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A review of research studies and literature on the marketing strategies of toilet soap industry revealed that the extent of research carried out on the marketing strategies of toilet soap industry is inadequate. The researchers have emphasised the general problems of soap industry, ignoring the strategic planning issue of soap industry. A few attempts made in this direction are not very comprehensive but there are mainly opinionated in nature. A scientific approach to the marketing strategies of toilet soap industry is lacking.

Further, review of literature reveals that a little interest has been evinced by the academicians to carry out the research on marketing strategies adopted by soap manufacturers in Karnataka. In general and in KS&DL, Bangalore in particular. Most of the literature pertaining to the issues covers commentaries on the general problem of toilet soap manufacturing. There is lack of evidence of comprehensive research on the marketing strategies adopted by KS&DL, Bangalore.

In view of the above factors, the present study was undertaken to analyse the growth & development of soap industry, to present conceptual and functional frame work of marketing strategies and to evaluate marketing strategies of KS&DL, Bangalore. The objectives of the study were:-

1) To analyze the growth and development of toilet soap industry in the world, in India and in Karnataka.
2) To provide a conceptual and functional analysis of marketing strategies.
3) To present a profile of KS&DL, Bangalore, so as to present its growth and development, its organizational structure, marketing strategies adopted by the organization and its performance.
4) To evaluate the Product, Price, Promotion and Distribution strategies adopted by KS & DL, Bangalore and to suggest measures for improvements in marketing strategies.

In addition to the above objectives the researcher set certain secondary objectives to explore the association of demography of different types of respondents and their perceptions towards marketing strategies of KS&DL. These secondary objectives have been set in support of major objective of evaluating marketing strategies of KS&DL.
The present study is therefore, descriptive, analytical & explorative. The data needed for the study was collected both from secondary & primary sources. The secondary data was collected from different sources like internal company records and external public sources like newspapers, magazines, websites etc. The primary data was collected by the administered of structured questionnaires to three different categories of respondents, namely consumers, channel members and employees of KS&DL. Convenience sampling technique was used for selection of employees of KS&DL. Whereas stratified sampling technique has been used for selection of channel members and the consumers. In cases of all categories of respondents, efforts have been taken to give representation to demographic factors like age, income, gender and educational qualification etc. 150 employees, 204 channel members and 700 consumers were administered questionnaire for collecting the primary data. The survey was collected during the year 2008-2009. The data has been analysed and hypotheses have been tested using statistical techniques like descriptive statistic, likert scale techniques, factorial analysis and Anova technique.

The objective of this chapter is to present a synoptic account of the findings of the study and to offer the suitable suggestions to help the company, KS&DL, Bangalore, to improve its efficiency and effectiveness in formulating its marketing strategies.

LAYOUT OF THE STUDY

The study has been presented in six chapters.

The first chapter is of Introductory in nature and presents the conceptual background of Marketing management, the Growth and Development of soap industry, the need for the study, the objectives of the study, hypotheses tested, the scope of the study, the methodology adopted for the study, comprising method of data collection, sample design, data analysis etc. and limitations of the study.

The second chapter presents literature survey, in which the contributions of various scholars and the work of different researchers have been highlighted.

In the third chapter the conceptual and functional analysis of marketing strategies related to Product, Price, Promotion and Distributions has been presented.

In the fourth chapter the profile of KS&DL, Bangalore has been presented. This chapter focuses on growth and development, its organization structure, performance analysis and marketing strategies of KS & DL, Bangalore.
The fifth chapter presents the analysis of primary data collected from three types of respondents namely customers, channel members and employees of the organization. This chapter also provides the details of testing of hypotheses, related to association of demographic factors and responses of the respondents.

In the concluding sixth chapter summary of survey findings has been presented. Besides, in the light of the finding, suggestions have been made for the improvement of marketing strategies by KS & DL, Bangalore.

MAJOR FINDINGS OF THE STUDY

In what follows is the summary of the findings of the study.

1 Growth & Development of Toilet Soap Industry in the World, In India and in Karnataka.

The origins of personal cleanliness date back to prehistoric times. Since water is essential for life, the earliest people lived near water and knew something about its cleansing properties – at least that it rinsed mud off their hands. A soap-like material found in clay cylinders during the excavation of ancient Babylon. Records show that ancient Egyptians bathed regularly. The early Greeks bathed for aesthetic reasons and apparently did not use soap. Instead, they cleaned their bodies with blocks of clay, sand and ashes, then applied themselves with oil, and scraped off the oil and dirt with a metal instrument known as a Strigil.

