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Abstract:
Behavioral aspect in marketing domain has been crucial majorly from consumer’s point of view. Since 1957, except the theory of MBEA (Marketing Behavior and Executive Action) by Prof. Wroe Alderson, the behavioral part was researched only in the consumer buying behavior arena. In the words of Prof. Wroe Alderson – “All marketing activity is an aspect of the interaction among organized behavior systems related to each other in what may be described as an ecological network. Operating systems are a subclass of behavior systems, distinguished by inputs and outputs and the structuring of processes to achieve efficiency” (Wroe Alderson, 1957).

As per the above statement there is scope of research for the behavioral aspects of marketing function with various elements of market i.e. customers, competitors, and marketing partners’ regulatory bodies.

Further to the above said, the marketing behavior becomes critical in the online marketing field as the human interface is minimum as compared to the traditional marketing, and demands high level of human touch as the online marketing growing with heavy industry competition.

This paper adopts case study methodology to do initial exploration of current marketing behavior pattern with these elements since the marketing activity is an aspect of organized behavior system w.r.t. marketing.

In this paper the researcher has attempted an exploratory study of marketing behavior practices currently across industries to come out with marketing behavior matrix which can be applied to the online retailing arena (a fast growing B2C part of online marketing industry i.e. e-commerce). As the online marketing industry is growing, the customers are demanding many more things than just change of technology.

The researcher intends to address the future need of looking at marketing function with a sincere behavioral approach towards various market elements. The need of evaluation in the light of online marketing has become critical as almost every consumer company is tapping internet as major gateway to market growth.

Conference area: Marketing Track

Introduction:
Behavioral aspects of management have been researched with two major domains i.e. organizational behavior and consumer buying behavior. With specific reference to marketing it
has been only in the buying aspect or the consumer/customer aspect. Since every marketing activity is an aspect of interaction among organization behavioral systems related to each other in the ecological network (Wroe Alderson 1957), the marketing function should be from the behavioral aspect as well. Marketing is the activity, set of institutions and processes for creating, communicating, delivering and exchanging offerings that have value for consumers, clients, partners, society at large (Philip Kotler, 2010). Which indicates two major market elements i.e. consumers and partners. Market is also made up of completion to perform the same marketing function, it becomes another important market elements. Behavioral aspects of marketing or Marketing Behavior should be studied with respect to these three marketing elements primarily. Along with the traditional marketing, the internet marketing has also come a long way with bright future prospects. Since marketing function is carried through internet in online B2B and B2C areas (Judy Strauss, 2009), the role of technology has become visible. But going forward the differentiation will be done by more human and cultural approach even in the field of online retailing or B2C internet marketing (Philip Kotler, 2010).

Role of Behavior in Offline and online marketing:
In the evolution process the marketing has seen journey from company-centric to customer-centric marketing (C.K.Prahlad & Ramaswamy, 2004). Also mere product-centric companies are trying to become consumer-centric (Philip Kotler, 2010). This is applicable to offline as well as online/internet marketing, of which the internet retailing is an important part. Particularly in the case of internet marketing the technology is very easy to be replicated today. The differentiation is being considered as the customer relationship management as today’s customers are more informed and aware about the other products. Here comes the importance of human behavioral factors as the marketing activity is centered on the interaction between the marketer firm and the consumer in the market place (CK Prahlad & Ramaswamy, 2004). Since the marketing has evolved today into its most dynamic form, the marketing behavior is also required to be dynamic (Wroe Alderson, 1957). This means that there needs a study of current marketing behavior with a roadmap of how it needs to be in future.

Today companies are using multiple channel marketing i.e. internet companies building offline structure and offline companies building online presence. So the role of marketing behavior is going to be critical to be watched.

Literature Review:
The researcher faced paucity to a large extent on the marketing behavior. In spite of importance of the behavioral aspects in consumer buying, the same has not been the locus of study of research to some extent. In 1950s the marketing companies were studied in the form organized behavioral systems (Wroe Alderson, 1957) in the direction of survival for growth. In his classic Theory of Marketing Behavior and Executive Action, Prof. Wroe Alderson becomes the rare researcher in saying about behavioral aspects about market along with just economic activity. Wroe talks about three types of behavior namely congenial, instrumental and symptomatic behavior. In congenial behavior the person or company does action only for own sake. In instrumental behavior the activities are nothing but antecedents to the congenial activities. The symptomatic behavior is functional in nature; it does not give satisfaction to the individual like the congenial behavior for individual goal (Wroe Alderson, 1957). Wroe talks about the firm as an organized behavioral system and emphasizes about the marketing function being behavioral aspect of the interaction between the marketer and the consumer.
Marketing behavior is important from the entrepreneurship point of view as they are motivated by growth and profit. (Duncan & Ronald, 1982). Marketing behavior will also be influenced by the growth and recession phases and will be acted upon differently. (CP Rao et al., 2008)

