CHAPTER 1
INTRODUCTION

The enigma of marketing is that it is one of the man’s oldest activities and yet it is regarded as the most recent of the business disciplines.¹

Marketing is not a fixed system of concepts and axioms. Rather, marketing is one of the most dynamic fields within the management arena. The marketplace continually throws out fresh challenges, and companies must respond. Therefore it is not surprising that new marketing ideas keep surfacing to meet the new marketplace challenges.

The marketing philosophy has also undergone substantial changes since its conception in the form of ‘Primitive Marketing’ prior to 1940s. The decades of 1960s saw industrial revolution and a massive increase in production led to ‘Mass Marketing’. The concept of ‘Segmented Marketing’ came into being in 1970s, with the emphasis on the four Ps of marketing, namely – Product, Price, Promotion and Place. The 1980s saw the advent of ‘Value based Marketing’, where the orientation was both towards the customer and the competitor. The main thrust of the marketing function was on the after sales service and customer satisfaction. The 1990s witnessed the emergence of ‘Relationship Marketing’, which saw the tilt towards the customer, competitor and company orientation. The customer perspective has arisen from the fact that the foremost objective of any company today is to create superior customer value, by being customer driven in producing goods and delivering services. The internal perspective has oriented the companies towards restructuring, to achieve cost effective operational excellence. The intense competition is forcing the companies to adopt the motto – ‘Outdo the rest’!
The radical changes in marketing landscape can be attributed to the changes in the technology. The technological developments have brought about information revolution thereby increasing the level of customer knowledge and giving him the aptitude to choose from the wide range of products. The developments in information technology are radically reshaping the nature of the organization’s interaction with its customers, as communication shifts from primarily one-way to predominantly two-way. The information technology is not only changing the nature of the relationship between the organization and the customers, it is also altering the content, context and infrastructure by which the firm operates, and the competitive environment in which it does the business. The implications of IT for marketing are dramatic. Today, everyone has access to customer data. The emergence of CRM (Customer Relationship Management) technology has further strengthened the customer focus, by consolidating the customer data across the organisation, at all the touch points. This data can be analysed and utilized for providing better customer service. Thus, the borderline between marketing and other functions has vanished due to the integration of business functions through networking. It has become one whole reengineered process that aims at satisfying customer’s orders.

In the twenty first century, companies are wrestling with the changing customer values and orientations; economic stagnation; environmental decline; increased global competition and a host of other economic, political and social problems. However, these problems have also provided marketing opportunities.

Today, almost every company, large or small, is in some way affected by global competition. The world economy has undergone a radical change during the past two decades (1980–2000). The geographical and cultural distances have shrunk with the advent of jet planes, fax machines, global computer and telephone hook ups,
world television satellite broadcasts and other technical advances. This has allowed the companies to greatly expand their geographical market coverage, purchasing and manufacturing. The result of this phenomenon called "Rapid Globalisation" has been a vastly more complex marketing environment for both companies and consumers.

A second factor in today's marketing environment is the increased call for companies to take responsibility for the social and environmental impact of their actions. Corporate ethics has become a hot topic in almost every business arena. And a few companies can ignore the renewed and a very demanding environmental movement.

1.1 THE CONVERGENCE OF MARKETING AND STRATEGY

Marketing is ultimately responsible for customer relationships, and recent marketing literature has reflected this in the attention to the concept of 'relationship marketing'. Blattberg and Deighton\(^3\) refer to interactive marketing addressing customers individually, and speculate that it will not only change the role of marketers in the organisations by making them more accountable, but also fundamentally modify both the marketing job and the shape of the firm. New organizational forms suggest that marketing's role in the firm continues to evolve. The marketer no longer focuses only on those activities that will facilitate a sale, or on methods of achieving product differentiation, brand familiarity, and customer loyalties for repeated sales. The new marketer will negotiate mutually beneficial relationships with customers, investing in projects that heighten the dependence of buyer and seller on each other, jointly exploring new technologies, sharing resources, and developing new products and markets together.
Figure 1.1 Three Dimensions of Marketing As Culture, as Strategy and as tactics (after Webster 1992).

As Culture
- A basic set of values and beliefs about the central importance of the customer that guides the firm.
- Primarily the responsibility of enterprise, corporate and SBU-level managers.
- Marketing assesses market attractiveness by analyzing customer needs.
- Promotes a customer orientation by being a strong advocate for the customer’s point of view.
- Develops the firm’s overall value proposition, articulates it to the marketplace.

