

“Marketing Organization Tactics in The Selected Supermarkets in Pune City”

Preeti Sharma, Professor (I/C Director) Trinity Institute of Management and Research, Pune, India

Abstract

Organisation is an important tool for accomplishing the goals and objectives of the business firm. If human resources collaborate and work to achieve a common goal or objective of the business firm there is a need for organisation. In the context of the marketing sector, the marketing organisation structures distribute overseas marketing activities, procedures and strategies within the business firm. Through the presence study an attempt has been made to focus on the various marketing organisation patterns implemented by the selected supermarkets located in Pune city. An attempt has been made to know about the factors of preferential tasks taking into account the marketing officials while implementing marketing organisation patterns. This study also focuses on the major pitfalls occurring in the structuring of the pattern of marketing organisation.

Keywords: Marketing organisation, Supermarkets, Marketing Organisation Pattern, Factors in Marketing Organisation.

I) Introduction

The concept of organisation is built around the work to be done to achieve the objectives of the business firm and the work to be done has to be suitably divided into various activities. The activities in turn have to be grouped and allocated to the team of employees led by an identified executive at an identified level. While allocating the task to the various teams of employees the responsibilities of this team have to be made very clear. Apart from these proper relationships among the various activities of marketing and proper coordination among the employee teams in trusted with the task must also be ensured. While these general principles apply to a marketing organisation as much as they do to other types of organisation the strategy character of the marketing function at certain special dimensions when one attends to develop an organisational structure of marketing.

The structure of a marketing organisation will have a direct relationship with the marketing objectives to be achieved and the marketing functions to be performed. Usually,

different marketing functions have to be grouped and allocated to various departments. When this is done, the basic structure of the marketing organisation will emerge. The present study is in the context of marketing organisation practices implemented in the supermarket. This study pertains to the various patterns of marketing Organisation in supermarkets, influencing factors, various tasks, performed by marketing officials of supermarkets and the various pitfalls while structuring the pattern of marketing organisation.

II) literature review

R.L.Matamalas and M.S. Ramos (2019) - Have discussed the process of marketing organisations in supermarkets. Authors have conducted a study to get a better comprehension of the marketing organisation strategies that Supermarkets use to attract the attention of customers and increase sales. Through the study, authors have also focused on the theoretical background of marketing organisation authors have found that the majority of the supermarkets have implemented effective marketing organisation strategies.

A.D. Rajan and Yash Asha (2015) - Have attempted to analyse the marketing organisation process and strategies and business practices implemented by supermarkets located in Coimbatore City. Through the study, authors have focused on the various factors influencing the implementation of proper marketing organisation Strategies and their impact on consumers' buying behaviour. Through the study, the authors focused on the stimuli of supermarkets that attract consumers as rated by the manager of the supermarket.

Satish Kumar (2017) - Has attempted to compare in terms of revenue that the Supermarket generates by implementing innovative marketing organisation Strategies and its impact on the performance of supermarkets. The study author has attempted to explore the wide range of elements of marketing organisation which play a significant role in getting a competitive advantage in the retail sector. the author has concluded that modifications are very significant in file structuring marketing organisation strategies.

H.K.Pathak (2017) - Has attempted to analyse the marketing organisation status applied in the Indian retail sector concerning Big Bazaar in Bhangagarh Assam. The author has pointed out the significance of proper implementation of marketing organisation status for the sustainable Profitability of supermarkets.

Santosh Kumar (2020) - Has focused on the enquiry of the magnitude of the adoption of innovative marketing organisation Strategies by supermarkets. The study author has focused on the marketing organisation structure of marketing techniques and strategies of supermarkets like D Mart, Big Bazaar etc in some big cities in Karnataka. Through the study author has also

discussed the impact of marketing Organisations on consumers' buying behaviour, profitability of supermarkets etc.

III) Need of the study

The performance and profit sustainability of supermarkets depend on the marketing organization state adopted by the management of supermarkets. their four it becomes imperative to study and analyse the marketing organization status adopted in some well-known supermarkets.

IV) Objectives

1. To know about the patterns of marketing organization practices implemented in the supermarkets in Pune.
2. To understand the opinion of the marketing officials about the factors influencing the market organization pattern.
3. To know about the preferential task of marketing officials before implementation of marketing organization pattern.
4. To understand the factors considered while structuring a marketing organization pattern.
5. To focus on the major pitfalls occurring while structuring the pattern of marketing organization.

V) Research Methodology:

The presence study is descriptive and the survey method has been applied for the study purpose. The results of the study are based on the primary information which has been collected through the small questionnaire prepared for the marketing officials of selected supermarkets located in Pune city. A convenient sampling method has been applied for the selection of 25 supermarkets located in various suburbs of Pune like Kothrud, Pashan, the central city area, Karve Nagar, Sinhagad Road, and Hadapsar etc. The questions have been developed to get responses specifically to the objectives of the study. The secondary information has been collected through the study papers articles etc published in national and international journals, books etc. Apart from this, the required information has also been collected through oral discussions with marketing officials of selected supermarkets. A simple percentage method has been applied for the analysis of primary information. The scope of the presence study is

confined to exploring the marketing organisation pattern implemented in selected supermarkets located in Pune city only.

