

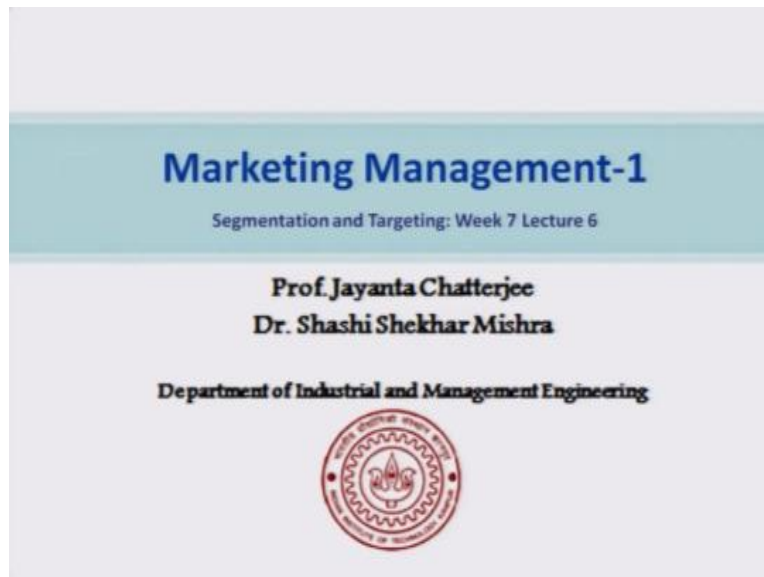
**Indian Institute of Technology Kanpur**  
**National Programme on Technology Enhanced Learning (NPTEL)**  
**Course Title**  
**Marketing Management – 1**

**Lecture: W7- L6**  
**Generic Modeling Strategy**

**by**  
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Prof. Jayanta Chatterjee: Hello, welcome to the last session of week 7 of our course on marketing management 1.

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Prof. Jayanta Chatterjee: We have been discussing this week different aspects of market segmentation and targeting. Today I would like to take up few specific or particular issues relating to this segmentation and targeting and I would like to end today's session with a discussion on how to use this segmentation and targeting in implementing a good marketing strategy. The first topic is that when we talk about segmentation.

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Prof. Jayanta Chatterjee: In a wide market we sort of take a particular segment what is a segment how do we identify a segment, all these we have discussed in the previous sessions. On this screen what you see is an illustration that the segmentation can also be at various levels or.

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Prof. Jayanta Chatterjee: It can go to various depths, for example on the left hand side you see what we normally call segmentation but then within a segment there can be further sub segments or a very thin slice of a very interesting segment that we often call a NIECHE segment so for example there is a segment of luxury car buyers, now within that luxury car buyer segment we can have a segment of customers who maybe few in number but they may be particularly looking for a very high feature car with lots of facilities with a four wheel drive which will be used for adventure oriented long drives.

So far going on a forest trail, for going on a little terrain, for a sort of adventure trip this car will have not only the usual car features or ruggedness but we also have various kinds of luxury into it and various kind of features with respect to maybe direction finding, with respect to communication, with respect to entertainment and so on. Now such a car which combines different types of attributes from maybe other segments so it may borrow music from a sporty car or it can borrow a high torque capability from a sporty car and so on.

In combination it appeals to a small group of customers called NIECHE segments who may have enough paying capacity that even though the number of units sold in this market will be low but the per unit value can be high to make that particular segment lucrative and attractive for a

company which can match that sort of design requirement, that sort of feature requirement. We can also have segments.

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Prof. Jayanta Chatterjee: Which are like what we have here is a segment called localized segment, so this kind of localized segmentation is often done for example in entertainment like a Hollywood movie may be dubbed in six Indian languages and might be edited to some extent for garnering a localized market, this is also done with respect to flavor in food items, so for example or in response to certain regulatory or cultural reasoning so for example McDonald's might segment in a localized manner their burger market and offer mutton instead of beef in responding to the sentiments in a particular country.

And lastly we have this newly emerging segment which is sometimes called the long tail phenomenon and this one to one segment that means today actually because of the internet and various other kinds of information communication technology tools that are available.

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Prof. Jayanta Chatterjee: We can get a to a particularly high value market segment which may have very few members, so for example in collection of curios or collection of stamps for example postal stamps this is a hobby market and here there can be two buyers looking for one particular stamp to complete his or her collection and they may be prepared to pay a premium value and this market can be addressed by somebody who has that stamp to sell and they can connect at a very low cost using the communication tools, and that is why there are a number of different types of very small number of customers appealing to a number of sellers accessed through the Internet or other communication media.

So if you go to eBay or similar websites you will see this one to one market in action.

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❖ Market Segments can be defined in many different ways. One way to carve up a market is to identify **Preference segments**

Suppose ice cream buyers are asked how much they value sweetness and creaminess as two product attributes. Three different patterns can emerge.

