CHAPTER-8
SYNTHESIS OF LEARNING, CONCLUSION AND SUGGESTION FOR FURTHER RESEARCH

8.1 Introduction

This chapter contains the summary of the whole research. The major findings and recommendations emerging out of this study are outlined. Some of the significant research contributions are listed to fill the gaps identified in the literature review. However, there are some limitations that are also incorporated in this chapter suggesting future areas of study.

This chapter also presents the synthesis of results from the opinion survey study. The learning from both the analyses has been synthesized. The framework for meeting international marketing strategy having an external focus, advertisement and promotion, product branding and strategic alliance, in the context of Indian marine shrimps/prawns sector has been postulated.

8.2 Summary of the Research

The present study addresses to develop a strategic model for international marketing through an empirical study in select organizations of the Indian marine shrimps/prawns sector. The main issues covered in the study are the international marketing strategy with relation to enhance the market share, revenue share, competitiveness and sustainability in market. The study is a comparison of applied research as well as an exploratory research.
The study has been conducted in two parts: a primary survey, through organized questionnaire and the opinions collected from the top level managers of Indian seafood exporting firms. The secondary data has been collected and studied for developing an understanding of production, preference, business management style, customer/consumer, competition, collaboration, competitiveness (demand and supply capacity of India for this product in market, comparative UVR of Indian in this product, comparative rank, major and potential markets for India), strategies measures of performance, government policies, market trend etc.. To get secondary data, the sources chosen are WITS-COMTRADE, MoC, MPEDA, ICMRI, FAO etc. Competitiveness of product is analyzed by using the WITS data.

Three types of questionnaires were developed. The questionnaire used for the opinion survey (for export enhancement in terms of export trade value, quantity and increasing UVR) study of the exporters were in Likert-type scale using a five point rating scale, whereas part of the same questionnaire is in descriptive type of scale, using yes or no. The questionnaire deals with the consumer awareness and to know the domestic competition were constructed in a combination of technical and non-technical form. One more questionnaire was used in this study to get the opinion of experts (Government officers, academicians and researchers) which was a completely nontechnical format to analyze the policy issues related to this sector. The questionnaire which deals with the consumer awareness and domestic competition and the questionnaire which deals with the opinion survey of exporters, both have two parts: one covers the specifics of demography (management level, no. of years in export, annual turnover) and the other
part covers the technical variables. All employees considered for the exporter’s opinion survey questionnaires were in the executive cadre. A total of 101 executives cadre employees (each from one export firm) were covered for the opinion survey study from different parts of India (Mumbai, Kolkata, Orissa, Kerala, Andhra Pradesh and Tamil Nadu).

The data obtained from the opinion survey questionnaire were analyzed using the SPSS package. The entire study was classified into four major parts according to the hypotheses: finding out the competitiveness of Indian shrimps/prawns sector; impact of branding to enhance the market share by proving the product standard as well as helping in UVR hike and getting sustainability in the existing market; increase the awareness through proper advertisement and promotional activity; and developing value added product as well as penetrating the new market through by strategic alliance. All the hypotheses of this study are accepted with 99 per cent confidence level and the hypotheses for these have been found true.

The findings from the opinion survey study organized for exporters and experts are synthesized. A number of important findings are reported below.

- The model developed for international marketing strategy for Indian shrimps/prawns depends on four significant factors: factors influencing in competitiveness, branding approach to the product, effect of advertisement and promotional activity and strategic alliance. All these four factors of this model are correlated and dependent on each other.

- For testing the hypotheses of export growth in terms of turnover, correlation and regression analyses were performed for both the macro and micro variable. All
the macro as well as the micro variables under this study emerged as interdependent on each other. For growth of export turnover, advertisement and promotion (A & P) of the product and product status in market are the key drivers. Whereas years in exporting, threat by cheap-prawn, price constraint, safety standards, and custom procedure are creating hurdle for export growth in terms of revenue as well as in sustainability (Table 4.8 and 4.9).

- For testing the hypothesis of branding approach to Indian marine shrimps/prawns exporting, correlation and regression analysis were performed for both macro and micro variables. There is a scope of increase penetration to the new global markets as well as getting sustainability by exporting under brand name. Other variables like price constraint, threat of cheap-prawn availability in export market and competition in domestic market problem can also be controlled by branding. Branding is also a key driver to solve the problems like erratic-demand and up to some extent for lack of knowledge about the availability of product in the market. The hypothesis is proved true as branding is significantly correlated with these variables (Tables 5.5, 5.6, 5.9, 5.11, 5.12 and 5.13).

