MARKETING MIX STRATEGIES OF SMALL MANUFACTURERS OF INDIA: PUNJAB EXPERIENCE

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Abstract:
The aim of the paper is to study the product planning and positioning, factors influencing their price decision, selection of distribution and media channels by the Small-Scale manufactures in the leading industrial state of Punjab. In the era of globalization Small manufacturers are facing lot of problems in areas of marketing mix such as product planning and positioning, pricing and distribution issues. The entrepreneur's perception relating to these various issues have been highlighted in this paper. Total 173 units manufacturing textiles, bicycle and bicycle parts, food products and beverages and leather and leather products have been surveyed. A number of statements indicating the marketing mix issues have been developed and the respondents were asked to express their level of agreement/disagreement with these statements on five-point Likert scale. Kruskal-Wallis test has been applied to know the significant differences among the respondents relating to different industries, age and turnover groups with respect to these statements. The test has been applied at assumed p-value =0.05. The statements with less than 0.05 p-value are considered significant and those with p-value more than the assumed value are considered to be insignificant. The major finding reveals that small manufacturers are not using well versed with the marketing mix techniques and do not use latest marketing tool such as e-marketing or web marketing. The promotion of the products by advertising is not prevalent among these units.

Key words: Small manufacturers, product planning, pricing, distribution channels, promotional strategies.

Introduction

The world market is becoming more and more quality conscious and creating pressure on the manufacturers to maintain superior marketing strategies and quality standards (Muthiah, 2006). Ellis (2005) felt that marketing practices are the superior predictor of business performance as there is a strong link between marketing practices and overall business performance. Marketing mix is combination of the product, price, place and promotion activities. The organizations develop their marketing mix programme based upon understanding their customer needs which enable them to serve customer better than competitors. Designing suitable marketing programmes, organizing the resources and controlling of all programmes and efforts are the key areas of concern for the companies. The marketing department effectiveness depends not only on how it is structured but also on how well its personnel are selected and trained for competition. The

functioning of the companies has been affected by recent trends in the marketing practices (Dutta, 1989).

Modern marketing tools such as online customer management are a craze today in internet sphere. (Kukreti, 2007). Therefore, it is essential for the marketers that they should encourage their old customer to behave like their sales force and public relations managers. Online evangelism marketing is one of the tools to turn the devoted customers into selfless sales force and public relations managers of the company. A web based marketing campaign allows the organizations to create a customer information system, which is linked to its customers profiles, thus, the ability to target potential sales, is a powerful tool, enabling the organization to give people what they want rather than applying a generalist advertising campaign that may not reach its target audience (Nicolas, 2006). From a website marketing prospective the more accessible website content relating to product and services offered, the more likely that such product and services will be purchased by the consumers (Taylor and England, 2006).

The role of marketing in small scale industry has been in continuous focus during the last few decades. Some expressed concern that marketing may not be the core of Small manufacturers, whereas others felt that it was not given due importance, recognition, or resource by industry (Sivanand and Murthy, 1999). The small firms in the liberalized era have to understand the emerging trends in various areas of marketing while charting out marketing mix policies.

Small scale industries are largely suffering on marketing front in the absence of proper marketing strategies. In the era of globalization the small units have to compete with medium, large and foreign companies as they are facing competition directly or indirectly from these companies. Chaston (1997) observed that poor marketing is one of key reasons of the failure of small firms. Customers are becoming more and more powerful due to available product choices and bargaining powers which are creating stiff competition in the local and foreign markets.

Hence, due to increased competition there is need to opt for appropriate strategies in the marketing mix (product, price, place and promotion) for the success of organization and to remain operative and competitive in the markets.

(i) Product Mix

The product provides primary value to customer. Product is the currency which ultimately gets exchanged because customer wants the product and company wants cash from customer to continue business efforts. The selection of product for manufacturing is being made on the basis of age-old factor and in absence of marketing research. Starting with the manufacturing strategy, more attention is required to the way in which product quality, process flexibility, delivery dependability and manufacturing cost influence the firm's business (Meijboom and Bart, 1997).

The customer is attracted to the company because of product or services. Inferior quality and outdated products will no longer help in survival. The products manufactured by different sized units vary in terms of features and overall performance. The choice of sizes/techniques of production should be made amongst the sizes/techniques which are closest to preferred ones, considering the direction in which product is visualized to move in future. The small-scale sector should identify the area where small industry does not have ace competition from large industry in market place (Sandesra, 1988). An important element of product strategy is new product development with new product range and product line. Companies need to replace the outdated products with new product

design, new packaging look, good quality, preferably branded product. In modern era the emerging issues in product management such as technology, branding, brand building and increasing craze for foreign products should be tacked with the help of moderate tools and strategies. Brand building efforts help the organization to deliver the promises to customer through all company departments, intermediaries and suppliers (Ghodeswar, 2008). In modern era consumers prefer low cost goods with better quality (Nag, 2000).

(ii) Price Mix

The success in marketing depends on the pricing strategies adopted by the companies because customer builds strong association between price and quality. Pricing polices are aimed at increasing market share. If the product is over priced buyer will stay away but if prices are competitive it has better chance of being sold quickly**.** Pricing constitutes one of the major problems of marketing management. Pricing being integral part of the marketing generates revenue, while other three Ps are related to cost (Shanker and Vijendranath, 1997). Hence marketers need to be very careful about pricing decisions, and the products should be offered at highly competitive prices after doing comparative market analysis. In India, apart from fixed and variable cost, corruption significantly affecting the cost of products. So, clear cut policies relating to discount and allowances are required to meet the pricing challenges.

(iii) Distribution/Place Mix

The small-scale industries need restructuring and felt necessary integrating, outsourcing, contract manufacturing, and research facilities for the sector. The distribution mix stands for the matching arrangement for the smooth flow of goods and services from producer to customer. The products should be made available at the right time in the right quantity and at the right place. Place refers to organizational decisions relating to location of outlet, method of transportation and inventory level to be held. The use of middlemen largely boils down to their superior efficiency in making goods widely available and accessible to target markets. Market intermediaries through their contacts, experience, specialization and scale of operation, offer the firm more than it can usually achieve on its own. So companies have to decide about the use of different channels in transferring the goods to consumer (Nagayya, 2005).