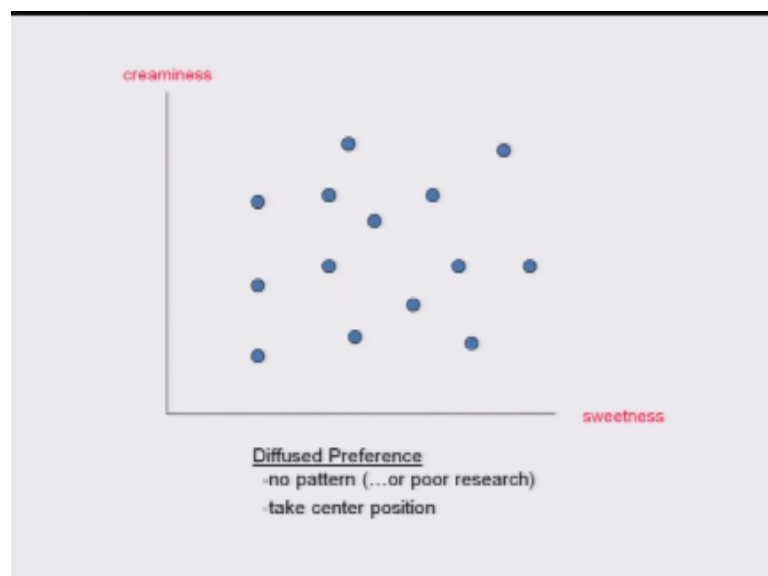
Prof. Jayanta Chatterjee: So market segments therefore can be defined in various different ways as we have been discussing and I will take a specific example to show graphically what are the different types of segmentation strategies that can be followed. Take for example ice cream now I can define ice cream by two major customer preference attributes one can be the creaminess of ice cream and another can be the sweetness or flavor, as a result if we can actually look at the whole ice cream market we will see emerging patterns, in some cases it can be diffused in some cases it can be clustered and there can be homogeneous preference.

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Prof. Jayanta Chatterjee: So vanilla ice cream which is a most popular flavor and has a certain standard of sweetness because this is the base ice cream that is often used with fruit salad or additives like coffee are added to it or chocolate sauce is added, so this vanilla ice cream therefore actually represents a kind of a homogeneous preference.

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Prof. Jayanta Chatterjee: And all buyers have similar preferences but from there actually we, opposite to this is the diffused that is there is no particular pattern that is emerging, this happens in case of many food products.

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Prof. Jayanta Chatterjee: Where there can be a very wide variety and so even in ice cream it can happen that there is each flavor has a small group of following and there is a huge catering so this is a kind of a market which is addressing the sky sort of market but only this kind of market is often not very practical.



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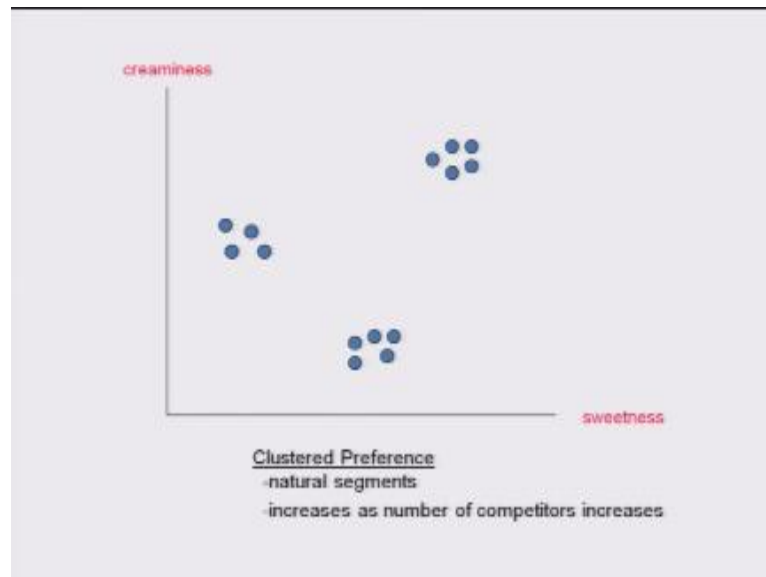
Prof. Jayanta Chatterjee: So what we look for is from.

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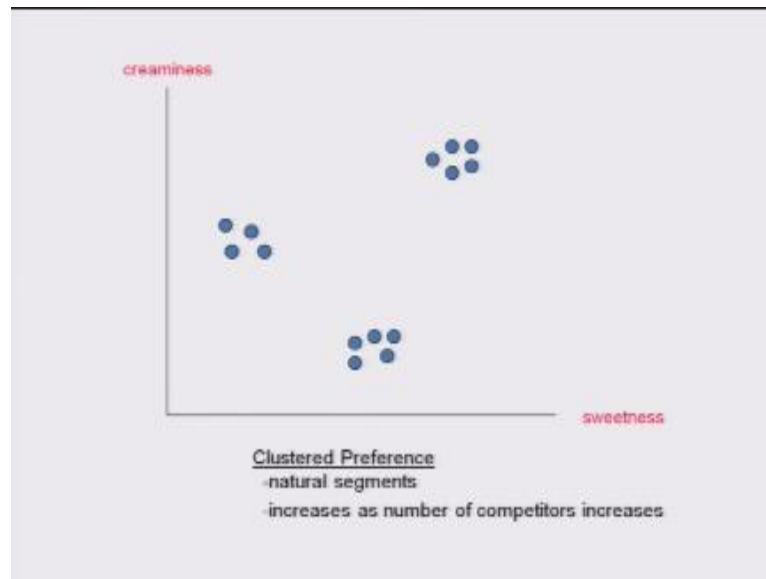
Prof. Jayanta Chatterjee: From this kind of distribution we try to look this kind of distribution but we can, can cluster them together.