- The hypothesis, through advertisement and promotion, turnover and market penetration to the number of new markets, for Indian exporters can be possible is true. The micro variables- industry website, prod-details, and registered with any trade directory/website were found as the key driver for creating effective public relation for the product (Indian marine shrimps/prawns). Likewise micro variables- number of certificates, trade show, brand name, and buyer-seller was highly impacting on the macro variable advertisement and promotional activity.
The macro variables turnover, export to number of countries and public relation were dependent upon advertisement and promotional activity. That shows the micro and macro variables both are inter and intra dependent on each other significantly (in 99 percent confidence level). The advertisement and promotional activity was contributing to enhance the turnover as well as the market penetration for Indian marine shrimps/prawns exporting in a real term (Tables 6.3, 6.4, 6.5, 6.6, 6.7 and 6.8).

- Correlation and regression analyses were performed to test the hypothesis that strategic alliance will help to enhance the R & D capacity as well as help in deep sea fishing and facilitate to FDI-inflow in the context of this product can be possible is true. The FDI inflow helps to infrastructure development of the sector. Investment environment was drove by sector, Government policy, and economic condition of the country. Similarly import barrier, export experience were combinely impacting Joint venture. The threat of cheap prawn can be reduced by product prominancy, investment environment. Therefore FDI inflow is one of the options to facilitate the infrastructure development and value addition to the product. That will lead to meet the international product standard. The product standard is the key factor for product prominancy. Product prominancy again is a driving factor to attract the other countries for joint venture and joint venture depends upon the investment environment of the country. That means, the number of exporting country for the Indian marine shrimps/prawns exporting was depend on two macro factors - investment environment, and product prominancy.
All factors in this part of study are highly correlated (99 per cent confidence level) and dependent on each other (Tables 7.3, 7.5, 7.6, 7.8, 7.9, 7.10, 7.12 and 7.13).

India has vast natural resources and it has huge capacity of organic (as the products are captured) shrimps/prawns (particularly black tiger prawns, which are larger in size and unique in test in comparison to other species within that category) production. So in terms of product standard, though Indian exporters are at the par, it is not reflecting through their marketing strategy. To accelerate the export consistent quality of the product is not sufficient, but effective advertisement and promotional strategy for the individual importing country market is also essential. Branding helps the exporters in the product advertisement and promotion. A brand name can never be copied. Therefore, effectively, their advertisement creation gets protected. Apart from that advertisers can initiate fearless and independent advertising due to the process of branding. The importers generally prefer to trade with a credible and reliable partner. The credibility and reliability of the exporters come through an effective advertisement and by offering the branded product. Incase of Indian marine shrimps/prawns exporting, the maximum exporters use the company label though the brand name facilitated the advertisement and promotional activity as well as provides special price offer to the same product. Brand prominancy create a positive product judgment capacity within the buyer. The prominent brand always creates the attraction for investment inflow and facilitate for joint-venture. From the opinion survey analysis of exporters, the unwillingness for product branding is due to cost factor. While branding approach needs only one time investment.
8.3 Key Learning from the Opinion Survey Study

A total of 101 employees in the top level management cadre from different export firms were covered under the primary survey study. The data obtained from the questionnaire was analyzed and the following key learning were derived:

- On the basis of primary study, the hypotheses were tested. Both the micro and macro level study was conducted. Through the correlation and regression analysis result the study was concluded. Relationship of the micro variables within the group and with macro variables was analyzed. From the analysis it was found that the micro variables were sharing a strong relationship within group and with the macro variables also. Simultaneously the relationships within the macro variables were also analyzed. According to the hypothesis the three major variables: branding approach, advertisement and promotion activity and strategic alliance, were analyzed through individual chapter.

- It was analyzed from correlation and regression analyses the branding approach to the product has contributed to the problem solving in the micro variables: erratic demand and lack of knowledge and in the macro variables: price constraint, threat of cheap prawn availability in export market, competitiveness of domestic market problem and advertisement and promotional activity. The above mentioned variables are creating hurdles in the market sustainability as well as for the revenue benefit by decreasing UVR of the product, according to the exporters.
• It was found that advertisement and promotion was highly correlated with the macro variables: exporting to number of countries, public relation, threat of cheap prawn availability in export market and Facilitated the investment environment. These macro variables are also significantly impacted by the variable advertisement and promotional activity. So it is concluded from the analysis that proper advertisement and promotional activity can create a better awareness, which will help to get sustainability in international market and lead to create a friendly environment for investment in this sector. From the literature review it was explored that the international market has a demand of organic food product. Though India has a vast natural resource for marine shrimps/prawns, and maximum quantities exported to the international market are organic (because these are capture shrimps/prawns), the exporters are getting lower UVR in comparison to the competitors. Whereas Vietnam and Thailand are getting a good acceptance with an appreciated UVR (maximum content of export shrimps/prawns are cultured in the artificial pond). It is analyzed from this study by effective advertisement and promotional activity the threat of cheap shrimps/prawns can be decreased and establishment of unique quality of Indian marine shrimps/prawns can be also ease.

