Chapter II

REVIEW OF LITERATURE
In recent times marketing by MNCs in rural areas assume greater significance on account of realization of its importance. In the context of globalization, the focus is shifted to rural market as a significant contributor and as a source of perennial revenue even in spite of recent meltdown that affected the whole world.

Rural markets in India present a variety of opportunities and challenges for different segments. Strategies adopted to penetrate rural markets are also unique to meet the unique features of Rural Marketing. Because of its very vastness and diversified nature, the opportunities as well as challenges are also much more and diversified.

To have an in depth insight into the subject it is imperative to study, dissect, discern and analyse various literature on the subject. The following literature in the form of books, magazines, articles and excerpts give an excellent idea and holistic view of the subject

“Rural Marketing” Text & Cases by C.S.G. Krishnamacharylu & Lalitha Ramakrishnan is an elaborate study explained in lucid style of various aspects of Rural Marketing. It explains the perspectives of marketing management, its key concepts like product concept selling concepts, marketing concepts and marketing orientation.

It also gives an insight into Rural Economy & Rural marketing, Consumer Behaviour, MIS, Segmentation, Targeting & Positioning of market.

The book throws light on various strategies such as product strategy, pricing, promotion and distribution strategies. To supplement the study a number of relevant case studies have been included to enable us to understand its practicality1.
The authors of “Rural Marketing, Concepts & Practices” M/s Balram Dogra & Karminder Ghuman have taken pains to elucidate concepts of rural marketing with particular inference to the Indian Rural Market. The book goes on to further elaborate on segmentation of rural marketing, rural consumer behaviour, rural market and brand management gives a comparative analysis of rural and urban markets.

The book explains that in spite of changes in rural market over a decade very few companies mainly the agro based companies were concentrating in the rural markets. However corporate now realized the need for channelising their efforts to capture the rural market.

(p190) The book explains the efforts taken by MNC Colgate to promote their product by different strategies. Cavinkare, by adopting innovative packaging strategies was able to carve out a decent market share of shampoo market. Here, mention must be made about the advertising strategy of Co-ca Cola (p188) with catchy words of “Thanda Mathlab Coca-cola”.

The book elaborates on principles of innovation for rural market. It deals with rural marketing reference to consumer durables, financial services as also agricultural Products. It touches upon corporate social responsibility in rural market and the role of I.T. in rural marketing etc.

Study of marketing will not be complete without a study of “Marketing Management” (III Edition) by Rajan Saxena, who was awarded “Best Teacher of Management” by Bombay Management Association in 1990. While dealing with usual subject of marketing such concepts, marketing, orientation, marketing environment, research and information, competition analysis, consumer behaviour etc., It devotes new chapters on retailing and ecological marketing which is very relevant in today’s emphasis on maintaining ecological balances. The book also deals with
Thanks to awareness of modern farming methods and increasing use of technology and machinery, the rural face of India is changing fast and green and white revolution make a substantial socio economic improvement. Apart from fertilizer companies who have their own goals, companies like Tata Steel and ITC are adopting villages.

The book explains how ITC was instrumental in bringing internet culture to rural markets in Madhya Pradesh by establishing “e-choupal”, through which farmers are able to know the prices of their produce in various up country markets, weather forecasts, soil condition etc.

The book gives valuable information (p641) about size of rural market, their consumption pattern, ownership pattern, myths of rural market etc., The author has brought to light the awareness level of rural consumer and that corporates cannot take him for granted.

Another important work on marketing is “marketing management, Planning, Implementation and Control” Indian Context by V.S. Ramaswamy and S. Namakumari. The special feature of this book is study of marketing from the Indian point of view and studies in the context of Indian background with illustrations and experiences of Indian Companies for better understanding.

The four Ps of marketing are dealt with in detail Product, Place, Price and Promotion Policies are four pillars upon which the entire edifice of marketing stands. Product management is given a wide coverage as also physical distribution and distribution channels.

The book devotes a chapter on rural marketing in India. Through the data given is a little outdated, it is still relevant in today’s context on account of basic facts. The rural market profile is vividly explained as a large and scattered market, not a homogeneous market because of
differences in language, culture and habits of different states (p589). Rural market is characterized by its diversity, dependence on agriculture and the changing face of rural consumer as he is ready to adopt himself to the changing trends and tastes.