Soap making was an established craft in Europe by the seventh century. The English began making soap during the 12th century. Commercial soap making in the American colonies began in 1608 with the arrival of several soap makers from England to reach James town. A major step toward large-scale commercial soap making occurred in 1791 when a French chemist, Nicholas Leblanc, patented a process for making soda ash, or sodium carbonate, from common salt. The science of modern soap making was born some 20 years later with the discovery by Michel Eugene Chevreul, another French chemist, of the chemical nature and relationship of fats, glycerin and fatty acids. These scientific discoveries, together with the development of power to operate factories, made soap making one of America’s fastest-growing industries by 1850. The top 20 global players in the soaps and toiletries market observed after 2000 are: Unilever, Procter & Gamble, Gillette Group, Colgate Palmolive, Johnson & Johnson, Shiseido, Estee Lauder, Revlon, Wella, Henkel, Kanebo, LVMH, Avon Products, Kao Reckitt-Benckiser, Beiersdorf, Amway, Mary Kay, Coty and Lion.
In India, Mr. Jamshedji Tata set up India’s first indigenous soap manufacturing unit around 1918 and its first branded soaps appeared on the market in the early 1930s. Soap became a necessity for the moneyed class by around 1937. For centuries, India is the land of spices, ivory, precious gems, magical charms and also the land of sandalwood. The world’s richest sandalwood resources are from one isolated stretch of forest land in south India. Karnataka is the original name for sandalwood in India which also has been called “Gandhada Gudi”. Karnataka is the original home of the perfumed sandalwood. Its oil is mainly used for Manufacture of soaps. Thus it is regarded as a fragrant “Ambassador of India” and the Sandalwood is regarded as “Liquid Gold”. Karnataka state produces about 70% of total production of sandal wood oil in the world. It was this sandal wood oil which became a reason to setup a soap factory in Karnataka. Karnataka Soaps & Detergents Limited is a public sector undertaking (wholly owned by Government of Karnataka) engaged in manufacture of soaps, detergents and extraction of sandal oil. It also manufactures sterile acid, glycerin, Sandal talc and Agarbathies.


Strategy is the grand design or a dynamic action-oriented from general plan to accomplish company mission, basic objectives as well as function, which are developed in the action plans at a later stage. Objectives emphasize the state of being there, while strategy emphasizes the process of getting there. Objectives prescribe ends. Strategies provide preferred means to accomplish the desired ends. Strategy points out the chosen best way in which objective can be achieved in the best manner possible even in the face of anticipated competition, or against unfavourable environment.

Marketing Strategy is the total and unbeatable instrument or a plan shaped and designed specifically for attaining the marketing objectives of a firm. A marketing mission and objectives tell us as to where we want to go and marketing mission and objectives tell us as to where we want to go and marketing strategy provides us with the grand design for reaching out there.

The different types of marketing strategies are categories based on market share or dominance of an industry. Typically there are three types of market dominance strategies: a) Leader, b) Challenger, c) Follower. Marketing Strategy based on strategic scope and strategic strength is classified into a) Low-cost leadership Strategy, b) Differentiation Strategy and c) Market segmentation. Innovation Strategies and Growth
strategies deals with new product development, business model innovation and growth strategies based on investing in companies and sectors which are growing faster than their peers. Growth strategies covers different strategies like Market penetration strategy, Market development strategy, Product development strategy and Diversification strategy. Marketing warfare strategies are a type of strategies, used in business and marketing, that try to draw parallels between business and warfare, and then apply the principles of military strategy to business situations.

3 Role of Marketing Mix in Marketing Planning and Marketing Strategies.

Marketing mix has an important role to play in Marketing Planning and Marketing Strategy. Planning is an important managerial activity, which is a basic requirement for all organizations. Any organization will need general and specific plans to fulfil its objectives. The primary concern of marketing planning is marketing strategy formulation. Marketing planning involves preparing action plans to shape the future growth of an organization. Achieving profitability, meeting competition, protecting and improving market share, and promoting brand image are its concerns. The task involved is to identify the consumers’ needs in various segments, develop suitable products or services to meet those needs and generate profits. This is achieved through marketing planning and marketing strategy. Marketing planning and strategy formulation is to be done reckoning the environmental variables of marketing like competition, the consumer, the government, and legal, political and natural forces. While the organization can choose, alter and control its marketing mix variables, it cannot choose or alter the environmental variables against which the products are marketed. Using the marketing mix variables, the organization tackles the environmental variables. This is the process involved in formulating the organizations’ marketing strategy-assembling the marketing appropriately.

