategy varies across firms in the order of Ashok Leyland Finance, Kotak Securities, Lloyds Finance, Apple Finance, GLFL. Anagram Finance, Tata Finance, Garden Finance, Jhaveri Credit & Capital Markets, Twentieth Century Finance Ltd., Transpeck Finance, Twentieth Century Kinetic Finance, HDFC & Mafatlal Finance. Similarly Company Growth Strategies that are **significant different** at 5% level of significance are moving into additional geographic / regional / zonal markets, motivating current customers / clients to buy more, attracting competitors customers to switch to company products, attracting new market segments, entering into new distribution channels, using new advertising media, modifying / improving existing features of the product, creating different versions / models of the products, developing additional models and sizes. seeking greater control of distributors, adding new products that blend with existing product line, adding new products that do not necessarily blend with existing product line and adding new products that are totally new to company's current technology, products and markets. Whereas company growth strategies that are **not significantly different** are seeking greater control over suppliers and seeking greater control over competitors (table 7.44).

7.8.iii Airlines

Among the services namely Airlines, Company Growth Strategies that are **significantly different** at 5% level of significance across airlines is moving into additional geographic , regional, zonal markets. The stated strategy varies across airlines in the order of Jet Airways, Delta Airlines, Lufthansa, KLM, NEPC Gulf Air, Air Seychelles, Biman Bangladesh, Royal Jordanian, Air India, Air Canada, British Airways and Singapore Airlines. Similarly, Company Growth Strategies that are **significantly different** across airlines at 5% level of significance are motivating current customers to buy more attracting competitors customers to switch to company products, attracting non-users in the market, attracting new market segments, entering new distribution channels, using new advertising media, modifying / improving existing features of services, creating different versions of the product, developing additional options, seeking greater control over distributors, adding new products that blend with existing product line, adding products that are totally new to the company's current technology, products and markets.. As against the above, Company Growth Strategies that are observed **not to be significantly different** across airlines are seeking greater control over suppliers, seeking greater control over competitors and adding new products that do not necessarily blend with the existing product line.

Thus Company Growth Strategy in case of airlines is centered largely around moving into additional geographic region, motivating current customers to buy more, modifying / improving existing product features, creating different options of the product and attracting non-users (table 7.45).

7.8.iv. Black-&-White Television

Among the consumer durables, data analysis indicates that the leading company growth strategy followed in marketing Black-&-White Television is attracting new market segments, entering new distributing channels and using new advertising media. The stated is evident from the data is **significantly different** across firms markets Black-&-White television at 5% level of confidence and varies across firms in the order of Onida, Philips, Sharp and Videocon. Similarly, Company Growth Strategies that are **significantly different** across firms and therefore company positions on which vary are motivating current customers to buy more, attracting competitors customers to switch to company products, attracting non-users in the market, moving into additional geographic, regional, zonal markets, modifying or improving existing features of the product, creating different versions / models of the product, developing additional models and sizes, seeking greater control over suppliers, seeking greater control over distributors / dealers, seeking greater control over competitors, adding new products that blend with the existing product line, that do not necessarily blend with the existing product line and those that are totally new to the company's current technology, product and markets. While none of the company growth strategies are observed **not to be significantly different** or in other words **generic** across firms (table 7.46).

Thus company growth strategies in marketing Black-&-White television are centered largely around attracting new market segments, entering new distribution channels, using new advertising media, attracting competitors customers to company products, attracting non-users in the market, modifying / improving existing features of the product and by moving into additional geographic, regional and zonal markets. Company growth strategies for Black-&-White television are thus centered around intensive growth strategy (table 7.46).

7.8.v Colour Television

The leading company growth strategy followed in marketing colour televisions and observed to be **significantly different** at 5% level of significance is attracting non-users in the market. The stated intensive growth strategy **varies across firms in the order of** BPL, Philips, Samsung, Sharp, Videocon, Panasonic, Sony, Akai, Daewoo and Onida. The other company growth strategies that are **significantly**

different at 5% level of significance as on which company positions vary are motivating current customers to buy more, attracting competitors customers to switch to company products, moving into additional geographic, regional, zonal markets, attracting new market segments, entering into new additional channels, using new advertising media, modifying / improving existing features of the product, creating different versions / models of the product, developing additional models / sizes, seeking greater control over suppliers, seeking greater control over distributors / dealers, seeking greater control over competitors, adding new products - that blend with existing product line, that do not necessarily blend with existing product line and that are totally new to Company's current technology, product and markets (table 7.47).

Data analysis thus indicates that company growth strategies in marketing colour television are centered largely around intensive growth strategies viz. attracting non-users in the market, modifying / improving existing features of the product attracting new market segments, entering new distribution channels, new adverting media, moving into additional geographic, regional and /or zonal markets, seeking greater control over distributors/dealers and attracting competitors customers to company products (table 7.47).

7.8.vi Music System

In case of yet another consumer durable viz. Music System the leading company growth strategy that is followed in marketing music systems is attracting non-users in the market. The stated does not vary across firms and in therefore deducted to **generic** across firms.

The other company growth strategies that are **significantly different** across firms are intensive growth strategies viz., motivating current customers to buy more, attracting competitors customers to switch to company products, attracting non-users in the market, moving into additional geographic, regional and/or zonal markets, attracting new market segments, entering into new distribution channels, using new advertising media, modifying / improving existing features of the product, creating different versions/ models of the product, developing additional models and sizes, Integrative growth strategy viz. seeking greater control over suppliers, seeking greater control over distributors/ dealers, seeking greater control over competitors, diversification strategies viz. by adding New Products that blend with the existing product line, that do not blend with the existing product line and by adding New Products that are totally new to the company's current technology, products and markets (table 7.48).

Thus company growth strategies in case of music systems centre largely around intensive growth strategies viz., attracting non-users in the market, attracting competitors customers to switch to company products, attracting new market segments, entering into new distribution channels, using new adverting media, moving into additional geographic, regional and / or zonal markets, modifying / improving the existing features of the product. Company positions on each of these strategies are depicted in (table 7.48).

7.8.vii. Washing Machines

Company growth strategies leading in case of the consumer durable viz., washing machine is modifying / improving existing features of the product. Data analysis indicates that the stated in significantly different at 5% level of confidence and varies across firms in the order of BPL, Daewoo, Godrej, Whirlpool and Videocon.

Similarly, Company Growth Strategies that are **significantly different** across firms marketing washing machines and therefore company positions on which vary are motivating current customers to buy more, attracting competitors customers to switch to company products, attracting non-users in the market, moving into additional geographic, regional, zonal markets, attracting new market segments, entering into new distribution channels, using new advertising media, modifying / improving existing features of the product, creating different versions/ models of the product, developing additional models / sizes, seeking greater control over suppliers, seeking greater control over dealers / distributors, seeking greater control over competitors, adding new products that blend with the existing product line. In the other hand **no significant difference** is observed for the company growth strategy adding new products that do not necessarily blend with the existing product line and therefore the stated strategy is deduced to be generic across the six firms under considerations. Also company growth strategy viz. adding new products that are totally new to company's current technology, products and markets is **not followed** by firms marketing washing machines (table 7.49).

Data analysis thus indicates that company growth strategies in marketing washing machines are centered largely around modifying / improving existing features of the product, seeking greater control over intermediaries viz., dealers / distributors, adding new products that blend with the existing product line, attracting non-users in the market, moving into additional geographic, regional, zonal markets, attracting new market segments, entering into new distribution channels, using new advertising media. Thus product, market and intermediary

responsiveness emerge as the core company growth strategies followed in marketing the new product - washing machines (table 7.49).