

APPENDIX – I
Questionnaire for:
MARKETING STRATEGY FOR NEW PRODUCTS AND / OR NEW SERVICE

COMPANY PROFILE

1. Name of company :
2. Year of Establishment :
3. Respondent's Name :
Designation :
Address :
Ph. No. :
4. Nature of the Co. :
(i) Pvt.
(ii) Pvt. Ltd.
(iii) Public Ltd.
(iv) Any other (Please specify)

5. Number of Branches :
6. Any Collaboration :
(i) In India
(ii) Abroad

Category of
New Product / Service

Collaboration with
Company Country

- | 7. Size : <u>YEAR</u> | Co. Sales
(Rs. Lakhs) | Co. Profit
(Rs. Lakhs) |
|-----------------------|--------------------------|---------------------------|
| 1990-91 | | |
| 1991-92 | | |
| 1992-93 | | |
| 1993-94 | | |
| 1994-95 | | |
| 1995-96 | | |

8. In the space provided below, state the product lines of your company:

Total No. of Products

Product Line 1: _____
Product Line 2: _____
Product Line 3: _____
Product Line 4: _____
Product Line 5: _____
Product Line 6: _____

9. In the space provided below, state the New Products / Services launched by your company since 1980.

N.B. [In the left margin provided below also state whether that New Product / Service has been a Success (SS) or a Failure (F) or was Withdrawn (W)]

Success , Failure or Withdrawn	(SS) (F) (W)	Year	
	[]	1980	
	[]	1981	
	[]	1982	
	[]	1983	
	[]	1984	
	[]	1985	
	[]	1986	
	[]	1987	
	[]	1988	
	[]	1989	
	[]	1990	
	[]	1991	
	[]	1992	
	[]	1993	
	[]	1994	
	[]	1995	
	[]	1996	

N.B. The remaining questions are for a specific New Product / Service.

Kindly state one such New Product / Service for which these questions are being answered: _____

15. Given below are some statements related to marketing a New Product / Service
Tick [✓] the one applicable for the specific New Product / Service in your case.

- I. [] (1) Targets are fixed by the Head Office based on expected marketing Potential.
 [] (2) Targets are fixed by the Head Office based on actual market Potential.
 [] (3) Targets are fixed by the Head Office as some fixed percentage increase over than last year.
 [] (4) Targets are fixed by the Head Office in relation to what the Competitors are likely to set.
 [] (5) Any other (Please specify). _____
- II. [] (1) Targets are given to the Regional / Zonal / Branch offices irrespective of Regional / Zonal / Branch potential.
 [] (2) Targets are given to the Regional / Zone / Branch offices depending on the Regional / Zonal / Branch market potential.
 [] (3) Targets are given equally to each Region / Zone / Branch.
 [] (4) Any other (please specify). _____

III In achieving these targets for New Products / Services :

- [] 1. Data Base existing with the Co. is used.
- [] 2. Data Base created through an in-house research study is used.
- [] 3. Data Base created through a commissioned research study is used.
- [] 4. Data Base with the intermediaries (Dealers, Distributors, Brokers etc.) is used.

IV. To achieve the targets for the specific New Product / New Service, help of intermediaries (like Agents, Dealers, Distributors / Brokers etc.) may be taken. Please state the intermediaries used to achieve these targets.

Intermediaries Used

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

11. Given below are four statements. Tick [✓] the statement that best describes your company position – with respect to the specific New Product / New Service.

	At the National Level	At the Regional Level	At the Local Level
I. A firm with the largest market share	_____	_____	_____
II. A firm seeking to expand its market share	_____	_____	_____
III. A firm seeking to maintain its market share	_____	_____	_____
IV. A firm that serves market segments/ Niches	_____	_____	_____

PRODUCT

12. The 'types' of New Products / Services are given below . Tick [✓] the category that best describes the specific New Product / Service.

