CHAPTER II

REVIEW OF LITERATURE
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An enquiry about the literature pertaining to strategic alternatives for Food Processing Industries in Kerala made the researcher to go through the related literature. When one make a careful analysis of the studies available, the relevance of the present study becomes very clear. The importance of food processing industry in the economy has been realized only recently and very few studies alone are available on the subject. The researcher could not find any specific research publication, but studies of relevance to the topic of research are reviewed and the concept of each such work is summarized below.

Oomman M.A (1967) in his study “Small Scale Industries in Kerala-A case study of the role of small industries in economic growth” made an attempt to evaluate the extent to which the small industries development programme has helped the small scale sector to play the role assigned to it in India’s economic development. Small firms are generally at a disadvantage in marketing their product except when the market size is limited by the non transportability of the produce or when the demand is individualized or specialized. The researcher is of the view that compared to large scale units, small units face several handicaps and the need for quality marketing is obvious in the small scale sector.

Antony G. (1986) have made a descriptive study under the caption “Structure of marketing channels of selected manufacturing industries in Kerala”. The study attempted to find out the channel mix used by a specific industry, length of channel and the institutional and functional characteristics of different types of channels including the intensity of distribution. For the study he developed a new conceptual model consisting of four structural variables of marketing channels such as number of channels, number of levels in channels, types of intermediaries and the number of channel member at each
level. The study established that most of the units use multiple channels deliberately or accidentally and the existing combination is a result of trial and error method. He viewed that a combination of the direct and indirect channels are desirable to Kerala based industries.

Ambili Kumar. V (1989) who studied “Working of Small Scale Industries in Kerala with reference to Trivandrum District” reported that besides a large number of village and small scale industries, the industrial sector of Kerala consists of a few medium and large scale units mainly in the public sector. The study hypothesized that the average investment in small scale sector shows a declining trend and the existing arrangement for marketing acts as an impediment to the efficient marketing of the products and services of small scale units. It also analyzed the financial structure of various categories of small scale industries (including food processing industries), different methods of marketing and their managerial effectiveness. The frame work for analysis included coefficient of correlation and rank correlation. He further suggested that the government should set up a marketing corporation with autonomous status to market the products of small scale industries and should organize marketing consortiums at the regional levels for different types of industries.

The study “Marketing practices of selected agro based industries in Chittoor District” by Amarnath Bandarla (1990) examined marketing practices of agro based industries, analyzed its problems and studied the awareness levels of agro based industrial entrepreneurs so as to offer suitable suggestions for effective marketing. It was hypothesized that the agro based industrial sector of Chittoor district of Andhra Pradesh suffers from marketing problems of intensity great enough to cause industrial sickness. He concluded his study with suggestions to conduct market research, improve packing, select appropriate product mix and to undertake promotion activities. With regard to
the problems of fruit processing industries, diversification and technological upgradation is suggested.

A study on “Problems and prospects of village industries in Kerala” by P.C. Thomas (1991) revealed that inspite of all the organized attempts, Khadi and Village industries could not make any remarkable contribution in raising the income of the rural folk. The objectives for the study were to analyze the marketing strategies of village industries, to ascertain the attitude of consumers towards the products of such industries, to compare and contrast the socio-economic conditions of workers in that sector and to make suggestions for the development of village industries. Village industries in Kerala have to depend upon agencies outside the village for the procurement of raw materials which result in huge cost of production, there is significant difference in the preference of rural, semi rural and urban consumers and whether KVIC and other agencies properly discharge their functions were the hypotheses for the study. The hypotheses were analyzed with the help of the tools like simple average, percentage, ratio, index numbers, regression, chi square test and ANOVA.

“Marketing strategy: Its formulation and implementation for consumer and industrial durables” the research work by R.P. Deshpande (1991) examined the state of strategy creation in Indian companies. This was done with special reference to marketing operation since marketing was the forerunner of all corporate and strategic planning efforts. This research made an attempt to comprehend the approach that Indian companies adopt towards developing their marketing strategy. In India marketing strategy formulation is essentially a formal exercise conducted by top marketing personnel. Indian companies do not tend to observe any particular leadership style or organization structure while implementing marketing strategy and Indian companies do not seem to place importance on strategy need an evaluation are the main hypothesis of the study. Information was primarily of qualitative
nature and quantitative analysis was restricted to the usage of percentages and ranks. On a closer look, the study made it clear that most of the strategies are marketing oriented missions rather than business missions. The researcher observed that Indian companies do not have definite time period for reviewing their strategy performance and the techniques and tools of strategy selection and evaluation have yet not been sharpened well.

Rasia Begum S. (1993)\(^7\) in her work “A study of the problems of women entrepreneurs in Kerala” made an attempt to bring out the problems of women entrepreneurs in the areas like food processing, ready made garments, chemicals, leather, handicraft and other miscellaneous products. The occupational structure of women entrepreneurs is based on non traditional skill, there is an increasing trend in the investment of women entrepreneurs and competition stands in the way of effective marketing of the goods and services of women units are the main hypotheses for the study. The study observed that shortage of capital, equipment, meager credit supply, competition from large units and difficulty in debt clearance are the major problems faced by the women enterprises engaged in food processing. Tools like percentage, ratio, correlation, t-test, chi square test and ANOVA were used to analyze the relationship between variables and statistical significance. The researcher suggested that government and industrial promotion agencies in Kerala should jointly set up a marketing department with professionally qualified persons with an aptitude to strengthen the marketability of the products of women enterprises.