**Framework of the Research Paper:**
The researcher attempts with the first objective of studying the current marketing behavior practices in offline as well as online marketing across industries. The exploratory research method is used here. The researcher have used the case study research method (Kathelene Eisenhardt, 1989) since this being the exploratory research with the second objective to come out with conceptual framework of marketing behavior. The purpose of the framework is to apply it to the online retailing industry where the human behavior will play critical role in future growth. Needless to say that the framework will be also needed to apply to the offline marketing.

The objective of using the case study method is to develop a conceptual framework of marketing behavior for the online marketing, as this method is suitable for the exploratory research gives opportunity for the new testable models (Kathelene Eisenhardt, 1989). In this paper case studies will be presented to study the marketing behavior of the companies. Following the cases, conceptual framework will be discussed. A comparison between our model and other related theories will be also discussed.

**Role of case study method in developing conceptual framework:**
Validity of data is a concern in the design of multiple case study research (Yin, 1981). Specific tools like tabular displays and graphs are useful without changing the case meaning (Miles & Huberman, 1984).

So the multifold utility of case study method is in building theory and testing theory (Eisenhardt, 1989). Some of the past researchers i.e. Gersick 1988 for punctuated equilibrium model using 8 case studies, Mintzberg & McHugh 1985 for Grassroot Strategy formulation with one case study have used this method. It is suggested that 4-10 cases should be studied for developing testable model/theory (Eisenhardt Kathleene, 1989). The strength of this method is that it can bring novel, testable idea as the new theory or model. The weakness of this theory is that the results can be narrow. The result may not seem proportionate as compared to the vast primary data based research. The applicability of the case study research method is most suitable when there is scarcity about the knowledge of the new concept or model (Eisenhardt Kathleene, 1989). In other words when the research in its early stages, the case study research method is the best suited method for fresh perspective.

**Case 1 of Boo.com:**
“Unless we raise $20 million by midnight, Boo.com is dead” So said boo.com CEO Ernst Malmsten, on May 18, 2000. Half the investment was raised, but this was too little, too late, and at midnight, less than a year after its launch, Boo.com closed. The headlines in the Financial Times, the next day read: “Boo.com collapses as Investors refuse funds; Online Sports retailer becomes Europe’s first big Internet casualty”. The boo.com case remains a valuable case study for all types of businesses, since it doesn’t only illustrate the challenges of managing E-commerce for a clothes retailer, but rather highlights failings in E-commerce strategy and management that can be made in any type or organization (Dave Chaffey, 2005).
A European company of 1998 founded by Ernst Malmsten and others behind famous other E-stores, with a vision to become world’s first sports retail company. The company targeted young fashion going generation and a small part of this market was required for boo.com to be successful (Dave Chaffey, 2005).
Their value proposition was to become the world-leading Internet-based retailer of prestigious brand leisure and sportswear names. The proposition involved sports and fashion goods alongside each other. The plan of boo.com was to develop an easy to use experience which recreated the offline shopping experience as far as possible.

So the branding strategy was to
1. Form a virtual salesperson, initially named Jenny and later Miss Boo. She would guide users through the site and give helpful tips. When selecting products, users could drag them on to models, zoom in and rotate them in 3D to visualize them from different angles.
2. The use technology to achieve high level customer shopping experience.
3. To keep the users of boo.com assured that they will keep to a limit of 8 seconds for a page to download. That time, the majority of European users had broadband, but in the late 1990s the majority was on dial-up and had to download the software to view products.

What went wrong?
All that shared above seemed great, but there was something wrong in the marketing behavior of the company, which allowed the conversion rate of almost less than 0.3% for a long time, because of long waiting time on the website, low downloading rate, and poor customer shopping experience, resulted in negative publicity. This compelled the company to increase the customer acquisition cost through heavy marketing expenses for next year to keep investors in hope of turnaround.

Analysis:
1. The marketing behavior reflects customer neglecting type of behavior, as the company did not develop its solutions according to the customer needs.
2. Being in the early stage of the business the company did not have a mindset to understand customer needs, but just pushed its assumed solution of e-retailing website to the young generation.
3. This marketing always pushes the company to just aggressively sell its solutions without understanding the customer’s world.
4. The firm-customer interaction, which is the locus of the market (CK Prahlad, Ramaswamy, 2004) was missing completely here.