As Strategy
- Concerned with market segmentation, targeting, positioning.
- Emphasized at business-unit level.
- Define how the firm is to compete in its chosen business.

As Tactics
- Design and implementation of marketing.
- Customer relationships.
- Functional, Sub-functional level managers.

Figure 1.1 Three Dimensions of Marketing As Culture, as Strategy and as tactics (after Webster 1992).
Figure 1.2 The Interface—Mintzberg’s Five P’s of Strategy vs. Webster’s Three Dimensions of Marketing.
Webster$^4$ further notes that marketing has three distinct dimensions: as culture, as strategy, and as tactics. We conceptualize this in the three levels of the inverted triangle in Figure 1.1. While all three dimensions operate at the various levels of strategy, i.e. corporate, business and functional, their relative importance varies at each level and with the type of organizational form.

Henry Mintzberg$^5$ broadens the somewhat restrictive 'strategy as planning' standpoint, by conceptualizing it as '5Ps', as opposed to the well-known '4P's' of the marketing mix. Strategy as Plan pertains to some sort of consciously intended course of action, a guideline (or set of them) to deal with a situation. As Ploy, it is merely a specific 'manoeuvre', intended to outwit an opponent or competitor. When strategy implies consistency in behaviour, it becomes Pattern, and this is true whether the behaviour was intended or not. Strategy as Position has to do with where a firm locates itself in, or how it matches itself to, the business environment or market place. Finally, strategy as Perspective consists of an ingrained way of perceiving the world - that is, it is inside the head of the strategist(s). It is interesting to note the parallels between Webster's$^6$ dimensions of marketing and Mintzberg's$^7$ definitional components of strategy. As is illustrated by the double lines in Figure 1.2, each Mintzberg’s 5 P’s of strategy reflects and is reflected by Webster’s view of marketing as either culture, strategy, or tactics. Specifically,

- Mintzberg's Plan = Webster's Strategy
- Mintzberg's Perspective = Webster's Culture
- Mintzberg's Ploy = Webster's Tactics
- Mintzberg's Pattern = Webster's Tactics or Strategy
- Mintzberg's Position = Webster's Strategy
Marketing transcends all of the elements of strategy and ultimately, the distinction between marketing and strategy in modern organizations begins to blur. McKenna notes, 'Marketing today is not a function: it is a way of doing business... (it) has to be all-pervasive, part of everyone's job description, from the receptionists to the board of directors'.

1.2 ROLE OF MARKETING IN THE ELECTRONICS SECTOR

The past decade (1990–2000) gave the Electronics business firms a new outlook. The domestic companies learned that they could no longer ignore global markets and competitors. The successful firms in mature industries learned that they could not overlook emerging markets, technologies and management approaches. The fast changing scenario in Electronics Industry and business was characterized by shrinking product life cycles, faster obsolescence of technology, meeting customer needs in terms of uniqueness of product, ensuring low cost, better quality and short cycle time for delivery. The electronics companies of every size and nature learned that they could not remain inwardly focused, ignoring the needs of customers and their environment. The Electronics Industry in India presents a vivid picture of the global competitive scenario.

The traditional four P's of marketing (Product, Plate, Price and Promotion) undoubtedly hold importance for formulating marketing strategies for electronics goods, but the changing scenario has forced the marketers to include two more P's of marketing – People and Pace. The knowledge and awareness has empowered the people to rightfully obtain title of - "Customer is the King" and "Pacer" is the company/product, which can entice and delight the "King" at the earliest.

The Electronics Industry has seen a vast upsurgence of technology driven products, being made available at the earliest
possible location, competing neck to neck on the parameters of price and advertisement campaigns. The differentiation lies in customer service and the pace with which it is performed. How many companies are at the beck and call of the customers everytime they sound a need alarm or even if they do not? How many design their product with customer input? How many work towards keeping customers for life? How many can actually claim of being ‘Customer driven companies rather than competition driven companies’?

The focus on the new Ps - People and Pace, needs complete customer orientation. Today, the companies, which are poised to win, should track their customers’ expectations, perceived company performance and customers’ satisfaction.

The Complete customer orientation has led major companies in electronics to adopt a new technology, to create better customer care solutions and systems. This new technology is called Customer Relationship Management (CRM). CRM clearly focuses on people and pace. It tries to capture customer data across the organisation, at all touch points - through e-mail, fax, call centers, direct sales and points of sale. This data is consolidated in a central database, where it can be analysed and the results sent to various customer contact points so that they provide better service. There are three components linked to CRM solution: a Customer Information System (CIS), middleware and information warehouses.