The study “Marketing channels of small scale industries manufacturing selected food products in Ernakulam district” by Thomas T. Thomas (1994)\(^8\) focused on the approaches to channel management and their perceived importance and the strength of outcomes. In this work he studied the existing marketing systems, operation of the units, the channel of distribution employed by the units and the perception of the SSI units as regards channels. The
researcher has used a standardized questionnaire to examine the existing market system. The questionnaire was administered among manufacturers, members of the channel and consumers. He observed that the major segments of the industry consist of proprietary concerns and partnership while the cooperative sector is negligible. The utilization of installed capacity on an average was below 60 percent and the SSI units face many problems with respect to markets and finance. Further he stated that a sizable portion of the products are branded. (Pickle-75 percent, Spices-60 percent).

The study “Marketing Management of Small Scale Industry Sector in Kerala” was done by Rajitha Kumar S. (1996) with a view to study the methods of marketing and the sales promotion measures adopted by the small scale sector and the consumer preference for the products of such a sector. An attempt was also made to ascertain the nature of prominent problems in marketing in respect of small units. He opined that small units on account of their localized nature, limited sphere of activities and financial resources have not adopted modern marketing techniques and are unable to employ the personnel having adequate experience and knowledge in the marketing field. Percentage, weighted scores and chi-square test were the statistical tools applied. From the manufacturer’s point of view, the success of marketing strategy depends on the closeness with which it is related to the needs and likings of the target group of consumers.

Mohanan P. (1997), who studied the “Marketing problems of small enterprises with special reference to Food Processing industries in Kerala,” examined the working of the units with respect to trends, capacity utilizations and analyzed the product related and distribution problems including the promotional aspects of small enterprises. On analyzing the problems he found that most of the units face problems related to distribution. Units are selected on stratified random sampling. Analysis of variance, F-test, chi-square test, percentage, average, correlation, regression and trend analysis are the statistical
tools applied. Though there is tremendous growth in the number, employment and output, the small enterprises, they face a lot of problems. He further reported that the rate of industrial sickness is quite high in small enterprises and they do not get adequate working capital support. Consumer orientation, technology upgradation, sanitary and hygienic improvements, cost management, quality improvement, use of new and cheaper promotion methods, channel networking and integration, broad marketing management, good packaging etc. are his main suggestions for the development of small enterprises especially Food Processing units.

Another study in the area is “Marketing orientation of small firms-a study with reference to Trivandrum district” by Salim M.H (1998). The study established that market orientation is as significant as customer orientation and competition orientation. The researcher tried to measure the extent of marketing orientation possessed by small scale units and analyze the defects of marketing orientation on business performance. The study was concluded by suggesting that inter-functional co-ordination will enable the units to achieve higher productivity, product success and lower unit cost. There is a need for the units to adjust, integrate and reinforce internal and external organizational skills and functional competitiveness to match the requirements of changing environment.

Padmini T.S (2002) in her study “Problems and prospects of pineapple cultivation in Kerala” examined the channel of distribution and the relative effectiveness of the marketing strategies adopted by the pineapple cultivators. The study analyzed the cost structure and the operational efficiency in terms of profitability and identified that there is a significant variation in the method of marketing among the different categories of farmers. Inadequate storage facilities, frequent price fluctuation and lack of marketing co-operatives are the main problems faced by the pineapple cultivators. Compound growth rate, ratio, chi-square, scaling and scoring techniques are used to analyze the data.
The study recommends the fixation of floor price for the pineapple and the development of a central level co-operative organization to purchase surplus in the market to create balance between demand and supply.

Job K.E. (2002)\textsuperscript{13} made a study on the “Problems and prospects on Food Processing Industries with special reference to Palakkad district. The study was aimed to analyze the present status of Food Processing industry, to examine the employment and the income generation of Food Processing industry, to identify the operational problems and the factors influencing the profitability of the Food Processing industry. The study revealed that the poor performance in terms of capacity utilization, lack of training to entrepreneurs, use of age old methods of productions and lack of women participation are the major problems faced by the industry. He is of the view that the development of the Food Processing industries requires upgradation of production and marketing technologies and conversion of sole proprietary units, which lack finance, to partnership. He further suggested that policy initiation and government support be extended to small scale Food Processing Industries in securing export market.

Books and Articles

The Indian Institute of Foreign Trade (1968)\textsuperscript{14}, in their survey named “Survey of India’s Export Potential of Fresh and Processed Fruits and Vegetables,” made an attempt to analyze the export performance of organizations engaged in the export of fruits and vegetables. They remarked that there are considerable prospects for the export of fresh fruits especially mangoes and grapes as they have ready market in Europe and other Asian countries. It is mainly because of lack of organized effort that the extra potential is not tapped. The survey recommended the establishment of the central agency under the name of ‘Fruit and Vegetable Export Corporation’ to organize production, procurement and export of selected fruits.
Back in the days the salesman and his customer were adversaries and selling was a war in which either the salesman overcame his customer’s objections and won the sale or he lost. Later on when the customer began to become more defensive than offensive, many salesmen changed to competitive selling and positioned customer as a competitor. Hanan et.al. (1977)\(^{15}\) stated that though these two methods of selling still work, it works feebler than a third approach that sells to a customer by making him partnered. The process by which it works is called negotiation. Negotiation is the art of making mutually profitable sales agreements. The use of negotiation strategy is determined primarily by each individual sales situation. But such a strategy can be best applied in two major situations, i.e., selling to your customers and selling internally.