1. It is a New Product / Service in the existing Marketing _____
2. It is a New Product / Service in a New market. _____
3. It is a New Product / Service in a New segment _____
4. The Technology is new. _____
5. Applications of the Product / Service are new _____
6. Functions are new _____
7. It is an improved Product/modified Product/Service _____
8. It is a restyled Product/ Service _____
9. It is a repackaged Product / Service _____
10. It is a repositioned Product / Service _____
11. It is a ' Me-Too' Product / Service _____
12. It is an extension to the existing Product line _____
13. It is a New Product line _____

14. It is an 'item addition' in a Product/ Service line
(Line filling product / gap filling product) _____
15. It is a Product line modification _____
16. It is a line stretching product _____
17. It is a complementary product (to an existing Product/ Service) _____
18. Any other (Please specify) _____

13. (A) The following are the three benefits of a product. Rank them in order of importance (1st, 2nd, 3rd) with reference to the specific New Product/ Service.

Rank

- I. Core Benefits of the New Product / Service _____
- II. Packaging , Features, Quality, Brand, Name of the Product /Service _____
- III. Installation, free delivery, guarantee, warranty, service, etc. of the
Of the New Product / Service _____

- 13(B) Given below are three statements related to the benefits of the product/ service. Indicate by giving appropriate number (1,2,3 or 4)- The extent to which they are communicated to the customers.

Through the
Advertisement

- 1= To a great extent
- 2= Some what
- 3= Not much
- 4= Not at all

Through a person
from the co.

- 1= To a great extent
- 2= Somewhat
- 3= Not much
- 4= Not at all

Any other
(Please specify)

1. Core benefits
of the product
/ Service are
communicated
to the customer

2. Benefits relating
to Packaging ,
Features, quality
etc. are commu-
nicated to the
customer

3. Benefits rela-
ing to Guaran-
tee , warranty,
service etc.
are communi-
cated to the
Customer.

14. Given below are some factors, that may contribute to the success of a New Product/ Service OR inhibit the success of a New Product / Service.

If you think it contributes to the success of a New Product / Service – Put [C]
If you think it inhibits the success of a New Product / Service - Put [C]
Also rank them as 1,2,3,4,5,6.....in order of importance.

	<u>Put [C] or [I]</u>	<u>Rank</u>
I. The Product/Service itself	_____	_____
II. Name / image of the Co.	_____	_____
III. Promotional strategies	_____	_____
IV. Launching the New Product / Service with fan fare	_____	_____
V. Wide spread distribution network	_____	_____
VI. Price	_____	_____
VII Margins to wholesalers/ Retailers/intermediaries	_____	_____
IX. Demonstrations	_____	_____
X. Incentive scheme	_____	_____
XI. Company capacity to flood / fill the market with a N.P.	_____	_____
XII. Any other (Please specify)	_____	_____

PRICE

15. Listed below are some of the pricing objectives. Tick (✓) the ones applicable for the New Product / Service in your case.

I. Maximize short run profits	_____
ii. Maximize long run profits	_____
iii. Maximize / increase market share at the cost of current profits.	_____
iv. Maximize current sales revenue	_____
v. Setting a high price initially to skim the market.	_____
vi. New Product / Service is made available initially at a comparatively lower price.	_____
vii. Achieving a certain rate of return.	_____
viii. To promote a line after rather than a particular product / service.	_____
ix. To maintain price leadership	_____
x. To discourage potential new entrants through high price	_____
xi. To discourage potential new entrants through low price	_____
xii. To establish / maintain wholesaler / dealer/ broker loyalty	_____
xiii. To maintain/ improve corporate image.	_____
xiv. To improve sales of other weaker products.	_____
xv. To discourage price wars.	_____
xvi. To beat competition.	_____
xvii. To carve a niche.	_____
xviii. To penetrate the Market.	_____
xix. To create consumer acceptance.	_____

- xx. To maintain competitive parity. _____
- xxi. Value for money. _____
- xxii. Two or more products are available for a special price. _____
- xxiii. Different price is charged to justify the difference in the number
Of models / options available in the product / service. _____
- xxiv. Pricing based on costs (some fixed %) _____
- xxv. Pricing based on costs(% is not fixed) _____
- xxvi. Pricing based on consumer perceptions and demand intensity rather
than costs _____
- xxvii. Price based on product's / service's perceive value. _____
- xxviii. Price is based on demand differential. _____
- xxix. Price is different for marginally different product. _____
- xxx. Price is different at different place. _____
- xxxi. Price is different for different times (off season, etc.) _____
- xxxiii. To maintain market share. _____
- xxxii. Any other (Please specify) _____

16. Given below are some of the factors that may influence the pricing of a New Product/Service. Tick () the factors influencing the pricing of the specific New Product / Service in your case.