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Prof. Jayanta Chatterjee: So there maybe customers who prefer ice-cream with cake the cake ice cream, now we try to find different ways of putting them together then we find that okay if we have one layer of vanilla cake with one layer of some kind of chocolate ice cream and layer of XYZ flavor we then can create a.

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Prof. Jayanta Chatterjee: Certain kind of a clustering like this so on that same scale of creaminess / sweetness we can then get market segments.

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## 2. NICHE MARKETING

➤ Group of customers seeking a distinctive mix of benefits who are ready to pay extra premium.

❖ Niche = segment      sub – segments

Eg. Washing detergents      hard & gentle washes . Surf excel for tough stains ( hard on clothes) & Eze from Godrej for delicate clothes.

— Astha , Sanskar , Q TV – focus on religion & spiritualism.

- ☐ DISTINCT NEEDS
- ☐ PAY PREMIUM
- ☐ SPECIALIZATION
- ☐ LESS COMPETITION
- ☐ POTENTIAL

Prof. Jayanta Chatterjee: Which are addressable in a practical sense so next segment, sub segments are also quite visible in case of say washing detergents, we have detergents which are good in cleaning but they may not be very hand friendly so there can be detergents which are very friendly towards that means they are not at all rough but they will not be good for very hard cleaning, cleaning of highly soiled clothes etcetera.

So there can be different requirements, there can be requirement for light wash, there can be requirement for heavy wash, there can be requirement for machine wash, there can be requirement for you know industrial or institutional wash like laundry in a large hotel or in a hospital and accordingly we can have different kinds of detergents.

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Prof. Jayanta Chatterjee: Whether it is the easy soft detergent from Godrej or Surf Excel for hard cleaning on tough stains and that is how you see you we have these different clusters or sub segments emerging. Similarly for example for T.V channel focusing on religion and spirituality we can have focusing on a Christian religion, focusing on yoga and the good practices, focusing on art of you know everyday life and principal living management of our own life based on ethics, and on that basis you can create different kinds of bookcase of programs and that is a kind of a clustering that we create to attend, to respond to the needs of a particular type of consumer segment.

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Prof. Jayanta Chatterjee: So for example Rolls-Royce is an example.

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**3. LOCAL MARKETING**

- Marketing programs tailored to the needs & wants of local customer groups in trading areas, neighborhoods , etc.
- this trend is called grass roots marketing.

Hollywood thrillers : released in different Indian Languages.

Kantha sarees

Kashmiri silk

Prof. Jayanta Chatterjee: Of a NIECHE market few as I was discussing a little while back very high-end car, a high-value but few are sold yet it is a viable market because while the per unit demand is limited per unit value is very high or could be even approaching unlimited. Local market for example in dress material like Kantha Sarees a particular type of style of weaving and embroidering in eastern region particularly Bengal create a sort of a local merchandise which can have local appeal as well as global appeal.



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### 3. LOCAL MARKETING

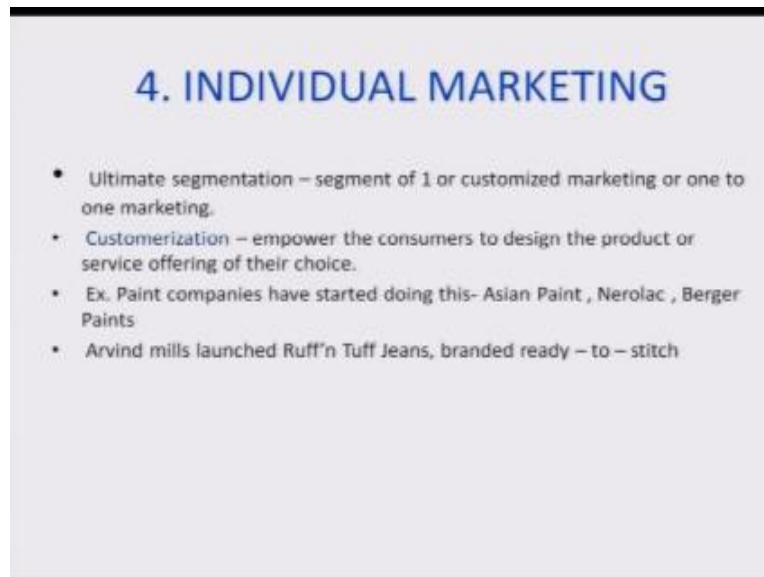
- Marketing programs tailored to the needs & wants of local customer groups in trading areas, neighborhoods , etc.
- this trend is called grass roots marketing.