(iv) Promotion Mix

By promotional methods target customers are made aware of the existence of product and other related features and benefits of the product. The modern organizations manage a complex marketing communication system. Consumers sometimes positioned products in their minds in a way entirely unintended by manufacturers because information filtered and image created by advertising might be different from product attributes. The company communicates with its middlemen, consumers and various publics. So, the promotional mix consists of major tools such as advertising, sales promotion, public relation and personal selling and many more. Apart from these advertising methods, advertising through mobiles is an innovative and customer centric approach to reach promising customers. It includes advertising in the form of short message service (sms), mobile alerts, multimedia, messaging service etc. The use of mobile phone advertising can be cost effective, flexible to inform target group and helps in immediate feedback which ultimately helps in brand recall and brand interactivity (Labh, 2008). Normally, the company makes its first contact with customer through its promotional efforts. Using the right promotional tools and methods would

help the organization to position its product in the target market.

Definition of Small Manufacturing Industry in India

In India, Small manufacturing industry is defined on the basis of limit of historical value of investment in plant and machinery in the MSMED Act 2006 (Micro, Small and Medium Enterprises Act, 2006), announced by the Government of India. As per the act, the small-scale sector has been divided into two categories:

Category 1, units engaged in manufacturing or production.

Category 2, units engaged in providing or rendering of services.

(i). Small Scale Unit Definition:

In the Category 1(manufacturing sector), The MSMED Act,2006 defines the small unit as an industrial unit in which the investment in plant and machinery is more than twenty-five lakh rupees but does not exceed five crore rupees.

In Category 2 (service sector), The MSMED Act, 2006 defines the small unit as an enterprise, where the investment in equipment is more than ten lakh rupees but does not exceed two crore rupees.

Table A

Investment in Plant and Machinery/Equipment (Excluding Land and Building)

Category	Manufacturing Enterprises	Service Enterprises
Micro	Up to Rs. 25 lakh	Up to Rs. 10 lakh
Small	**More than Rs 25 lakh and up to Rs. 5 crore**	**More than Rs. 10 lakh and up to Rs. 2 crore**
Medium	More than Rs Rs 5 crore and up to Rs.10 crore	More than Rs 2 crore and Up to Rs. 5 crore

Source: Development Commissioner, 2010. Ministry of MSME, Government of India, New Delhi.

It is clear from the table that limit for small units is more than Rs. 25 lakh and up to Rs. 5 crore for manufacturing sector and from Rs. 10 lakh up to Rs.2 crore for service sector.

Objectives of Study

The study was carried with the following specific objectives:

- To study marketing mix related practices and strategies (with reference to 4 P's i:e product, price, place and promotion) of selected small manufacturing units.
- To know the product planning and positioning factors, price decision factors, factors relating to distribution channels and features of media selection by small units in the globalize era.
- To examine the role of advertisement in achieving the targets set by the small entrepreneurs.

Research Methodology

For the purpose of present study, selected Small units manufacturing textiles, bicycle and bicycle parts, leather and leather products, and food products and beverages in the state of Punjab (India) have been considered. The planned sample of 200 units comprised 50 small-scale units from each manufacturing areas such as textiles, leather and leather products, bicycle and bicycle parts, and food products and beverages. However, as the information provided by the respondent entrepreneurs of 27 units was not complete, therefore, they were excluded from the final analysis. Thus, the final sample comprised of 173 SSI units of Punjab. The study is based on primary data which has been collected by a structured, non-disguised and pre-tested questionnaire. The analysis has

been done on the basis of three variables, viz. Industry, Age of the units and Turnover of the units. Industry-wise analysis has been done on the basis of four industries, viz. textiles (TX), bicycle and bicycle parts (BBP), food products and beverages (FPB), and leather and leather products (LLP). On the basis of age, units have been categorized into three age-groups, viz. A1 (up to 10 years), A2 (10 to 20 years), and A3 (above 20 years). Turnover-wise units have been classified into three categories, that is T1 (up to Rs. 2 crore), T2 (Rs.2 to 4 crore) and T3 (above Rs. 4 crore).

A structured questionnaire was prepared for conducting the research. The questionnaire was prepared by studying the existing literature and also through an understanding of the relevant environment faced by the Small manufacturers. The owners/top executives of small manufacturing units were contacted and primary data was collected through a questionnaire filled by the owner/top executive of these companies.

Discussion and Analysis

The sample comprising 173 units includes 43 textiles units, 46 bicycle and bicycle parts units, 43 food products and beverages units, and 41 leather and leather products units. It has been observed that 82 units fall into age group A2, 54 units belong to A1 and 37 units relate to age group of A3. It has also been seen that 66 units relate to turnover-group T1 followed by group T3 (65) and T2 (42).

Kruskal-Wallis test has been applied to know the significant differences among the respondents relating to different industries, age and turnover groups with respect to these statements. The test has been applied at assumed p-value =0.05. The statements with less than 0.05 p-value are considered significant and those with p-value more than the assumed value are considered to be insignificant. The data obtained from the respondents has been presented in Tables 1,2,3.

Note : (Abbreviations) ***Industry-wise Analysis:*** *Tx*-Textile industry, *BBP*-Bicycle and bicycle parts, *FPB*-Food products and beverages, *LLP*-leather and leather Products.

Age-wise Analysis**:** *Al*-upto10 years, *A2*- 10-20 years, *A3*- above 20 years (age of units)

Turnover-wise Analysis:, *Tl*-upto Rs2 crores, *T2*, Rs2-4 crores, *T3*-above Rs 4crores (Turnover of units).

(i) Features for Product Planning.

The entrepreneurs of the surveyed units were enquired about the degree of emphasis they give to various factors while planning the products. The product information in this regard is shown in Tables 1, 2 and 3.

Table 1

Features for Product Planning (Industry-wise Mean Scores)

Features	Total	TX	BBP	FPB	LLP	K.W.Statistics	P-Value
(a) Latest design/style	3.80	3.91	3.72	3.09	4.54	61.881	.000*
(b) New colours	3.35	3.88	3.04	2.56	3.95	63.314	.000*
(c) Quality of product	4.43	4.40	4.41	4.37	4.54	4.159	.245
(d) Packaging	3.60	3.72	2.74	4.00	4.00	52.849	.000*
(e) Durability	3.81	4.05	3.85	2.93	4.44	67.995	.000*
(f) Technological factors	3.51	4.07	4.02	1.79	4.15	92.693	.000*
(g) Any other	1.11	1.19	1.22	1.00	1.02	3.481	.323

*Note : * denotes significant results having p-value less than 0.05.*

Table 1 reveals that most of the units give great emphasis on the feature 'quality of product' (mean score 4.43) for product planning. This is followed by features like 'durability' (mean score 3.81) and 'latest design' (mean score 3.80). Industry-wise analysis shows that respondents belonging to leather and leather products give more emphasis on feature like 'latest design/style', 'durability', 'technological factors', 'packaging', and 'new colours', (mean scores more than 4 in all features) in comparison to the respondents from other surveyed industries. However, respondents relating to food products and beverages give average emphasis on the features like 'new colours', 'durability'(mean score less than 3) and some emphasis on 'technological factors'(mean score 1.79). Similarly, the respondents from textiles give great emphasis on 'quality of product', 'durability' and 'technological factors' (mean score more than 4) for product planning. Whereas most of the units relating to bicycle and bicycle parts have been giving average emphasis on 'packaging' (mean score 2.74) for product planning.