Kerin and Peterson (1978)\(^{16}\) in their study stated that decision making is the first and foremost skill in marketing and like any other skills it possesses tools and terminology and is best learned through experience. In case of any problem, marketing or the other, the decision maker must produce a strategy consistent with the underlying factors existing in the situation and must consider the implication of that strategy on the organization and its environment. The study is related to the common problems arising from the marketing management and the design and execution of marketing strategy. It also emphasized on product and service strategy, marketing communication strategy, marketing channel strategy and pricing strategy.

The marketing management concept that has proven so successful for big business can and should be adapted to provide for success in small business. Brennen (1978)\(^{17}\) in his study described a simple eight step conference method marketing strategy planning. By using this conference method, each small marketer can best utilize product, place, price, promotion and people to build a successful marketing programme that best suits his individual situation. Recording the current marketing strategy, identifying
strategic marketing problems, dividing current strategic marketing problems into core strategy areas and supporting strategy areas, formulating alternative strategies, evaluating these alternatives, choosing the new marketing strategy, planning the details of implementation of the new strategy and setting the performance standards and monitoring standards are the eight steps in planning marketing strategy under conference method.

Claire (1978) in his study observed that the change over from fresh, natural food to processed food started about two hundred years ago when people began to prefer a more refined flour because of its finer texture and milder flavour. However, food manufacturing became a larger industry only in the nineteenth century. He was of the opinion that people need not rigidly follow every rule of nutrition, but with a good knowledge of the quality of food, they will be able to choose the best and discard the impoverished items. The study is mainly concerned with influencing the new patterns and with providing necessary knowledge that help in judging and choosing the right food.

Porter’s (1980) work presents a framework of analytical techniques that help a firm to analyze its industry, to understand its own position and that of its competitors and to translate this analysis into a competitive strategy for a particular business. The study is concluded by systematically examining the important types of strategic decisions that confront firms in competing in a single industry.

The study by Bowersox et.al. (1980) focused on the channel management concerns. They were of the view that the management of inter-firm relationship is very important for a successful business, since smooth functioning of the distribution channel is a vital link in a firm’s total marketing effort. The management process by which distribution channels are created and dissolved is inter-organizational negotiation. The present study made an
attempt to bring out the nature of negotiation in marketing, strategy of negotiation and the specific objectives in channel negotiation.

Sherlekar S.A. (1981)\(^2\) in his study opined that in a dynamic and competitive business environment, no business can survive and prosper without strategic planning. His study pointed towards the need for strategic international alliances which will help the Indian industries to avail the market opportunities offered by national and global market. Such alliances will provide the needed technology, capital market access, and also help in many other areas to take up the challenges in an ever-changing market environment.

Marketing as a separate identifiable function of management has evolved from the business philosophy which recognizes the importance of the customer to the success of the business. Peter M. Chisnall (1985)\(^2\), in his study, concentrated on the concept of customer orientation. It is the customer who acts as the foundation of a business and determines its span of existence. Successful firms are characterized by their whole hearted commitment to serve the needs of their customers. The author is of the view that every executive in the companies- from top management down through the entire management structure - should be personally oriented towards the customer.

When we enter the new millennium a number of forces are changing the nature and character of marketing. The study by S. Neelameghan (1987)\(^3\) contained some case studies and articles which reflect the current thinking in the subject of marketing management. It provided perspectives in key issues and problems which the Indian marketers will have to face in the new millennium. It covered articles such as strategic marketing, global competitiveness, marketing mix strategies, marketing in the liberalized economy and sales force management and control. The cases included cover a wide range of products and organizational focus on the dynamic and complex nature of marketing with emphasis on creative problem solving. They deal with
the problems relating to the marketing of consumer goods, industrial goods and services.

The study of Jauch and Glueck (1989) stated the meaning of strategic management as the decisions and actions which determine whether an enterprise excels, survives or dies, and the job of the strategic managers as to make the optimum utilization of the firm’s resources in the changing environment. The authors have given special attention to the topic ‘strategic choice’ which helps the organization to select, from among the alternatives, the strategy which will best meet its objective. They concluded that a creative strategy is one which at the end appears to be simple and is seen to be based on nothing more than commonsense.

The development and management of efficient relationships among organizations is a critical factor in gaining and maintaining competitive success. The work by Bowersox and Cooper (1992) is devoted to help in creating a better understanding about the role of distribution channels in a firm’s strategy and throughout the global economy. The book covered three main topics – the process of designing and developing marketing and logistical channel arrangements, the management of these relationships in competitive market and the application of channel management principles to non-traditional situations. It made an attempt to lay a solid foundation for channel management including a comprehensive discussion of the structures and participants.

According to Laura Mazur and Annik Hogg (1993), marketing should be the whole operation of a company as it tries to figure out not only how to sell what it makes, but what to make and what to sell. On the functional level, areas like purchasing and production are equally important as functional marketing. But strategic marketing should be the driving force of the company. The work examined the common issues faced by the company and opined that the industrial sectors should formulate their responses to particular changes in their marketing environment. The structure of the study included four main parts, the
global setting: marketing strategies, marketing programmes and managing information and culture.