VI) Result and discussion

The marketing organisation pattern has undergone many changes according to the changing market situation. The following table shows the various marketing organisation patterns that are mainly developed by the management of supermarkets.

Table No.1

Marketing organisation patterns adopted by supermarkets

Particulars	Frequency	Percentage
Line and staff marketing organisation	08	32%
Product-oriented marketing organisation	11	44%
Territory-oriented marketing organisation	02	8%
Complex structure marketing organisation	04	16%
Total	25	100%

In a line and stop type marketing organisation each of the major staff functions are organised into a separate Department and the staff functions are entrusted to the sales department. Such type of pattern is adopted by 32% of supermarkets. 44% of supermarkets have adopted product-oriented marketing organisations. many supermarkets like Big Bazaar, more, demand etc. deal with a multitude of products and appoint individual managers to take care of sales and they have an important role in advertising, distribution, merchandising and other sales promotion activities. Territory-oriented market organisation pattern is adopted in 8% of supermarkets in this type of pattern the responsibility for marketing of various products rates line executive. The territory Managers are also known as area managers, regional, Zonally managers etc. There are some supermarkets which incorporate in their marketing organisation a combination of lines stop organisation a product structure outfit and an extensive territory-based marketing organisation. Usually, such supermarkets are multi-product and multi-market. such a type of marketing organisation pattern is adopted by 16% of supermarkets. in the field

outfit, the supermarkets have a line and stop managers to take care of the selling and staff activities respectively in a specified territory. this marketing organisation pattern has been observed mainly in big supermarkets like Dorabjees supermarket D Mart, Big Bazaar, Reliance Fresh etc.

Some factors are influencing the marketing organisation process. The following table indicates the perceptions or opinions of marketing executives about these factors.

Table No.2

Factor influencing marketing organisation patterns

Particulars	Frequency	Percentage
Marketing through sole-selling agents	02	8%
The extent of the marketing territory	05	20%
Nature of products	03	12%
Scope of marketing activities	04	16%
All the above	11	44%
Total	25	100%

In the opinion of 8% of marketing officials marketing through a selling agent is the most influenzable factor in marketing organisation. sales selling agent is an intermediate person who has large resources and an extensive Territory of operation. he is responsible for marketing and distribution activities on behalf of supermarkets. such type of marketing organisation pattern has been implemented by Desai Bandhu, new Balaji Traders, Gitanjali Supermarket etc. of marketing territory is the most important factor that influencing the marketing organisation pattern. in this type of marketing organisation, the responsibility for marketing various products rests with a special territorial marketing executive. marketing organisation pattern has been adopted by Bharti Bazar, Desai Bandhu, Geetanjali supermarket, More supermarket, Reliance Fresh etc. in the perception of 20% of marketing officials nature of the product is the most influential factor in marketing organisation pattern. Usually in majority of the supermarkets like Reliance Fresh D Mart, Big Bazaar etc., there is an appointment of

individual managers to handle the marketing process for each of the products and or nature of product brands. 16% of marketing officials opened the scope of marketing activities influences on the implementation of marketing organisation. the scope of marketing activities consisted of providing after-cell service efforts to retain current customers, building the brand image of the supermarket to take Feedback from customers etc. If all these activities are effectively performed by marketing officials it may create a positive impact on the marketing organisation process of the supermarket. In the perception of the majority of marketing officials, 44% of all the above-mentioned factors are equally influencing the marketing organisation pattern.

Some important factors are considered while structuring a marketing organisation. the following table shows these factors.

Table No.3

Factors considered while structuring marketing organisation pattern

Particulars	frequency	percentage
Level and span of control	02	8%
Relationship between line function and staff functions	06	24%
Effectiveness of coordination	03	12%
Unambiguous job specification	01	4%
All of the above	13	52%
Total	25	100%

In the opinion of 8% of marketing officials level and span of control are considered by them while structuring marketing organisation pattern because as per the modern trend of marketing organisation pattern level structure should be avoided otherwise too many structure levels market information flow gets delayed resulted in effective communication, dilution of responsibility and poor control over marketing activities. 24% of marketing officials have stated that they considered the nature of the relationship between line function and staff functions because conflicts may occur between two of these. The source of friction and the consequent inefficiency can be removed only by proper integration of the two sets of functions

by these marketing officials. 12% of marketing officials have stated that they are mainly concentrating on factors like the effectiveness of coordination among the various departments. Lack of proper coordination negatively impacted the marketing organisation pattern adopted by the supermarkets. this official gives preference to this factor because they understand the level of effectiveness of coordination between marketing departments and other departments like the finance department, HR Department, corporate planning etc. This factor is mainly considered by the marketing officials of D-Mart, Reliance Fresh, more Bazar etc. 4% marketing officials have stated that they considered the factor like unambiguous job specification because it helps to remove vagueness about functions and provide role clarity to every employee. It also helps to reduce friction within the supermarkets. The majority of the marketing officials 52% have said that they are considering all the above-mentioned factors hindering marketing organisation patterns.