The elements of marketing mix are 1) The Product-Mix, 2) The Price Mix, 3) The Promotion Mix And 4) The Place Mix. The product mix has the following important variables: 1) The Product-line and product range, 2) Product design, 3) Product package 4) Product quality, 5) Product labelling, 5) Product branding, 6) After-sale services and guarantees. The Price variables are 1) The pricing policies and strategies: 2) The terms of credit: 3) Terms of delivery, 4) Margin, 4) Resale price maintenance. The promotion mix variables: 1) Personal Selling: 2) Advertising: 3) Sales-Promotion: 4) Trade Fairs and
Exhibition: 5) Public-Relations: The Place Mix Variables namely 1) Transportation: 2) Warehousing: 3) Inventory levels: and 4) The Channels of distribution:

4 KS&DL, Bangalore - A General Profile.

Karnataka Soaps & Detergents Limited is a public sector undertaking (wholly owned by Government of Karnataka) engaged in manufacture of soaps, detergents and extraction of sandal oil. On Oct 1st 1980, the Government Soap Factory was renamed as “KARNATAKA SOAPS AND DETERGENTS LIMITED”. The company was registered as a Public Limited company. KS&DL, has different department namely Technical division, Financial division, Material & Stores division, Marketing division and Human Resource division. The KS&DL has marketing branches as follows Bangalore, Chennai, New Delhi, Secunderabad, Calcutta, Mumbai, Shimoga and Mysore. KS&DL adopts the simplest methods of pricing, the cost-plus pricing for all its product lines. The cost includes expenses like material, logistics, selling, promotions, other overheads and lastly, the trade margins.

Promotional strategies of KS&DL :-The different media in which the advertisements of KS&DL appear are, News Papers, Magazines, Radio, Television, Wall paintings and Hoardings ,Transit Advertising, Company’s official website etc. Sales Promotion Activities of KS&DL, are Free Samples, Discounts, Premiums, Point-of-Purchase Trade Fairs and Exhibitions, Sponsorship etc. KS&DL adopts good distribution network.

Problems of KS&DL

As has been observed during the survey, KS&DL confronts itself with different problems connected with production, marketing etc. The position of production, sales and profits is not much satisfactory. It is attributable to a number of factors like lower amount of investments on promotional efforts, political and social considerations scoring over marketing considerations, greater wages and overhead expenditures, rising sandal wood price, shortage of sandal wood, competitions from many companies etc.

5 Analysis Of Data Collected From Consumer Respondents.

A data collected from consumers has been analysed and interpreted. Further, hypotheses relating to consumers have also been tested and results have been drawn with the help of data so collected. In what follows, is the summary of observation made on such analysis.
5.1 Details Of Demography Of Consumers

- The demographic profile of the consumers taken for the study gives information about 700 respondents, both from rural as well as from urban areas. About 40% of the respondents are from rural area and remaining 60% are from the urban localities. Out of all respondents, 63% are male and 37% are female.

- The different age groups of consumers reveal that around 36% are in the age group of 30 – 40 years, 26% are in 20-30years, 19% are in 40-50 yrs, 12% are below 20 years and finally, only 8% of them are above 50 years.

- The educational qualification of consumers shows that around 46% of the respondents are post graduates. 30% are graduates, 21% are undergraduates and only 3% have doctorate degree.

- The annual income data reveals that 296 (42%) of the respondents have a monthly income between Rs.2 lakhs – 5 lakhs. 23% of the respondents have a monthly income of 2 lakhs. Around 22% of the respondents are students with no monthly income. Around 13% have a monthly income of more than Rs.5 lakhs. Out of them, 9% have income between Rs.5-10 lakhs and 4% between Rs.10 lakhs - 20 lakhs.