Jaikumar R (1993) in his study stated that, though the agro climatic conditions prevalent in various parts of India are favourable for growing a wide variety of fruits and vegetables, these items have had a comparatively low profile in the national context. The processing sector is anticipated to play a catalytic role in regard to the utilization of processable fruits and vegetables besides providing employment to the rural mass. The study observed that concentration of processing units is mainly in urban centres like Bombay, Madras, Bangalore, Delhi and Hyderabad. Among 1300 processing units, only 167 units are in the large-scale sector, more than 800 units in the cottage sector and remaining in the small scale sector. Of the total production of over 30 million tonnes, hardly around two per cent is being processed. Sluggish domestic demand, absence of publicity and promotion, rising production and packing cost, procurement constraints, packing practices, non availability of cans and finance are the main problems faced by the fruit and vegetable processing industry. Besides this, narrow product range, bridging the credibility gap, packaging and prices and health and sanitary regulation are the main constraints of our exports. Thus there is an urgent need for India to step up product development work within the country and market such items on an aggressive basis.

The work by Linda Richardson (1994) revealed that if the firms are stuck in the old stereotypical selling molds, it is time to check. It stressed on how the firms can assess their sales approach, spot their strengths and weaknesses and make the necessary corrections. The study made an attempt to alter the definition of being customer-focused. It should be natural; it should not be a question-answer game. It should not be a monologue. It should take advantage of their personal strengths and build on them. She further added that to understand the difference between product-oriented selling and dialogue
selling, it is better to consider three kinds of sales people, viz, product salespeople, product application salespeople and consultative salespeople.

Usha Arora (1995) in her descriptive cum empirical study analyzed the use of corporate strategy in the small scale industrial sector in India. The study observed that the use of corporate planning in large scale industries was an accepted phenomenon and in fact the growth of large scale industries was based on the strategic corporate planning. She further discussed the important problems faced by the small scale industrial units and suggested a strategy for strengthening the complementarity of small and large scale industries.

Stanton, et.al. (1995) in his study opined that marketers will have to learn to make decisions more and more quickly in response to changing trends and developments due to the influence of technological advancements and continuing internationalization and globalization of business relationships. On the basis of the sales data informed from the prior week, perhaps even the prior day, marketers must be able to determine inventory needs or production levels for the next sales period. They suggested that firms will have to design products for both foreign and domestic markets so that they are able to compete effectively against firms from advanced countries.

Guithman, et.al. (1996) in their study viewed the concept of marketing strategy from a decision making perspective rather than from a descriptive point of view. They tried to make a distinction between the strategic decisions made by the top managers and the strategic and operating decisions made by the middle managers for a specific product or product line. The study stressed on issues such as category management, relationship marketing, organizational downsizing and flexibility.

Sheela Kessler (1996) in her study pointed out that some of the companies best at using predictive measures for revenue and profit were not the best on the frontline. Employees were complaining instead of being excited,
and interviews with customers yielded inconsistent levels of satisfaction. The author opined that such companies seemed to have a vulnerability to any competitor that came along, that not only had the technology but the human and user-friendly touch. Thus, any competitor could use this weakness, could easily pick off dissatisfied employees and customers and quickly surpass them in market share. Thus the study is actually focused on the more neglected side, i.e., how to measure and manage customer satisfaction and value for business that sell to other businesses and deliver high-tech, high-touch, high-stakes and high-ticket services or products.

A closer look at the rural marketing strategies concept of Gopalaswami T.P (1997) revealed that where three-fourth of the population is rural and nearly one-third of the national income is generated by rural areas, it becomes necessary to understand the psychology of the rural population, their needs, expectations and behaviour to be successful in marketing to rural areas. The study pointed towards the need of the manufacturing and marketing personnel to understand the environment in which rural market operates, the problems associated with it and also the strategies that can be successfully adopted. He has suggested various product, pricing, distribution and promotion strategies for rural market. In his opinion rural strategies depend upon product characteristics, target segment of rural market, choice of rural areas, its economic condition and specific environment.

A number of theories such as transactional analysis, competitive strategies, resource dependence and social exchange assume the success of a strategic alliance. But in practice, many failures occur due to reasons like wrong selection of partners and alliances between companies of unequal strength. Shiva Ramu S. (1997) opined that in spite of such failures, the companies make strategic alliances for sharing research and development effort, rapid diffusion of the firm’s assets and spreading risk.
In the changed business environment, Indian firms are required to take some strategic measures to survive and grow. The study by Tanwar J.S. (1997) insisted that the firms should be customer oriented so as to understand the needs, usage pattern and aspirations of the customers. Individual firms must back their products with strong customer service. It emphasized the need for a strong distribution network that contributes to the success of a business unit.

Due to the explosive growth of global trade and international competition, no country can remain isolated from the world economy. Kotler (1997) viewed that if a country closes its market to foreign competition, its citizens will pay much more for lower quality goods. But if it opens its market, it will face severe competition and many of its local business will suffer. The study observed that in addition to globalization and technological change, the markets are witnessing a power shift from manufacturers to giant retailers, rapid growth and acceptance of store brands, growing consumer price and value sensitivity and a diminishing role for mass marketing and advertising. These changes are throwing companies into a state of confusion regarding strategy.