The researcher calls this marketing behavior as customer exclusive behavior.

The process of this behavior:

Case 2- Hindustan Motors Ltd:
Hindustan motors ltd incorporated in 1942 by GP-Ck Birla Group of India with its, then flagship brand of passenger car ‘Ambassador’. Since that was the only passenger car available in India along with Padmini of Premier Automobiles Ltd, It enjoyed almost monopoly in the market. In 1999-2001 the company reported Rs1.1 billion Losses along with a completely washed away market since last two decades. (ICMR, 2002) What happened during these six decades that
forced the company in to such unpleasant market conditions? Researcher analyses the case with the point of view of marketing behavior.

1. The market leadership enjoyment due to monopoly shifted the company’s marketing paradigm towards exclusive marketing behavior.
2. Company’s flagship brand Ambassador, had a fixed target segment called taxi and government along with the family car customers then.
3. The customer exclusive marketing behavior i.e. neglecting the customers out of the company sight, stopped learning about the changing customer needs.
4. This type of marketing behavior affected each stage of marketing right from understanding the customer needs to the product development process. This resulted in old and unchanged car models like ambassadors in urban, contessa in urban areas, Opel Astra in urban areas and Trekker in the rural areas.
5. All these car products and brands were away from the changing customer car taste in urban as well as rural areas. So in spite of the heavy turn around rounds the company never got in to good shape in terms of market share after 1980s. (ICMR, 2002).

Hindustan motors performed in the market unlike the other new MNC counterparts who were customer-centric (Philip Kotler, 2010).

Analysis:
This type of behavior again represents the customer exclusive marketing behavior. The reason of falling in to this category is while the customer needs are changing, the company is not considering the same while offering cars in the market. This behavior is including all activities from understanding needs to product development and selling.

Case 3-Tesco.com (Online retail):
Tesco.com is world’s third largest retailer and top online retailer globally, also the first retailer to go online in UK. After studying the marketing behavior of the company following marketing actions needed to be discussed.

1. Creation of wine community forum on the online store Tesco.com was a very different marketing action than the previous cases. On this platform Tesco created collaborative internet platform with the customers for feedback about the different wines in an organized way. The customers formed wine community for celebration, new wine taste discussion, wine man of the month contest, wine of the month and valuable customer insight through live chats & blogs on the store website for the company.
2. Another collaborative platform for the Tesco.com customers is baby club, an interactive platform for the parents. On this platform the two way interaction is for pregnant women, new born bay parenthood, toddler parenthood, teenager parenthood, parenthood advices, parent forums, competitions on the online store.
3. Other customer engagement marketing programs are Tescocompare.com (service & product comparison platform), digital photo shops and blinkbox (where customer can watch online movies and TV shows instantly for engagement) etc. (Source: www.tesco.com ).
Analysis:
The marketing behavior of Tesco.com clearly presents a different set of marketing actions, through which the company is not only satisfying the customers with the offerings but including them & collaborating with them for its marketing actions. The outcome of the actions is visible in the leadership in the market. This type of marketing behavior is called as inclusive marketing behavior. The major aspect of this behavior reflects in the customer inclusion in the marketing actions.

Case 4: Lays India: (Source: www.Campaignindia.com, www.pepsicoindia.co.in)

Lay’s, the flagship and world’s largest favorite snack food brand was launched in 1995 by PepsiCo Company, a global giant in food and beverages. The company in spite of being the world’s largest in the industry had a very different marketing behavior in India with the customers. For its new launch of new snack flavor it collaborated with the customers of India. “Using this historic consumer engagement program we wish to take in to account our consumers’ tastes to create new products.” Deepika Warrior, Director-Marketing, PepsiCo India (Frito-Lay India Division). (source: www.pepsicoindia.co.in). This statement exhibited not only a different marketing strategy but a completely collaborative mindset of the company which demonstrated through a unique “Give Us Your delicious Flavor” launched in October 2009. The program ambassador was famous Bollywood star Mr. Saif Ali Khan.

Highlights of this collaborative marketing activity:
1. Three month long campaign across India.
2. 1.3 million Entries from consumers.
3. Select Entry will be getting 5 lacs prize amount.
4. First of its kind consumer engagement program in India.
5. The flavors shortlisted were: Cheesy Mexicana, Tangy Twist, Mastana Mango and Hip hop Honey & Chilly.
6. These top four flavors out the “Survival of the tastiest contest” were piloted in the markets across India for two months.
7. A hyped promotion campaign across all media starring Saif Ali Khan was carried for the consumer voting to select the top four flavors.
8. The results were huge for the company.