Hollywood thrillers : released in different Indian Languages.

The diagram consists of two blue rectangular boxes. The box labeled 'Kantha sarees' is positioned above and to the right of the box labeled 'Kashmiri silk'.

Prof. Jayanta Chatterjee: Same goes for something like Kashmiri silk and this we see also in beverages whether it is a champagne or a Scotch whisky or Darjeeling Tea and so on, so these are interesting segments that are local in nature in terms of sourcing and in terms of constituent but it can often have very wide global appeal and I was mentioning Hollywood movies are often they use techniques to cater to local markets, local language markets.

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Prof. Jayanta Chatterjee: And individual market is what is this one to one market that we discussed and sometimes within the 1 to 1 market there is a particular emerging area called customerization, so this is a technique that is being used by Asian paints or Nerolac Berger paint etcetera quite successfully where the customer can go to a paint distributor and by combining the basic shades can create any number of different use, different subtle variants suiting a particular families preferences.

And, or for example Arvind mill they launched this rough and tough jeans where a piece of cloth and a fabric jeans denim fabric along with all the stitching material buttons etcetera all came in one packet which you could then get tailored by your local tailor. So it was a very nice example of mass manufacturing combined with customization, creating a special sort of value proposition and a marketing success.

So the what is happening in the paint market today for domestic paint where the customer can at the dealers or distributors place or even at his or her residence can create absolutely personalized paint shade suiting the family requirement of that, that particular shade may be sold once in a

year but even then today's technology and computers and communication compatibility enable paint companies.

To store therefore at their dealers the basic colors and enable the technology to play to create these n number of different customer preferential responses. So this is something that we, we might see more and more, we might see new techniques where that Ruff and Tuff jeans of Arvind, we might see that how internet gets blended with it and you can therefore sit in your own office or in your at your home in front of the camera.

And your pictures can be transmitted to say jeans manufacturer and your photograph from different angles and they can therefore take your body type measurements etcetera extracted from those images and then you can choose your material and you can choose your color and all that and they can send you across a tailored made to order dress which a trouser, a shirt where the buyer and the seller have never met physically.

This kind of new applications of customization using technology, creating profitable one-to-one marketing we will see more and more in the coming years. I am going to now discuss another kind of segmentation which we have discussed briefly.

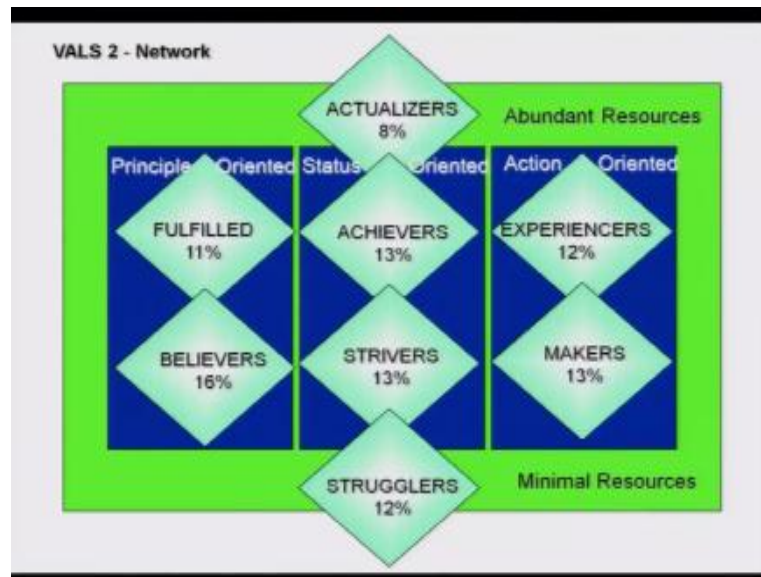
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- **Psychographic Segmentation**

- Divides a population into groups that have similar psychological characteristics, values, and lifestyles
- Lifestyle: people's decisions about how to live their daily lives, including family, job, social, and consumer activities
- The most common method for developing psychographic profiles of a population is to conduct a large-scale survey:  
VALS and VALS 2.  
"Values and Lifestyles"

Prof. Jayanta Chatterjee: But I am now going to present to you a very important construction of that.