The study by Chan Kin and Renee Mauborgue (1998) enquired about the ability of some companies to sustain high growth in revenues and profit. It found that the difference between the high growth companies and their less successful competitors was in each group’s assumptions about strategies. Managers of the former companies followed the logic of value innovations, where as the latter companies followed the conventional strategic logic. They opined that, just like value innovators, marketers should look for what the customers value in common rather than on the difference among customers.

Pankaj Ghemavat, et.al. (1998) began his study with a historical perspective in the field of strategy. He reviewed some of the early works on environmental analysis and also discusses the newer ways of thinking about the
business landscape. While strategies at the corporate and business levels intersect to some extent significant differences are also apparent in many of the management issues raised. The author stressed on business rather than corporate strategy. It uses firm-centered and value-based logic to build some of the great debates about strategy.

The study by Vaswar Das Gupta (1998)³⁹ focused on the different aspects of the Indian institutional market. It included the history of evolution of direct marketing in India, various aspects of direct selling and selling to the government and to the private sector. According to the author, the success of a company would depend on the extent of accuracy with which one selects its sales force and then nurturing them to obtain the best from them. Strategies selected for direct marketing are always industry specific. In this study, an attempt has been made to stress on the general aspects of the Indian economy and the Indian buyer to assist in drawing out strategies to exist and excel while dealing with them.

Vithala Rao and Joel (1998)⁴⁰ in their study covered two areas of marketing, ie, strategic marketing and marketing research. The strategic marketing describes frameworks and paradigms to be considered when formulating a strategic decision. Marketing research concentrate on the formulation of research designs and technology of conducting research projects. To implement decisions, effective planning is required at both tactical and strategic levels. Marketing executives take decisions at both these levels. Tactical decisions are more concerned with current problems while strategic decisions are more concerned with long term viability of a business. The authors also made an attempt to distinguish the art and science in marketing which reflected in the evolution of marketing practice.

Marketing management problems are broad in scope. Their solution calls for information and insights provided by production and financial
management as well as marketing management. Bhambra and Chaudhary (1999) in their work narrated the business, its market place and the core areas of marketing. Here the interaction between buyers and sellers establishes whether the business firm has successfully contributed useful goods and services. They were of the opinion that when there is competition, each firm will try to meet the needs of buyers most effectively and thereby ensures its survival. They also pointed out that the formal and informal role of executives in decision making and planning should not be neglected in approaching the study of marketing.

Marketing activity, all over the world, has undergone tremendous changes by the end of twentieth century owing to the process of globalization. In India too, the liberalization policy adopted by the Government in the nineties paved the way for the entry of a number of new consumer products. This resulted in intense competition in many areas. In this competitive business world firms face competition from both global players and domestic entrepreneurs. Companies which were leaders in their respective areas are being put to the sideline. All these made it necessary for the firms to be more customer oriented than production oriented, i.e., the companies need to rethink about their marketing strategies to survive and grow in this competitive market. The study by M.J.Xavier (1999) provided a systematic approach to help marketing managers to formulate strategies that can give their organization the desired result as well as to help them forecast and plan for the future challenges.

New developments in strategic marketing concepts and improved analytical tools and techniques increase the importance of marketing in organizations. This study covers the various aspects of strategic marketing including the basic concepts, new developments and strategies to cope with changing business environment.
This study also gives an overview of the concept and evolution of strategy and strategic management. The method of conducting environmental analysis is also discussed at length to identify the issues that affect a company. It tries to compose marketing research methods and demand forecasting techniques for carrying out market analysis and customer analysis, the tools and techniques for market analysis and the various aspects of customer analysis.

The basic company strategy should be to offer such products that satisfy the selected market segment which the company wants to serve. This study also deals with the aspects of product differentiation, pricing, branding and the product selection criteria through portfolio analysis. In conclusion, the book integrates all aspects of strategic management and discusses the formulation of an effective marketing strategy.

Ian Chaston (1999) in his study opined that traditional transaction marketing still has relevance in today’s world and it continues to provide theoretical foundation for the evolution of new concepts which respond effectively to the changing market scenario. The study demonstrated how difference in marketing and corporate styles, when linked to the alternatives of transactional relationship or network based operation, can influence the marketing process. Different strategies can be combined to create new and useful methods. Further the author pointed out that by linking external and internal market factors, organization can involve or select different survival strategies in the face of increasing competition.

Sustainable marketing is an extension of current marketing management process. Donald A. Fuller (1999) in his work observed the difference between sustainable marketing and marketing management on the ground that the former adds ecosystem to the list of external factors that influence marketing decision making. Sustainable marketing strategies ultimately device two
interrelated concepts, Integrated Waste Management (IWM) hierarchy and Design for Environment (DFE) process. The Author further added that sustainable marketing adds the requirement of marketing strategy designed to be compatible with ecosystems in addition to marketing organizational goals.

Venugopal R (1999) focused his study on the resource based approach to strategy which views the firm as a bundle of resources. Core competence, resource leverage, strategic resource planning and process reengineering are some of the many concepts of this approach. The study goes beyond strength and weakness to the resource of the firm and shifts the focus away from the product market side to the resource side.