The marketing organisation process considers various important tasks marketing officials are responsible for performing these tasks. the following table on the opinions of the marketing officials of selected supermarkets about the preferential task in marketing organisation.

Table No.4

Preferential task of marketing officials in structuring marketing organisations (multiple responses)

Particulars	frequency	percentage
The setting of marketing objectives	17	68%
Preparation of marketing budget	25	100%
Preparation of marketing planning and strategies	25	100%
Preparation of marketing policies	23	92%
Other tasks	11	44%

Almost all the marketing officials 100% have said that before structuring the marketing organisation, preparation of the marketing budget and marketing planning- strategies are major

and most preferential tasks for them. Their main role is planning, preparation of budget, implementation of marketing programs and monitoring their execution and control. 68% of marketing officials have revealed that setting marketing objectives is the most preferential task for them. Preparation of marketing policy is a major task for 92% of marketing officials in the process of structuring a marketing organization. Related to product, policy, pricing, and Sales promotion integration of all marketing activities and integration of the marketing functions of the supermarket are also some of the important and preferential tasks for the 44% of marketing officials. According to all the marketing officials, the success of the marketing organisation of any Supermarket is dependent mostly on the above-mentioned task and also on the management potential of the marketing executive.

While structuring the marketing organisation the marketing officials faced certain imperfections Pitfalls and anomalies that commonly creep into the structure. Some common pitfalls often faced by the officials have been indicated in the following table.

Table No.5

Major pitfalls occurring in structuring marketing organisation

Particulars	frequency	Percentage
Overlapping of responsibilities	12	48%
Vagueness in assigned responsibilities	14	56%
Unequal or distorted allocation of functions	16	64%
Improper delegation	10	40%
Other	19	76%

Sometimes haphazard grouping of the functions may result in overlapping of responsibilities and duplication of efforts. It may adversely impact the proper structuring of marketing organisation this is the major Pitfall or problem faced by 48% of officials. 56% of officials have revealed that vagueness about the responsibilities to the various positions of staff results in a lack of role clarity and this may also negatively impact the structuring of marketing organizations. Well or distorted allocation of functions amount to staff is the major problem in

the proper structuring of marketing organizations opened by 64% of marketing officials, and in the opinion of 40% of marketing officials improper dedication or delegation is inadequate throughout the supermarket or their is only delegation of responsibility but no delegation of authority. This fact also creates a negative impact on the structure of marketing organizations. apart from this, some other imperfections creep into the structuring of marketing organisation such as unimaginative break up of unified function, dual control or absence of unity of command, certain important activities are for removed from the key person, Over formulation means the organizational structure has too much compartmentalisation etc. are also adversely affecting on the proper implementation of the process of marketing organisation.

VII) Findings

1. Based on collected information from the marketing officials of selected supermarkets, it is found that there are various patterns of marketing organisation how been adopted in the selected supermarkets. In the maturity of the supermarket patterns like line-and-stop marketing organisation and product-oriented marketing organisation or product-oriented marketing organisation have been adopted.
2. It is found that marketing through cell selling agents extent of marketing territory, nature of product and scope of marketing activities are some of the most influencing factors on the marketing organisation pattern.
3. While structuring the marketing organisation system the factors such as level and span of control, relationship between line functions and staff functions, effectiveness of coordination, job specification etc. are taken into consideration by the marketing officials of the selected supermarkets. It indicates that marketing officials are well aware of the factors that create an impact on the proper implementation of the marketing organisation system.
4. As per the information provided by the marketing official, it is found that the preparation of marketing objectives and budget are the most preferential tasks for the marketing officials in the process of the marketing organisation. Apart from this marketing planning and formulating market Strategies and policies are also some of the most preferential tasks for marketing officials.

VIII) Conclusion

The supermarket sector is one of the most potentials in India and it is expanding over the years with an impressive organized retail trade growth. Today there is a market of perfect

competition in the supermarket sector; every Supermarket is trying to compete in the market with a large number of competitors by adopting new patterns of marketing organisation, new Strategies and new plans. The supermarket sector in India can expect to witness a revolution in the future despite fluctuations in the economy. The supermarket sector will benefit if it implements a proper marketing organisation system in which changing consumer behaviour and supporting order factors are likely to have a strong positive effect. It is concluded that the success of Supermarkets depends heavily on the adopted pattern of marketing organisation and the potential of marketing officials and their ability to follow proper marketing organisation patterns supermarkets can rise and can reach every corner.

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