The authors emphasize that while potential of rural market present opportunities, corporate sector can not take them for granted and unless the corporate sector work for it, they cannot enjoy the fruits. While (P591) the book deals with problems of rural marketing, the book explains different strategies adopted by corporate to overcome them.

The 13th edition of Marketing by Michael J. Etzel, Bruce J. Walker, Willain J Stanton and Ajay Pandit is an authentic text on Marketing. The distinguished authors deal with nuances of marketing from the basics of the nature and scope of marketing to “Implementation in marketing management and evaluation to on customer service”.

The authors discuss Rural Marketing in Appendix A about the nature and scope of rural marketing, its demographic profile, its segmentation changing face of rural consumer the penetration level of FMCG and consumer durables in rural India and the challenges of rural markets.

As in the previous this book also elaborates on the strategies of ITC to promote “e-choupal” to tackle the challenges of problems of Indian agriculture.

The book also highlights “Project Shakti” an initiative of HLL to empower rural women through self help group by improving their living standards.

The book “Rural Marketing, Concepts & Cases” is a collection of articles edited by V. Partha Sarathy & published by “The ICFAI University Press”. The articles deal with various
concepts and also relevant case studies. The articles touch upon various topics from “New Product Development & enactive marketing for the base of global economic pyramid” to erecting brands for Rural India and Product Life Cycle analysis for marketing.

The case studies encompass various practical cases of Indian companies such as Cavinkare, ITC, HLL, Coca Cola, about their unique strategies, ideas to target the rural markets by introducing value added services such as ITC’s “e-choupals” Cavinkare sachets and clever pricing strategy. Their success lies in their various style of customizing products, packaging and advertising strategy of using film stars who are popular in rural areas. It is also pointed out that while rural markets account for 35% of shampoo market, they are growing at 16% (urban market growth rate only 10%) (p100) thereby emphasize the importance of rural market.

Another example (p102) is innovative and cost swing “Free Power Radio” by Philips India Ltd. in 2002. The rural market accounted for equal share of 50% with urban markets.

“Fortune at the Bottom of the Pyramid: An alternate Perspective” by Anand Kumar Jaiswal, visiting Asst. Prof. of I.I.M. Ahmadabad, is an interesting working paper series by I.I.M. Ahmadabad (W.P. 2007-07-13) Sep.2007, Revised July 2008. The paper puts altogether a different perspective about concept of “Bottom of the Pyramid”, as envisaged by Prof. C.K. Prahalad & Stuart Hart. He points out Prahalad’s assumptions & findings having several fallacies, by substantiating his argument with various data, culled out from various studies of World Bank. He emphasizes the need for facilitating selective consumption by the poor that is: one must avoid both undesirable inclusion & exclusion. ‘Undesirable’ refers to marketing products to the BOP that is not likely to enhance their wellbeing. Exclusion means not offering
products & services that would enhance their wellbeing. The author emphasized the need to strengthen the poor people roles as producers, rather than merely consumers.

The author also disproved the assumption of C.K. Prahalad about the actual size of the BOP market. The author went on to further disprove Prahalad’s statement about success of HUL and as a pioneer of sachets. Lastly, he pointed out the fallacy of C.K. Prahalad’s contention targeting BOP market & how microfinance helps in a new phenomenon, whereas long back, companies like Amul, Nirma, SBI were doing remarkable job in the field.

The book on “Services Marketing – Integrating Customer focus across the firm” – by Zeithaml A Valarie – is an elaborate treatise on service marketing issues, practices and strategies followed particularly by Indian Industry. The book explains and customer expectations of service delivery of the companies and discusses strategies to bridge this gap between the consumer and the company.

It lays emphasis on listening to customer requirements and building customer relationships by aligning service standards. The authors highlight the roles of employees in the service delivery and financial and economic effect of service quality. The book is highly useful to those connected with customer service in the service industry and also students of marketing.

Authors Rajan, Rohithari and Rangan, V. Kasturi in their case study titled Unilever in India: Hindustan Lever’s Project Shakti - Marketing FMCG to the rural consumer, published by “Harvard Business School Cases, discussed elaborately about the innovative strategy of HLL to reach the rural villages where the population is less than one thousand. However the authors critically review the ability of Project Shakti and highlight the importance of scale in improving the profitability of the project.
The authors Bakht, Asiya in their article “Advertising spending Fast Moving Consumer Goods” published in “Asia’s Media & Marketing Newspaper” dated 12/3/2009 discuss as to how the FMCG Companies in their bid to get high exposure of their brands in the growing market competitions in India allocate increased out lay on their advertising budgets\textsuperscript{10}.