Kotler and Armstrong (1999) recognized the need of the marketing department to team up closely with other departments in the organization to accomplish the goals by itself. Thus marketing calls upon everyone in the organization to ‘think customer’ and to do every thing they can and deliver superior customer value and satisfaction. If customer value and satisfaction are absent, no amount of advertising or selling can compensate. The marketers should know how to define a market, to position themselves in the market, to price their offerings and to choose and manage intermediaries to make their products available to customers.

Tarun Khanna and Krishna Palepu (1999) in their study observed that ‘core competencies’ and ‘focus’ are the two emerging concepts in corporate strategy in western economies. The study pointed out that the strategies of companies must be able to adapt to their institutional context which include the country’s product, capital, labour markets, regulatory system and the mechanism for enforcing contract. The authors concluded that successful groups can effectively mediate between their member companies and the rest of the economy.
The study by Omesh Saigal (2000) scrutinized the need for harmonizing the existing food laws and the need for brining about a development orientation to facilitate faster growth of the industry. According to him the existence of multifarious laws which were framed about fifty years ago and the multiple authorities are the major hurdles for the development of Food Processing Industries. The study suggested the establishment of Food Parks and Industrial Corporate to protect the small scale industries which constitute the majority of Food Processing Industries. The improvements in the Food Processing Sector will result in improvements in value addition in agricultural products, creation of employment, improvement in the nutritional status of rural women and the poor and availability of cheaper and better products for consumers.

Floyd and Wooldridge (2000) in their study emphasized the role of middle managers and they argued that middle managers may have powerful influence on the strategic direction of organizations. They stressed that the focus of management research should be broadened to include the unique contribution of middle management. They tried to give an overview of strategic process research and a theoretical justification for conducting strategy research from a middle level perspective.

Hill and Jones (2000) in their study argued that the strategies an organization pursues have a major impact upon its performance in relation to that of competitors. It is devoted to identify and describe the various strategies a company can pursue to achieve superior performances. Many of these strategies are generic, i.e., they apply to all organizations, large or small, manufacturing or service and profit seeking or not for profit. The study gives a thorough understanding of the analytical techniques and skills necessary to identify and exploit strategies successfully. One separate section in the study, “strategies” gives a detailed explanation of functional level strategies, business level strategies, corporate strategies, competitor strategies and strategy in the
global environment. Organizational change is a complex and difficult process for companies to manage successfully. Here focus is also given to the issue of how to implement strategic change.

Ranjan Das (2000) in his study considered sustaining superior performance over a long period of time, as the objective of every organization. Although organizations have ups and downs, fairly robust concept and framework are available to overcome the decline. The heart of this concept is 'strategic management – a craft' that enables firms to position and reposition themselves uniquely on a continuous basis. The study gives a conceptual framework to develop some important strategies like cost-leadership strategy, niche strategy, and related and unrelated diversification strategies. Here the author attempted to answer the basic question, how does a firm sustain superior performance over a long period of time.

Isobel Doole and Robin Lowe (2001) pointed out the strategic importance of international marketing in their study. They focussed on the issue of how international marketing management is affected by changes in the international trading environment and variations in social and cultural dimensions. The influence of social and cultural factors in international marketing is complex and often extremely difficult for a firm to analyze and understand. This book helps us to understand the components of culture and their impact on international marketing strategies.

Focus is also given on the identification and evaluation of marketing opportunities internationally. The marketing research process and the role it plays in the development of international marketing strategies are also examined. The different stages in marketing research process are discussed with particular attention being paid to the problems in carrying out international marketing research in foreign markets and coordinating multi-country studies.
The study also discussed in detail the international planning process and how firms might be organized for international marketing. They try to evaluate the suitability of different approaches such as standardization and adaptation and understand the use of alternative market entry methods as part of international marketing strategies. The authors also tried to differentiate between the marketing strategies which are appropriate to developed and emerging economies.

It also aimed at examining the implementation issues of international product management, marketing communications, distributions and logistics and pricing, and emphasized the importance of selecting appropriate implementation strategies paying careful attention to the details of the tactical marketing approach adopted and recognizing the significance of adaptation and standardization for international marketing success. It also examines how firms manage their supply chain internationally as well as the issues in setting up a distribution system.

The study on the whole refers to the knowledge of international environment, develops the outlook and perspective necessary to think strategically in the international market place and finally develop the skills necessary to manipulate the interface between the marketing strategies they develop and the complex environmental factors.

Strategic positioning, the face of a business strategy, can play a powerful role in crystallizing and clarifying strategy, driving strategic incentive and guiding communication of strategy, both inside and outside the organization. The study by David A. Aaker (2001)\(^3\) dealt with strategic positioning which provides a special perspective on strategy and its implementation. The study discussed and illustrated sustainable competitive advantage concept, differentiation strategies, growth strategies, global competition and competition in hostile and declining industries.
As a result of liberalization and globalization, the Indian marketer is being pressurized into becoming more and more competitive every day. Changes are taking place in the technology as well as the basic values of the people. Marketers cannot normally serve all the customers in the market as they may be too many, too widely scattered or too heterogeneous in their tastes. Hence market need to be segmented. Savita Hanspal (2001) suggested lifestyle analysis as an important tool for market segmentation. The study provided the basic framework for lifestyle analysis and also demonstrated the application of this analysis in devising marketing and advertising strategies for three specific products, viz, furniture, fast food and clothes. Lifestyle marketing is a strategy for understanding a market in terms of its most meaningful, recurrent patterns of activities and attitudes and then tailoring products and services and their promotional strategies to fit these patterns.