The findings with regard to features to sell the products reveal that most of the units give great emphasis on the feature 'quality of product'. Most of the units relating to bicycle and bicycle parts have been giving average emphasis on 'packaging' for product planning.

K-W statistics indicates that there are significant differences among the respondent units belonging to different industries with respect to the features of product planning like 'latest design and style', 'new colours', 'packaging', 'durability' and 'technological factors' as the p-values are lower than the assumed p-value of 0.05. Product planning given by different age groups is presented in Table 2.

Table 2

Features for Product Planning (Age-wise Mean Scores)

Features	Total	A1	A2	A3	K.W. Statistics	P-Value
(a) Latest design/style	3.80	3.50	3.93	3.97	13.634	.001*
(b) New colours	3.35	3.11	3.38	3.62	8.977	.011*
(c) Quality of product	4.43	4.37	4.41	4.54	3.751	.153
(d) Packaging	3.60	3.61	3.55	3.68	0.219	.896
(e) Durability	3.81	3.69	3.83	3.95	3.158	.206
(f) Technological factors	3.51	3.30	3.45	3.95	8.288	.016*
(g) Any other	1.11	1.15	1.10	1.08	4.425	109

*Note : * denotes significant results having p-value less than 0.05.*

Age group-wise analysis shows that respondents belonging to age group A3, give more emphasis on the features like 'quality of product' (mean score 4.54), 'latest design/style' (mean score 3.97), 'durability' (mean score 3.95), 'technological factors' (mean score 3.95) and 'packaging' (mean score 3.68) as compared to the units relating to age groups A1 and A2. Similarly, units relating to age categories A1 and A2 also considered 'quality of product' (mean score being more than 4) as the most important factor for product planning.

The foregoing analysis reveal that proportionately higher number of respondents belonging to age group A3

give more emphasis on features like 'quality of product', 'latest design/style' and 'durability' as compared to the units relating to age groups A1 and A2.

K-W statistics reveals that there is significant variation among the units relating to different age groups.

Turnover-wise comparison of the respondents with respect to features for product planning is presented in Table 3.

Table 3

Features for Product Planning (Turnover-wise Mean Scores)

Features	Total	T1	T2	T3	K.W. Statistics	P-Value
(a) Latest design/style	3.80	3.77	3.50	4.03	12.546	.002*
(b) New colours	3.35	3.24	2.95	3.71	18.875	.000*
(c) Quality of product	4.43	4.45	4.24	4.52	7.580	.023*
(d) Packaging	3.60	3.56	3.26	3.85	9.785	.008*
(e) Durability	3.81	3.74	3.64	3.98	8.356	.015*
(f)Technological factors	3.51	3.53	3.21	3.68	5.820	.054
(g) Any other	1.11	1.24	3.21	1.05	1.895	.388

*Note : * denotes significant results having p-value less than 0.05.*

The above table shows that most of the units relating to all turnover groups considered 'quality of product' (mean score more than 4) as the most important feature for product planning. However, respondents relating to category T3 as compared to categories T1 and T2 have also ranked 'latest design/style' (mean score 4.03) as the most important feature of product planning. The units belonging to turnover group T2 have not considered 'new colours' important for product planning. The other features such as 'durability', 'packaging' and 'technological factors' (mean score being more than 3) have been ranked important by most of the respondents belonging to all turnover groups.

Finding of the study reveals that units relating to all turnover groups considered 'quality of product' as the most important feature for product planning.

K-W statistics reveals that there are significant differences among the units relating to different turnover groups with respect to features 'latest design/style and 'new colours', 'quality of products', 'packaging' and 'durability' of the product.

(ii) Factors for Positioning of the Product

The surveyed units were further asked to rate the factors while positioning their products. Industry-wise, age-wise and turnover-wise information in this regard is shown in the Tables 4, 5 and 6.

Table 4

Factors for Product Positioning (Industry-wise Mean Scores)

Factors	Total	TX	BBP	FPB	LLP	K.W. Statistics	P-Value
(a) Highlighting the product features	3.91	3.98	3.87	3.95	3.85	.214	.975
(b) Value proposition clarity	3.87	4.00	3.72	3.91	3.85	2.716	.437
(c) Differential product advantages	4.15	4.26	3.96	4.07	4.34	7.071	.070
(d) Believability and trustworthiness	4.44	4.60	4.26	4.40	4.51	6.983	.072
(e) Any other	1.10	1.19	1.22	1.00	1.00	5.699	.127

Table 4 indicates that most of the respondents considered 'believability and trustworthiness' (mean score 4.44) and 'differential product advantages' (mean score 4.15) as the most important factors for product positioning. However, the respondents relating to textiles ranked the factors 'believability and trustworthiness' (mean score 4.60) and 'value proposition clarity' (mean score 4.0) as the important factors for product positioning. Similarly, 'differential product advantage' (mean score more than 4) has also been considered as the most important factor of positioning by majority of units relating to different industries except bicycle and bicycle parts.

In brief it has been found that 'believability and trustworthiness' and 'differential product advantage' have been considered as the most important factors for product positioning by majority of the units.

K-W statistics shows that there is no significant difference among the respondents belonging to different industries with respect to various factors of product positioning as the p-value is more than the assumed p-value for all the factors.

The age group-wise responses of the entrepreneurs with respect to factors for product positioning are given in the Table 5.

