

A STUDY ON
ADOPTION OF MARKETING ORIENTATION
IN SMALL AND MEDIUM ENTERPRISES (SMEs) IN INDIA

PRATEEK JAIN



DEPARTMENT OF MANAGEMENT STUDIES
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A Study on
Adoption of Marketing orientation
in Small and Medium Enterprises (SMEs) in India

by

Prateek Jain
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Under the Supervision of

Prof. Mahim Sagar
Department of Management Studies

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Certificate

This is to certify that the thesis titled “A Study on Adoption of Marketing orientation in Small and Medium Enterprises (SMEs) in India” which is being submitted by Mr. Prateek Jain to the Department of Management Studies, Indian Institute of Technology Delhi, for the award of the degree of Doctor in Philosophy (PhD) is a bonafide record of research work carried out by him. He has worked under my guidance and supervision and has fulfilled the requirements for the submission of the thesis, which has attained the standard required for a Ph.D degree of the Institute. The results presented in this thesis have not been submitted elsewhere for the award of any degree or diploma.

Prof. Mahim Sagar

Research Supervisor

Department of Management Studies

Indian Institute of Technology Delhi

Date:

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(Prateek Jain)

Abstract

Small and Medium Enterprises (SMEs; hereafter) are considered as the backbone of the economy of the various countries of the world. SMEs play an immensely significant role not only in the economic development but also in the social development of the society. Both in developed as well as developing countries, adoption and promotion of SMEs is considered as one of the most promising and viable strategies to achieve various developmental goals.

SMEs have to face many challenges in their functioning as compared to large enterprises. They have limited resources and many constraints which results in not only limiting their performance and growth but also threatening their very survival.

In today's globalised world where rapid technological and managerial changes are taking place at a very fast pace, SMEs have an opportunity to perform and grow at a much faster rate than ever before. But for this SMEs need to adopt suitable strategies including the strategy of adoption of marketing orientation in order to carry out effective marketing of their products and the enterprise.

Adoption of marketing orientation and appropriate marketing practices can play an instrumental role in the success of SMEs. Most of the SMEs are sales focused and are not much oriented towards marketing. Implementing relevant marketing oriented practices can enable SMEs in scaling-up and reaching out to new horizons. SMEs need to recognize the power of marketing and its processes, which can go a long way in contributing to their success. SMEs also have to understand that in order to become marketing oriented and to carry out effective marketing, it is not necessary that the enterprise has to be large in size or has to be a Multi-National Company (MNC; hereafter). SMEs and their products can also become successful by following appropriate marketing processes and methodologies.

This research studies the adoption of marketing orientation in SMEs in India. It explores and identifies the factors affecting the adoption of marketing orientation in SMEs qualitatively. The components of these factors and the levels, linkages and hierarchy among these factors have also been explored and identified. Thereafter a framework of these factors which affects the adoption of marketing orientation in SMEs is developed. This framework is then empirically validated and also cross-validated with the help of some real-life case evidences.

Mixed methods approach of research design has been utilized in this research by way of qualitative research, empirical research and case research methodologies. The resulting factors and the framework of factors affecting the adoption of marketing orientation in SMEs can contribute to the SMEs in enhancing their adoption of marketing orientation and to carry out effective marketing of the enterprise and its products.

Key words: Small and Medium Enterprises (SMEs), Marketing orientation, Marketing

सार

लघु और मध्यम उद्यम (एसएमई) को दुनिया के विभिन्न देशों की अर्थव्यवस्था की रीढ़ माना जाता है। एसएमई न केवल आर्थिक विकास में, बल्कि समाज के सामाजिक विकास में भी एक महत्वपूर्ण भूमिका निभाता है। दोनों ही विकासशील देशों के साथ-साथ एसएमई को अपनाने और बढ़ावा देने को विभिन्न विकास लक्ष्यों को प्राप्त करने के लिए सबसे आशाजनक और व्यवहार्य रणनीतियों में से एक माना जाता है।

बड़े उद्यमों की तुलना में एसएमई को अपने कामकाज में कई चुनौतियों का सामना करना पड़ता है। उनके पास सीमित संसाधन और कई अड़चनें हैं, जिसके परिणामस्वरूप न केवल उनके प्रदर्शन और विकास को सीमित किया जाता है, बल्कि उनके अस्तित्व को भी खतरा है।

आज की वैश्वीकृत दुनिया में जहां बहुत तेजी से तकनीकी और प्रबंधकीय परिवर्तन हो रहे हैं, एसएमई के पास पहले से कहीं अधिक तेज गति से प्रदर्शन करने और विकसित होने का अवसर है। लेकिन इसके लिए एसएमई को अपने उत्पादों और उद्यम के प्रभावी विपणन को पूरा करने के लिए विपणन अभिविन्यास को अपनाने की रणनीति सहित उपयुक्त रणनीतियों को अपनाने की आवश्यकता है।

विपणन अभिविन्यास और उचित विपणन प्रथाओं को अपनाना एसएमई की सफलता में महत्वपूर्ण भूमिका निभा सकता है। अधिकांश एसएमई बिक्री केंद्रित हैं और विपणन के लिए अधिक उन्मुख नहीं हैं। प्रासंगिक विपणन उन्मुख प्रथाओं को लागू करने से एसएमई को स्केलिंग-अप और नए क्षितिज तक पहुंचने में सक्षम किया जा सकता है। एसएमई को विपणन की शक्ति और उसकी प्रक्रियाओं को पहचानने की आवश्यकता है, जो उनकी सफलता में योगदान करने के लिए एक लंबा रास्ता तय कर सकता है।

एसएमई को यह भी समझना होगा कि विपणन उन्मुख बनने और प्रभावी विपणन करने के लिए, यह आवश्यक नहीं है कि उद्यम का आकार बड़ा होना चाहिए या एक बहु-राष्ट्रीय कंपनी (एमएनसी) होना चाहिए। उपयुक्त विपणन प्रक्रियाओं और कार्यप्रणाली का पालन करके एसएमई और उनके उत्पाद भी सफल हो सकते हैं।

यह शोध भारत में एसएमई में विपणन अभिविन्यास को अपनाने का अध्ययन करता है। यह एसएमई में गुणात्मक रूप से विपणन अभिविन्यास को अपनाने वाले कारकों की खोज और पहचान करता है।

इन कारकों के घटकों और इन कारकों के बीच के स्तर, लिंकेज और पदानुक्रम की भी खोज और पहचान की गई है। इसके बाद इन कारकों की एक रूपरेखा जो एसएमई में विपणन अभिविन्यास को अपनाने को प्रभावित करती है। यह रूपरेखा तब अनुभवजन्य रूप से मान्य है और कुछ वास्तविक जीवन के मामलों के सबूतों की मदद से क्रॉस-वैरिफाईड भी है।

इस शोध में गुणात्मक अनुसंधान, अनुभवजन्य अनुसंधान और मामले के अनुसंधान के तरीकों के माध्यम से अनुसंधान डिजाइन के मिश्रित तरीकों का उपयोग किया गया है। परिणामी कारक और एसएमई में विपणन अभिविन्यास को अपनाने वाले कारकों को प्रभावित करने वाला ढांचा, विपणन अभिविन्यास को अपनाने और उद्यम और उसके उत्पादों के प्रभावी विपणन को आगे बढ़ाने में एसएमई के लिए योगदान कर सकता है।

मुख्य शब्द: लघु और मध्यम उद्यम (एसएमई), विपणन अभिविन्यास, विपणन

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