Bawa, Kapil in their article “Modeling inertia and variety seeking tendencies in Brand choice behaviour” in the journal, ‘Marketing Science’, discuss interesting consumer behaviour in their preferences. The authors have drawn models estimated at the household level using panel data for three product classes, covering a total of 1069 households. The objective of the study is to present a choice model that allows us to identify hybrid behaviour of consumers.

In otherwords every consumer is having “hybrid” behaviour consisting of both inertia and variety seeking nature. This is to differentiate hybrid behaviour from simpler types of behaviour such as pure inertia, pure variety seeking and zero order behaviour. The empirical analysis of the data shows that half the households analysed, exhibited hybrid behaviour rather than simpler types of behaviour\textsuperscript{11}.

Mr. Hamlin, R.P and Wilson, T. in the journal of marketing, published in September 2004, present an interesting study of “fit” between causes, companies, products and brands in the field of Cause Related Marketing (CRM). The companies with branded identities try to link their commercial venture to social and charitable causes through their branded identities. This trend has become more pronounced in the last ten years. The article lays emphasis the importance of obtaining a good ‘fit’ in terms of positioning and objectives of both product and charity.

In order to test the assumption that ‘fit’ is important to the success of Cause Related Marketing, the authors describe an experiment. The result of the experiment shows that the
degree of “fit” between products and causes does have significant effect on Consumers’ evolution of products that carry a cause brand identity” as a part of Cause Related Marketing\textsuperscript{12}.

Authors Baumgartner, Hans and Steenkamp, Jan-Benedict E.M. in their article “Exploratory Consumer buying behaviour: Conceptualization and measurement”, in the International Journal of Research in Marketing April 96, distinguish and differentiate two factors of consumer behaviour. One is exploratory information seeking and another is exploratory acquisition of products. A scale is developed for measuring individual differences in consumers’ tendencies to engage in exploratory buying behaviour. The instrument is related to several other constructs and actual exploratory behaviours. There were six studies with subjects from two different countries. The results show that the scale developed by authors has good psychometric properties and that its relationship with other constructs and actual exploratory behaviours conform to the theory of authors\textsuperscript{13}.

The article “Understanding Rural Buyer Behaviour” in the journal of Indian Institute of Management Bangalore, issue of September 2003, by Mr. Jha, Mithileshwar, gives an insight of rural buyer behaviour. The authors discuss various popular myths about the behaviour of rural buyer and possible realities. The article further describes rural poor as consumers\textsuperscript{14}.

and injunctive prescriptive norms, self identity and past behaviour. The self reported consumer behaviour over two time zones. In time zone 1, respondents completed self report measures of a) attitudes, b) perceived bahavioural control, c) descriptive and injunctive / prescriptive norms, d) self identity, e) past behaviour and f) intentions in respect of purchasing one’s preferred soft drink. One week later the same respondents were quizzed. A comparison between the two responses proves that actual purchase actions positively related to purchase intentions and their intentions were predictive of self reported behaviour at time zone 2. These findings highlight the utility of the theory of planned Behaviour$^{15}$.

The authors Kumar S. Ramesh, Guruvayurapan Nithya and Banerjee Madhurjya in their article, “Cultural values and branding in an emerging market: The Indian Context, in the journal of Marketing Review 2007, highlight the importance of cultural considerations in formulating strategies, in the Indian Context and the need for laying emphasis on functional orientation of a brand”.

Some of the successful brands in India, in recent times, owed their success to their strategy of combining cultural value with functional utility. The authors have taken pains to bring home the point as to how the mindset of Indian Consumer is strongly influenced by their cultural and ethical values, which in turn influence their buying decisions. While emerging western fashions and cultures take a foothold now, strong conservative cultural values and traditions entrenched in the Indian mindset still rule the roost. Hence Indian Companies need to have a calculated balancing of these two aspects in their formulating brand strategies.

The study probes into behaviour of two different types of consumers belonging to two socio-economic classes in three categories of products, close to cultural moorings of Indians- tea,
hair oil and fairness creams. The results of their study only go to prove the version of the authors that values are enduring and they reflect in the buying decisions of consumers. The advertisements in the respective categories, which touch upon their cultural values, have impacted their buying decisions\textsuperscript{16}.