- It is observed that a large number of rural consumers (42%) prefer to buy soaps from nearby kirana stores. Around 38% of the total rural respondents buy soaps from small departmental stores. These departmental stores are managed by single owners in the localities. Interestingly, 17% of the rural respondents buy soaps from supermarkets like Aditya Birla’s, “More”, which are entering tier II cities in the recent times. A small number of rural respondents (4%) buy soaps from hypermarkets like Big Bazaar, Total, which are located in Bangalore. These consumers buy some of the convenient products from these outlets during their visits to the city.

- As far as urban consumers are concerned, around 33% of them prefer kirana stores over other types of channel members. There is more inclination of these consumers towards supermarkets too (29%). Departmental stores (20%) and hypermarkets (18%) are also preferred by urban consumers to a large extent.

- In both urban and rural markets, the Mysore Sandal soap (basic variant) is the predominantly preferred soap. Next is the Mysore Sandal Classic soap, which is at the second position. The other fast moving variant is the Mysore Sandal Gold Soap.
Both rural and urban respondents feel that, it is the experience by self which is acting as the major influencer. The second major factor, both in urban as well as rural markets is the “friends”. The next influencers are the neighbours and the advertisements by the company. The last factor, which is quite dominant in rural markets is the sales promotions by the company like transit advertising, sales by company owned vehicles, trials etc.

5.2 Degree Of Agreements On Marketing Mix Variables

Data collected on 5-point rating scale shows that the consumers have expressed high and moderate degree of agreements over positive aspects of Mysore sandal soap, in respect of Cleanliness, Shape, Brand Image, Quality, Health Care and Availability.

Most of the consumers are of the opinion that, all though Mysore sandal soap is available in all leading outlet, all the brands of Mysore sandal soap are not available in most of the shops. They also strongly agree with the fact that they go for other premium brands also. This shows the non availability of all brands in one outlet and lack of brand loyalty among consumers.

About 30% of consumers have expressed the disagreement on affordability of the shop and about 30% have kept salience regarding affordability of shop. It is clear from the above that the prices of Mysore sandal soap are very high. Even though 40% of respondents have expressed agreement over its affordability, it is mostly because of their financial position and other plus points of soap, but not because of its generally affordable price.

About 30% of the consumers have expressed strong disagreement over durability of soap and about 5% have expressed moderate agreement about the same and 38% are salient on its durability.

It is been observed that Mysore sandal soap confronts, to some extent the problems of durability that is not lasting for long while being used.

Although, the majority of consumers have expressed over the statements “I don’t want any discount on Mysore sandal soap” and about 25% have expressed agreement over the same. This shows the fact of consumers expecting discounts and sales promotions packages on the shops.
5.3 Perceptions Of Consumers On Marketing Mix Strategy Of Mysore Sandal Soap & Other Competitive Soaps – An Inter-Product Comparison.

The Rank secured by Mysore sandal soap as against its competitors as shown by 9 (Nine) previous tables, have been shown in summarized form in the table 5.18. The table: 5.18 show that Mysore sandal claims 1\textsuperscript{st} rank in cleanliness. This shows that consumers immensely like this product features of the soap. It claims 3\textsuperscript{rd} rank, in respect of beauty, freshness, lather, colour and brand image. It shows that it acquires a prominent position in all these market mix variables. However, it faces competitions in these market mix variables from producers of Lux, Dove, Pears, Cinthol and Rexona. In case of fragrance and availability its place is 4\textsuperscript{th} and 6\textsuperscript{th} respectively, leaving higher rank to the above soaps. But in case of price, respondents have given it 6\textsuperscript{th} rank, considering it costlier. This shows that although Mysore sandal soap is regarded as one of the premier soaps claiming a very important position in the market, it faces competitions from many other competitors like Lux, Dove, Rexona etc, in respect of product mix, availability and brand image.

5.4 Testing of Hypothesis

With the help of factor analysis, 25 rating scale statements provided to customers for rating purposes have been reduced to 4 dominating factors to apply Anova techniques to test the hypotheses relating to the customers. The factors in the order of significance are 1) Association with Brand, 2) Availability and Quality, 3) Affordability and 4) Effective Sales Promotion. The result of testing of hypotheses in relation to customers are given below.

- The association between type of consumer and the factors reveal that, both rural and urban consumers carry similar opinions towards the factors, Association with brand, Availability and Quality and Effective Sales Promotion. Whereas, Affordability has different opinions from rural and urban consumers.

- Gender of consumers has significant difference with the factor, Association with brand. This means that, male and female consumers have different opinions towards this factor.