Thus, marketing technology is also playing a major role in making the after sales service better and efficient; especially for the Computer Software Companies, where buyers and sellers are well connected through the Internet. The Internet penetration being low in India, efficiently managed call centers are proving immensely useful for handling customer complaints and also service requests.
The call centers are managed through telephone lines and call handlers are trained on product information, call etiquette, computer usage and customer visualization. It involves talking, listening and understanding what the customer is all about and it leads to achieving better customer satisfaction.

The changing marketing trends in Electronics companies are leading them towards customer orientation and being market driven. The customer care begins before the sale, with understanding of the buying patterns and the customers, it graduates to rewarding customer loyalty and holding on to them by providing them with the best and at the earliest.

Thus, it can be concluded that the new marketing tools are the driving force behind the booming Electronics Industry, in the times of intense competition.

1.3 NEED AND SIGNIFICANCE OF THE STUDY

The study pertains to the post liberalization scenario (from 1995) in the Consumer Electronics and Computer Software Industry in India. The study attempts to portray a comparative analysis between Indian Consumer Electronics vis–a–vis Japanese Consumer Electronics Companies; and Indian Software Companies vis–a–vis American Software Companies. The Japanese and American companies selected for the study are operating in India either as wholly owned subsidiaries or in collaboration with Indian companies. For this purpose, five top ranking companies (according to sales) have been selected in each category as mentioned under sample in Research Methodology.

The significance of the topic chosen for the study lies in the following facts: –

a) Growing importance of the Consumer Electronics and Computer Software in India.
b) Increase in Foreign Direct investment into India.

c) No exhaustive study has been conducted so far in this particular area. This has been illustrated in the Chapter 2 (Review of Literature).

a) Growing importance of the Consumer Electronics and Computer Software in India:

Electronics is the fastest growing sector of the Indian Industry. During the Eighth plan, the Electronics Industry achieved a cumulative annual growth of 20 percent in production and over 40 percent in exports. The Indian electronics production during 1999–2000 was Rs.52,450 crores. A goal of annual electronics production of Rs.1,38,350 crores has been set for the terminal year of the Ninth Plan (2001–02), representing a growth rate of 39 percent.

The Consumer electronics sector has achieved a production level of Rs.11, 200 crores during 1999–2000. The Colour television industry continued to witness phenomenal growth and has crossed a production of 57 lakh numbers during the calendar year 1999.

The delicensing of the Consumers Electronic Industry, liberalization in foreign investment and export-import policies, have brought renowned global giants who have either established production facilities in the country or are present in the market through technical/financial collaboration, thus, giving the consumer a wider choice in terms of product features, technology, quality and competitive prices.

In Computer Software, the strength of the country, with its abundant technical manpower skills is well recognized. To further harness this potential, the government has taken several important initiatives to make India a Global Information Technology...
superpower and a front-runner in the era of Information Revolution. This has resulted in emergence of the Indian Software Industry as the fastest growing sector in the economy with a CAGR exceeding 50 percent over the last five years and with a turnover of US $6 billion and exports of US $4 billion during 1999–2000. The Government has targeted an export of US $50 billion by the year 2008 for the Indian Software industry. In export as well as domestic sector, Computer Software remains a thrust area and the fastest growing sector. Software export has jumped to Rs.17,150 crores during 1999–2000, from Rs.10,940 crores during 1998–99, a growth rate of about 57 percent. Domestic Software Industry has gone upto Rs.7200 crores during 1999–2000 from Rs.4900 crores during 1998–99. During the year, 1999–2000, Computer Software Industry has witnessed a growth of 53 percent and Hardware Industry 11 percent.

b) Increase in Foreign Direct Investment into India:

The changing economic scenario in India since 1991 serves as a baseline for taking up this study, which in the broad sense is aimed to present a comparative picture of marketing strategies of U.S, Japanese and Indian companies in the Electronics Industry (including the Computer Software Industry). And the landmark of this change has been the shift to the **Policy of Liberalization and FDI in India**.

It was entirely due to this shift towards the open economy that India witnessed large amount of FDI inflow from countries like US, UK, Mauritius, Japan, Germany, and Korea etc. This did not only intensify competition in the domestic market, but also saw the emergence of novel marketing strategies both by the foreign and home companies.