Table 5

Factors for Product Positioning (Age-wise Mean Scores)

Factors	Total	A1	A2	A3	K.W. Statistics	P-Value
(a) Highlighting the product Features	3.91	3.93	3.91	3.89	0.159	.923
(b) Value proposition clarity	3.87	3.81	3.89	3.89	1.560	458
(c) Differential product advantages	4.15	4.11	4.13	4.24	1.749	.417
(d) Believability and trustworthiness	4.44	4.44	4.43	4.46	0.480	.787
(e) Any other	1.10	1.20	1.00	1.19	4.348	.114

It has been observed from the table that the respondent units belonging to all three age groups considered 'believability and trustworthiness' and 'differential product advantages' (mean score more than 4) as the most important factors of product positioning. However, units relating to different age categories rated factors 'highlighting the product features' and

value proposition clarity'(mean score being more than 3) as the important factors for positioning the product.

In nutshell, it has also been found that units relating to different age groups considered **'**believability and trustworthiness' and **'**differential product advantage' as the most important factors of product positioning.

K-W statistics reveals that there are no significant differences in the opinion of the respondents from the different age categories with regard to different factors of product positioning as the p-value is more than the assumed p-value.

A description of factors for product positioning classified by turnover of the respondent units is given in Table 6.

Table 6

Factors for Product Positioning (Turnover-wise Mean Scores)

Factors	Total	T1	T2	T3	K.W. Statistics	P-Value
(a) Highlighting the product features	3.91	3.83	4.00	3.94	1.393	.498
(b) Value proposition clarity	3.87	3.88	3.62	4.02	7.168	.028*
(c) Differential product advantages	4.15	4.09	4.12	4.23	2.229	.328
(d) Believability and trustworthiness	4.44	4.45	4.45	4.42	0.421	.810
(e) Any other	1.10	1.14	1.05	1.11	1.320	.517

The Table reveals that the respondents relating to different turnover groups considered **'**believability and trustworthiness', and **'**differential product advantages' (mean scores more than 4) as the most important factors of product positioning. However, the respondents in the category T3 evaluate themselves better over 'value proposition clarity' (mean score 4.02) as compared to the units in categories T1 and T2. Similarly, the respondents from category T2 considered 'highlighting the product features' (mean score 4.0) as the most important factor for positioning the product in comparison to units relating to other turnover categories.

K-W statistics shows that there is significant difference among respondents belonging to different turnover categories with respect to various factor 'value proposition clarity' as the p-value is more than the assumed p**-**value.

(iii) Factors influencing Price

The respondents of surveyed units were asked to indicate on a five-point rating scale, the level of importance given to various factors influencing the prices. The data obtained from the respondents have been presented in Tables 7, 8 and 9.

Table 7

Factors influencing Price (Industry-wise Mean Scores)

Factors	Total	TX	BBP	FPB	LLP	K.W. Statistics	P-Value
(a) Uniqueness of the product	3.65	3.74	3.76	2.77	4.34	51.270	.000*
(b) Competition	4.32	4.35	3.98	4.33	4.66	32.322	.000*
(c) Cost of product	4.62	4.81	4.46	4.56	4.66	8.509	.037*
(d) Quality of product	4.59	4.74	4.63	4.49	4.49	1.118	.773
(e) Demand conditions	4.17	4.14	4.02	4.23	4.32	13.051	.005*
(f) Purchasing power of customer	3.09	2.95	3.17	1.95	4.32	75.150	.000*
(g) Availability of substitutes	2.87	2.44	2.91	2.00	4.20	79.595	.000*
(h) Any other	1.17	1.19	1.26	1.12	1.12	1.592	.661

Note : * denotes significant results having *p*-value less than 0.05.

The table reveals that most of the respondents belonging to various industries considered 'cost of product', 'quality of product', 'competition' and 'demand conditions' (mean score being more than 4) as the most important factors influencing the price. Industry-wise analysis shows that respondents relating to leather and leather products industry considered 'competition' and 'cost of product' (mean score 4.66 each), 'quality of product',(mean score 4.49),'uniqueness of the product' (mean score 4.34), 'purchasing power of the customer' and 'demand conditions' (mean 4.32 each), and 'availability of substitutes' (mean score 4.20), as important factors influencing price. However, the units belonging to textiles give more emphasis on the factor like 'cost of product' (mean score 4.81) and 'quality of product' (mean score 4.74) as compared to units relating to other surveyed industries. Similarly, the units relating to bicycle and bicycle parts ranked 'quality of product' (mean score 4.63), 'cost of product' (mean score 4.46) and 'demand conditions' (mean score 4.02) as the most important factors influencing price. Further, units belonging to food products and beverages have not considered factors like 'uniqueness of the product', 'purchasing power of customer' and 'availability of substitute' (mean score being lower than 3) as the important factors influencing price.

Findings of the study reveal that 'Change in competition price' has emerged as the most important factor for change in the price as reported by a large majority of units. Proportionately, higher number of units belonging to textiles, and bicycle and bicycle parts industries have also been changing the prices of their product due to other factors like 'increase in the cost of raw material'.

K-W statistics shows that there are significant differences among the units relating to different industries with respect to the factors 'uniqueness of the product', 'competition', 'cost of product', 'demand conditions' 'purchasing power of the customer' and 'availability of substitutes' as the p-values are lower than the assumed p-value of 0.05.

The responses with respect to the factors influencing price have also been done across age categories and responses are presented in Table 8.

Table 8

Factors influencing Price (Age-wise Mean Scores)

Factors	Total	A1	A2	A3	K.W. Statistics	P-Value
(a) Uniqueness of the product	3.65	3.37	3.60	4.16	12.935	.002*
(b) Competition	4.32	4.31	4.30	4.35	.047	.977
(c) Cost of product	4.62	4.59	4.63	4.62	.659	.719
(d) Quality of product	4.59	4.50	4.61	4.68	2.623	.269
(e) Demand conditions	4.17	4.06	4.17	4.35	4.203	.122
(f) Purchasing power of customer	3.09	2.72	3.07	3.65	11.491	.003*
(g) Availability of substitutes	2.87	2.56	2.93	3.22	6.890	.032*
(h) Any other	1.17	1.17	1.23	1.05	1.387	.500

*Note : * denotes significant results having p-value less than 0.05.*

The above table indicates that units belonging to age group A3 have considered 'quality of product', 'cost of product', 'competition', 'demand conditions' and 'uniqueness of the product' (mean score being more than 4) as the most important factors influencing price. However, the units relating to age categories A1 and A2 also considered 'quality of product', 'cost of product', 'competition', 'demand conditions'(mean score more than 4) as the most important factors influencing price. Further, 'purchasing power of the customer' and 'availability of substitutes' (mean score being lower than 3) have not been considered important by the respondents belonging to age group A1.