• Strategic alliance is a macro variable highly correlated with the macro variables: FDI inflow and joint venture. The significance of impact of the strategic alliance on these two variables is confirmed by regression analysis. Indian exporters unable to do the value addition due to lack of sufficient R&D support to fulfill the global market demand. Join-venture is one of the methods that can facilitate
sharing of the technology, skilled labour and get a penetration to the new market through the partner country. Strategic alliance can develop external network to significantly improve FDI inflow as well as the positive environment for joint-venture.

8.4 Validated Conceptual Framework

Based on the findings of the primary survey, the validated conceptual framework is drawn covering both macro variable level and micro variable level analysis. The details are provided in Figure 8.1. The framework presents the validated links between the research variables as confirmed by regression analyses. Role of the macro variables: branding and advertisement and promotional activity (A & P) are key drivers for enhancing the export growth (turnover), as well as they are also a facilitator to enhance the URV of the product (Indian marine shrimps/prawns). The major outcome of the problems for which branding is an enabler are: price constraint, threat of cheap prawn availability in export market, competitiveness of domestic market problem and advertisement and promotion (macro variables), erratic demand and lack of knowledge (micro variables). Similarly, the major outcome of the problems for which advertisement and promotion is an enabler are: increase in export to number of countries, increase public relation, threat of cheap prawn availability in export market and facilitated the investment environment. From the analysis it is found strategic alliance is a facilitator for FDI inflow and opening joint venture with the other countries. The outcome through the variable strategic alliance is to create novel technology for value addition and processing in the existing quality
Figure 8.1 Model Suggested for International Marketing Strategy
of the product according to the international market demands and to enhance the unit value realization (UVR).

8.5 Insights Gained from the Study

Strategy is needed for success in business. For exporting Indian marine shrimps/prawns to the international market branding, advertisement and promotion and strategic alliance are integrated parts of export strategy. The study finds the following insights

- The main factors creating hurdle for export of Indian marine shrimps/prawns to international market are, threat by cheap prawns (vinamae prawns), safety standards, product status in international market, custom producers, price constrains and number of years the exporters are in this business.

- Branding gives reorganization to the product. As branding is a commitment, a contract and a promise to provide consistency in quality, the product standard can be proved.

- Advertising the product under a brand name in the international market is an effective strategy for market establishment.

- Strategic alliance is one method by which the exporters can get technical assistance as well as market security and penetration into new market. That helps increase their product standard and new product development.

8.6 Recommendations of the Study

There is an enormous scope to generate revenue by exporting marine shrimps/prawns to different countries, as this a healthy and a delicious product.
India has enough production capacity and most of the countries, those are importing from India have no production capacity in an organic way (a fat free and Omega-3 fatty acid which is not produce in our body). Industry should substantially enhance quality of the product (for example: processing, packing, value addition etc.) and customer orientated product to capture the demand and supply of the market by recognizing the customer need. Firms need to define export growth in terms of revenue benefit which is a key indicator of performance. They should focus on reducing the domestic competition and fix a national wide price for export, according to standard of the product category (size, IQF or not, head on, head off, cooked, half cooked, minimum processed, maximum processed etc.). (Tables 4.5 and 4.6).

The industry should understand the standard requirement of the individual exporting countries. They should take care of NTBs issues like labeling, packaging standards, antidumping allegations, language barriers, procedural bottlenecks, product certification etc. (Table 2.3).

The brand is a medium to prove the standard of the product. The idea behind the brand approach is to associate the end-users of marine products with Indian marine shrimps/prawns product with high quality as well as tasty and nutritional attributes. Chefs, restaurant operators and supermarket managers can be targeted personally (by a firm), while home-makers will be reached out via publicity in specialized food and lifestyle publications. They should approach the MPEDA to create a common logo for all Indian exporters. That logo will stand for the country identification and it will work like a country of origin mark. With this
logo the company can also use the own brand name. It will give a benefit in terms of revenue and protect the product identification in international market (Tables 5.9, 5.14). To enhance the market share, sustainability and unit value realization (UVR) the firms need to adopt branding approach and stop the practice of exporting the product under company label.