- And also, gender of employees does not have significant difference in the opinions towards the factors, Availability and Quality, Affordability and Effective Sales Promotion. This implies that both male and female consumers carry similar opinions towards these factors.
Age group of consumers has significant difference with the factor, Availability and Quality. This means that, consumers of different age groups have different opinions towards this factor.

And also, age group of consumers does not have significant difference in the opinions towards the factors, Association with brand (significant value is 0.205), Affordability (significant value is 0.613) and Sales Promotion (significant value is 0.569). This implies that both male and female consumers carry similar opinions towards these factors.

And also, at 5% significance level (95% confidence level), educational qualification of consumers does not have significant difference in the opinions towards all the factors. This implies that consumers of all qualification carry similar opinions about all the factors.

Occupation of consumers does not have significant difference in the opinions towards all the factors. This implies that consumers of all occupations carry similar opinions about all the factors.

And also, income of consumers does not have significant difference in the opinions towards all the factors. This implies that consumers of all income levels carry similar opinions about all the factors.

6 Analysis Of Data Collected From Channel Member Respondents.

A data collected from channel member has been analysed and interpreted. Further, hypotheses relating to channel member have also been tested and results have been drawn with the help of data so collected. In what follows, is the summary of observation made on such analysis.

6.1 Details Of Demography Of Channel Members

Profiles of the Channel members considered for the study show that around 156 (76.5%) Channel members belong to the urban areas and 48 (23.5%) Channel members belong to the suburban and rural areas.

The type of shops taken for the study reveals that all kinds of shops have been considered for the study. These are the shops which were selling the Mysore Sandal soaps in their counters. Among all the stores, departmental store account for 52.9% (108 numbers), supermarket 29.4% (60), kirana stores 11.8% (24 numbers) and hypermarket 5.9%(12). This also shows that Mysore sandal soaps
are sold more from the departmental stores and supermarkets as they are premium soaps.

- The counter potential of the shop per month shows that 47% of the shops have a monthly turnover of Rs.1,00,000 – Rs.3,00,000. Around 23.5% of the shops have a monthly turnover of Rs.50,000 – Rs.1,00,000, 17.6% of shops have more than Rs. Rs.5,00,000. Only 11.8% of the shops have a turnover of Rs.3,00,000 – Rs.5,00,000.

- Ordering frequency for Mysore sandal soaps by these shops shows that a majority of 71% of them buy once in a month. 23.5% of shops give order once in a fortnight. Only a few shops, around 6% order for soaps once in two months.

- The Channel members association with KS&DL gives us interesting results. A majority of Channel members have been associated with KS&DL for 5 – 10 yrs. 23.5% of the Channel members have association between 10 – 20 yrs. And also, there are around 6% of the Channel members whose association with KS&DL is more than 20 years too.

6.2 Degree Of Agreements On Marketing Mix Variables

- Data collected on 5-point rating scale shows that the Channel members have expressed high and moderate degree of agreements over positive aspects of Mysore sandal soap, in respect of high quality, fragrance, packaging, colour, size, availability, good services of salesmen, credit facilities, dealers sales promotion by the company and brand image.

- About 50% of the channel members are agreeable on responsibility of price and good margin of profits. But at the same more than 50% of channel members have expressed their disagreement offered by the company.

- About 60% of the channel members have opine that the soaps are costly as compared to others. The above fact reveals that the channel members are not unfavorable of reasonable price of the product.

- More than 60% of the channel members have expressed their dissatisfaction over the advertising efforts of the company. About 50% of channel members complain about dissatisfactory display and advertising allowances. Therefore, it can observed that overall advertising and promotional measures are not up to the mark.
6.3 Testing Of Hypothesis

With the help of factor analysis, 24 rating scale statements provided to Channel members for rating purposes have been reduced to 4 dominating factors to apply Anova techniques to test the hypotheses relating to the Channel members. The factors in the order of significance are 1) Effective Trade Practices 2) Supportive Promotion Mix, 3) Favourable Product Mix 4) Loyal Customers and Low Company Image.

The result of testing of hypotheses in relation to Channel members are given below.

- One way ANOVA results shows that, at 5% significance level (95% confidence level), both rural and urban channel members have similar opinions towards all the factors.
- The association between the type of retail outlet and the factors shows that at 5% significance level (95% confidence level), all types of channel members carry different opinions towards the factor Effective trade practices. Whereas, for all other factors, the different type of Channel members carry similar opinions.
- At 5% significance level (95% confidence level), irrespective of duration of association of Channel members with KS&DL, all Channel members have similar opinions towards all the factors.