The foregoing analysis reveal that relatively more units from category A3 have been changing the price due to 'reduction/ increase in the operating cost' as compared to the units in categories A1 and A2. Half of the units belonging to age group A1 are making changes in the prices due to other factors like 'increase in the raw material prices'.

K-W statistics reveals that there are significant differences in the perception of units belonging to different age groups regarding the factors like 'uniqueness of the product', 'availability of substitutes', and 'purchasing power of customer'.

The factors influencing the price given by the respondents are classified turnover group-wise and are presented in Table 9.

Table 9

Factors influencing Price (Turnover-wise Mean Scores)

Factors	Total	T1	T2	T3	K.W. Statistics	P-Value
(a) Uniqueness of the product	3.65	3.76	3.12	3.88	14.438	.001*
(b) Competition	4.32	4.39	4.21	4.31	0.770	.680
(c) Cost of product	4.62	4.74	4.43	4.62	3.683	.159
(d) Quality of product	4.59	4.68	4.48	4.57	0.846	.655
(e) Demand conditions	4.17	4.24	4.12	4.14	0.384	.825
(f) Purchasing power of customer	3.09	3.12	2.86	3.20	2.706	.259
(g) Availability of substitutes	2.87	3.03	2.60	2.89	1.780	.411
(h) Any other	1.17	1.36	1.02	1.08	2.109	.348

Note : * denotes significant results having *p*-value less than 0.05.

Turnover-wise analysis indicates that the respondents from category T1 as compared to categories T2 and T3 considered 'cost of product', 'quality of product', 'competition' and 'demand conditions' (mean score being higher) as the most important factors influencing price. However, units belonging to turnover group T2 ranked 'purchasing power of the customer' and 'availability of substitutes'(mean score being less than 3) as the unimportant factors influencing the price.

In nutshell, it has been found that a noticeable number of units from different turnover categories have been changing the prices due to 'reduction/increase in the operating cost'. Similarly, other reason such as 'change in the cost of raw material' has also been identified as an important factor of price change by majority of the units belonging to different turnover groups.

K-W statistics reveals that there is a significant difference among the respondents relating to different turnover-groups with respect to the factor 'uniqueness of the product'.

(iv) Factors influencing Selection of Channels of Distribution

The entrepreneurs of the units surveyed were further asked to indicate the importance given to the various factors influencing the selection of the channel members on a five point scale. Industry-wise, age-wise and turnover-wise responses are shown in the Tables 10, 11 and 12 respectively.

Table 10

Factors influencing Selection of Channels (Industry-wise Mean Scores)

Factors	Total	TX	BBP	FPB	LLP	K.W. Statistics	P-Value
(a) Past performance	3.98	4.21	4.13	3.84	3.71	1.035	.793
(b) Image and goodwill	4.46	4.65	4.48	4.28	4.44	3.612	.307
(c) Location and Infrastructure facilities	4.16	4.51	4.20	4.14	3.78	6.472	.091
(d) Financial strength	4.42	4.74	4.39	4.19	4.34	4.695	.196
(e) Credible references	4.03	4.49	3.89	3.26	4.54	42.945	.000*
(f) Relationship with the customers	4.61	4.91	4.59	4.42	4.54	3.319	.345
(g) Product line carried	4.13	4.26	3.91	3.91	4.46	16.720	.001*
(h) Any other	1.58	2.21	1.80	1.26	1.00	10.618	.014*

Note : * denotes significant results having *p*-value less than 0.05.

Table 10 indicates that most of the units considered 'image and goodwill', 'location and infrastructure facilities', 'financial strength', 'relationship with customers'(mean score being more than 4 in all) as the most important factors for selection of channels. Industry-wise analysis reveals that units belonging to leather and leather products and textiles considered 'credible references', 'product line carried' (mean scores being more than 4) more important factors for selection of channels as compared to the respondents belonging to other surveyed industries. Similarly, the respondents from textiles give more importance to the factor like 'past performance' (mean score 4.21). However, units relating to bicycle and bicycle parts and food products and beverages considered 'credible

references' and 'product line carried' (mean score being nearly 4) as the important factors for selection of channels. In brief findings reveal that more units relating to leather and leather products, and textiles have mentioned 'credible references' as the important factors for selection of channels over the other respondent units. K-W statistics reveals that there are significant differences among the units relating to different industries with respect to the factors 'credible references' and 'product line carried'.

The responses with respect to factors for selection of channels of distribution mentioned by different age groups are presented in Table 11.

Table 11

Factors influencing Selection of Channels (Age-wise Mean Scores)

Factors	Total	A1	A2	A3	K.W. Statistics	P-Value
(a) Past performance	3.98	4.00	3.90	4.11	401	.819
(b) Image and goodwill	4.46	4.39	4.39	4.73	3.753	.153
(c) Location and Infrastructure facilities	4.16	4.33	3.98	4.32	.794	.672
(d) Financial strength	4.42	4.50	4.27	4.62	1.298	.523
(e) Credible references	4.03	4.02	3.98	4.19	.630	.730
(f) Relationship with the customers	4.61	4.63	4.54	4.76	.798	.671
(g) Product line carried	4.13	4.00	4.11	4.35	3.033	.219
(h) Any other	1.58	1.74	1.40	1.73	1.470	.480

It can be observed from the table that the respondent units relating to different age-groups considered **'i**mage and goodwill', 'financial strength', ' relationship with the customers' and 'product line carried'(mean scores being more than 4) as the most important factors for the selection of channels. The units in the category A2 have rated 'location and infrastructure facilities' (mean score 3.98) and 'past performance' (mean score 3.90) as the important factors for channel selection. However, the respondents from age category A3 as compared to age categories A1 and A2 give more emphasis on the factors like 'relationship with the customers', **'**image and goodwill', 'financial strength', 'product line carried', 'location and infrastructure facilities', credible references' and 'past performance' (mean score higher in that order) for selection of channels.

K-W statistics shows that there are no significant differences in the opinion of the respondent units with regard to the various factors of channel selection as the p-value is higher than the assumed p-value for all the factors.

Turnover-wise information regarding the factors for selection of channels of distribution is shown in Table 12.