- I. Cost considerations. _____
- II. Demand considerations. _____
- III. Product attributes. _____
- IV. Market conditions. _____
- V. Consumer Tasters & Preferences. _____
- VI. Price of competitors. _____
- VII. Substitutes available and their prices. _____
- VIII. Supply of the Product / Service. _____
- IX. Intermediaries used. _____
- X. Promotional Expenditure. _____
- XI. Past Performance. _____
- XII. Industry norms _____
- XIII. Company product offerings. _____
- XIV. Any other (specific to your New
Product/ Service – please specify). _____

DISTRIBUTION

17. How does the Distribution of New Product / Service take place in your organisation ? Please state with the specific New Product / Service in mind. (Beginning from the Corporate level, Region – Branches – Outlets etc.) & within what time frame ?

Activities at the various Levels

Time –Frame (within months)

- 1.
- 2.
- 3.
- 4.
- 5.

- 18a. What are the incentives / margins / commissions given to the intermediaries? (Please specify with reference to the specific New Product / Service in mind)..

<u>Intermediaries</u>	<u>Margins</u> <u>Given</u>	<u>Commission</u> <u>paid</u>	<u>Ant other</u> <u>(please specify)</u>
-----------------------	--------------------------------	----------------------------------	---

- | | | | | |
|----|--|--|--|--|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| 4. | | | | |
| 5. | | | | |
| 6. | | | | |
| 7. | | | | |
| 8. | | | | |
| 9. | | | | |

29. State the factors influencing the choice of intermediaries for the specific New Product/ Service.

- [illegible]

18c. What is the objectives / reionale of following this kind of distribution system ?
(Rank them) Rank

- | | |
|--|-------|
| 1. Improve Customer Service | _____ |
| 2. Reduce Distribution Costs. | _____ |
| 3. Make the Product available to the customer. | _____ |
| 4. Stabilise price against fluctuations in the market | _____ |
| 5. Provide after-sales service / follow-up more efficiently than the competitors | _____ |
| 6. Any other (Please specify) _____ | _____ |

18d. What is the total number of intermediaries involved in the distribution of the New Product / Service of your company ? (including your Regional /Branch Offices, Brokers, Dealers, Distributors , Agents, Wholesalers, Retailers etc.)

Intermediary	Total Number
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____
8. _____	_____
9. _____	_____
10. _____	_____

PROMOTION

19a. State the promotional measures undertaken for the specific New Product / Service by your company.

(e.g. 1) The New Product / Service is advertised heavily – months before it is available at the store / branch offices. (2) The Product is made available in the market first and then advertised 3) Contests are organised and so on.)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

19b. Given below is a list of promotional tools. Rank the one's relevant to the specific New Product/ Service in order of importance.

Advertising	Rank	Sales Promotion	Rank	Publicity	Rank	Personal Selling	Rank
Print ads	_____	Contests	_____	Press kit	_____	Sales pre-	_____
Broad cast	_____	Games	_____	Speeches	_____	sensation	_____
ing ads	_____	Sweepstak	_____	Seminars	_____	Sales	_____
Packaging	_____	-es	_____	Annual	_____	meetings	_____
Outer	_____	Premium	_____	reports	_____	Telemarke	_____
Packaging	_____	Samples	_____	Charitable	_____	ting	_____
Insert	_____	Fairs and	_____	donations	_____	Incentives	_____
Mailings	_____	Trade	_____	Public	_____	Programs	_____
Catalogues	_____	Shows	_____	Relations	_____	Salesman	_____
Motion	_____	Exhibits	_____	Any other	_____	Samples	_____
Pictures	_____	Demonstra-	_____			Any other	_____
Magazines	_____	Tions	_____				