The authors Kumar Archana, Youn-Kyung Kim and Pelton Lou in their article titled “Indian Consumers’ Purchase behaviour toward US versus local brands - International journal of Retail & distribution Management”, 2009, have examined the direct and indirect effects of individuals’ self concept, product oriented variables.

Product oriented variable denotes consumers need for uniqueness, in otherwords known as NFU and clothing interest and brand – specific variables. Brand specific variables indicate perceived quality of the brand and the emotional value that the brand commands from by the consumers.

The article makes an interesting reading as it tries to fathom psychological predilections of consumers towards US brand, vis-à-vis local brands. The authors adopted design/methodology approach.

Data has been collected from 405 college students in India and the same were analysed using structural equation modeling. The study found that Indian consumers self concept and NFU (Need for Uniqueness) had indirectly impacted on the consumers’ purchase intention of the US/local brand.

It has been observed that both self concept & NFU positively influenced the perceived quality and emotional value for the US brand and not for the local brand. Authors have indicated the implications of these factors on the Indian and US retailers.
The study is helpful in the context of growing influx of US retailers in the Indian market and for the Indian retailers in formulating strategies for countering the adverse effects on account of flooding US brands\textsuperscript{17}.

The authors Sahay Arvind and Sharma Nivedita in their article “Brand Relationship and Switching Behaviour for highly used products in Vikalpa: the journal for decision makers Jan.-Mar 2010,” have investigated the influence of peers, family and brand relationships on switching intention among young consumers. The study also shows how youngsters are influenced by the variations in prices in their brand relationship. 214 youngsters in the age group of 13-25 years in an emerging economy have been interviewed. The respondents were from a city in western India and they were categorized into A & B categories. The results indicated that young consumers do form relationship with brand(s) on all dimensions of consumer brand relationship that have been postulated in the questionnaire. It was found that teenagers when compared to young adults have been more influenced by the love and passion dimension of brand relationship.

The second part studies the influence of social groups like family, friends and peers on the behaviour of switching relationships of brand. And it was found that families have a stronger sway over peers and friends in the case of switching brand relationship dimension.

It was also found that however strong a brand relationship is to a consumer, he/she compares the price of other brand with theirs. This is to emphasis that price consciousness in the Indian environment is found among consumers in different income groups. The article at the conclusion, discusses the future directions in this regard and limitations of the study\textsuperscript{18}.

The article “An Attitude Model for the study of Brand Preference” by Bass, Frank M. and Talarzyk, W. Wayne in the journal of Marketing Research of Feb. 72 issue, is an attempt to
measure consumer preferences of brands, based on basic hypothesis that measures specific to the preference alternatives, rather than more general measures such as those of socioeconomic and personality characteristics. The research and results support the hypothesis that there is a strong relationship between beliefs and attitudes on the one hand and brand preferences on the other. In other word, the former influence the latter. It is believed that attitude theory offer a considerable potential as a basis for choice behaviour of consumer.\textsuperscript{19}

The journal of Consumer Marketing issue had published an interesting article by Govers, R.C.M. & Schoormans J.P.L. titled “Product personality and its influence on Consumer Preference”. The article’s objective was to show that product personality positively influences consumer preference through a congruence effect. Thus the products do have a symbolic meaning and intangible goodwill beyond their functional utility. This symbolic goodwill is being referred to, by different business jargons such as brand personality, product user as brand personality, product user image. The physical product carrying with it the symbolic human personality characteristics is called product personality. This product personality seamlessly blends itself with the consumer preference and consumer’s characteristics and personality.

To prove this point a two phase study was conducted. In the first phase product-personality congruence was measured. The second phase used to establish user-image congruence. The results indicate that people prefer product with product personality that aligns with their self image. Moreover, this positive effect of Product-personality Congruence is found to be independent of the user-image congruence effect\textsuperscript{20}

Shi Zhang, & Markman, Arthur B. in their article titled “Processing Product unique factors: alienability and Involvement in preference Construction”, published in journal of
consumer psychology, 2001, discuss various aspects of consumer preferences when there are choices with different attributes.

The earlier research on this subject discussed the consumers’ tendencies in choosing options with different attributes. When there are different options and each option has attributes which are common, the difference between options is known as alignable difference. The unique difference of the individual option is “non alignable difference”. The previous research suggested that consumers tend to form their preference based on the alignable difference of choices and ignore non alignable difference.