Table 12

Factors influencing Selection of Channels (Turnover-wise Mean Scores)

Factors	Total	T1	T2	T3	K.W. Results	P-value
(a) Past performance	3.98	4.15	3.90	3.85	.149	.928
(b) Image and goodwill	4.46	4.65	4.38	4.32	.732	.694
(c) Location and Infrastructure facilities	4.16	4.36	4.02	4.05	1.335	.513
(d) Financial strength	4.42	4.59	4.29	4.32	2.340	.310
(e) Credible references	4.03	4.26	3.67	4.05	7.423	.024
(f) Relationship with the customers	4.61	4.80	4.52	4.48	.472	.790
(g) Product line carried	4.13	4.38	3.88	4.03	1.880	.391
(h) Any other	1.58	2.08	1.43	1.17	7.218	.027*

Table 12 indicates that units in the turnover categories T1 and T3 as compared to category T2 considered 'credible references', and 'product line carried'(mean score being more than 4) as the most important factors for the selection of distribution channels. However, the units relating to turnover group T1 rated 'past performance' as the most important factors of channel selection as compared to units belonging turnover groups to T2 and T3.

K-W statistics indicates that there is no significant difference among units belonging to all turnover categories with respect to various factors of selection of channels.

(v) Media Selection for Advertising

The entrepreneurs of the surveyed units were further asked to indicate the frequency of media being used by them for the purpose of advertising on five point Likert scale. The information obtained from the respondents has been presented in Tables, 13, 14 and 15.

Table 13

Media Selection for Advertising (Industry-wise Mean Scores)

Media	Total	TX	BBP	FPB	LLP	K.W.Statistics	P-value
(a) Television	0.86	1.00	1.35	.02	1.05	156.226	.000*
(b) Radio	0.85	1.00	1.37	.00	1.00	163.980	.000*
(c) News Paper	1.20	1.12	1.46	1.19	1.00	7.934	.047*
(d) Internet	2.57	3.23	1.70	2.79	2.63	34.505	.000*
(e) Magazines or business journals	1.82	2.12	1.72	2.30	1.10	54.821	.000*
(f) Trade fairs	1.61	1.23	1.46	1.37	2.44	21.781	.000*
(g) Cinema slides	1.12	1.12	1.35	1.00	1.00	3.846	.279
(h) Direct mail	2.83	2.81	1.80	2.60	4.22	60.612	.000*
(i) Customer word of mouth	1.66	1.72	1.72	2.00	1.17	23.315	.000*
(j) Any other(small gifts)	1.22	1.12	1.65	1.07	1.00	14.482	.002*

*Note : * denotes significant results having p-value less than 0.05.*

Table 13 shows that most of the units make use of 'direct mail' (mean score 2.83) and 'internet' (mean score 2.57) on 'sometimes basis'. Most of the units have never used media like 'television', and 'radio' (mean being less than 1). Industry-wise analysis reveals that respondents belonging to leather and leather products use 'direct mail' (mean scores being 4.22) regularly for advertising their products as compared to other surveyed units. Use of 'internet' (mean score 3.23) is more popular among the respondents belonging to textiles industry. However, the units relating to food products and beverages use 'direct mail' (mean score 2.60) and 'magazines or business journals' (mean score 2.30) on 'sometimes basis'. Further, the respondents relating to bicycle and bicycle parts rarely use all types of media (mean score being less than 2 in all).

The foregoing analysis reveal that most of the units belonging to different industries hardly use 'television', 'radio' 'newspaper' 'cinema slides' for product promotion. However, proportionately a higher number of units relating to textiles use 'internet' and relatively higher number of units relating to leather and leather products have been using 'direct mail' and 'trade fairs' methods.

K-W statistics reveals that there are significant differences among the units relating to different industries regarding selection of media such as 'television', 'radio', 'news paper', 'internet', 'magazines and journals', 'trade fairs', 'direct mail' and 'customer word of mouth' as the p-values are lower than the assumed p-value of 0.05.

The responses for media selection for advertising have also been analyzed across age categories and are presented in Table 14.

Table 14

Media Selection for Advertising (Age-wise Mean Scores)

Media	Total	A1	A2	A3	K.W. Statistics	P-Value
(a) Television	0.86	.65	.96	.95	9.060	.011*
(b) Radio	0.85	.63	.96	.92	9.270	.010*
(c) News Paper	1.20	1.07	1.29	1.16	.855	.652
(d) Internet	2.57	2.28	2.70	2.73	2.326	.313
(e) Magazines or business Journals	1.82	1.89	1.87	1.59	1.154	.562
(f) Trade fairs	1.61	1.33	1.78	1.65	3.835	.147
(g) Cinema slides	1.12	1.00	1.22	1.08	1.955	.376
(h) Direct mail	2.83	2.50	2.96	3.00	3.214	.200
(i) Customer word of mouth	1.66	1.61	1.72	1.59	.499	.779
(j) Any other (small gifts)	1.22	1.07	1.27	1.32	2.926	.232

Note : * denotes significant results having *p*-value less than 0.05.

Age-wise analysis shows that the respondents from the category A3 make more use of 'direct mail' (mean score 3), 'internet' (mean score 2.73) in comparison to the respondents from age groups A1 and A2. The respondents relating to categories A1 and A2 also make use of 'direct mail' and 'internet' for the purpose of advertising. The table further reveals that other media such as 'television', 'radio', 'newspaper', 'magazines and journals', 'trade fairs', 'cinema slides' and 'customer word of mouth' are not popular among most of respondents relating to all age groups.

K-W statistics indicates that there is significant difference among the units relating to different age groups with respect to use of 'television' and 'radio'.

Table 15

Media Selection for Advertising (Turnover-wise Mean Scores)

Media	Total	T1	T2	T3	K.W. Statistics	P-Value
(a) Television	0.86	1.03	.69	.80	1.940	.379
(b) Radio	0.85	1.00	.71	.78	.862	.650
(c) News Paper	1.20	1.35	1.14	1.08	1.776	.412
(d) Internet	2.57	2.55	2.12	2.89	7.429	.024*
(e) Magazines or business Journals	1.82	1.80	1.69	1.91	2.704	.259
(f) Trade fairs	1.61	1.83	1.36	1.55	.237	.888
(g) Cinema slides	1.12	1.27	1.00	1.05	2.624	.269
(h) Direct mail	2.83	2.80	2.52	3.05	3.532	.171
(i) Customer word of mouth	1.66	1.76	2.52	1.77	3.201	.171
(j) Any other (small gifts)	1.22	1.35	1.05	1.20	.741	.690

The table reveals that units relating to turnover group T1 'sometimes' use 'direct mail' (mean 2.80) and 'internet' (mean score 2.55) for advertising purposes. However, respondents from category T2 also sometimes use 'customer word of mouth' and 'direct mail' (mean score 2.52 in both). Further, the respondents relating to turnover group T3 as compared to T1 and T2 make more use of 'direct mail' (mean score more than 3). The table also indicates that the usage of other type of media such as, 'television', 'radio', 'newspaper', 'magazines and journals' and 'trade fairs' are not popular among the respondents relating to all turnover groups.