7 Analysis Of Data Collected From Employees Respondents.

A data collected from employees has been analysed and interpreted. Further, hypotheses relating to employees have also been tested and results have been drawn with the help of data so collected. In what follows, is the summary of observation made on such analysis.

7.1 Details Of Demography Of Employees

- The demography of employees shows that 70% of them are male and 30% are female employees. A maximum of 84% of the employees belong to the age group 40 – 50 years. Remaining 16% belong to the age group of 30 – 40 years.
- Education qualification of the employees reveals that 62% of them are post graduates, with M.Sc., M.Com etc. 30 % of the employees are graduates. Remaining, only 8% of the employees are under graduates.
- A maximum of 92% of the employees have annual income between Rs.2 Lakhs to 5 Lakhs. Only 4% of the employees are earning below Rs.2 lakhs per annum. And
also, there are some 4% of the employees whose annual income is above Rs. 5 lakhs per annum.

The data regarding total job experience of the employees show interesting results. Around 96% of the employees are having more than 10 years of total experience on the job. Maximum of employees, around 72%, have 10 years to 20 years of total job experience. Only 4% of employees have less than 5 years of job experience.

7.2 Degree Of Agreements On Marketing Mix Variables

Data collected on 5-point rating scale shows that the employees have expressed high and moderate degree of agreements over positive aspects of Mysore sandal soap, in respect of high quality, benefits given to channel members, proper execution of order by them, study of competitor's prices by the company, proper allowance to channel members offered by the company, fixation of volume based target to executives, proper Management of incentives to the channel members, Political Intervention in decision making and efficient packaging.

The above fact reveals that there are more or less same opinions of employees as those of channel members and the customers, in respect of high quality, packaging and disposable of orders. But they differ from channel members in their opinions as to discounts allowance and incentives offered to channel members. The employees also differ from channel members and consumers, in respect of price.

It evident from the above table that about 60% of employees are of the opinion that they do not feel hard to push the product all through they are highly priced.

It is also evident from the above table that more than 80% of the employees have expressed that they strive hard to maintain consistency in quality of the product.

Only about 30% have expressed that they are not participatory in innovative activities. More than 70% of the employees are satisfied with the setting up of target and the provision of incentives

This shows the presence of high morale of employees in the company. The above table unveils the fact that majority of the employees are of the opinion that political intervention affects adversely decision making activities of the company.
Chapter 6. Summary of Findings, Suggestions & Conclusion

7.3 Testing of Hypothesis

With the help of factor analysis, 24 rating scale statements provided to employees for rating purposes have been reduced to 4 dominating factors to apply Anova techniques to test the hypotheses relating to the employees. The factors in the order of significance are 1) Pricing and External Factors, 2) Selling Techniques, 3) Employee Participation and 4) Focus on quality.

The result of testing of hypotheses in relation to employees are given below.

- One way analysis of variance shows that at 5% significance level (95% confidence level), gender of employees has no significant difference with all the factors of perception. This implies that both male and female employees have similar opinions towards Pricing and External Factors, Selling Techniques, Employee Participation and Focus on quality.

- At 5% significance level (95% confidence level), age of employees has significant difference with the factor, Pricing and External factors (significant value is 0.000). That is, the employees of different age groups have different opinions towards this factor. Employees of some age groups agree that the prices of Mysore Sandal soaps are kept at a higher price, whereas employees of other age groups feel that the prices of the soaps reasonable.

- And also, at 5% significance level (95% confidence level), age of employees does not have significant difference in the opinions towards the factors, Selling Techniques, Employee participation and Focus on quality. This implies the employees of all age groups carry similar opinions towards these factors.

- The association of educational qualification of employees and the factors reveals that educational qualification of employees has significant difference with the factors, Pricing and External factors, Employee participation, and Focus on Quality. From this, it can be concluded that the employees with different qualifications have different opinions towards these factors. For the factor Selling Techniques (significant value is 0.475), all the employees of different qualifications have similar opinions.

