After completing my M.Com, I started working as a Lecturer in Commerce in the Modern College of Arts, Science and Commerce. I dreamt of doing some research work on a topic in the field of commerce, which had remained untouched.

I wanted to choose a topic which was altogether new, something which crossed the boundaries of textbooks, question banks and syllabus, something which had practical utility and could satisfy my urge for research work. The educational field with which I was associated, further stimulated my desire for research work.

My mind was haunted with different questions such as selection of a right subject, its appropriate branch, the choice of right and able guide, the time period the research work would consume and whether the goal would ever be achieved!

I discussed these problems with my friends and colleagues in the college for days together and came to a conclusion that I would select a topic from the Marketing area. I then visited Dr. Shejwalkar, a renowned personality and the Director of Institute of Management Development and Research. He advised me to meet and consult Dr. D.M. Sarwate, an expert and authority in the field of marketing and a reputed management Consultant in Pune. Before meeting Dr. Sarwate, some preparatory and preliminary work was done by me on a few subjects in the marketing area. When I met Dr. Sarwate, he appreciated my work
and approved of one of the subjects - Marketing Audit. What a coincidence it was, for this choice of subject fully matched with mine!

The Marketing Audit was and is quite a novel subject. Indian business units are not familiar with the concept of 'Marketing Audit', Dr. Sarwate was of the opinion that once the concept of Marketing Audit was clear, I could conduct the Marketing Audit of some business units, which would be more illustrative than just collecting material on the subject, from a large number of books. The whole work seemed to be blooming and gaining shape only when the subject and units were ultimately selected.

My method of doing the exercise in Marketing Audit seemed to be a time consuming one. It involved collection of confidential information, number of visits to the sample units, lengthy interviews with the executives engaged in marketing activities of sample units. I was not optimistic about a favourable response for this exercise, from a large number of business units, that too for academic purpose only. So it was decided to restrict the number of sample units to four only. However, care was taken to select representative units from engineering goods industry, consumer goods industry and service industry.

Dr. Sarwate's reputation as a leading Management Consultant helped me a lot in selecting the sample units. I received excellent co-operation from the executives and staff members
of the units for this exercise of Marketing Audit. The executives of the sample units provided me the necessary information about their companies' marketing activities.

In my research work I have made sincere efforts to evaluate the performance of the marketing activities of the sample units. The quantitative and qualitative analysis of their marketing activities support the observations and recommendations I have made they will be useful for improving profitable performance not only of the sample units but of other companies as well.

It must be made clear that I have expressed my own views on the marketing activities of the sample units and the comments made there in are from purely academic point of view. The focus is on not any particular individual. Readers may differ with my views and comments. Different interpretation may emerge under different circumstances.

My dream of research work came true only because of Dr. D.M. Sarwate. The entire success of my research work is due to his able guidance and whole-hearted co-operation. I consider myself fortunate to have worked under Dr. Sarwate who is a guide through and through. Inspite of his busy schedule as a Management Consultant he has given sufficient attention and time towards my research work. I happen to be Dr. Sarwate's first student completing the research work and I will be always proud of this.
I am extremely grateful to the executives of the sample units without whose co-operation my research work would not have taken any meaningful shape. It will be extremely unfair on my part not to thank the following people.

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2. Mr. S.M. Godbole - Manager Compressors Division.
3. Mr. A.R. Kulkarni - Assistant Manager Valves.
4. Mr. R.A. Kulkarni - Executive Valves and machine.
5. Mr. M.L. Desai - Executive Pumps division.
6. Mr. Shikande - Regional Manager, Maharashtra.

**Sathe Biscuits and Chocolates:**

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During the span of four years of my research work I had several discussions with my colleagues and friends in the college. Prof. Datar, Prof. Gosavi and Prof. Vaghmare have given me new ideas
which added to my knowledge and their encouragement helped me, in keeping up the spirit.

Throughout the period of my research work I had to visit the libraries of Maratha Chamber of Commerce and Vaikunth Mehta Institute, where I got the required books and necessary information. I am extremely thankful to the library authorities of these two institutes, for their kind co-operation.

And I can never forget the co-operation extended by Mr. Manoj Manoj Paradeshi who has done an excellent job of typing this thesis.

I hope that this thesis will come up to the expectation of all.

Pune.


Bharati Vaidya.