K-W statistics shows that there is significant difference in the perceptions of the respondents belonging to all three turnover categories with respect to usage of 'internet' as the mode of advertising.

(vi) Factors influencing Selection of Media

The surveyed units were further asked to indicate the important factors considered for the selection of media. The responses of the respondents have been presented in Tables, 16, 17 and 18.

Table 16

Factors influencing Selection of Media (Industry-wise Mean Scores)

Factors	Total	TX	BBP	FPB	LLP	K.W.Statistics	P-Value
(a) Advertising cost	4.56	4.60	4.15	4.53	5.00	37.564	.000*
(b) Fulfillment of objectives	4.42	4.58	3.93	4.53	4.66	29.613	.000*
(c) Advertising budget	4.55	4.77	4.26	4.65	4.56	9.110	.028*
(d) Frequency	4.14	4.21	3.70	4.05	4.68	36.646	.000*
(e) Reach	4.42	4.60	3.78	4.63	4.71	44.881	.000*
(f) Timing	4.34	4.51	3.74	4.42	4.73	43.736	.000*
(g) Target audience	4.43	4.70	3.72	4.63	4.73	56.270	.000*
(h) Message distribution	4.35	4.56	3.78	4.47	4.63	36.998	.000*
(i) Audience interest	4.35	4.51	3.76	4.44	4.76	44.490	.000*
(j) Any other (buyers choice)	1.68	1.70	2.74	1.00	1.20	70.069	.000*

Note : * denotes significant results having *p*-value less than 0.05.

The Table 16 reveals that most of the units considered 'advertising cost' 'fulfillment of objectives', advertising budget' 'frequency', 'reach', 'timing', 'target audience', 'message distribution' and 'audience interest' (mean score being more than 4) as the most important factors influencing the selection of media.

Industry-wise analysis reveals that the units belonging to bicycle and bicycle parts has different perception for selection of media with respect to 'fulfillment of objectives' , 'frequency' , 'reach', 'timing', 'target audience', 'message distribution' and 'audience interest'(mean scores being lowest in all factors) as compared to the respondents relating to other surveyed industries. However, the respondents from leather and leather products considered 'advertising cost' (mean score 5), 'audience interest' (mean score 4.76), 'target audience' (mean score, 4.73), 'timing' (mean score 4.73), 'reach' (mean score 4.71), 'frequency' (mean score 4.68) as the most important factors influencing selection of media. Further, the units relating to textiles with highest (mean score 4.77), followed by food products and beverages (mean score 4.65) ranked 'advertising budget' as the most important factor for selection of media.

In nutshell, it has been found that more units belonging to leather and leather products considered 'advertising cost', 'audience interest', 'target audience', 'timing', 'reach' , and 'frequency' as the most important factors for selection of media than those relating to other surveyed industries. The respondents belonging to bicycle and bicycle parts industry have different perceptions with respect to the factors such as 'fulfillment of objectives', 'frequency', 'reach', 'timing', 'target audience', 'message distribution'.

K-W statistics reveals that there are significant differences among the respondents relating to different industries with respect to the factors 'advertising cost' 'fulfillment of objectives', 'frequency', 'reach', 'timing', 'target audience', 'message distribution' and 'audience interest' as the p-values are lower than the assumed p-value of 0.05.

Table 17

Factors influencing Selection of Media (Age-wise Mean Scores)

Factors	Total	A1	A2	A3	K.W. Statistics	P-Value
(a) Advertising cost	4.56	4.59	4.51	4.62	1.246	.536
(b) Fulfillment of objectives	4.42	4.37	4.39	4.54	.739	.691
(c) Advertising budget	4.55	4.59	4.54	4.54	1.298	.523
(d) Frequency	4.14	4.09	4.16	4.19	.241	.886
(e) Reach	4.42	4.35	4.45	4.43	.525	.769
(f) Timing	4.34	4.31	4.34	4.35	.170	.919
(g) Target audience	4.43	4.35	4.48	4.43	.853	.653
(h) Message distribution	4.35	4.28	4.35	4.43	.216	.898
(i) Audience interest	4.35	4.24	4.40	4.41	1.110	.574
(j) Any other (buyers choice)	1.68	1.46	1.68	2.00	3.426	.180

Age-wise analysis reveals that most of the respondents belonging to all age groups considered 'advertising cost', 'fulfillment of objectives', 'advertising budget', 'Frequency', 'Reach', 'Timing', 'target audience', 'message distribution', and 'audience interest'(mean score more than 4) as the most important factors influencing the selection of media.

It can be observed from the values of K-W statistics that there is no significant difference in the perception of respondents from all age groups with regard to various factors influencing the selection of media.

The information relating to the factors influencing selection of media given by different turnover groups is presented in Table 18.

Table 18

Factors influencing Selection of Media (Turnover-wise Mean Scores)

Factors	Total	T1	T2	T3	K.W. Statistics	P-Value
(a) Advertising cost	4.56	4.52	4.55	4.62	1.589	.452
(b) Fulfillment of objectives	4.42	4.41	4.36	4.46	4.202	.122
(c) Advertising budget	4.55	4.50	4.62	4.57	1.773	.412
(d) Frequency	4.14	4.14	4.14	4.15	1.014	.602
(e) Reach	4.42	4.41	4.33	4.48	3.690	.158
(f) Timing	4.34	4.23	4.33	4.45	5.596	.061
(g) Target audience	4.43	4.32	4.40	4.55	6.953	.031*
(h) Message distribution	4.35	4.21	4.36	4.48	8.169	.017*
(i) Audience interest	4.35	4.32	4.31	4.42	3.315	.017*
(j) Any other (buyers choice)	1.68	1.86	1.83	1.40	3.776	.151

It can be observed from above table that majority of the respondents belonging to all turnover groups considered the factors such as 'advertising cost', 'fulfillment of objectives', 'advertising budget', 'Frequency', 'Reach', 'Timing', 'target audience', 'message distribution', and 'audience interest'(mean being more than 4 in all factors) as the most important for selection of media.