The authors in their present study combined cognitive psychology and motivation research from social psychology and they proposed that consumers’ preference formation can be systematically affected irrespective of alignable and non alignable differences.

The results of three experiments show that consumers’ preference judgment favours alignable differences over nonalignable differences in a low motivation condition. On the other hand, in the case of high motivation to process information, consumers tend to use more of nonalignment difference, while making a choice of preference.

When target option is compared with reference option, if both nonalignable and alignable differences of target option are superior to that of a reference option, then a preference reversal occurs. However, reversal does not occur when only the nonalignable differences of the target option are superior to that of reference option.

The above study of consumer psychology, consumers’ motivation to prefer a particular option that is to say a particular brand over other brands, when such nonalignable and alignable differences of the brands are presented, - play a significant role in conceiving, designing,
planning and executing strategies of differentiation, positioning and communication for innovative brands.

The article by Amir On & Levav Jonathan in the name of “Choice Construction versus Preference Construction: The Instability of Preference Learned in Context” in the Journal of Marketing Research, Apr. 2008, makes an interesting reading which goes to disprove some popular misconceptions such as repeated purchase of a brand by a consumer means special preference of consumer, to that particular preferred brand.

When consumers are given repeated choices made from trinary choice set that includes an asymmetrically dominated decoy, they learn context-specific choice heuristic. In other words they always choose the asymmetrically dominating option by trail and error. This leads them to take less consistent decisions while preferring across contexts. This goes to prove that consumers will not hesitate to change their brand when they have to make repeated choices from sets containing only two options, they are forced to learn their subjective attribute weights, yielding preferences that are consistent across contexts.

It is important for marketing managers to learn the difference between choice construction and preference construction. The authors highlight that the consumers might just be able to learn to solve the problem of choices in their preferences and as and when competitive context changes consumers’ preference will also change.

The research paper of M/s Choo H Chung J-E. and Pysarchik D T, published in the “European journal of Marketing”, published in May 2004, studies Indian Consumers Behaviour in respect of processed and packaged food products. It finds out that while purchasing processed
food products, depending upon the level of consumer food innovativeness, subjective norms and attitudes of Indian Consumers positively impact their purchasing behaviour.

The conclusion is after an in depth and focus group interviews with 40 Indian Consumers, before outlining a quantitative study of 300 Indian Consumers. The results of the study differ from the theory of reasoned action (TORA) model by Fishbein and Ajzer.23

The author Merchant A, in his case study titled, “Direct Marketing in India”, published in the journal “Direct Marketing” in the March 1999, issue by Merchant A., points out the increased consumer spending in India. This rise in spending is noticed both in towns and cities as well as rural villages. The article also, brings out the latest developments and technological advances in India and consequent hike in demand in the markets in the field of telecommunications, entertainment and visual media and the internet. The article observes that the scope for telemarketing is immense in India and also impediments in telemarketing. The new phenomenon of tele-shopping has found favour with even rural consumers. The author also deals with issues of international marketers to tackle in Indian environment.24

M/s Kaur Gurjeet and Sharma R.D. in their paper titled “voyage of marketing thought from a barter system to consumer centric one”, published in “Marketing intelligence and Planning”, dated 10.11.08, trace the evolution of marketing from the primitive era of barter system to this modern day of marketing. The marketing strategy has gone into many phases. The term “Marketing Strategy” itself has changed and the focus is now on the customer and his satisfaction.

This paper to a certain extent aims to address the inadequacies in the research on customer satisfaction as a dimension of marketing in the measurement construct.
With this in view, a detailed and conceptually integrated analysis of various marketing philosophies is presented. This will help top marketers to compare the policy of their companies and to strategies further improvement of their business.

The findings of the research show that in the Indian Context, public sector companies still have to go a long way in sharpening their marketing strategies from production oriented to customer oriented. Banking, Insurance, Tourism and Hospital still need to improve their services.

This research paper is of course country specific and though it is very much relevant to Indian Context, especially in the Banking, Insurance and hospital sector, it may not be the case with the western companies25.

Rao Subba Siriginidi in his paper titled “Role of ICTs in India’s rural community information systems”, discusses at length the role and the need of Information and Communication Technologies (ICTs) for the development of rural communities. It helps identifying the road blocks in reaching the ICTs and to reap the benefits by rural communities.