Hawkins, et.al. (2002), while referring to their study, considered the utilization of knowledge of consumer behaviour in the development of marketing strategy as an art. The study found that the successful application of the principles to particular situation requires human judgment rather than their scientific base. They were of the view that knowledge of the factors influencing consumer behaviour can, with practice, be used to develop a sound marketing strategy.

Nitin Balwani (2002) developed his study to fill up the vacuum that exists today in the Indian scenario. The aim was to assist the professionals to take more informed decisions, keeping in mind the interactions and implications of these decisions on various functional areas of management.

The book describes the strategic management process, the need for integrating analysis and intuition in strategic management and also the nature of strategy formulation, implementation and evaluation activities.
The study identifies the major external forces as economic, social, cultural, demographic, governmental and competitive those affect companies. It also tries to identify the key sources of external and internal information. Today’s competitive landscape makes it necessary for companies to make external as well as internal environmental analysis. The book talks about establishing strategic focus and describe the nature and role of vision and mission statement in strategic management. From a competitive perspective the strategic focus is to win the battle for market share and global dominance.

The latter part of the book explains corporate strategy, business level strategy and competitive strategies respectively and the application of these strategies in practice. A diversified company has two level strategy, corporate level or companywide and business level or competitive which help in selecting a strategy that focuses on the selection and management of a variety of businesses.

Forrell, et.al. (2002) in their study provided a practical approach to analyzing, planning and implementing strategies. Their focus is on the creative process involved in applying the knowledge and concepts of marketing to the development and implementation of marketing strategy. In their opinion the core of the strategic market planning framework is the organization’s analysis of internal strength and weakness and external opportunity and threat. The study stressed that effective marketing strategies and plans are developed in concert with organization’s missions and goals as well as plans from the functional areas.

Dolly Jain and Bharti R.K (2002) in their study concentrated on the export related problems and prospects of Food Processing Industries in India. With the ongoing modernization, technology upgradation as well as fresh investment in this sector, accompanied with the tie ups with world leaders, they expected a major growth in the export of Indian processed food in the coming
years. Further they found that with a view to encourage private sector initiative in the field of Food Processing, the Government has withdrawn union excise duty on fruit and vegetable products. Import duties and taxation on food processing equipments have also been reduced to accelerate the development of food processing industries in India.

According to Aswathappa (2003), business is a product of its environment which comprises several forces, largely external to business, the major forces being global, technological, political, economic, socio-cultural and physical. Success of management depends on how well all these forces are analyzed, synthesized and integrated into corporate strategic management.

The work of Raman N. and Suganthi J. (2003) demonstrated a positive correlation between modern means and methods and the life of rural folk. The study focused on the strategies like joint venture, strategic alliance and direct marketing adopted by MNCs to enter the market and suggested that joint venture is the most viable strategy to provide the desired result. It analyzed the causes, reasons and contributory factors that made MNCs to enter the rural markets in India and perceived that success of MNCs to capture the rural market depends upon the strategies adopted by them in marketing.

John Parnell (2003) opined that managers at all levels must understand how a company’s departments and processes ‘fit’ together to comprise a successful firm. The study presented a cohesive strategic management model from a top level strategic perspective. The author was of the view that current issues such as corporate ethics, terrorism, global strategies and e-commerce should not be treated as independent entities, rather as component parts of the ongoing strategic management effort.

Monga G.S. and Shalini Anand (2003), while referring to their study, argued that the process of dealing with a fast changing multi dimensional environment of a world, moving towards global economic environment, does
end with balancing effectiveness, efficiency and an optimum utilization of resources. It demands constant vigilance and preparation for making use of appropriate strategies at the right moment. The authors stated that a wise use of human resources, information and other things are required not only for the success, but also for being prepared for different and unexpected result.

The work by Govindarajan (2003) was focused on building up a conceptual framework for developing industrial marketing strategies. Industrial marketing is characterized by rational buying policy of discerning buyers, long manufacturing cycle, high value of purchases of relatively few customers, durability and service requirements of industrial products. The author opined that every Indian company is trying to take maximum advantage of the liberalized economic policy of the Government and transaction in industrial marketing is so huge that the Industrial Marketing management has acquired the status of a separate discipline of study.

Jean and Kapferers (2004) study gave emphasis to strategic brand management which help in understanding today’s brands and managing them efficiently in today’s markets. Most modern markets are saturated. The authors, in their present work, made an attempt to study the possibility of brands to grow in such competitive environment. They are of the view that it is time to think of the brand as a great shared idea supported by a viable economic equation. A brand is a tool for growing the business profitably. But business cannot be reduced to brands. The inter-relationship between the business strategy and the brand strategy should be highlighted, because that is the way companies should operate.

Traditional marketing concepts have undergone a great change. It is difficult for the marketers, who intend to serve the needs of the organization rather than customer, to survive in the market. Business to business, customers represent a complex market worthy of separate analysis. Michael D.Hutt and
Thomas W. Speh (2004)\textsuperscript{65} in their study provided the latest and complete treatment of business-to-business marketing. Particular attention is given to market analysis, buying behaviour, customer relationship management, supply chain management and the changes required in the existing marketing strategy to reach organizational customers.

