PREFACE

The dynamic forces in the Indian business environment have necessitated various types of Inter-Organizational cooperative systems. The varying objectives like "achieving competitive advantages, controlling inherent risks, acquiring technological knowledge and expertise, reducing operational expenditure and accessing new and established resources, are satisfied through different interorganizational systems like Strategic Alliances, Networks, Exchange Companies, Collaborations and Symbiotic agreements. These systems make the strong, stronger and the weak, more vulnerable.

Symbiotic Marketing, an interorganizational cooperative system in Marketing function, enables two or more independent organizations to jointly utilize specified marketing resources or perform specified marketing activities, for more mutual benefits. The strategy differs from other interorganizational systems in various aspects. Symbiotic Marketing agreements are more of "Working Partnerships", explaining "how to implement" a marketing strategy through innovative tactics. The marketplace relationship among the participating firms determines the marketing resources or activities that can be shared among competitive, complementary and unrelated product manufacturers. The strategy enables the participating firms to improve their respective price- and differentiation-oriented competitive market positions through reduced operational expenditure and also by providing access to superior resources and skills. In spite of these inherent advantages, the strategy has been neither explored by the academic nor properly exploited by the entrepreneurs.
The Small Scale Sector in India plays a pivotal role in the economic development of the nation in different vistas. The lowest per capita investment and the highest potential for employment are the major strengths of the sector that reiterate its need for the nation’s overall growth. The recent globalization measures threw a challenge to the sector, by intensifying competition in the marketplace to prove its capabilities and potentialities in more efficiently marketing their produce. Symbiotic Marketing, an innovative perspective of “exchange” in administering marketing resources and facilities, may be considered as a valid alternative in this regard. The low pace of the adoption process has been the motivation for the present study.

The study is conducted with three focal objectives. They are:

1) to analyze and understand the concept of Symbiotic Marketing.
2) to study the operationalisation and adaptability of the concept in the Indian Small Scale Sector.
3) to study the Management of Symbiotic Marketing strategies, especially in the context of the Small Scale Sector in India.

A few hypotheses are formulated on various theoretical aspects of Symbiotic Marketing. These hypotheses are empirically tested with the primary data collected from the Small Scale Sector in different locations of India. Though the study is basically exploratory in nature, it also involves descriptive and causal research in its process. A fully structured questionnaire is administered to the Small Scale Entrepreneurs and the responses are conveniently recorded on Nominal, Semantic
or Likert-type scales. The study surveyed One hundred and Eleven Small Scale Entrepreneurs from Processed Foods and Cosmetics & Toiletries industries, operating in the states of Tamil Nadu and Andhra Pradesh.

The study is organized into seven chapters. A brief note on each of these chapters is presented below.

Chapter 1 gives the introduction. It discusses the objectives of the study, the hypotheses formulated, methodology, the definitions and measures of different concepts used, limitations of the study and its significance.

Chapter 2 presents a detailed analysis on the concept of Symbiotic Marketing. This chapter reviews the existing literature on the concept. It analyses the definition of Symbiotic Marketing and presents a model for explaining the nature of Symbiotic agreements. The chapter concludes with a note on the validity of Symbiotic Marketing as an alternative Marketing Service System to Indian Small Scale Sector, before differentiating it from various other Interorganizational cooperative systems.

Chapter 3 is organized into 3 parts. Part 1 presents a detailed note on the profile of the sample firms and the respondent entrepreneurs. Part 2 describes the nature of cooperative practices currently prevailing in the sector. Part 3 brings out the contemporary marketing practices of the Small Scale Entrepreneurs, selected as sample in the present study.
Chapter 4 presents and discusses the perceptions of the Small Scale Entrepreneurs toward Symbiotic Marketing. It further continues to answer the specific issues of concern formulated as hypotheses in the study.

Chapter 5 relates to the Partner-firm selection procedure. This chapter presents a systematic approach in selecting a partner-firm, so as to increase the compatibility among the participating firms.

Chapter 6 explores the various obstacles in the practice of Symbiotic Marketing, with special relevance to the Indian Small Scale Sector. The obstacles, mainly grouped as Intra-organizational and Extra-organizational hurdles, are discussed in detail.

Chapter 7 presents a summary of all the earlier six chapters, important findings of the study and their respective implications. It concludes with a few suggestions for easy and fast facilitation of the concept of Symbiotic Marketing.

The intensifying competition in the marketplace require the entrepreneurs to comprehend the concept of marketing with innovative interpretations and practices. Symbiotic Marketing, is an innovative strategy, with inherent benefits that complement the immediate needs of the individual Small Scale Entrepreneurs and help them largely in improving their marketing efficiencies. The various issues, relating to its operationalities discussed in the study, facilitate them in adopting the strategy with ease.