Though our low level of infrastructure is a stumbling block in penetrating farthest corners of the country, more than 50 grassroots projects are using modern ICTs for the benefit of rural villages. The paper not only analyses the reasons for slow reach of ICTs to our villages, it also suggests solutions to overcome the bottlenecks.

The article concludes with the observations, that availability of necessary information at the right time is a sine qua non for eradication of poverty. The key words to successful sustained development are 1) Connectivity, 2) Content, 3) Community, 4) Commerce, 5) Capacity, 6) Culture, 7) Cooperation and 8) Capital known as eight Cs26.
Another research paper on the subject of the role of Information Communication and Technologies in development of rural people’s economic empowerment is by authors Narula Sapna A. and Arora Sabhyata, by the title “Identifying Stakeholders’ needs and constraints in adoption of ICT services in rural areas: the case of India” published in Social Responsibility Journal.

The objective of the paper is to find out how far the ICT has helped the rural sector both in the public and private sector.

For this purpose a village in M.P. has been identified and the functioning of ICTs in the private and public sector has been studied, with regard to utilization of services of ICT by stakeholders, like farmers in the villages. The information services pertain to agricultural input prices, market arrivals and prices, weather information which are more useful to farmers for sowing, reaping and stocking of farm produce etc.,

The data for the above has been collected through structured questionnaires and interviews from users of services, kiosk operators and others.

The study concludes that there is a gap between the need of the farmers and the services offered.

The study is useful to policy makers and managers as to strategise policies and form guidelines so as to enable ICT to reach the village and achieve the goals of holistic rural development through a well integrated approach27.

The authors Xavier M.J., Raja, Nandhini Usha S, in their Chapter in Advances in International Management, volume 20, published by Emerald group publishing Ltd., discuss at
length success story of Project Shakti launched and successfully executed by Hindustan Lever Ltd., aiming to develop entrepreneurship of rural women for ultimate economic, social development. The authors have studied through qualitative interviews of women micro-entrepreneurs of Project Shakti Programme.28

The authors Subramaniyan Saroja and Gomez-Arias Tomas J. in their article, titled, “Integrated approach to understanding Consumer Behaviour at the Bottom of the Pyramid”, published in the journal of consumer marketing, have evidently - taking cue from C.K. Prahalad – put forward the theme that the economically backward and who are in the bracket of poorest of the world, termed as “Bottom of the Pyramid (BOP)” category have surprisingly purchasing power of $5 trillion.

Their paper studies the consumption pattern of the BOP, their motivation to consume the specific product and the strategies to be followed by companies to cater to their needs.

The authors give examples of products and services that BOP consumers consume, from Asian, African and Latin American countries.

The authors point out that contrary to the popular belief that their low income and poor economic resources would restrict their demand and consumption pattern, BOP Consumers are sophisticated in their taste and creative in their approach. Far from merely fulfilling survival and physiological needs, they seek to fulfill higher order needs towards building social capital and for other cultural reasons.

They conclude that BOP markets offer a vast potential for not only local firms but also MNCs. The paper hints that frill-free products and services at cheaper rates will not hereafter yield results from BOP Markets. Rather MNCs should train their focus to adapt to make tailor
made products and services to cater to BOP markets. Providing market place services and educating BOP consumers will go a long way in making a successful foray into BOP markets\textsuperscript{29}.

The authors Singh Shalabh Kumar and Chaudhuri Atanu in their paper “The reality of India: folding constraints into Business Strategy”, published by Emerald group publishing Ltd. in the journal of Business Strategy, bring home the point that the companies can indeed convert their threats into opportunities and to turn the constraints into competitive advantage in the emerging markets.

India is an emerging market but still many MNCs find it difficult to meet their business targets. However many other MNCs by eliminating their weak points and differentiating their products and services to suit the consumers and by highlighting the USP of their products and services were able to successfully steer clear of their stumbling blocks.

They also provide guidelines to sustain these competitive advantages generated from constraint - driven strategies\textsuperscript{30}.

The authors Lee, John in their article titled as “Do not overlook India’s consumer Market for China’s”, published in the Business Week online magazine, have urged the western marketers not to overlook Indian urban consumer market in their over anxiety to capture Chinese markets. The authors have compared both Indian and Chinese economies and conclude that Chinese policy of top down government led model of development is not encouraging domestic spending whereas bottom-up private sector model of India enables Indian Consumers to spend more on the western brands\textsuperscript{31}.