- The association between the annual income of employees and the factors shows that the annual income of employees does not have any significant association with any of the factors. That is, all the employees of different income levels have similar opinions towards all the factors.
From the association between total job experience of employees and the factors, it is seen that, total job experience of employees has significant difference with the factors, Pricing and External factors and Employee participation. This implies that, the employees having different job experiences have different opinions towards these factors. Whereas, for the factors and Focus on Quality and Selling Techniques, all the employees of different job experiences have similar opinions.

8. SUGGESTIONS.
The opinions in respect of marketing mix strategy of KS&DL, have been collected from three categories of respondents, namely consumers, channel members and employees. And the data so collected has been separately analyzed and interpreted. Therefore, the suggestions for improvement in marketing strategies of KS&DL have also been made in three sections, namely 1) suggestions based on analysis of data collected from customers. 2) Suggestions based on analysis of data collected from channel members. 3) Suggestions based on analysis of data elicited from employees.

8.1 Suggestions Based On Analysis Of Data Collected From Customers.
- Majority of the consumers prefer conventional kirana stores to buy soaps. The company should expand its distribution selectively by identifying reputed shops in each locality of the rural and urban areas.
- In the case of urban areas supermarkets and departmental stores are preferred by consumers after the kirana stores. The company should take steps to see that all kinds of supermarkets and departmental stores are considered while distributing the different brands of the soaps.
- The major influencer to go for Mysore Sandal soap was self-experience by the consumers. The company can look for avenues for trials by the consumers such as 25gm and 50gm of soaps to be sold in hotels (lodging), in the petty shops near these hotels, during road shows etc. so as to make the consumers to try the soaps. This can be one of the most effective sales promotional activities of the company.
- As far as the factor Affordability is concerned, the consumers feel that the soaps are priced at higher levels. Even though some respondents have
expressed agreement over affordability, it is mostly because of their financial positions and other plus points of the soap, but not because of its generally affordable price. This implies that the further increase in the prices of Mysore Sandal soaps may affect the consumer loyalty. In that case, the consumers may switch to other brands of soaps. To avoid switching of customers to other brands, the company should take initiatives for not increasing the prices of Mysore Sandal soaps. Instead, it should take measures of cost reduction to make it more affordable and competitive.

Certain customers have also expressed disagreement over size and durability of the soap. Therefore, the company should move in the direction of improving the size and shape of Mysore sandal soap.

As observed during the study the consumers expect some discounts on Mysore Sandal soaps. Therefore, to attract consumers, the company can offer some product discounts on Mysore Sandal soaps during occasions like festivals, slack seasons etc. This would make the consumers to buy more and also would attract new customers to the company.

It is suggested that KS&DL can have Mysore Sandal soaps of sizes of the 75gms, 100gms and 150gms with different acceptable shapes for each size, unlike the present 150 grams only. The measures should also be taken to improve the durability of the soap.

Male and Female consumers have different opinions towards the factor Association with brand. The company should try to make efforts in the areas of advertising and promotion so as to improve perception of both genders towards Mysore Sandal soap.

Availability and Quality has significant difference in the opinions of consumers of different age groups. Since the consumers of different age groups shopping from different kinds of shops like kirana store, departmental store, supermarket and hypermarkets, it is suggested that the Mysore Sandal Soaps are made available in all these types of outlets.

Consumers of different educational qualification, occupation and annual incomes do not have significant difference in their opinions towards the factors. While designing the marketing strategies, the company need not consider these demographic variables as criteria.
8.2 Suggestions Based On Analysis Of Data Collected From Channel Members.

- It has been observed that there is a good deal of disagreement over the discount offered by the company to the channel members. Further, many of the channel members are not in favor of affordability of price of the product. Hence, motivation of channel members to push the product is a critical issue. Therefore, measures have to be taken for augmenting the facility of discounts and allowances to the channel members.

- It has been observed that the company does not settle the claims of the channel members immediately with respect to the damaged goods. This has to be taken care of, as the retailers become suspicious about the accounting policies of the company.

- It has been observed that, overall advertising and promotional measures of the company are not up to the mark, as has been opined by channel members. Channel members have also expressed dissatisfaction over display and advertising allowances. Therefore, it is suggested that the company should give greater attention for advertising and dealers sales promotion measures to increase the competitiveness against its major competitors (manufactures of Lux, Dove, Rexsona, Pears, Cinthol, Hamam etc.).