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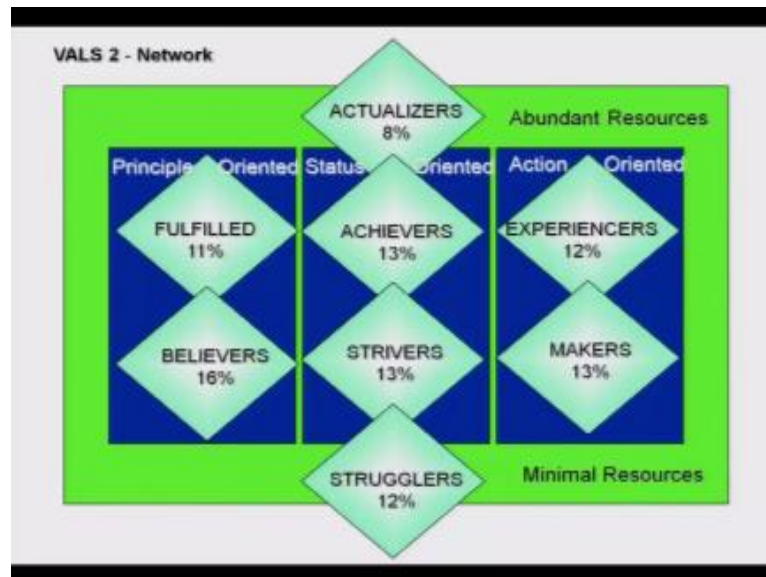
Prof. Jayanta Chatterjee: And that is called VALS, value and lifestyle. So here as you see this is a kind of segmentation technique, the psychological and aspirational and mental type of we, we call it the psychographic segmentation.

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- **Psychographic Segmentation**

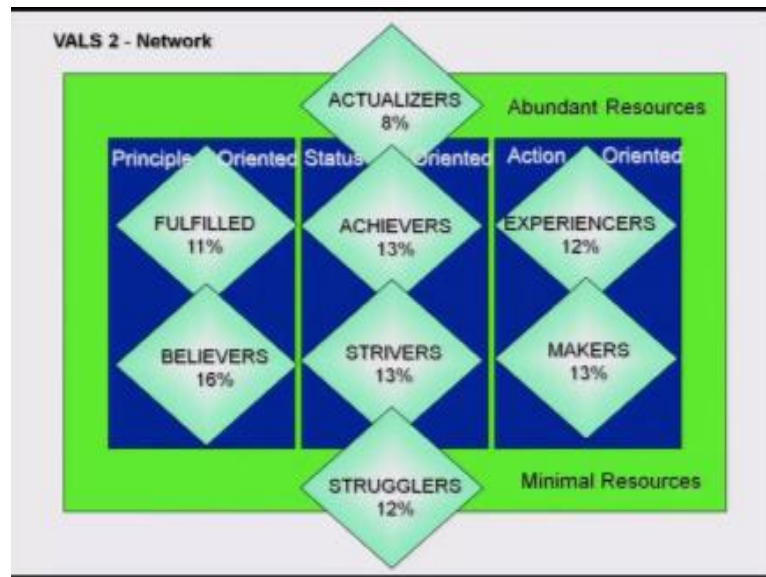
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Prof. Jayanta Chatterjee: And we often combine it with demographic segmentation. So as you see here we have the population divided from the lower point, the upper point this is somewhat borrowed from Maslow hierarchy of needs and other such models of understanding people and their preferences and their priorities.

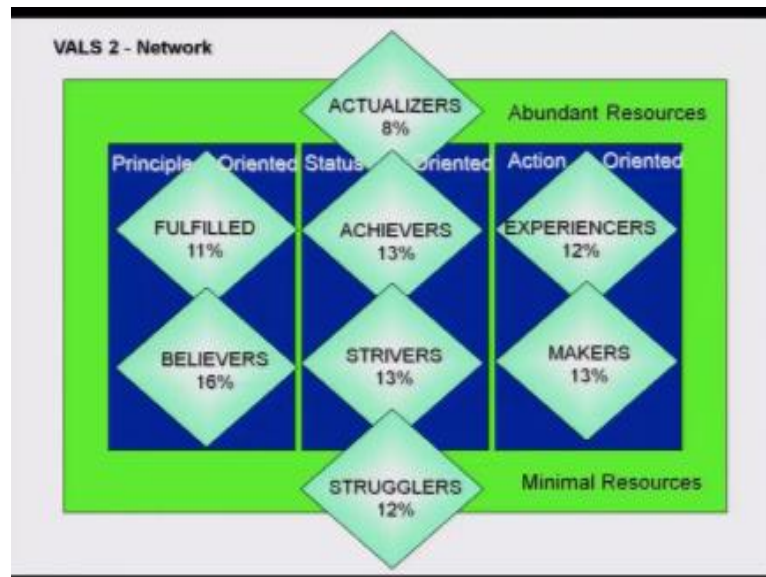
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Prof. Jayanta Chatterjee: So you have at the very bottom people who are strugglers. So these are people who are economically just getting better, their emphasis will be on products and services which relate to subsistence which relate to, you know food, clothing etc. And then as you go upwards.