In the publication of Wall Street Journal, authors Prystay, Cris have in their article, “With loans, poor South Asian women Turn Entrepreneurial” give a graphic account of South Asian
women starting enterprises and thriving. They give examples of Hindustan Unilever Company’s unique way of reaching rural women through Project Shakti.

The authors discuss the program of granting small loans to poor women to start small enterprises and earn a living. They also give examples of companies reaching these micro credit clients with tie up of development agencies such CARE International.

The authors Kilburn, David have in their small article in “Marketing Magazine” titled “Marketing to reach rural India” have discussed the attitudes and spending patterns of rural consumer. They also highlight the steps taken by advertisers and agencies to appeal to the taste of rural consumers.

In their article, “Rural Consumers get closer to established world brand” published in the Ad Age global, magazine the authors Gupta and Ritesh describe the integration of hi-fi brands into the rural markets of India and the bottlenecks in the renowned brands reaching the consumers in the remote corners. The relevance of economic slowdown in India in 2002 and the efforts made by the companies to counter the slowdown have also been discussed.

Authors Kumar, T. Krishna; Mallick, Sushanta; Holla, Jayarama, in their article “Estimating Consumption Deprivation in India using survey data: A State Level Rural – Urban Analysis Before and During Reform Period” – published in the journal of Development Studies, have made efforts to assess the level of “Deprivation” of cereal consumption in Rural India.

For measuring the level of deprivation of cereals in rural India they adopt a technique of collecting consumption data at household level. As cereal is staple food of rural consumers and form a major part of their expenditure, it can be an index of spending pattern of rural consumers and an indication of their demand pattern from the rural sector. The study has exhibited that the
level of deprivation has come down during the period 1987-88 – 1999-2000 in the rural sector while there is a little change in urban sector.

The article on “Rural works Programs in India: Costs and Benefits”, by authors Narayana N.S.S., Parikh Kirit S. and Srinivasan T.N., published in the journal of Development Economics, analyses the Cost and Benefits of rural works in India. The authors use a sequential applied general equilibrium model of the economy. The article discusses the dependence of rural labour on agriculture and incidence of unemployment among rural poor.

Mr. Verma Y.S., in his article “Marketing in Rural India” published in Management International Review, gives a picture of rural India in the 1980s, when rural consumers had less purchasing power and their demand was limited to the barest needs. The article pointed out introduction of developmental schemes of the government to bring in necessary developments to the village. The article is useful in getting to know the bleak picture of rural market in the eighties and comparatively better scenario that is present today.

The article published in the journal of Agricultural Economics under the title of “Investment, Subsidies and pro poor growth rural India” by authors Fan, Shenggen, Gulati, Ashok and Thorat, Sukhadeo reviews various government subsidies schemes and investments in and for agriculture. It assesses the impact of these schemes on the alleviation of poverty and growth of agriculture. The article suggests reform options and to reprioritising government spending. The article points out the shift in focus from new technologies in 1970s to research, education and rural roads in 2000.

Using the micro data on consumption, family composition and land ownership of 70,000 rural Indian household, the authors Meenakshi J.V. and Ray, Ranjan in their article “Impact of
household size and family composition on poverty in rural India” published in the journal of Policy Modeling, were trying to analyse the relationship between caste, gender and composition of household with that of poverty. The authors highlight that scheduled Caste and scheduled Tribes are more vulnerable to poverty than others\textsuperscript{39}.

The book “Product Management” by Chunawalla S.A., is an authentic version of Product and Brand Management. It brings out the difference between selling commodities and brands. It gives authentic procedures for product development and brand building. It describes in detail as to how a product is launched and how test marketing is to be done. The various methods of test marketing, like sales wave Research, simulated test marketing, controlled test marketing and how and what type of data to be collected for test marketing and how the markets are to be selected for test marketing. The book further answers most Frequently Asked Questions (F A Qs) such as why Coca cola paid several million dollars to buy Indian brands like Thumps up. The book is quite enlightening to students of marketing as it covers not only theoretical frame work of marketing but also provides a good study material\textsuperscript{40}.