- The company should also give satisfactory advertising and display allowances as display happens to be a very important medium, influencing the customers. Further, sales promotion materials should be supplied to channel members well in time. The sales executives should visit the retail outlets regularly and spend much of their leisure time with the retailers as well as the consumers. They can assist the retailers in selling Mysore sandal soaps to the consumers by explaining the benefits of the soap. This would boost the morale of the retailers and would induce confidence among them. The personal rapport of sales executives would also get strengthened with the channel members, which has long term positive results.
Although the product has gained good brand image, some channel members feel that the company image of KS&DL is much less than that of the competitors. This area should be given importance. In this direction, the company can have smaller and effective programs like press releases, drawing competitions and free health checkup camps for school children, online advertisements which are the cheapest among all the media, glow sign boards for the bigger retailers on a sharing basis etc. in order to increase the image of the company in the minds of the channel members, they may think in terms of extending greater credit facilities to the channel members.

Since, both rural and urban retailers, irrespective of their duration of association with KS&DL, have similar opinions towards the factors, the company can have similar kinds of marketing programs directed these retailers.

Opinions of different types of retailers like kirana stores, departmental stores, supermarkets and hypermarkets differ with respect to the factor “Effective Trade Practices”. It is suggested that the company should have different kinds of marketing programs for each type of the retailer, which would improve the satisfaction of the retailers.

The prices of KS&DL soaps are little more than that of its competitors. As the sales executives feel hard to push KS&DL soaps to the market as they are priced on higher levels, the company can think of giving more trade discounts to the retailers as this would motivate the retailers to buy KS&DL soaps and also they would take interest in pushing the soaps to the end consumers.

A portion of consumer respondents complain that the Company does not supply the orders as soon as they are received. This is an opportunity loss for the company. This may also lead to resentment and frustration among the channel members. As far as possible, the employees should be motivated to execute the orders well in time.

The decisions are slow in the company, like any other public companies. This is because of the taller lines of control in all the departments, including the marketing department. In spite of this drawback, the executives should try to take the decisions as fast as possible.
8.3 Suggestions Based On Analysis Of Data Elicited From Employees.

Although, it has been observed that there is an high morale among the majority of employees, a few employees have expressed dissatisfaction over facilities for participation in innovative activities. Therefore, most often, the employees of all functional departments should be encouraged to give ideas in the areas like cost reduction, improving efficiency, reducing the overheads, reducing the selling expenses, pricing and discount decisions, quality issues, packaging etc.

Since gender, age of employees, educational qualification and total job experience of employees have significant difference in the opinions towards the factor, pricing and external factors the company should focus on training the employees of this demography so that they carry similar opinions towards the factor.

Employees of different educational qualification and total job experience have significant difference towards this factor; the employees with better qualification and more job experience are devoid of recognition. The company should recognise such employees and take them into confidence.
Chapter 6. Summary of Findings, Suggestions & Conclusion

9 CONCLUSION

The above suggestions have been made for the improvement in formulating and implementing of marketing strategies of KS&DL, to help the company, to augment its competitive efficiency and to promote its market share. But, in order to make the company acquire all round development, much more endeavours become necessary, as the company, as has been observed, confronts not only the problems of marketing but also the problems of production and administration. The problems of production like shortage of raw materials, conventional mechanical techniques, etc, can be overcome with the efforts in the directions of extending areas of cultivation of sandal wood and introduction of high tech machines.

The company, as has been observed, confronts competition from multi-national companies like manufacturers of Lux, Dove, Rexona, Cinthol, Hamam etc KS&DL is a governmental company and social consideration generally have role in decision making activities. But, at any cost the political considerations should not be allowed to dominant the economic and commercial considerations. The top executive should be given freehand to adopt professional approach in production and marketing management areas. It is necessary that the augmentation of productivity and competitive efficiency is given highest importance.

As has been observed, there is presence of high morale among the employees of the company. But it is necessary that the continuous efforts are undertaken to maintain the high morale of the employees by giving due recognition to the human elements at all levels of the hierarchy of the company. It is because they are the people who are in-charge of implementation of strategies of the company.

Thus, if marketing activities are oriented towards expectations of consumers by the proper formulation and execution of the same; if the efforts put forth for fulfilments of requirements and expectations of channel members'; if the continuous efforts are undertaken to maintain high morale of the employees and if productivity and the competitiveness are given due considerations, the company is sure to get itself well poised in the market to overcome the competition and reap higher returns.