Analysis:
The above said marketing demonstrated customer inclusive marketing behavior, as the company literally engaged the consumers in the need of understanding to product development phases of marketing. It created huge fan following for the Lay’s products in coming years. The benefit was huge increase in consumer engagement with the brand and trust in PepsiCo.

Case 5: Mahindra Tractors Ltd:
Mahindra Tractors Ltd became world’s largest tractor company in the world by volume in 2010. The reason of Mahindra tractors’ market leadership was its customer centric marketing. The company operating in 40 nations became brand to reckon in these countries. Major customer centric marketing activities are being shared in the case study.
1. Mahindra USA competing with the likes of John Deer (The World’s largest tractor maker by revenue) adopted to do niche and close to the farmer customer community and developing customer centric relationships with small and hobby farmers. Developing small HP tractors with personalized services for small land farmers was the strategy which has worked for the new topper of the Global Tractor Market.

2. A Strong exhibition of the customer centric marketing was done in its new QWIK service initiative at the service centers started in Chennai, India in November 2013. The promise was to complete the servicing of the tractors in 90 minutes. The features of this initiative are:

- 90 minute service
- ‘with you hamesha’ Mobile apps for appointments
- Strategic city location
- Experts team for 90 minute service promise
- AC lounge for the customers while the vehicle is serviced to watch it.

3. Farm Tech Prosperity is the motto of the FES division where the company goes beyond just selling tractors. In order to enhance FarmTech Prosperity, FES offers services beyond tractors such as agro-mechanization solutions under Mahindra AppliTrac, Seeds, Crop care solutions and market linkages to high value markets through Mahindra Subhlabh and energy solutions through Mahindra Powerol. Source: www.mahindratractor.com

4. This mindset of customer centric marketing made the company largest in the world by volumes. (www.mahindratractor.com)

Analysis: This marketing behavior is termed here as customer centric marketing behavior as here the company focused its marketing on the customers and understanding its needs in deep. Customer centric marketing behavior creates the platform of success for the company and takes the companies to the market leadership. Customer centric innovation is a very popular tool in such a scenario, the Mahindra tractors did in its endeavor.

Case 6- Southwest airlines:
Southwest airlines, was the only profitable airline in 2001-02 in US airlines industry, courtesy to its customer centricity powered marketing. (source: Southwest Airlines 2002, A07-02-009, Ivy case collection). So what were the customer centric activities in this low cost airline company which took the US airline market by storm?

1. The strategy was made as ‘Positively Outrageous Service” which will create the WOW factor in the minds of the customer.

2. What ran through the DNA of the southwest staff was “Southwest Spirit” so much so that once Herb Keheller (CEO) once served snacks dressed as an attendant to the customers, which all the staff always demonstrates.

3. Customer centricity was the major part of the training in the peoples Department at Southwest Airlines.

4. Flight attendants were always ready to take the luggage of the customers to serve them.

5. Select snack Trays in the flight helped the customers to select suitable snack for them. (www.southwest.com)
Analysis:
The southwest airline was mentored by Mr. T. Scott (POS concept originator) for the POS concept for the high level of service. This pattern of marketing actions indicates customer centric marketing behavior. Such a company always won the hearts of the customers particularly in the industry where even the customers did not expect this high level of customer service spirit.

**Case 7 - Tata Nano:**
Tata motors, a giant automobile company of India with a very strong TATA brand to reckon is ranked 2nd after Maruti Suzuki in passenger cars segment. The then Chairman of the Tata group, Mr. Ratan Tata had a dream to launch a car that will address mobility needs of the middle class of India at a very affordable price tag of Rs. one lac. In 2009 Tata Nano was launched with a prediction of market expansion of 65% (N.Madhavan, Business Today, 29th Jan 2013). In 2013 the condition of Nano is monthly sale of 3500 cars against production capacity of 21000.

1. According to experts a lot went wrong in the approach towards the car market. The approach was top-down just reverse to the trend of bottoms up. The Whole Nano team had to work hard to arrive at the magic price of Rs one Lac.
2. The perception of the company that the car with rear engine only for the city rides will click failed drastically, as people wanted a car for long distance as well.
3. Because of the low cost stretch quality, though claimed very high, remained under question due to many early bought cars bursting on the roads. Noise pollution in the initial days was also a problem.
4. Wrong communication of a very cheap car as against innovative car also created a negative image in the minds of customers.

Analysis:
The Tata Nano making due to top-down approach created a conflict of interest between the company and the customer. As people thought it’s a low cost dream car, but got a low cost misfit to their dreams. Such a marketing behavior creates conflict of interest between company and customers.