The cumulative approval of FDI since 1991 adds up to approximately US $48 billion (excluding GDRs) and the total
inflows upto December, 1998 are nearly US $ 13.58 billion (excluding GDRs) giving a success rate of around 28.29 percent which, if adjusted to contingency and mutually exclusive approvals in the power, telecom and LNG sectors takes the success rate to nearly 36 percent.\textsuperscript{17}

During 1998, FDI inflow (excluding GDRs) has been of the order of Rs.132692.1 million against Rs.129892.7 million during 1997.\textsuperscript{18} Since 1991, the FDI inflows have not shown any negative trend notwithstanding the economic sanctions.

In terms of the origin of investment approvals, since 1991, USA accounts for the highest share followed by Mauritius, Japan and Germany. During the year 1999, major approvals in terms of investments pertain to USA followed by Belgium, UK, Mauritius and Australia. In terms of the number of approvals, the ranking is USA followed by Germany, UK, Japan and Mauritius.

In terms of sectoral distribution of approvals, since 1991 power sector accounts for 18.5 per cent followed by Telecommunications (18%), oil refinery (13%); transportation (6%) and the services sector (5%). Until the year 1998, oil refinery accounted for the major share of investment approved (28%) followed by power (14%), metallurgy (8%), telecommunications (8%) and chemicals (6%).

In terms of the number of approvals, electrical equipment (including electronics and computer software) ranks first followed by transportation, chemicals, mechanical engineering and industrial machinery.

It is indicated from the study that Electronics and Electrical equipment ranks among the priority areas in India, the rest of which includes Power, Oil refineries, chemicals and food processing industry, telecommunication, and transportation and industrial machinery.
Fig. 1.3: Sectoral Distribution of Investment

- Power
- Telecom (Radio paging, Cellular Mobile/Basic Telephone Services
- Oil Refinery
- Chemicals
- Service Sector
- Metallurgical Industries
- Transportation Industry
- Electrical Equipment (Computer Software and Electronics)
- Food Processing
- Hotel and Tourism
- Textile

The data itself speaks of the chosen industry i.e. Electronics and Electrical Equipment; being a source of major attraction of FDI in India. USA and Japan are the leading investors in the Electronics Industry; and for this reason the study acquires relevance in the global scenario.

1.4 OBJECTIVES OF THE STUDY

1) To study the growth of Japanese Consumer Electronics Vis–a–Vis Indian Consumer Electronics Companies in India.

2) To study the growth of US Software Companies Vis–a–Vis Indian Software Companies, in India.


4) To study the marketing strategies of selected US, Japanese and Indian companies

5) To study the impact of marketing strategies on the performance of the selected companies.

6) Conclusions and Recommendations.

NOTE: Japan and USA are the market leaders in the field of Consumer Electronics and Computer Software, respectively. Hence they have been chosen for comparison with Indian companies in the above-mentioned sectors. Further it may be noted that no Japanese company is being selected as a software sample unit because there is hardly any Japanese company in the software sector, in India. Similarly, the US companies in the Consumer Electronics sector are also a few.
1.5 FRAMEWORK OF MARKETING STRATEGY ANALYSIS

The analytical framework has been separately designed for Consumer Electronics and Computer Software Companies in order to measure the marketing strategy based performance.

In case of Consumer Electronics Companies, the model designed for Strategy based performance measurement takes three approaches into consideration—Customer focused, competitor centered and company centered (Internal).

The following table 1.1 summarizes the framework of Marketing Strategy analysis for Consumer Electronics Companies.

<table>
<thead>
<tr>
<th>Customer Focused</th>
<th>Competitor Centered</th>
<th>Company Centered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer judgment for measuring –</td>
<td>Comparison of Market share and relative profitability of firm versus target competitors.</td>
<td>• Comparison of marketing costs and sales benefit for each firm.</td>
</tr>
<tr>
<td>• Customer satisfaction</td>
<td></td>
<td>• Measurement of brand championship</td>
</tr>
<tr>
<td>• Customer perception</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Customer retention rate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Replacement preference</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Various statistical techniques have been used for quantitative and qualitative analysis of the data. Customer satisfaction has been measured with the help of various rating scales (Interval Scales); which have further been used to measure the mean scores. Time series analysis has been used to estimate the future trend in Market share analysis. Regression and correlation analysis have been used to study the relationship between Advertisement expenditure
and sales revenue.

In case of the Computer Software Companies, the framework for analysis includes a tabulated picture of Business Strategy supported by performance highlights for each company. The Sales turnover of each company over the past five years has also been analysed.