Success in export Marketing begins with effective advertisement and promotional activity. The awareness of Indian organic marine shrimps/prawns is very less in the international market. There is no strategy developed and adopted to create awareness about the uniqueness of the Indian shrimps/prawns. Therefore exporters need to design the marketing materials and packaging by highlighting the uniqueness as well as messages related to the health benefits (as this is a food product) in the target market. They should also need to translate these materials into the native language as most of the EU countries are prefer to deal with their native language. Similarly MPEDA should also organize some activity both in national and international level as APEDA is doing for the mongo exporting. The exporters association should also organize some food fair, exhibitions both in national and international level. Give advertisement in the international and food related magazines are another process to catch the eye of customer and consumer. The exporters should open stalls inside the prominent hotels, malls etc. Aggressive advertisement is needed to get success in the national and international market (Tables 6.5, 6.6, 6.7 and 6.8). In addition to these, business cards: should be up-to-date and complet, including area codes, country, telephone and fax numbers, postal code, e-mail and website adresses;
brochures: should be creative and appealing, informative and easy to read, highlighting uniqueness, professionally designed and printed and usually pleasing; and websites must be: comprehensive and informative, professionally designed, visually pleasing, up-to-date, e-mail enabled and capable of allowing online purchasing (if appropriate).

The major problem with this sector is lack of skilled labour and technology for processing. Though Government is open for investment in this sector, many other factors are creating impeding for investment. These factors are product prominence in market, government policy which depend upon the political environment of country. There is no branded product of any dominant player which can be targeted for the investment prospective where as hiring the technology and skilled labour form other countries (available in Japan and China) are very costly procedure. It is wise to take the help of the countries those are efficient in this way. Therefore the Indian exporters are needed to go for a strategic alliance with the convenient country to avail the support in value-chain activity from R&D to sales (strengthen market presence). That also helps to penetration in that country market as well as the RTA partner’s country market of that country (Table 7.3).

Government should provide the training for the custom procedure, as it is blamed by the exporters that custom procedure takes a lot of time to getting a clearance, though this is a misconception (Table 4.8).
Thus, Government policy reformation (new FDI policy, FTA and RTA for strategic alliance) and providing sufficient training related to create awareness among the exporters are needed. As well as aggressive marketing strategy, branding for standard prove, institutional research in the management and marketing prospective for this sector is very much necessary for sustainability.

8.7 Implication of the Study

The research was carried out using a marketing approach in the Indian marine shrimps/prawns sectors. The research findings can be generalized in other contexts as none of variables – branding, advertisement and product, NTB issues, custom producers, FDI inflow and strategic alliance are context specific. International marketing should be established a strategic model with a focus on customers, competitors and collaborators. The validated conceptual framework derived from this study can be adapted for any product which is not only exported form India but also the products used in domestic market.

8.8 Specific Contributions

The study empirically validates the strategy model for international marketing – all the factors: branding, advertisement and promotion, strategic alliance, FDI inflow, custom procedure, NTB issues, competition and competitiveness are contributing effectively in market share growth, in terms of revenue as well as quantity. This is confirmed not only through opinion research study, but also through the national and international case studies to make specific contributions:
• The study led to conclude that branding is not merely giving a name to any company product. It gives a consistent quality and quantity and particular test for all time. By this way the price fluctuation and erratic demand due to the standard fluctuation can be controlled.

• It is revealed from the analysis of this study that branding approach to the product will be facilitated by the advertisement and promotional activity.

• FDI inflow is a dependent factor on Investment environment. Similarly strategic alliance is dependent upon on Government policy. Where as value addition, product developments and new market penetration is dependent on both FDI inflow and strategic alliance.

8.9 Limitations of the Study

Though the study was done covering a major part of the marine shrimps/prawns exporting sector, it is unable to cover the direct buyer/customer/consumers perception.

The respondents were reluctant to share their problems, specifically NTBs and standard related, which faced in the international market. In this context the study is unable to provide any conclusion.

The secondary data used to for measuring the competitiveness performance was only considering the frozen marine shrimps/prawns (HS 6 digit code-030613).
8.10 Suggestions for Further Research

This study covers only the seafood sector, specific to marine shrimps/prawns. Similar studies can be conducted for the entire range of products in seafood sector. It is also suggested to take similar study for other agricultural products.

Entire research may be extended by adding/replacing the variables included in this study. The study should be undertaken with a larger sample.

For the product development, a specific study may be taken over by covering the consumers in the domestic market as well as for the international market.

Some specific studies are suggested to take on government policy, export import policy and WTO policy related to this sector.

8.11 Conclusion

This study adds to the existing literature on this critical and less studied area of competitiveness, marketing strategy, trade policy, branding, advertisement and promotion and strategic alliance. The study provides an insight into the dynamic international marketing strategy to the Indian marine shrimps/prawns export firms. This also serves as a guide to a disciplined approach to enhance the market share, sustainability in market, new market penetration and getting higher unit value realization for the product marine shrimps/prawns. Depending on this study a conceptual framework has been developed by showing the interlinkages of all valid variables, which are considered as a true contribution for this study.