Advertising	Rank	Sales Promotion	Rank	Publicity	Rank	Personal Selling	Rank
Brochures &	_____	Couponing	_____				
Booklets	_____	Rebates	_____				
Posters/	_____	Low interest	_____				
Leaflets	_____	Financing	_____				
Directories	_____	Entertain-	_____				
Reprints of	_____	Ment	_____				
Ads.	_____	Trade-in-	_____				
Billboards	_____	Allowances	_____				
Display	_____	Trading	_____				
Signs	_____	Stamps	_____				
Points of	_____	Any other	_____				
Purchase	_____						
Displays	_____						
Audiovisual	_____						
Material	_____						
Symbols	_____						
and logos	_____						
Any other	_____						

19c. What is the rationale / objectives of using these promotional tools (Q.9a. 19b). Please State.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

- 19d. If you are to distribute 100 points, how would you distribute them amongst the four promotional options (given below) for the specific New Product/ Service.

Point out of

<u>Promotional options</u>	
1. Advertising	_____
2. Sales Promotions	_____
3. Publicity	_____
4. Personal Setting	_____
5. Any other (Please specify) <u>BROKERS/AGENTS</u>	_____

TOTOAL : 100

- 20a. State the promotional expenditure (approximately) incurred on Product/ Services (in general) by your company.

<u>Year</u>	<u>Expenditure on the specific New Product/Service</u>					<u>Total</u>
	<u>Adver- Tising</u> (Rs. Lakhs)	<u>Sales Promotion</u> (Rs. Lakhs)	<u>Publi- city</u> (Rs. Lakhs)	<u>Personal selling</u> (Rs. Lakhs)	<u>Any Other</u>	
1992-93	_____	_____	_____	_____	_____	_____
1993-94	_____	_____	_____	_____	_____	_____
1994-95	_____	_____	_____	_____	_____	_____
1995-96	_____	_____	_____	_____	_____	_____

- 20b. In the space provided below, indicate in Rs. Lakhs, the promotional expenditure (approximately) incurred on the specific New Product /Service by the company.

<u>Year</u>	<u>Expenditure on the specific New Product/Service</u>					<u>Total</u>
	<u>Adver- Tising</u> (Rs. Lakhs)	<u>Sales Promotion</u> (Rs. Lakhs)	<u>Publi- city</u> (Rs. Lakhs)	<u>Personal selling</u> (Rs. Lakhs)	<u>Any other</u>	
1991-92	_____	_____	_____	_____	_____	_____
1992-93	_____	_____	_____	_____	_____	_____
1993-94	_____	_____	_____	_____	_____	_____
1994-95	_____	_____	_____	_____	_____	_____
1995-96	_____	_____	_____	_____	_____	_____

- 20c. This kind of promotional expenditure on specific New Product /Service is based on :

1. Previous Experience	_____
2. Some fixed percentage	_____
3. Some percentage related to sales, profit, etc.	_____
4. Some percentage based on market scenario.	_____
5. Some percentage of expected performance.	_____
6. Some percentage increases over last years expenditure.	_____
7. Some research study (conducted by the company itself)	_____
8. Research study (conducted by an outside agency).	_____
9. Any other (please specify) <u>Co. Policy</u>	_____

21. What are the targets set for the specific New Product /Service.

- 1. Targets for the New Product /Service per se.
 - 2. For all the parties involved in the marketing of New Product/Service.
- | <u>Targets</u> | <u>To be achieved in how many months ?</u> |
|----------------|--|
|----------------|--|

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

22a. In your opinion, what factors contribute to the success of a New Product/ Service.

[Factors related to 1. The New Product /Service 2. the Market 3. the Consumers.
4.the Company. 5. Any other (please specify)]

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

22b. What factors contribute to the failure of a New Product/ Service ?

Please state:

[Factors related to 1. The New Product /Service 2. the Market 3. the Consumers.
4. Factor related to the Company. 5. Any other (please specify)]

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

22c. When would you say that a New Product /Service is :

A success

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

A Failure

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

GENERAL

23a There may be several reasons for the company to have this specific New Product/Service. Kindly state the reasons below:

1. _____
2. _____
3. _____
4. _____
5. _____

23.b This specific New Product / Service may have been “Positioned” (either for a specific target market or a specific segment or by quality or against a competitor and so on.

1. _____
2. _____
3. _____
4. _____
5. _____

23c. There may be other players in the market offering a similar New Product / Service. How is this specific News Product / Service “Differentiated” from the other players in the market ?

1. _____
2. _____
3. _____
4. _____
5. _____

24. 1. The industry for this New Product/ Service is in what stage ?
(please tick “✓”)

- | | |
|------------------|-------|
| Embryonic | _____ |
| Growth | _____ |
| Maturity | _____ |
| Ageing / Decline | _____ |

2. Co. competitive position for the specific New Product / Service is :
(Please tick “✓”)

- | | |
|----------------------|-------|
| Dominant | _____ |
| Strong | _____ |
| Favorable | _____ |
| Temporary/ Tentative | _____ |
| Weak | _____ |

3. The market for this New Product / Service is (please tick “✓”)

- | | |
|--------------------------|-------|
| Highly Attractive | _____ |
| Medium in Attractiveness | _____ |
| Weak in Attractiveness | _____ |

4. Co. competitive position for the specific New Product /Service is
(please tick “✓”)

- | | |
|---------|-------|
| Strong | _____ |
| Average | _____ |
| Weak | _____ |

- 25a. In the columns given below, state the specific New Product / Service Total Market (in Rs. Lakhs) and Company share for the specific New Product / Service (Rs. In lakhs)

<u>Year</u>	The (total) Market for the New Product/ Service (Rs. Lakhs)	The Company share of New Product/Service worth (Rs. Lakhs)
1990-91	_____	_____
1991-92	_____	_____
1992-93	_____	_____
1993-94	_____	_____
1994-95	_____	_____
1995-96	_____	_____

25b.	<u>Year</u>	Specific New Product/Service	Specific New Product /Service
	1990-91	_____	_____
	1991-92	_____	_____
	1992-93	_____	_____
	1993-94	_____	_____
	1994-95	_____	_____
	1995-96	_____	_____

25. Given below is a list of competitive Marketing Strategies likely to be followed by firms. Tick (✓) the ones that best describe your company position in the industry. (with respect to the specific New Product /Service).

1a: _____ I. Attract non-users or new users to the product class/product category.

- _____ ii. Promote new uses for the product /service.
- _____ iii. See if the product /Service can be used more often.
- 1b. _____ i. The firm constantly innovates. The firm is not satisfied with the existing things and takes an initiative and a lead over other company's in New Product/Service ideas, customer service, distribution, reducing costs etc.
- _____ ii. The firm fortifies itself, i.e. keeps its price reasonable; has products /service in various product /service categories and class – so that the competitor does not get a foot-hold in that product class.
- _____ iii. The firm confronts, i.e. confronts the challenger in a quick and direct response viz. , promotional war, price war, brand war etc.
- _____ iv. The firm pushes the New Product /Service by offering special incentives to intermediaries. Thereby reducing the probability of intermediaries carrying the competitors product/service.
- _____ v. The firm relies on quality strategy, i.e. offers higher than average quality product /service.

- _____ vi. Product Flanking i.e. the firm offers product/service in almost all segments for that particular product /service category.
- _____ vii. Product sepcilisation, i.e. the firm specialises and offers a specific category or product/service only.
- _____ viii. Multibrand Strategy : The firm offers variations in a particular product category.
- _____ ix. Brand Extension Strategy : The firm extends the success pf a brand name to other products/services in the same category.
- _____ x. Heavy Advertising Strategy : New Product /Service launch is priced by heavy advertising.
- _____ xi. Aggressive Sales Force Strategy : The firm relies heavily on the sales force to gain shelf space and retailer co-operation.
- _____ xii. Effective Sales Promotion Strategy : The firm relies heavily on the sales promotion to promote the New Product/Service.
- _____ xiii. Efficiency Strategy : The firm constantly makes efforts to keep its New Product/Services cost low.
- _____ xiv. Premium Product /Service . The firm constantly makes efforts to keep its New Products /Services cost low.
- _____ xv. Extensive/ Efficient dealership strategy. The firm maintains its own dealers spread across the nation.
- _____ xvi. Superior Service Strategy: The firms offers superior service end can boast about it.