1.6 PLAN OF THE STUDY

The study is divided into seven chapters, namely:

1) Introduction
   – The convergence of Marketing and Strategy.
   – Role of Marketing in Electronics Sector.
   – Need and Significance of the Study
   – Objectives
   – Chapter Scheme
   – Research Methodology

2) Review of Literature.

3) Growth and development of Consumer Electronics and Software Industry in India, Japan and USA.

4) Profile of the selected US, Japanese and Indian companies.

5) Existing Marketing Strategies of the selected companies.

6) Impact of marketing strategies on the performance of the selected companies.

7) Conclusions and Recommendations.
1.7 RESEARCH METHODOLOGY

The study attempts to comment on the comparative marketing strategies of the selected Japanese and Indian Consumer Electronic firms and the American and Indian Software firms, operating in India.

Sample: – (a) Companies – According to the sales revenue generation of the companies, the top five companies are being selected. The companies have been divided into four categories:

1) Indian Consumer Electronics Companies.
2) Japanese Consumer Electronics Companies in India.
3) Indian Software Companies.
4) US Software Companies in India.

It may be noted that no Japanese company is being selected as a Software sample unit because there is hardly any Japanese Company in the Software Sector. Similarly, the US companies in the Consumer Electronics Sector are also a few.

The names of the companies in each category and the products manufactured by them are as under: -

1) Indian Consumer Electronics Companies

<table>
<thead>
<tr>
<th>Name</th>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>BPL Ltd.</td>
<td>Televisions, Audio Systems</td>
</tr>
<tr>
<td>Videocon International</td>
<td>Televisions, Audio Systems</td>
</tr>
<tr>
<td>Mirc Electronics</td>
<td>Televisions</td>
</tr>
<tr>
<td>Salora International</td>
<td>Televisions</td>
</tr>
<tr>
<td>Texla (did not respond to the questionnaire)</td>
<td>Televisions</td>
</tr>
</tbody>
</table>
2) Japanese Consumer Electronics Companies

<table>
<thead>
<tr>
<th>Indian Company</th>
<th>% Equity</th>
<th>Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sony Corp.</td>
<td>100</td>
<td>TVs, Audio Equipment</td>
</tr>
<tr>
<td>Sony (I) Pvt. Ltd.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharp Corp.</td>
<td>100</td>
<td>TVs, Audio Equipment</td>
</tr>
<tr>
<td>Kalyani Sharp (I) Ltd.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matsushita Electric Industrial</td>
<td>60</td>
<td>TVs, Audio Equipment</td>
</tr>
<tr>
<td>National Panasonic India Ltd.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sansui Electric Co.</td>
<td>-</td>
<td>TVs, Audio Equipment</td>
</tr>
<tr>
<td>Sansui India</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Akai Electric Co.,</td>
<td>30</td>
<td>TVs, Audio Equipment</td>
</tr>
<tr>
<td>Akai India</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3) Indian Software Companies

<table>
<thead>
<tr>
<th>Name</th>
<th>Products (e.g.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tata Consultancy Services</td>
<td>Ex NGN</td>
</tr>
<tr>
<td>Wipro Ltd.</td>
<td>Tele Prodigy, Tibco, Vision plus</td>
</tr>
<tr>
<td>HCL Technologies</td>
<td>Software Development</td>
</tr>
<tr>
<td>NIIT</td>
<td>Software Development</td>
</tr>
<tr>
<td>Infosys</td>
<td>Software Development</td>
</tr>
</tbody>
</table>
### 4) US Software Companies

<table>
<thead>
<tr>
<th>Indian Company</th>
<th>% Equity</th>
<th>Product (e.g.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microsoft Corp.</td>
<td>100</td>
<td>Windows, Windows NT, Office Suites, Internet Explorer</td>
</tr>
<tr>
<td>Oracle</td>
<td>100</td>
<td>Oracle 8, Oracle Applications, Development 2000</td>
</tr>
<tr>
<td>Hewlett Packard</td>
<td>100</td>
<td>Software Development</td>
</tr>
<tr>
<td>Texas Instruments (I) Ltd.</td>
<td>100</td>
<td>Software Development</td>
</tr>
<tr>
<td>IBM Inc.</td>
<td>100</td>
<td>Software Development</td>
</tr>
</tbody>
</table>

b) **Customers (for Consumer Electronics)** – The customer sample has been drawn from the population base in Chandigarh and the nearby satellite towns of Mohali and Panchkula. Convenience sampling technique was used. The sample was stratified into five Annual family income based categories.