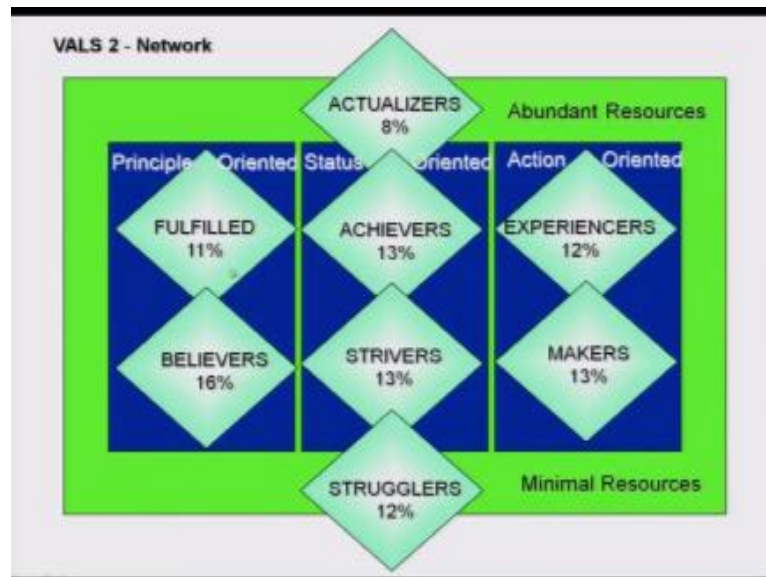
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Prof. Jayanta Chatterjee: You have people, people who are looking for different kinds of emotional satisfaction, association satisfaction, esteem satisfaction, self-actualization and so on. This percentages are taken from certain studies the numbers may slightly vary from country to country or region to region but more or less it has been found that this kind of pattern is there and the numbers are not so important.

Important are these different categories of psychological profiles which when combined with the demographic can give us certain type of market segments. Say for example we know that there are more and more senior citizens who compared to earlier years now have their own comfortable, disposable income profile. So they are able to spend money for their own pleasant experiences.

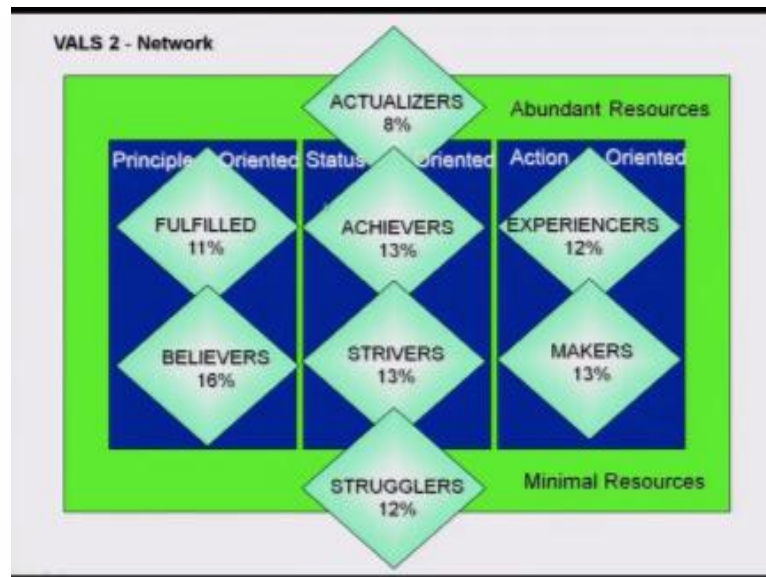
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Prof. Jayanta Chatterjee: So as a result we have and these are the people who can be generally called fulfilled or experienter, that means they have all kinds of material stuff they are not interested in shirts or trousers or sarees or jewelry, they are people who at this stage of life may be looking for pleasant experiences or experiences which they value. And as a result we can therefore now create a market which is say for grandparents.

Who want to travel to meet with their grandchildren? So it is, they can create packages or it can be senior citizens looking for a pilgrimage or senior citizens looking for control adventure or people who are achievers.

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Prof. Jayanta Chatterjee: But they also they are they are very, very busy successful executives but they also know that there is a need for relaxation and so there can be very well-planned meticulous holidays which aim at relaxation.

So you have spa holidays or you have resort holidays coming up and you can therefore create a product and service packages exactly aimed at this though it actually combines therefore age or education or income level etcetera type of demographic segmentation, which we have discussed before with different kinds of psychological preferences and psychological state of need and combining you create more rigid segments. So to this particular slide gives you.

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Prof. Jayanta Chatterjee: The four major ways geographic, demographic, psychographic, product-related which we have already discussed.

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#### After the Market Segmentation Process

- Stage I: Identify Segmentation Process
- Stage II: Develop Relevant Profile
- Stage III: Forecast Market Potential
- Stage IV: Forecast Market Share
- Stage V: Select Specific Segment

Prof. Jayanta Chatterjee: We will now conclude the session today by discussing through the discussion of how we use segmentation for strategy creation and implementation in the marketing field. So the stage one is to.

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#### After the Market Segmentation Process

- Stage I: Identify Segmentation Process
- Stage II: Develop Relevant Profile
- Stage III: Forecast Market Potential
- Stage IV: Forecast Market Share
- Stage V: Select Specific Segment

Prof. Jayanta Chatterjee: Identify the segmentation process which will be most valued in that particular scenario, then develop relevant profile, then a very important one this perhaps we will discuss a little bit more next week that how do you then forecast the market potential for that particular segment, after all the segments is not large enough or the segment is not growing fast enough then it may not be of interest to us. So that is why this forecasting that what is the size of that market and what market share we can get are very important for selecting and deploying a particular segmentation based marketing strategy.