The author Isabelle Szmigin in her book “Understanding the Customer” looks at the problems and challenges from consumer point of view. She blends Marketing Theory beautifully with actual practices. She drives home the point that for effective marketing the first precondition is to understand the consumer who is at the receiving end of marketing process and his satisfaction should be the ultimate aim of any marketer in order to survive.

The book is veritable treat on the consumers’ behaviours with reference to suppliers, products and brand. It gives a fairly detailed account of complexities of capricious and at the
same time creative and innovative and resistant behaviour. The book is a practical guide to students of marketing41.

Study of Marketing will be incomplete without the study of consumer behaviours. The author “Matin Khan” in his book “Consumer Behaviour” essays to comprehend consumer behaviour and attitudes towards products and brand and how it affects the products/brand in terms of sales and intrinsic value of the brand. The book stresses the aspect of decision making process of consumer and gives an insight into stages of problem recognition, information search and evolution of alternative and purchase behaviour of consumer42.

Communication is the fundamental pre-requisite for any successful enterprise, more so in the case of marketing. The author Kumar Niraj in his book “Marketing Communications” – Theory & Practice – makes a serious attempt to build upon a behavioural base to provide insights into the fundamental of marketing communications activities of a company. Since communication is a sub-set of human behaviour in the present text, heavy emphasis is placed upon behavioral concepts especially in the Indian Marketing Concept43.

The success of any product/brand/service ultimately depends on the cordial relationship that the product marketer/service provider develops with the consumer. Consumers develop a pattern of behaviour and attitudes towards a product or brand based on influence of poor groups, government mandate, religious tenets etc., The author gives insights into why consumers engage in relational market behaviour.

Consumers engage in relational behaviour to active more cognitive consistency and greater efficiency in their decision making to choose a brand. The author emphasises brand
loyalty and brand equity ultimately boils down to the relationship between consumers and brands. Today’s marketing environment is rapidly changing to keep pace with globalization trends and in tune with new techniques of competition. The book with real life examples interspersed with case studies from business environment. The authors’ lucid style and comprehensive coverage will be highly useful to product, brand, marketing managers in the industry.

Advertising is a part and parcel of Marketing. In fact, what blood is to the body, advertising is to marketing. Thus, study of advertising is as important as study of marketing itself. David Ogilvy is an authority on advertising and his book “Ogilvy on Advertising” is an authentic book giving an account of advertising in lucid style. The book covers all aspects of advertising. At the end of the book the author predicts 13 changes which are proved to be correct in today’s context. His predictions particularly about non American advertising companies overtaking American companies have come true. “More foreign tortoises will over take the American hare”. Some of the other predictions were: “there will be a vast increase in the use of advertising by governments for purposes of education, particularly health education and advertising will play a part in bringing the population explosion under control”. Another observation by the author is the testimonials by the celebrities. While celebrities are remembered the products is forgotten.

Krishnan Aarati in her article “Fast Moving Consumer Goods – Preparing for better days” published in The Hindu Survey of Indian Industry 2005, gives an account of prospectus for FMCG industry and suggests various strategies to improve the volumes & values of FMCG
products. She analyses the trend in the sector during 2004 when cutting prices and luring the consumers with hefty discounts were the order of the day. She observes that industry has realized that marketing strategies by mere price cutting alone would not help. Product innovation, differentiation, innovative packaging specifically suiting the lower and consumers & tapping “out of home” consumers by setting up Kisoks for vending beverages and taking rural initiatives. She highlights achievements of HUL & ITC companies in the rural sector through “Project Shakti” and “e-choupal”. She reflects the hopes of the FMCG industries that with 45% of the population for FMCG would definitely be better.

The book “Brand Positioning: Strategies for Competitive Advantage” – by Late Sengupta Subroto gives an elaborate account of concepts and principles of brand positioning strategy, with ample examples of cases from the Indian Markets. The book analyses various case studies involving packaged goods and also other consumer durables such as TV & Two wheelers.

The author stresses that in order to survive; the marketer has to differentiate his brand from others by highlighting the specific USP of his product/brand and advantaged of it over others.

The author gives various & diversified examples of Margo, SBI magnum, UTI Master share to Lakme etc as to how they differ from others. In fact the author covers an array of brands from Hero Honda to Sunlight detergent powder, from 5 star Choklates to mutual funds.
References

9. Rajan, Rohithari & Rangan, V. Kasturi, case study titled “Unilever in India: Hindustan Lever’s Project Shakti”.