**Mapping of Marketing Behavior:**
From the above case studies the researcher presents the set of marketing behavior towards the market elements
1. Customers
2. Competitors
3. Partners

**The set of marketing behavior:**
1. Exclusive marketing behavior
2. Confictive marketing Behavior
3. Customer centric marketing behavior
4. Inclusive marketing behavior
**Discussion: Marketing behavior towards Customer:**

1. Exclusive marketing behavior demonstrated neglecting the customer needs and not keeping the customers in the eyesight while developing the product and followed by the whole marketing process.

2. Conflictive behavior creates conflict of interest between the company and customers. When the company thinks sincerely that our product is just made for the customers and it gets a negative response in the market over a long time. At that time we can say that there is a conflict in the interest or needs between the two stakeholders.

3. Focused marketing behavior goes one step ahead and ensures such conflict does not arise and all the actions are customer-centric, customer-focused, and oriented. The marketers work hard to create the same image of the company in the hearts of the customers through various activities.

4. Inclusive marketing behavior is the epitome of all the above ones. Here the marketer not only takes care of the customer but includes them like a family or community in the marketing process. The relation here between the company and customers is not from mind but heart (Philip Kotler, 2010). According to Prof. Philip Kotler this type of marketing behavior happens in the Marketing 3.0 where the company collaborates with the customers for the future marketing process (Philip Kotler, 2010).
**Marketing Behavior traits towards Customers**

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**Discussion of parallel research work done in this area:**

Co-Creation is a breakthrough research which also talks about the collaboration between company and customers. It strongly advocates that the locus of the marketing platform should be interaction between the two (CK Prahlad, Ramaswamy, 2004). But Co-Creation model limits the collaboration only till the experience, does not endorse the collaboration for other parts of marketing process. Whereas Marketing Behavior Model talks about the collaboration at all fronts of the marketing right from understanding the customer needs and other types of the behavior as well i.e. exclusive, conflicitive and focused. Needless to say the behavioral aspect of marketing is not under the preview of Co-Creation model.

Marketing 3.0 (Philip Kotler, 2010) talks on parallel lines in marketing but does not include the behavioral aspect in that. On the other hand Marketing behavior model talks primarily about the behavioral aspect. It is found that marketing behavior reflects in the marketing strategy execution in the market about any company. Marketing 3.0 takes through major reflects of the marketing in future i.e. co-creation, communitisation and character building. Marketing 3.0 talks about building strong customer involvement in marketing and demands collaboration in marketing. Marketing 1.0 is about product marketing, marketing 2.0 is about consumer oriented marketing and marketing 3.0 is about value driven marketing. The nature of this research is strategic. Marketing behavior model on the other hand talks primarily about the untouched behavioral aspect of marketing with market elements.
Role of Marketing Behavior Model in online marketing w.r.t. online retailing:
Online marketing with respect to the online retailing is driven by internet technology. From the marketing point of view the interaction between the company and customer (CK Prahlad, Ramaswamy, 2004) is at the center. So the marketing behavior becomes instrumental in creating a situation where company and customers are well engaged in the process of marketing. Since the marketing process in online marketing happens through internet and not face to face like in offline marketing, the humanization of the interaction at the internet. In this direction the role of marketing behavior of the marketers in the online retailing industry will play critical role over the technology. Because technology can be brought at any time by any company, but the marketing behavior will be the biggest asset of the internet companies and offline companies as well. Thus, in future the inclusive marketing behavior will be the biggest USP of the internet marketing companies as that will bring the most sought after customer loyalty. As every industry is getting more and more competitive the customer acquisition cost is getting higher. So from the marketing profitability point of view the focused & inclusive marketing behavior will be the key to success.

Future scope of research:
Because of the exploratory status of research in marketing behavior area, researcher adopted case study research method (Eisenhardt.1989). We touched up on the marketing behavior of companies only towards one market element i.e. customer. The marketing behavior towards other major elements such as competitors, partners will also be researched by the researcher. The empirical method of data collection along with quantitative analysis can be also carried to test the marketing behavior matrix in future. Surely this research in marketing behavior will contribute to verify the existing behavior pattern of the companies and drive towards the more customer centric and collaborative state to gain the leadership in the market. As the efforts in this direction have always reaped high for such companies.

Conclusion:
This research attempts to contribute towards the behavioral aspect of marketing, the parallel side of which has been emphasized by other researchers as well. As the internet marketing growth will occur in future, more humanization of the internet based interaction will be demanded by customers in expectation of customization and personalization. So this marketing behavior matrix will be a futuristic pathway for the online retailing companies and for researchers in this field.

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