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- **Stage I: Identify Segmentation Process**

- Marketers follow two methods to determine the bases on which to identify markets:

- Segments are predefined by managers based on their observation of the behavioral and demographic characteristics of likely users
    - Segments are defined by asking customers which attributes are important and then clustering the responses

Prof. Jayanta Chatterjee: Identifying segmentation are either done through this combined study of behavioral and demographic characteristics of likely users or segmentations can also be done by looking at products and services, the key attributes and matching with customers to whom those attributes are important, so it can come through some kind of response survey and clustering of those responses so on.

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- **Stage II: Develop Relevant Profile**

- Next, marketers seek further understanding of the consumer in each promising segment
- Must develop a profile of the typical consumer and each segment
- Helps to accurately match consumer needs with the firm's marketing offers



Prof. Jayanta Chatterjee: Then we try to develop a profile, this is a very important one, we also call it personalized, personal development that is we do not think of this is this is a key point that if we only think of markets as 25 to 35 year old busy executive we may make some wrong decisions, it is much better that you take an actual person draw the narrative around an actual person of 25 to 35 year-old a busy executive.

Track is his or her daily life, track his or her dreams and aspirations, track his or her likes and dislikes and thereby create a story, storyboard we call it mode board, storyboard, persona all these terminologies finally are basically to understand that segments are not numbers, segments are people. So you therefore try to understand the nature of that segment.



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- **Stage III: Forecast Market Potential**
  - Market segmentation and market opportunity analysis combine to produce a forecast of market potential within each segment
  - Defines a preliminary “go or no-go” decision since the sales potential in each segment must justify resources devoted to further analysis

Prof. Jayanta Chatterjee: In terms of a narrative of a particular person, and then of course once we have done and we have understood the nature of that particular segment, then we have to also see that how big is that market segment, that is an important we often call it that, what is the total market from the total market we try to understand a subset which is the total addressable market, that means if you have a product or service, if you have a particular type of detergent which is very good for removing stains etcetera and it is, it is, it is very good for sale in the hotel or restaurant market then you have to then follow that with an estimation that okay there can be you know millions of hotels around the world.

But you are going to start your business in Mumbai, so then your market sizing will depend on where you start or sometimes this market sizing be wider in terms of geography but it can be very specific in terms of the profile of customer you are going to address first. So you here for example in this detergent example, you are going to start in a B2B fashion. Once you have established the credential of that particular product in that sort of environment you can create a spinoff which will then address the B2C or consumer market for tough stains, food stains and so on.

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- **Stage IV: Forecast Market Share**

- The next step is to forecast the firm's probable market share
- Competitors' positions in targeted segments must be analyzed
- A specific marketing strategy must be designed to serve the targeted segments
- The firm determines the expected level of resources it must commit to tap the potential demand in each segment

Prof. Jayanta Chatterjee: And then of course yesterday, if you remember we had looked at that orthogonal structure where you look at the market attractiveness and your own corporate competitiveness or competencies. These are factors which are come to be combined to understand that what can be your market share. This obviously will need answering questions like, why will anybody buy your detergent, so all your uniqueness, all your unique selling proposition, distinctiveness, features etcetera will come into the picture, and then they will you have to understand that you know how many people are aware of, or what is your strategy of making people aware.

And then you have to find out that what is the way you will involve more and more people in, in trying out your new detergent or your new ready to cook soup. This estimation of the market share and the size of the market we may discuss a little bit more, but obviously the definition of a segment depends on this kind of quantification. So this is important and once we have that.

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- **Stage V: Select Specific Segment**

- The preceding information, analysis, and forecasts allow management to assess the potential for achieving company goals and to justify committing resources in developing one or more segments

Prof. Jayanta Chatterjee: Then we know how according to different priority we discussed that yesterday that today if your company is in need of free cash flow, then you will select that particular opportunity, that particular segment or product market fit which may be low in profitability, but much better in cash flow and thereby you will actually make your segmentation choice. Once you have this kind of selection made then what you see here is.

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Prof. Jayanta Chatterjee: The different approach that you can take, so undifferentiated marketing when actually we have a very defused and widespread or a product which has appealed to multiple different segments we, we use undifferentiated marketing. So if we are marketing say bottle water, bottle water will be required by different kind of people, so we then maybe focusing just on the property of the product and arrange them in such a way that appeal will be made to a wide variety of customers, we may only play with the sizing or the bottle structure etcetera.

But the value proposition remains the same it is good, healthy drinking water and marketing can be therefore in a way undifferentiated, obviously a place which is famous for the quality of its water say some of the cities in Europe or some of the cities in Asia where people would like to drink from the river or from the spring, selling bottle water may have a different value proposition.

But earlier otherwise this these are examples of widely promoted products appealing to a large number of customers as opposed to that

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Prof. Jayanta Chatterjee: We can have micro marketing aimed at a particular niche or differentiated marketing where we very distinctly say that this product is meant for high-end luxury customers like the buyers for Rolls-Royce car, or sometimes we can do very concentrated marketing this is often used for say for movies or other events which are coming up and transient or even we do it for perishable items which are seasonal items, will be there only for few weeks so in all these cases we will do what is called concentrated marketing.