The table 1.2 depicts the categories of Annual family income and related data for India. It shows that the income pyramid is getting inverted. The number of households in the middle or upper income group - traditionally the consuming class - is expected to grow from 78 million households, in 1994-95 to 130 million households in 2001-2002 and to 170 million by 2006-07. The sample size for each family income category was restricted to 75; hence the total sample size was approximately 375 consumers.
Table 1.2
Domestic Market Growth (India)

<table>
<thead>
<tr>
<th>Annual Family Income</th>
<th>No. of Households (Millions)</th>
<th>1994–95</th>
<th>2001–02*</th>
<th>2006–07*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over 2,15,000</td>
<td></td>
<td>1.0</td>
<td>3.0</td>
<td>6.2</td>
</tr>
<tr>
<td>45000 – 215000</td>
<td></td>
<td>28.0</td>
<td>54.6</td>
<td>90.9</td>
</tr>
<tr>
<td>22000 – 45-000</td>
<td></td>
<td>48.0</td>
<td>71.6</td>
<td>74.1</td>
</tr>
<tr>
<td>16000 – 22000</td>
<td></td>
<td>48.0</td>
<td>28.1</td>
<td>15.3</td>
</tr>
<tr>
<td>Upto 16000</td>
<td></td>
<td>35.0</td>
<td>23.4</td>
<td>12.8</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>160.0</td>
<td>180.7</td>
<td>199.3</td>
</tr>
</tbody>
</table>

Source: Electronics for you, New Delhi, January 1999, pp.32.
* Estimated Figures

c) Dealers (for Consumer Electronics) – The sample for dealers constituted the major (on the basis of sales) dealers operating in the areas of Chandigarh and the nearby satellite towns of Mohali and Panchkula. The sample size was taken to be three dealers for each company; hence the total sample size was 27 dealers.

Data Collection

1) Primary Data: –

a) Consumer Electronics: – The primary data was collected through structured (open-ended as well as close-ended) questionnaires. The questionnaires were separately designed for the company officials, customers and dealers and were personally administered to them. Personal interviews were also conducted with the officials of the companies, market
experts from the research firms, associated government department officials, dealers and the customers.

b) Computer Software: – The primary data was collected through structured (open ended as well as close ended) questionnaire, which was designed and personally administered to the officials of the selected companies. Personal interviews were also conducted with the officials of the companies, market experts from the research firms and associated government department officials. In this case, the questionnaire was not designed for the customers because the selected companies have varied nature of business and functional domain, due to which the customer base is entirely different for each company. The questionnaire was also not designed for dealers as most of the software companies deal in institutional sales and exports through the company owned offices.

2) Secondary Data

This data has been collected from the annual reports of the companies undertaken for study, Ministry of Industry Reports, Magazines such as Dataquest, Business India, Global, Fortune, Advertising and Marketing, Computers Today, Business Today, Business World, Chip, CMA Magazine etc. The reports, newsletters and websites of various national and international institutions such as FIPB (Foreign Investment Promotion Bureau, Government of India), CII (Confederation of Indian Industries), ASSOCHAM (Associated Chambers of Commerce, India), NASSCOM (National Association of Software and Services Companies, India), RBI (Reserve Bank of India), WORLD BANK, UNCTAD (United National Cooperation for Trade and Development); CMIE (Centre for Monitoring Indian Economy, India), DOE (Department of Electronics, Government of India, India), STPI (Software
Technology Parks of India, India), MAIT (Manufacturers Association of Information Technology, India), SIA (Secretariat for Industrial Assistance, Government of India, India), US and Japan Embassy in India, JETRO (Japan External Trade Organisation, Japan), IIPT (Indian Institute of Foreign Trade, India), IIC (Indian Investment Centre, India), FICCI, American Business Council, India, Japan Foreign Trade Council Inc., Japan (JFTC), ELCINA (Electronics Component Industries Association, India), EIAJ (Electronics Industries Association of Japan, Japan), EIA (Electronics Industries Association, USA), IEEMA (Indian Electrical and Electronics Manufacturers Association, India), SIIA (Software and Information Industry Association, USA) have further proved to be a good source of data and information.
REFERENCES


6) Webster, op. cit.

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15) www.mit.gov.in (Ministry of Information Technology website).
16) www.mit.gov.in (Ministry of Information Technology website).
18) SIA Newsletter, op. cit.