K-W statistics shows that there is significant difference among the units relating to different turnover groups with respect to various factors such as 'target audience', 'message distribution' and 'audience interest' which are influencing the selection of media.

(vii) Achievement of Targets by Advertising

The entrepreneurs of the surveyed units were enquired about the extent to which advertising help them to achieve their targets. The industry-wise, age-wise and turnover-wise responses of the respondents are presented in Tables 19, 20 and 21 respectively.

Table 19

Achievement of Targets by Advertising (Industry-wise Mean Scores)

Targets	Total	TX	BBP	FPB	LLP	K.W.Statistics	P-Value
(a) Increase in sales	2.78	3.12	2.00	2.81	3.27	20.192	.000*
(b) Crating new customers	2.77	3.09	1.83	2.70	3.59	33.045	.000*
(c) Enhancing company's product image	2.88	3.07	1.96	2.47	4.17	64.565	.000*
(d) Retention of customer	2.71	3.21	1.41	2.77	3.59	54.918	.000*
(e) Any other	1.23	1.56	1.00	1.00	1.39	5.751	.124

*Note : * denotes significant results having p-value less than 0.05.*

Table 19 indicates that most of the units believed that advertising helped them to an average extent to achieve the targets like 'enhancing company's image', 'increase in sales' and 'creating new customers' (mean score being less than 3). Industry-wise analysis shows that the respondents belonging to textiles, and leather and leather products considered that advertisement helped them to moderate extent for achieving the targets such as 'increase in sales', creating new customers' and 'retention of customer (mean score being more than 3) in comparison to respondents relating to bicycle and bicycle parts and food products and beverages industries. Further, the units relating to leather and leather products opined that advertising helped to large extent in achieving the target 'enhancing company's product image' (mean score 4.17) However, the respondents relating to bicycle and bicycle parts believed that advertising helped them to some extent for achieving their various targets (mean score being lowest in most of the factors). Similarly, the respondents from food products and beverages opined that advertising helped to average extent for achieving the targets like 'increase in sales', 'retention of customer', 'creating new customers' and 'enhancing company's product image' (mean score being less than 3).

It has been observed that more units belonging to textiles, and leather and leather products mentioned that advertisement has helped them to achieve their targets.But relatively higher number of units relating to bicycle and bicycle parts believed that advertising has not helped them to achieve their targets as compared to other surveyed industries.

K-W statistics reveals that that there are significant differences in the perception of respondents relating to different industries with respect to the targets 'increase in sales', 'creating new customers', 'enhancing company's product image' and 'retention of customer' as the p-values are lower than the assumed p-value of 0.05.

Table 20 shows the responses of the respondents belonging to different age groups with respect to achievement of targets by advertising.

Table 20

Achievement of Targets by Advertising (Age-wise Mean Scores)

Targets	Total	A1	A2	A3	K.W. Statistics	P-Value
(a) Increase in sales	2.78	2.67	2.77	2.97	1.026	.599
(b) Crating new customers	2.77	2.65	2.70	3.14	1.526	.466
(c) Enhancing company's product image	2.88	2.81	2.84	3.08	1.307	.520
(d) Retention of customer	2.71	2.72	2.55	3.05	.574	.750
(e) Any other	1.23	1.30	1.10	1.43	1.767	.413

The above Table reveals that the respondents from category A3 believed that advertising helped them to moderate extent in achieving the targets such as 'enhancing company's image and 'retention of customer' (mean score more than 3) in comparison to respondents from other age groups. However, respondents relating to age groups A1 and A2 opined that advertising helped them to average extent for achieving the various targets.

K-W statistics shows that there is no significant difference in the opinion of respondents belonging to different age groups with respect to achievement of various targets.

Turnover group-wise responses for achievements of targets by advertising are given in Table 21.

Table 21

Achievement of Targets by Advertising (Turnover-wise Mean Scores)

Targets	Total	T1	T2	T3	K.W. Statistics	P-Value
(a) Increase in sales	2.78	2.80	2.33	3.05	9.572	.008*
(b) Crating new customers	2.77	2.71	2.57	2.97	4.892	.087
(c) Enhancing company's product image	2.88	3.00	2.50	3.02	7.976	.019*
(d) Retention of customer	2.71	2.77	2.33	2.89	4.113	.128
(e) Any other	1.23	1.36	1.19	1.12	1.100	.577

Note : * denotes significant results having *p*-value less than 0.05.

Turnover-wise analysis shows that the respondents in the category T3 evaluate themselves better as compared to respondents belonging to categories T1 and T2 with respect to targets such as ' increase in sales' and 'enhancing company's product image (mean score being more than 3). However, respondents relating to turnover groups T1 and T2 opined that advertising helped them to average extent for achieving the various targets.

K-W statistics shows that there is significant difference in the opinion of respondents belonging to different turnover groups with respect to achievement of targets.

Conclusions

The findings of the study show that small units are not using appropriate marketing mix strategies in the highly competitive environment. The small manufacturers need to use selective product positioning strategies for different product. Same positioning strategies for all products are not beneficial to them. Use of latest technology, consistency in quality maintenance, durability of products and use of light and convenient packaging material as per international standards by the small entrepreneurs would increase their image and retention of customers. Textiles and leather and leather product industries should focus new designing and new colour combinations. Small-scale units have to match the product positioning and planning strategies of the large and medium industries as they are directly or indirectly facing the competition from them. Small units need to be very careful about pricing decisions, and the products should be offered at highly competitive prices after doing comparative market analysis of the local and foreign products available in the market. Cutting the product cost at the operational and marketing level with use of latest management approaches will help the industry to become competitive. Small entrepreneurs have to understand the demand conditions and explore the possibilities to enter into new local and foreign markets. It is also important to highlight the differential product advantages with value proposition to the customer to gain the confidence of customer. The market has to be tapped with changing styles in transport channels instead of old or unorganized system of transportation for maximum coverage of the market. Use of e-marketing or web marketing may help the producer to place the product to large number of buyers.

In the era of globalization product placement, promotion, brand building and maximization of sales depends a lot on the right type of advertising. Small manufacturers need to focus on the issues relating to advertising to survive in the market and remain competitive. The entrepreneurs of the small units should go for regular advertising strategies as seasonal or need based strategies are no longer effective. The low cost advertising methods like direct mail, customer word of mouth, radio, internet advertisement, wall painting, boards/hoarding, and mobile advertising can be the best alternative to the expensive advertising like television and other print media methods. The industry cannot sustain and grow without using advertising as per the financial strength of the company.

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