2: Market Share Expansion Strategy: The firm seeks to increase market share from existing XYZ percentage to a higher percentage.

- _____ i. Direct Attack Strategy/Head –on strategy : i.e. The firm tries to beat the market leader through head-on fights, direct attacks etc.
- _____ ii. Backdoor Strategy : The firm runs around the dominant firm instead of INTO if
- _____ iii. Guppy Strategy : the firm attacks smaller competitors rather than the market leader.
- _____ iv. Price Discount Strategy : The firm offers a comparative quality product/s at a lower price.
- _____ v. Cheaper Goods Strategy : The firm offers an average product at a much lower price.
- _____ vi. Prestige/premium strategy : The firm offers a higher quality product/service at a higher price.
- _____ vii. Proliferation Strategy : The firm offers variations of the product/service.
- _____ viii. Innovation Strategy : The firm constantly innovates to gain market share.
- _____ ix. Improve Services Strategy : The firm finds ways of serving the customers better /faster than the leader.
- _____ x. Distribution Innovation Strategy : “the firm seeks new ways of reaching the product to the customers, e.g. Mail order bookings, Telephone services. Door to door service etc.
- _____ xi. Cost Reduction Strategy : The firms finds ways and reduces costs of distribution , Product/Service etc.
- _____ xii. Intensive Advertising Strategy : The firm takes on the leader through heavy advertising.

- 3: _____ i. Targets Market Strategy : The firms aim at a specific target market that will bring it a distinctive advantage.
 _____ ii. New Markets Strategy : The firm looks for an opportunity to enter new markets that are opening up for the product /service.
 _____ iii. Efficiency Strategy : The firm maintains its costs , quality and price.
- 4: _____ i. Specific Type Strategy : The firm specialises in and services a specific type of market /segment only, with its new product /service.
 _____ ii. Customer Size Strategy : The firms serves a distinct size of customer only. (large, medium, small).
 _____ iii. Geographic Strategy : The firm serves a specific geographic area / region only. .
 _____ iii. Any _____ other (please specify) _____
-

27. Given below are these statements (I,II,III) related to company growth strategies. Tick (✓) the one that if applicable to your company.

I. The Company needs to exploit opportunities in its current products & markets.

1. By increasing sales through aggressive marketing ;

- _____ (a) By motivating the current customers/clients to buy more.
 _____ (b) By attracting competitors customers to switch to the company product.
 _____ (c) By attracting non-users in the market.

2. The company needs to increase sales by taking existing product /services to new markets.

- _____ (a) By moving into additional geographic, regional , zonal markets.
 _____ (b) By attracting new market segments, entering into new distribution channels, using new advertising media.

3. The company needs to increase sales by improving the existing features of the Product /service for the existing market :

- _____ (a) By modifying or improving the existing features of the product/service.
 _____ (b) By creating different versions / Models of the product /service.
 _____ (c) By developing additional models and size.

II. The company has a strong growth future and can increase profitability :

- _____ (1) By seeking greater control over its suppliers.
 _____ (2) By seeking greater control over its Distributors/Dealers.
 _____ (3) By seeking greater control over its competitors.

III. The company does not foresee additional growth for profit opportunities and needs to overcome this :

- _____ (1) By adding New Products/ Services that blend with the existing product line.
 _____ (2) By adding New Products /Services that do not necessarily blend with the existing products line.
 _____ (3) By adding New Products/Services that are totally new to the company's current technology, products and market.

28. Marketing of New Products/Services involves a lot of activities. What are the activities involved in to marketing of this specific New Product /Service.

(i) At the Corporate level :

Targets set (1)

(ii) At the Regional /Zonal level :

(iii) At the Branch / Local level :