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Prof. Jayanta Chatterjee: So as you see here that depending on the type of market segments you are addressing and the characteristics of that segment in terms of time, longevity, spread, geographical spread, depth and all that you will adopt

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Prof. Jayanta Chatterjee: One of these quadrants

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- **Undifferentiated marketing:** when a firm produces only one product or product line promotes it to all customers with a single marketing mix
  - Sometimes called mass marketing
  - Much more common in the past

Undifferentiated  
Marketing

Prof. Jayanta Chatterjee: So undifferentiated marketing is you produce only one product or product line and you want to promote it all customers with a single marketing mix so sometimes we call it mass marketing



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- **Differentiated marketing:** when a firm produces numerous products and promotes them with a different marketing mix designed to satisfy smaller segments
  - Tends to raise costs
  - Firms may be forced to practice differentiated marketing to remain competitive

Differentiated Marketing

Prof Jayanta Chatterjee: And incidentally today's market is such that we are seeing lesser and lesser number of mass marketing items and more and more number of differentiated marketing items, so earlier we sold tea just as Assam tea and Darjeeling tea, today in Assam tea we have different varieties, we have CTC variety, leaf variety, mix of the two, mixed with herbal ingredients like clove etcetera, masala chai, all kinds of differentiated marketing based on the basic black tea or Assam Tea.

In the flavored tea earlier we have this Darjeeling tea but today within that we have the first flush, the second flush, the golden tip and various other kinds of mix of Darjeeling tea with Tulsi and Darjeeling tea with certain other kinds of healthy herbs and so on, so obviously it means that the company, the tea Company will then produce numerous

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- **Differentiated marketing:** when a firm produces numerous products and promotes them with a different marketing mix designed to satisfy smaller segments
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**Differentiated Marketing**

Prof Jayanta Chatterjee: Products and you will have to promote them with different kind of marketing mix or make some value proposition, it means we are positioning ourselves to satisfy multiple segments so it is very clear, very cleverly and with lot of care we will have to decide how we are positioning the product brands and the corporate brand and the relationship, so differentiated marketing

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- **Differentiated Marketing**
  - HUL & Procter and Gamble Practicing Differentiated Marketing

Prof Jayanta Chatterjee: Will therefore often practiced by companies like HUL and Procter and Gamble and you can study their marketing strategy deeply and see how they support both the product as well as the house or the corporate name brand in a way that they help each other.

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- **Concentrated marketing (niche marketing):**  
when a firm commits all of its marketing resources to serve a single market segment
  - Attractive to small firms with limited resources and to firms offering highly specialized goods and services

Concentrated Marketing

Prof Jayanta Chatterjee: Concentrated marketing or NIECHE marketing we discuss number of different examples and there can be more examples of this also with respect to events or products which last for a short time

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- **Micromarketing:** involves targeting potential customers at a very basic level, such as by specific occupation, lifestyle, or individual household
  - The Internet may allow marketers to make micromarketing even more effective
  - **GeneSolutions** targeting a specific occupation



Prof Jayanta Chatterjee: Micro marketing we discussed certain examples like very high end luxury car etcetera, but also there are very interesting scientific or institutional markets that can be cited as example here, and as I mentioned Internet and other communication technologies make micromarketing now a practical and feasible which would not have been, which would have been very difficult, so this is an example where some kind of genetic solution is being marketed and you can address through a proper media strategy and communication strategy customers who may be widely spread around the world but yet very keen to get something like this

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- **Selecting and Executing a Strategy**
  - No single, best choice strategy suits all firms
  - Determinants of a market-specific strategy:
    - Company resources
    - Product homogeneity
    - Stage in the product life-cycle
    - Competitors' strategy

Prof Jayanta Chatterjee: So selecting and executing a strategy marketing strategy will be our main theme next week based on all the different things that we have discussed in the last few weeks regarding the nature of the customer, nature of the consumer, and nature of the market, the behavior of people in the marketing or buying selling situation. By this time you must be understanding that there is no single, the best strategy, it is contextual, it depends on the situation, depends on the product, depends on the service, it depends on the size of the market, it depends on the geography of the market, it depends on the culture of the market

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- **Selecting and Executing a Strategy**

- No single, best choice strategy suits all firms
- Determinants of a market-specific strategy:
  - Company resources
  - Product homogeneity
  - Stage in the product life-cycle
  - Competitors' strategy

Prof Jayanta Chatterjee: Determinant of a good strategy will depend on your internal factors like your own competencies, your own resources, the nature of the product or service that you want to market and stage in the product lifecycle, the competition and so on.

**Acknowledgement**  
**Ministry of Human Resource & Development**

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**Shubham Rawat**  
**Shikha Gupta**  
**K. K. Mishra**  
**Aradhana Singh**  
**Sweta**  
**Ashutosh Gairola**  
**Dilip Katiyar**  
**Sharwan**  
**Hari Ram**  
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