New and expanded coverage of strategies, timely assessment of best practices for studying strategy development, execution and extensive coverage of important management strategies and integrated marketing communication strategies are some of the features incorporated in this study. A well developed ability of the business firms to create and sustain a successful working relationship with customers will definitely give them a significant competitive advantage. The authors claim that this study will be of much help in understanding the pattern of buyer-seller relationship in the business market and the procedure for designing effective customer relationship management strategies.

Some firms adopt the technique of marketing through internet. Internet provides a powerful platform conveying information, conducting transactions, developing innovative services and building close customer relationships. The study discussed the nature of e-commerce in business markets and the role of e-commerce in a firm’s marketing strategy. The rise in competition on a worldwide basis requires a global perspective of markets. As a whole, it explores an expanded treatment of relationship strategy, the technology adoption life cycle, e-commerce strategy, supply chain management and techniques for evaluating business marketing strategy and performance.

Jonathan, et.al. (2004)\textsuperscript{66} in their study illustrated some of the key strategic analytical techniques that an organization can employ. It shows how organizations can and do react to changes within a product life cycle. The Authors try to demonstrate the possible techniques that companies can use to
decide on marketing and corporate policy. It should be clear that no single model or technique can be suggested for the success of a product, an organization or an industry. Often techniques will need to be combined to provide as exacting an analysis as is possible. Successful marketing strategies depend to a large extent on well developed pricing strategy which in turn depends upon careful analysis of changing market conditions. It also discussed the role of a wide range of marketing communication techniques and tools like advertisement, sales promotion, product placement, exhibitions, and public relation in promoting both products and services.

Success in a competitive environment requires strategic marketing planning with a goal of identifying, creating and managing the sustainable advantages. The key stem in the process of strategic marketing is analyzing the general market forces, customers and competitors. Rajagopal (2004)\textsuperscript{67} in his study identified the recent trends in the marketing practices that set the background for the strategic discussions. It further described and analyzed the strategic marketing problems such as price competition in homogeneous and heterogeneous markets, promotional strategies for products and services, supply chain management and international marketing strategy which facilitate strategic marketing decisions. The scope of this study encompassed many aspects related to marketing and strategy building. Further it imparted knowledge and skill to understand the marketing environment and organizational players, to analyze their strategic business moves and to develop appropriate marketing strategy for the clients and organization.

Studies of Edward and Jean (2004)\textsuperscript{68} elaborated the concept of sustainability to integrate both the environmental and social performance under the same umbrella. It made sense to incorporate economic, environmental and social performance into the organization’s strategic management systems and processes. Business today has graduated from the state of being purely profit seeking organizations to that of being participants in environmental
conservation, cultural, social and human rights issue. The authors are of the view that this change lead to a paradigm shift in management strategies.

In the present scenario, the entire field of marketing is in a vague state with no single accepted framework. Sudarsana Reddy G. and Raghunatha Reddy S. (2004) in their work opined that each and every letter in the word ‘MARKET’ which can be expanded as, Many competitors existence, Advertising, Rate, Knowledge about consumers, Ethics in business and Technological changes, is a challenge in marketing. They concluded that the introduction of several P’s (politics, public, process, partition and performance) in addition to four P’s (product, place, price and promotion) has complicated marketer’s job.

Customer service is an important element in marketing irrespective of the product being tangible or intangible. Vinod V.Sople (2004) in his analysis concentrated on the logistical strategy in which customer is the key element. The customer service attributes have two aspects, distribution aspect which focuses on the place and utility of the product, and trading aspect which focuses on the motivation of channel member and customer. The study found that for competitiveness, manufacturers adopt an innovative approach through the customerisation of services to cater to the needs of strategic customers.

Satyasundaram (2005) in his work stated that India’s Food Processing Industry is very large in terms of production, processing, consumption and export. Apart from being the large producer of milk, India ranks second in the production of fruits and vegetables. But hardly two percent of the produce is commercially processed which means that the quantity that perishes in the country is equivalent to the fruit consumption of UK. Further he added that for every Rs.100000 of investment the Food Processing Industry generates nearly five jobs. While analyzing the problems, he found that the problems confronted by the food processing sector are high cost of packaging, complex laws, high
taxation and infrastructure bottlenecks. The author stresses that India requires a massive thrust to food processing and other agro based industries. He perceives that in 2006-07 forty percent of the Indian population will constitute a strong market for processed food and the demand for ready-to-eat and instant foods will rise due to change in life style.

Ramasami, et.al. (2005)\textsuperscript{72} in their study aimed to analyze the awareness, attitude and purchase behaviour of people as regards to instant food items and also to examine the motivational factors that induce people to buy such products. The study recognized the fast changing life styles of modern men and women as regards cooking and food habits. It found that small manufacturers as well as multi - national corporations have started innovating and commercializing instant food products to exploit the situation. The study also discussed about the ‘cognitive dissonance’ among consumers and concluded by stating that preparing food with instant mixes has become a way of life and they are going to be an integral part of food habit in future.

Thus the available literature does not provide concrete evidence regarding the strategy. Though some studies have already been conducted on marketing in Kerala, none has so far taken the trouble to study in detail the various strategies adopted by food processing industries, especially in the rural and indigenous sector. The present study covers the aspect left unexploited by earlier researchers and is undertaken mainly with a view to study the strategic alternatives of indigenous food processing industries in Kerala.
References:


