

UiO : **Centre for Entrepreneurship**
University of Oslo

*Identifying the essential factors in
the marketing mix design (The case
of Personal Protective Equipment)*

MSc in Innovation and Entrepreneurship

Meghna Jain
Fang Han
21/05/2012



© Meghna Jain, Fang Han

2012

Identifying the essential factors in the marketing mix design (The case of PPE)

Meghna Jain, Fang Han

<http://www.duo.uio.no/>

Print: Reprosentralen, Universitetet i Oslo

Abstract

This research intends to focus on establishing an easier methodology for determining a marketing mix that a startup company can use. It can also help established companies in an early phase assessment of their marketing mix. The study focuses on this methodology through the case of PPE (Personal Protective Equipment) by identifying the essential factors in the marketing mix design for it. Marketing a product requires that the product has a right mix of all the four P's- Product, Place, Price and Promotion. This research identifies the essential factors in the marketing mix design of Personal Protective Equipment (PPE). The respondents are the manufacturers from the PPE industry. The study has been categorized into two type of PPE products- PPE apparels and evacuation products & gas masks. It also performs a comparative analysis on different manufacturers in order to determine the marketing mix factors which are incorporated by the maximum number of manufacturers. Both surveys and interviews were conducted. So the research is a combination of both, qualitative (case study) and quantitative methods. Surveys were sent to 260 companies and there were three interviewees. The combined analysis of literature review, surveys and interviews help to evaluate the essential factors in the marketing mix design of PPE. The results show the essential marketing mix factors in PPE. The methodology incorporated is successful and can be used by start-up and established companies to determine the essential marketing mix factors.

Acknowledgement

This thesis has been possible because of the support of many people.

We express our sincere gratitude towards our supervisor, Tor Borgar Hansen, who was always there to assist and guide us. His suggestions and ideas have contributed to the success of this thesis. We would also like to thank him for his review and comments, which lead to the further improvement of the thesis.

We would also like to thank the Centre for Entrepreneurship, for giving us an opportunity to write the master thesis.

Another vote of thanks goes to all the respondents and interviewees, without whom, the thesis would not have been possible.

I would like to thank my husband Ashish for his constant motivation and suggestions which made this thesis possible- Meghna

Table of Contents

1	Introduction	1
1.1	Motivation behind the study	2
1.2	Research problem	3
1.3	Research Questions:	3
1.4	Structure of the thesis	3
2	Literature Review	5
2.1	The emergence of marketing mix design	5
2.2	The connection between marketing mix and market	6
2.3	The perspective of marketing mix factors	7
2.3.1	Product perspective	7
2.3.2	Place perspective	11
2.3.3	Price perspective	12
2.3.4	Promotion perspective	15
2.4	Related work on PPE	17
3	Methodology	19
3.1	Research design	19
3.1.1	Research study	19
3.1.2	Nature of research design	19
3.1.3	Type of research design	20
3.1.4	Testing the quality of research	20
3.2	Quantitative data	21
3.2.1	Data collection	21
3.2.2	Method	22
3.3	Qualitative data	30
3.3.1	Design case study approach	30
3.3.2	Data collection	30
4	Results and analysis	32
4.1	Quantitative analysis	32
4.1.1	Comparative study	32
4.1.2	Prioritization matrix	35
4.2	Qualitative analysis	43
4.2.1	PPE apparels	43
4.2.2	Evacuation products & gas masks category	45
5	Conclusion and Recommendations	48
5.1	Conclusion	48
5.1.1	Comparative study	48
5.1.2	Essential factors in marketing mix design	49
5.2	Limitations	52
5.3	Future research	53
5.4	Ethics	53
6	References	54
6.1	Article and book references	54
6.2	Internet references	58
7	Annexure	60
7.1	Survey	60
7.1.1	Survey screenshots	60
7.1.2	Survey raw data	67
7.1.3	Survey interpreted data for PPE apparels	73

7.1.4	Survey interpreted data for evacuation products & gas masks	77
7.2	Interview responses	81
7.2.1	Interview response for PPE apparels.....	81
7.2.2	Interview response for evacuation products & gas masks	82
7.3	Pricing strategies.....	85

List of Figures

Figure 1.1: The 4P marketing mix model	2
Figure 4.1 : Relative performance index of each company (PPE apparels)	36
Figure 4.2 : Relative performance index of each company (Evacuation products & gas masks)	40

List of Tables

Table 3.1: Survey questions	23
Table 3.2: Data interpretation	24
Table 3.3 : Key factors for marketing mix	24
Table 3.4 : Comparison matrix	27
Table 3.5 : Product uniqueness rating of each company on a scale of 1 to 5	27
Table 3.6: Ranking table	27
Table 3.7 : Prioritization matrix only for product factors	28
Table 3.8: Prioritization matrix with R_j	29
Table 4.1: Essential marketing mix factors for PPE apparels.....	37
Table 4.2: Essential marketing mix factors for evacuation products & gas masks	41
Table 4.3: Interviewee response – PPE apparels	44
Table 4.4: Interviewees responses – Evacuation products & gas masks	47
Table 5.1 : Factors used by majority of manufacturers - PPE Apparels.....	48
Table 5.2: Factors used by majority of manufacturers – Evacuation products & gas masks.....	49

1 Introduction

This research intends to focus on establishing an easier methodology for determining a marketing mix that a startup company can use. It can also help established companies in an early phase assessment of their marketing mix. The study focuses on this methodology through the case of PPE (Personal Protective Equipment) by identifying the essential factors in the marketing mix design for it.

PPE refers to protective gloves, clothing, goggles, shoes, etc. that protects a person from heat, chemicals, etc. It also refers to emergency evacuation products and gas masks. In the rest of the paper the abbreviation PPE will be used.

The marketing mix concept was suggested by McCarthy in 1960, which were called the 4Ps of marketing: Product, price, place and promotion. Marketing mix is an important tool for the marketing of any product. It is the delivery vehicle through which strategy is actualized. Using available information and expertise, managers customize the marketing mix in relation to given target markets by making decisions concerning (1) product, (2) place (channels), (3) promotion, and (4) pricing (Fuller 1999). Our respondents are manufacturers from the PPE industry. Marketing mix and the creation of a single strategy for the entire global market, offers economies of scale in production and marketing. Multinational companies should find out how to adjust their marketing strategy and tactics (marketing mix elements) in order to fit market requirements (Vrontis, Thrassou et al. 2009).

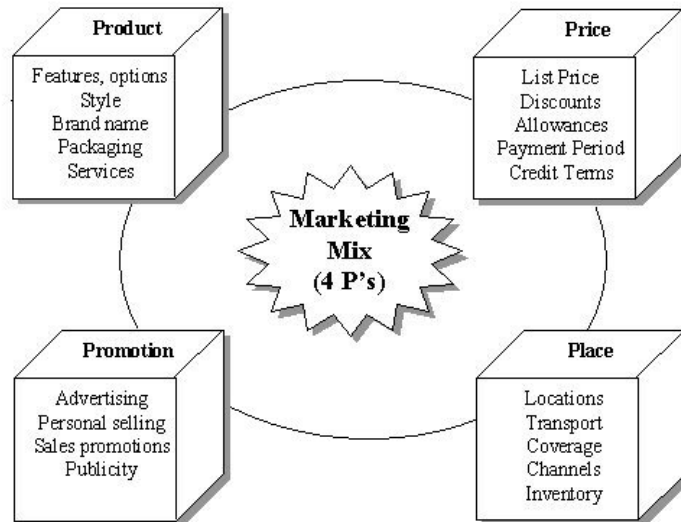


Figure 1.1: The 4P marketing mix model¹

1.1 Motivation behind the study

Identifying the essential factors in marketing mix is important, especially for start-up companies in order to compete in a well-established market.

Traditional method for establishing marketing mix is by rigorous marketing mix modeling. Marketing mix modeling is the use of statistical analysis such as multivariate regressions on sales and marketing time series data to estimate the impact of various marketing tactics on sales and then forecast the impact of future sets of tactics. It is often used to optimize advertising mix and promotional tactics with respect to sales revenue or profit. Though this method of establishing marketing mix is rigorous, it is expensive and data intensive.

The start-up companies lack the sales data and also they are limited on the money that can be spent on finding a right marketing mix.

Through this study, we want to derive a methodology that could be used as tool, which is more applicable and acceptable to start-up companies. In this study we establish the methodology through the case of PPE.

Our interest in PPE developed when we undertook our internship in a company manufacturing PPE. The internship was interesting and our interest in PPE kept growing after that. Later we were curious to know what should the essential factors in the marketing mix design for a PPE be.

¹<http://www.masterclassmanagement.com/ManagementCourse-MarketingMix.html>

Searching through books, articles and internet did not solve the problem because no such research on marketing mix design had been performed.

It is then we thought of constructing a methodology that could determine the essential marketing mix factors for PPE. This motivated us to carry out our master thesis on this subject. Our aim is to find out that which essential marketing mix factors could make a PPE business profitable.

1.2 Research problem

To this date, there is no work done on identifying the essential marketing mix factors. This research will help evaluate, how the essential marketing mix ingredients for a PPE look like. This research will help the PPE manufacturers in deciding their marketing mix design so that they have a profitable business. Also the methodology incorporated will help the start-up companies to determine their product's essential marketing mix factors. This research is a first in its own kind. The respondents are not from one specific country, but are spread throughout the globe.

1.3 Research Questions:

- Is there a methodology that can be incorporated to find the essential factors in marketing mix design?
- What are the essential marketing mix factors to be considered for a PPE?
- What marketing mix factors are taken into account by majority of the PPE manufacturers'?

1.4 Structure of the thesis

This thesis is divided into 5 sections.

The **first section**, Introduction, gives a brief overview of the study. It throws light on the motivation behind this study, research problem and the research questions involved.

The **second section**, Literature review, demonstrates the theory on which this study is based and also shows few related works.

The third section, Methodology, gives an overview of the research design and describes the qualitative and quantitative methodologies used in this research. It describes how the data collection was performed.

The fourth section, Results and Analysis, gives a detailed explanation of how results are evaluated and analysed.

The fifth section, Conclusion and Recommendations, lists the final conclusion of this study and also shows the limitations and possibilities for future research. It also contains an overview of the ethics incorporated for this research.

2 Literature Review

In order to demonstrate the concept of marketing mix design, we employed general marketing mix theory, introducing the development process of marketing mix design. Then we explain the connection between marketing mix and market, and how the marketing mix works in the real life market. Then we select the literatures according to four marketing mix factors and explore whether these factors are also important for PPE market.

2.1 The emergence of marketing mix design

Marketing is separated from other activities of the firm and delegated to specialists who take care of the analysis, planning and implementation of various marketing tasks, such as market analysis, marketing planning, advertising, sales promotion, sales, pricing, distribution and product packaging (Grönroos 1994). The marketing mix developed from a notion of the marketer as a "mixer of ingredients" (Culliton 1948). The marketer plans various means of competition and blends them into a "marketing mix" so that a profit function is optimized, or rather satisfied (Grönroos 1994). The concept of the marketing mix was reportedly introduced by Neil Borden in his presidential address to the AMA in 1953 (Borden 1964). With the traditional marketing mix the organization is concerned with the features of the physical good, quality level, accessories, packaging, warranties, product lines, and branding, that constitute a product; the channels of distribution, exposure, intermediaries, outlet locations, storage, transportation and management of channels that constitute the place; publicity, sales personnel, advertising, and sales promotion that constitute the promotion tool of the mix; and then the price - flexibility, price level, terms, differentiation, discounts, and allowances (Maliehe 2007). The expanded services marketing mix includes people, physical evidence, and the process, that is, in addition to the above traditional marketing mix tools (Zeithaml and Bitner 2003). However, in 1960s, the popular version of the concept of McCarthy's four Ps (product, price, promotion and place) had increasingly come under attack with the result that different marketing mixes have been put forward for different marketing contexts (Rafiq and Ahmed 1995). Eventually the Four Ps of the marketing mix became an indisputable paradigm in academic research, the validity of which was taken for granted (Grönroos 1994).

Each component of the marketing mix-product, price, promotion, and place relates to dimensions of consumer behavior (Cox 2004). Product describes the behavior or idea to be promoted to the audience in terms of the benefits one will receive by participating in this behavior. Price refers to the barriers that a person may encounter and need to overcome in order to accept the proposed social marketing concept. Price could include a loss of status, time or embarrassment, depending on what behavior one is trying to instill on its audience. Place refers to the system through which the products (commodities, messages and health services) flow to users and the quality of service offered where these products are made available. Place attempts to incorporate convenience into the adoption of a new behavior, thus overcoming any accessibility obstacles that could occur. Promotion uses traditional marketing strategies, including public relations, user education, community organization, etc. Promotion strategies integrate messages into what is deemed the appropriate channel to convey that message to the particular audience. Once an acceptable balance of these four "Ps" is achieved, a marketing mix can be adopted to tackle a social marketing issue (Gorscak 2007). The objective of a marketing mix is to establish the successive or simultaneous actions to influence the consumer's or a users' purchasing decision, the knowledge of marketing mix is basic to the planning of commercial actions (Belohlavek 2005), and the role of the marketing mix is to match supply and demand in the market place, i.e., to meet consumer service output demands by adjusting the discrepancies between supply and demand (Cox 2004).

2.2 The connection between marketing mix and market

Marketing mix is a powerful concept and is very important for the whole marketing strategy in every company. The marketers must embrace and integrate all marketing mix variables. They must consider all marketing mix variables to see where adaption to product, price, and promotion and so on is needed (Kotler and Keller 2009). And the success of a company is dependent on a well-balanced and integrated marketing mix, i.e. the components of the product, its price, the distribution channels, and the marketing communications have to suit each other. In case the marketing mix is not in balance the communications might not reach the right audience at the right time (communications imbalance), or the customers cannot buy the product when they want to as it is out of stock (distribution imbalance), or the product is priced out of

their reach (pricing imbalance), or even worse, the product does not meet the customers' expectations (product imbalance) (Kajansinkko 2001). Considering these components, the marketing seem easy to handle, allows the separation of marketing from other activities of the firm and the delegation of marketing tasks to specialists; and the components of the marketing mix can change a firm's competitive position (Grönroos 1994). If the company is able to ensure an excellent marketing mix, the company could expect almost a certain success in the future (Opařilová 2009). Gautam and Singh (2011) wrote 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, in order to be beneficial. They need to be careful of the pricing decisions. Small manufacturers need to focus on the issues relating to advertising to survive in the market and remain competitive. New marketing mix, one that reflects the differences between products and services, should be part of every hospitality firm's total marketing strategy for improving performance and for competing successfully in the marketplace. Firms that strive to develop specific service marketing strategies rather than follow traditional product marketing strategies are those most likely to succeed (Renaghan 1981). Managers are cautioned to ensure that they control all four components with the same emphasis, as the marketing mix is only as good as the weakest link. Management must also ensure that each component is in alignment and fits in with the rest of the marketing strategy. Every product has a life cycle. The elements of the marketing mix are greatly influenced by the life cycle of the product and the stage of the cycle in which the product is. Each stage poses a different challenge that must be taken into account when determining the marketing mix (Barley).

2.3 The perspective of marketing mix factors

2.3.1 Product perspective

In a purchase context, it is important to consider what elements of an item will be noticeable. Certainly one is the product itself, and the other is the brand of the product (Bearden and Etzel 1982). A brand can be defined as a name, term, sign, symbol, or design, or combination of them, which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors (Keller 1993). A company's corporate brand provides consumers with expectations of

what the company will deliver (Argenti and Druckenmiller). Brand name is a critical cue for customer perceptions of product quality (Grewal, R.Krishnan et al. 1998).

In a context of global competition and decreasing profits from product sales, the after-sales services and activities (i.e. those taking place after the purchase of the product and devoted to support customers in the usage and disposal of goods) constitute a relevant profit source as well as a key differentiator for manufacturing companies and resellers (Richard Wise and Baumgartner 1999). The strategic importance of after sales product support services that enable the availability of mission critical products has been recognized in industries where products are complex and the consequences of product downtime can be severe (Cohen). In some industries, the profit margin for the sales of service parts and for the provision of after sales services (for repair, maintenance and upgrades), far exceeds the margin on the sale of the product itself (Cohen and Whang 1997). The service market can be four or five times larger than the market for products (Bundschuh and Theodore M. Dezvane 2003) and it may generate at least three times the turnover of the original purchase during a given product's life cycle (Richard Wise and Baumgartner 1999). Cohen and Whang (1997) report on a benchmarking study of 14 companies in the electronics, computing and communication industries. They found after sales service revenues constitute 30% of product sales revenues. The notion of after sale support is becoming an important feature of any product sale.

Warranty (and extended warranty) is an element of after sale support and manufacturing business needs to view it as part of the after sale service strategy (Murthy 2002). A warranty is a written assurance that the manufacturer of a product will guarantee the quality and reliability of a product in terms of correcting any legitimate problems with the product at no additional cost, for some expressed or implied period of time or use (Pecht 2006). Based on this definition, a warranty contract should contain at least three characteristics: the coverage period (fixed or random), the method of compensations, and the conditions under which such compensations would be offered (Pham 2006). Customers want assurance that the product will perform at a satisfactory level during the useful life of the product. Manufacturers not only need to provide this assurance, but more importantly, need to ensure customer satisfaction as well. Without this, survival in a fiercely competitive global market environment would be impossible (Ullah 2011). From the buyer's point of view, the warranty in transactions is protection, and it provides redress if the goods

fails to perform as intended by the seller. Moreover, it is more reliable for buyers if the product with a longer warranty period than one with a shorter warranty period. From the manufacturer's point of view, the warranty may, and often do, specify the use and conditions of use for which the product is intended and provide for limited coverage or no coverage at all in the event of misuse of the product (Murthy 2002). A second important purpose of warranties for the manufactures is the effect of manufacturer reputation, and manufactures reputation will directly impact consumer judgments on product quality. Thus manufacturers provide a warranty to compete with their competitors, and a better warranty is more likely to affect perceptions of product quality when it is offered by a reputed manufacturer (Ullah 2011). In many situations, consumers do not know the true quality of competing products before making their purchase decisions. Warranty that is to be offered for a product is an important marketing decision and will guide consumers.

Ampuero and Vila (2006) have indicated that positioning has its origins in product packaging (the concept was called product positioning). This literally means the shape of the product, the size of the package and its price in comparison to the competition. Once the positioning plan has been completed (and the company knows how it wants to present itself to the market with respect to its competition), the company implements a plan of action through the construction of a suitable marketing mix (Brooksbank 1994). If we focus on "communication" activities, the sequence should be the following: a positioning decision identifies the product characteristics that should be stressed in the marketing mix, particularly in its communication campaign (Brooksbank 1994). Packaging is becoming an increasingly important factor for many reasons. Managers are increasingly recognizing that packaging can create differentiation and identity, above all in relatively homogenous perishable consumer goods.

However, in general terms, packaging is the container that is in direct contact with product itself, which holds, protects, preserves and identifies the product as well as facilitating handling and commercialization (Vidales Giovannetti 1995). From the managerial point of view, in order for packaging to suitably develop its functions, the structural and graphic design of the packaging and even the optimum size of the pack will be subject to market research undertaken by the company and the positioning that the company wants the product to occupy in the market (Ivan~ ez Gimeno 2000). Therefore, packaging is specifically related to the strategic decisions of the marketing

mix (Underwood 2003). While from the consumer perspective, packaging is crucial, given that it is the first thing that the public sees before making the final decision to buy (Vidales Giovannetti 1995). All the packaging elements, including texts, colors, structure, images and people/ personalities have to be combined to provide the consumer with visual sales negotiation when purchasing and using the product (McNeal, J.U. et al. 2003). Packaging plays a major role in communicating brand personality by means of several structural and graphic elements (Ampuero and Vila 2006).

Product uniqueness is defined as the degree to which the product is designed or made to satisfy unique needs or to be used for unique purposes (Cavusgil, Zou et al. 1993). That product uniqueness and superiority is such an important ingredient in new product success is so obvious and trusty that it tends to be overlooked. The product is the core or central strategy in most industrial new product ventures; and it is through the product that the firm must seek its differential advantage (Cooper 1979).

Unique products are typically highly innovative and new to the market, the products meet customers' need better than the competing products, the new products can bring along cost reductions and they are in general more durable, reliable and of higher quality than their predecessors (Cooper and Kleinschmidt 1995). By developing a unique value proposition to create a strong differential from competitors, firms aim at attracting more consumers and achieving a better positioning on the competitive market. The value proposition should skillfully integrate the increasing quality of prospective leads and market share and the improvement of operational efficiency to attract consumers to enter into a relationship with the firm. In that way, firms increase the perceived value of their products and services relative to the perceived value of the products and services of their competitors, achieving competitive advantage (Pomoni 2011).

From the above literatures, we find that the brand name of the product, the after sale service, warranty provided by the manufacturer, product packaging and product uniqueness play significant role in general product sale, so we in this thesis explore whether these are important for PPE as well.

2.3.2 Place perspective

Distribution channels are primarily set up to perform a set of essential economic functions in society, bridging the gap between production and consumption (Stern and Reve 1980).

Industrial distributors are seen as best able to handle small accounts and to perform physical distribution functions, and less competent to handle large accounts, sales, and technical service functions. The distributor's key function is to provide the right product to the customer when and where it is needed. The distributor stocks the products that he sells, has at least one outside salesperson as well as an inside telephone and/or counter salesperson, and performs a broad variety of marketing channel functions, including customer contact, credit, stocking, delivery, and providing a full product assortment (Frederick E. Webster 1976). The manufacturer views the industrial distributor as a member of its sales and physical distribution organization. Simultaneously the manufacturer is frustrated by the distributor's relatively low level of management competence and lack of management depth, as well as by inadequate financial management and the frequent lack of provision for management succession (Frederick E. Webster 1991).

The channel relationship can be perceived as a reference group that uses normative influence when, for example, a distributor feels compelled to conform to norms established by the supplier in order to continue the channel partnership. This normative function appears commonplace in a channel in which a large or well established supplier sets goals and norms of behavior for the distributor. The distributor then is willing to behave in a manner dictated by the supplier to reap the reward of higher profits. As noted in the study of the office systems and furniture industry, operating suggestions from the supplier can become strategic mandates for the distributor. It is important to recognize that it is through distribution that the manufacturer can provide the kinds and levels of service that create superior customer value and lead to very satisfied customers (Siguaw, Simpson et al. 1998). When the distributor takes on major responsibility for promoting a product line, it is likely to be a line that provides a large share of his total volume (Frederick E. Webster 1991).

Globalization progressed significantly in the past decade, facilitated by modern communication, transportation and improved legal infrastructure as well as the

political choice to consciously open markets to international trade and finance². This rapid globalization has occurred as a result of several circumstances: rapid technological changes in communications and transport; an increasing trend towards deregulation of foreign exchange, foreign investment and financial markets; and the creation of greater incentives and opportunities for companies (Mohanty and Nandi 2010). Companies go international for a variety of reasons, but the goal is typically company growth or expansion. Companies go international to broaden their workforce and obtain new ideas. A workforce comprised of different backgrounds and cultural differences can bring fresh ideas and concepts to help a company grow (Acevedo). Some companies go international to diversify. Selling products and services in multiple countries reduces the company's exposure to possible economic and political instability in a single country.

In addition, many companies look to international markets for growth. Introducing new products internationally can expand a company's customer base, sales and revenue. They find alternative sources of labor in international markets. Some companies look to international countries for lower cost manufacturing, technology assistance and other services in order to maintain a competitive advantage. Moreover, they locate resources that are difficult to obtain in their home markets, or that can be obtained at a better price internationally (Acevedo).

From above literatures, we find selling product through distributors and selling in large number of countries prove beneficial for business. We in this thesis explore whether these are also important for PPE.

2.3.3 Price perspective

The consumer's perception of the quality of a product is an admixture of a variety of informational inputs concerning a set of criteria he has established for judging the product. The uncertainties associated with assessing the quality of a particular product stem from (1) uncertainty concerning the criteria that should be used, (2) uncertainty as to the degrees of completeness and reliability of the information held on each criterion, and (3) uncertainty about the predictive value of each criterion. When the customers do not have much of the information in above areas, they always tend to

² http://www.andidas.com/academic/lse_coursework

judge by the level of the price and brand to judge products quality. The price reflects the product's competitive positioning and indicates the product quality, innovativeness, and benefits for consumers. The consumer is knowledgeable of the configuration of attributes that comprise a product or service. Further, the consumer is aware of the product price alternatives available to him, has well defined tastes and preferences, and can determine his marginal rate of substitution for each product for the other possible alternative products involved in a particular purchase decision (D.S. Tull, R. A. Boring et al. 1964).

Some psychologists have worked at the general problems of decision making and predicting choice behavior (Cartwright and Festinger 1953). Most often, perhaps, people think of high prices negatively, in terms of the sacrifice they must make to get what they want. In other cases, however and in enough cases to be worth counting people think of a higher price positively, as a symbol of extra quality or extra value or extra prestige. In some cases, perhaps, they buy a higher priced brand just because it is higher (Leavitt 1954).

Skimming and penetration pricing strategy are two pricing strategies. The new product pricing decision involves the launch price and the choice between skimming and penetration (Hultink, Hart et al. 2000). Some customers are used to choose higher prices more frequently because they are more concerned with doing the socially "right" things, which will guarantee acceptance either by their peers or by the members of the next high stratum. In addition, the products themselves may, for many reasons, carry with them some stereotyped notions about their own quality (Leavitt 1954).

A firm's prices must ensure that it is profitable, or at least that it covers its costs. Cost-based pricing focuses on this consideration. Some customers should not find themselves subsidizing the cost of providing services to other customers. If prices do not reflect actual costs or they hide costs of inefficient production then they invite competition from other firms. Since customers will choose the provider from whom they believe they get the best deal, a game takes place amongst providers, as they seek to offer better deals to customers by deploying different cost functions and operating at different production levels. Prices must be subsidy-free and sustainable if they are to be stable prices, that is, if they are to survive the competition in this game (Courcoubetis and Weber 2003).

Behavioral researchers have suggested that the price attached to a product represents one of an array of both intrinsic and extrinsic cues that are inherent in a product and provide a basis for developing impressions of the product (Olson 1974). Since most firms today sell a variety of functionally substitutable products the decision facing the consumer with respect to product evaluation or purchase often involves a choice set representing a seller's product line (Petroshius and Monroe 1987).

In some industries particularly those in which there are a few dominant competitors and many small companies, the top companies are in the position of holding price leadership roles where they are often the first in the industry to change price. Smaller companies must then assume a price follower role and react once the big companies adjust their price. Using a competitive pricing tool can give retailers a significant advantage over competitors. From there retailers can determine how to best react. To compete with another company's pricing, a simple method is to price the product at the same level competitors' price their product³.

Most firms sell a variety of products and thus require a set of different marketing strategies. Generally, the firm has several product lines-groups of products that are closely related either because they are used together, satisfy the same general needs, or are marketed together. Usually within a product line some products are functionally substitutes for each other, and some products are functionally complementary to each other. Because of the demand and cost interrelationships inherent within a product line, and because there are usually several price-market targets, the product-line pricing problem is one of the major challenges facing a marketing executive (B.Monroe and Bitta 1978).

The traditional approach to pricing a line of products, founded in economic theory, focuses on obtaining the optimal price solution for a multiproduct firm when the firm is interested in maximizing contribution to profit. Cost and demand information that is needed for this approach is not readily available to the decision maker, in addition, while optimization techniques can prescribe an optimal price for individual product models under the objective of profit maximization, in reality the multifaceted organization may have multiple objectives that may not be solely profit oriented. Due to these difficulties, costs have often provided the basis for product line pricing (Petroshius and Monroe 1997). Product line pricing is used when a primary product is

³ <http://www.knowthis.com/principles-of-marketing-tutorials/setting-price-part-1/setting-price-using-competitive-pricing/>

offered with different features or benefits, essentially creating multiple "different" products or services (McGuire).

Above literatures show that different companies and different products chose skimming or penetration pricing strategy, that depends on the product itself and manufacture's pricing strategy, subsequently competition pricing and product line pricing strategy also need to be taken into account when they make pricing strategy, so we would explore whether these pricing strategies are able to fit for PPE as well.

2.3.4 Promotion perspective

The proliferation of promotional activity in many product categories may be training consumers to buy on promotion. If so, consumer expectations about future promotional activity are just as important to understanding consumer choice behavior as consumer expectations of price (Lattin and Bucklin 1989). The general phenomenon of promotion accompanied by significant discounts has been widely researched in marketing literature (Dodson, A. et al. 1978). A promotion typically leads to a dramatic increase in sales for the promoted brand (Inman and McAlister 1993).

Though research has documented the success of pricing and promotion in stimulating immediate sales response, there is concern about the long-run implications of such activity (Guadagni and Little 1983). Some industry experts contend that frequent price discounting blurs the distinction between the deal price and the baseline price of a product (Lattin and Bucklin 1989). In 1980s, retail promotion has had an increasingly important effect on consumer choice behavior (Lattin and Bucklin 1989). Manufacturers of consumer packaged goods were able to convince the retailer to conduct in-store promotional activities for two reasons. First, a manufacturer's sales force provided evidence from syndicated sales auditing services supporting the effectiveness of promotion in cultivating new customers for a particular brand. The implication was that the retailer would benefit directly from the increased sales of the promoted brand. Second, trade deals were offered to increase (or maintain) the retailer's margin for the manufacturer's brand. Retail promotion enables both retailer and manufacturer to meet objectives when brand substitution occurs within the store and customers from other stores switch, or cross-shop, to take advantage of the promotion. Both the retailer and the manufacturer of a promoted brand also could

benefit when that brand yields a higher margin for the retailer (possibly because of a trade deal) and consumers switch to this brand, producing greater sales for the manufacturer (Kumar and Leone 1988).

The selling and non-selling dimensions of trade show participation were examined. It was found that better performing firms (as rated by the firms themselves) exhibited a greater number of products, had more customers, greater sales volume, had specified show objectives and used fewer horizontal shows (broad-based end user audience) and more vertical shows (narrow end user audience) (Gopalakrishna and Lilien 1995). Personal selling is usually the largest single item in the business marketing communications mix (Lilien 1979). Trade shows, like advertising, are typically viewed as complementary to the direct selling activity. For example, trade shows uncover previously unknown or inaccessible buying influences, can project a favorable corporate image, can provide product information, generate qualified leads for salespeople, handle customer complaints, etc. (Hutt and Speh 1995). In addition, trade shows are a popular medium for promoting products and services. The most recently published figures indicate that more than 91,000 firms display their wares to more than 31 million prospective buyers at some 8000 trade shows at a cost of \$7 billion annually (Clever 1982).

The trade shows afford a unique opportunity to integrate and project a coherent message to prospective and current customers through a firm's exhibit structure, graphic displays, salesperson-customer interaction, collateral support material, and product or service emphasis and demonstrations (Cavanaugh 1976). Through adroit event selection and product planning, a firm can use trade shows to communicate its message to the right people about the right products at the right time in the buying cycle (Bellizzi and Lipps 1984).

Direct marketing is about making direct contact with existing and potential customers to promote the products or services. Unlike media advertising, it enables to target particular people with a personalized message. Direct marketing can be cost effective and extremely powerful at generating sales, so it is ideal for small businesses. It uses a variety of different methods. Direct mail, mailshots and leafleting are widespread, and other forms of direct and integrated communication are growing in popularity.

Telephone marketing, mobile marketing, email and texting offer more opportunities to reach the target market⁴.

There are a lot of reasons to use direct marketing. According to Statistical Fact Book (1993-1994), the percentage of adults spending \$200 or more per year on merchandise ordered through direct marketing rose from 16 to 21% in 1992. In fact, more money is presently spent on direct marketing programs and solicitations than on magazine or television advertising (Akaah 1995). Direct marketing allows companies to generate a response from targeted customers. As a result, small businesses can focus their limited marketing resources where they are most likely to get results. In addition, a direct marketing campaign with a clear call to action can help companies boost their sales to existing customers, increase customer loyalty, recapture old customers and generate new business. Whether the companies are targeting business (b2b) customers or consumers, direct marketing can deliver results. Choosing the right communication method is vital.

Advertising promotion is different from direct marketing promotion. Advertising and promotion refer to activities undertaken to increase sales or enhance the image of a product or business. It is used primarily to inform the customers about the new product, persuade and encourage customers to switch to a different brand and remind buyers where to find a product. Promotional activities are important for maintaining customer traffic throughout the market season-used early in the season to draw customers to business and during the season to maintain customer traffic levels during slow periods (Dunn 1995). There are many reasons to take advertising promotion. A business may want to create awareness, customer interest or desire, or boost sales, build brand loyalty, launch a new product and so on.

From the above literatures, we found it is beneficial to offer incentives such as customer discounts and rebates, do direct marketing, show up in the trade fair and advertise. We will explore in this thesis whether these are also important for the PPE.

2.4 Related work on PPE

A research on design, manufacturing and marketing of safety helmets without any detailed analysis has been conducted (Whybrow 1986).

⁴ <http://www.marketingdonut.co.uk/marketing/direct-marketing>

In summer months, workers who wear protective clothes, struggle to stay cool. Garment and cloth manufacturers understand comfort issues facing workers who must wear protective clothes in summer. Protecting workers against certain thermal hazard levels can limit the ability of the garment manufactures to make light weight garments. Manufacturers match garments with the hazards of the job (Smith 2005). Fashion has become an important feature in safety eyewear, making it difficult to differentiate between safety eyewear and street eyewear. The workers who find their protective wear attractive are more likely to wear it (Weinstock 1992).

3 Methodology

Both qualitative and quantitative methodologies were incorporated in this study. When used along with quantitative methods, qualitative research can help to interpret and better understand the complex reality of a given situation and the implications of quantitative data (Qualitative research guide). The literature review helped us identify the factors which are essential in the marketing mix design of a product in general. These factors along with some other factors corresponding to our knowledge and online guides were then put into the survey to test them for PPE. The survey results helped us analyze the essential factors which need to be included in the PPE marketing mix. Only these identified factors were then tested through interviews in order to confirm their essentiality in PPE marketing mix design. Those factors for which we did not receive a positive answer in the survey were not tested in the interviews. Finally if a factor was confirmed as essential by both interviews and surveys, it was defined as essential. This methodology helped us apply triangulation in our study.

3.1 Research design

A research design is a detailed framework that helps to guide the research process, allowing the likelihood of achieving research objectives (Wilson 2010).

3.1.1 Research study

Exploratory research was incorporated in this study. Exploratory research follows an inductive approach (Wilson 2010). This is an exploratory research because there is no earlier work to refer to. This is a viable research design because there is a lack of published research on our study.

3.1.2 Nature of research design

Our research design has the following components:

1. The research questions
2. The unit of analysis: The response obtained from the manufacturers is the unit of analysis in this study.
3. Results are determined by both qualitative and quantitative methodology.

3.1.3 Type of research design

Multiple case study methodology was used in this thesis. Also a comparative study was done on the manufacturers' marketing mix factors. Quantitative methods were also employed. We did an embedded analysis because we had more than one sub-unit of analysis. Our units under analysis were 4P's-Product, price, place and promotion. Our study is a cross-sectional design as we have collected data from a number of manufacturers. Such a design is less time consuming and less expensive (Wilson 2010).

3.1.4 Testing the quality of research

1. Reliability

Multiple sources of evidence were used in order to make the thesis reliable. The responses of the manufacturers have been documented in section 7.1.2 so that it will be easy to track the results from the responses.

2. Validity

a) Content validity

Face validity: It concerns the extent to which an instrument measures what it is supposed to measure (Wilson 2010). We were able to prove the face validity.

Sampling validity: It ensures that the measure includes all areas within the nature of the study (Wilson 2010). We could not prove the sampling validity of our research because we could not get responses from all the companies we targeted. There were only few manufacturers who responded to the survey and interviews.

b) Construct validity

Construct validity can be aimed at by using questions that have been pre-tested using a pilot study and are also based on relevant literature (Wilson 2010). We aimed for construct validity by using the questions which were already pre-tested with respect to marketing mix design. Also our questions were taken from marketing mix literature. We also incorporated triangulation to aim for construct validity. Triangulation was achieved by conducting both interviews and surveys at different times with the same or different manufacturers. Therefore with multiple sources of evidence we could test the same phenomenon through multiple measures (Yin, 2003).

3.2 Quantitative data

Survey was used as a part of quantitative analysis. Survey was designed on SurveyPie. Quantitative methods are fairly inflexible. Through the survey all participants were asked identical questions in the same order. The response categories from which participants have chosen are “closed-ended” or fixed. The advantage of this inflexibility is that it allows for meaningful comparison of responses across participants and study sites. However, it requires a thorough understanding of the important questions to ask, the best way to ask them, and the range of possible responses (Qualitative research guide).

3.2.1 Data collection

The sample consisted of companies that manufacture PPE. Manufacturers who produce PPE gloves, eye protects, shoes and clothing were chosen. This was one category. Here there were total nine respondents. This category was referred to as PPE apparels. Another category consisted of Emergency evacuation products and gas masks. Here there were six respondents. It was important to categorize because it is logical to compare apparels as they have to an extent similar features, such as product sizes and colours, which are of no relevance for evacuation product and gas mask. The sample was not restricted to the companies in Norway. Although to begin with it was restricted but due to a very small number of manufacturers in Norway, surveys were sent to companies all around the world. It was sent to manufacturers in countries like U.K, U.S.A, France, Germany, India, China, Taiwan, South Africa, Malaysia, Australia, etc. The survey was sent to 260 companies with the survey link in the e-mail. The response rate was 5.8 %. Initial aim was also to do a comparative study on each of the single product like gloves, shoes, etc. But this would have been possible only if there were at least 10 responses for each product. But due to low response rate there was a shift in the strategy and therefore the companies were divided into two categories as stated above. It was really difficult to obtain the responses. This was due to following reasons:

- Manufacturers did not trust us to be legitimate
- Manufacturers did not have time to fill in the survey
- Many manufacturers were not willing to disclose their product information

Initially there were almost no responses. This compelled us to call each manufacturer and request them to complete the survey. Although this also did not prove much beneficial and the result is therefore only 15 companies who responded to the survey.

3.2.2 Method

All the data was first exported from SurveyPie to Microsoft Excel. The survey had the following questions:

Product
Your product stands in which stage
How many products are you able to sell in a year
Do you provide service/repairs for your products?
Are eligible repairs available free of charge?
Do you provide warranty for your products?
How will you rate the uniqueness of the product.(Scale on one to five, with five being most unique and one being least unique)
Does the product have different sizes?
Does the product have different sizes?(Yes)(specify)
Does the product have different color(s)?
Does the product have different color(s)?(Yes)(specify)
How much different type of models/patterns/varieties do you have for the product?
How will you rate yourself in identifying the customer needs? (As an example, how often do you conduct surveys, voice of customer events, etc?)
Has there been any significant shift in the marketing strategy in the recent years?
What effect does the strategy have on sales?
Do you have a positioning strategy for your product?
Do you collect information of your competitors?
Do you have a tagline for your product?
Does your product have a brand name?
How will you rate the uniqueness of the product packaging? (Scale on one to five, with five being most unique and one being least unique)
How much focus is given to non-critical to quality (CTQ) features of the product? (Example: Ultra durable foot mats in car)
How does the product look? (attractiveness)
Place
How do you sell your product?(choose one or more option)
How large is your geographic domain? (no of countries)
To whom do you sell your products predominantly?
Where do end users buy/look for your product?
Price
What is the average sales price of the product?(EUR)
What kind of pricing strategy do you follow?(choose one or more options)
What is your profit margin?
How is your price compared with your competitors?
Is your company listed in any stock market?

Promotion
Do you provide discounts to customers?
Do you have personal sales in which your sales representative directly contacts the customer?
Do u do direct marketing? (communicating straight to the customer)
Do u provide promotion?
Specify which media you use to carry your advertising message.
How frequently do you advertise? For example: one month, two months, one year and so on.
Do you attend trade fairs?
Do you offer incentives to induce dealers to push your product?
Do you have famous personalities in your advertisement?

Table 3.1: Survey questions

Some questions were later ignored as they did not prove to be of much significance.

3.2.2.1 Method for data interpretation

Different questions had different answering options. Each option was converted to some numerical value as described in Table 3.2.

Answer type	Answering options	Interpreted value
Scale (5 as best, 1 as worst)	1	1
	2	2
	3	3
	4	4
	5	5
Rating (low being worst and very high being best)	Low	1
	Medium	2
	High	3
	Very High	4
Rating	Average	1
	Good	2
	Excellent	3
Binary	Yes	1
	No	0
Multiple options	Option selected	1

Answer type	Answering options	Interpreted value
	Option NOT selected	0

Table 3.2: Data interpretation

For some questions, the responses were averaged out.

Corresponding to the questions described in Table 3.1 and for their multiple options, keywords were defined which are used as key factors of marketing mix throughout in this research. These key factors are listed in Table 3.3.

Product	Place		Price	Promotion		
Product uniqueness	Selling medium	Directly to cutomers	Pricing strategy	Penetrating pricing	Customer discounts	
Warranty		Retailers		Skimming pricing	Personal sales	
Sizes		Wholesalers		Competition pricing	Direct marketing	
Colours		Distributors		Product line pricing	Promotion type	Samples
Customer need identification	No of countries			Psychological pricing		Price discounts/sales
Tagline	Customer type	Private customer		Premium pricing	Rebates	
Brand name		Corporate customer		Optional pricing	Advertising method	Magazines
Product packaging uniqueness	Selling place	Store		Cost based pricing		Direct mail
Non critical features		Supermarket		Cost plus pricing		Internet
Product look		Online			Advertising frequency	
		Catalogue	Trade fairs			
			Dealer incentives			

Table 3.3 : Key factors for marketing mix

3.2.2.2 Method for relative ranking of companies

All the companies had average sales price of the product in their own currency. All such values were converted to a common currency, EURO. Turnover for each company was calculated by multiplying the number of products sold in a year and average sales price of the product for that company respectively. This was then divided by 1000 and the unit for turnover was thousand EUROS. Profit was then calculated in thousand EUROS by multiplying the turnover with profit margin for

each company respectively. Relative performance index (performance of each company with respect to other companies), T_j of each company was calculated by dividing the profit margin of that company by the sum of profit margins of all the companies. Relative ranking was assigned to each company. The company with highest relative performance index was allotted rank 1 and the company with worst relative performance index got the last rank. For the companies with the same relative performance index, those with a higher turnover were allotted a better rank.

3.2.2.3 Method for comparative analysis

This research also focuses on a comparative study between different manufacturers. The comparative analysis throws light on what factors are taken into account by majority of PPE manufacturers. For this calculation, frequency of each answer type for a particular factor was calculated. If the frequency of 1's was greater than the count of half of the companies, then this factor was determined as to be possessed by majority of the manufacturers. For some factors where frequency of 1's could not be determined, average response was calculated.

3.2.2.4 Method for determining essential factors

The thesis focuses on finding out the essential factors in a marketing mix by referring to the best performing company. The best company is the one with highest relative performance index and the worst company is the one with lowest relative performance index. In order to determine the essential factors in the marketing mix design for a PPE, prioritization matrix method was used.

The prioritization matrix, also known as the criteria matrix, is used to compare choices relative to criteria like price, service, ease of use and almost any other factor desired. On the standard prioritization matrix excel spreadsheet, up to nine criteria can be entered, but the number of criteria can be expanded if necessary. The spreadsheet allows weights to be assigned to the criteria since not all criteria are of equal importance (Edward D. Carpenter II). A Prioritization Matrix is a structured method of establishing the relative priority and sequencing of alternatives regarding an issue, objective or goal⁵. A Prioritization Matrix is useful to:

⁵ <http://www.wsa-intl.com/250-prioritization-matrix/>

- Determine the effect of a variety of choices regarding an issue/objective/variable.
- Identify a number of variables and their relationship to each other.
- Define and apply weights to different factors affecting the establishment of priorities.
- Establish priorities among a number of complex variables with multiple factors affecting their relative priorities compared to each other.

The Prioritization Matrix is a decision making tool that helps evaluate and select the best option in situations where there are multiple, competing criteria. The tool accomplishes this by weighting the significance of each criterion on a scale from least to most important. Options are then evaluated against each criterion by rating how well the option meets the criteria. Scores are calculated for each option by taking the sum-product of the options across the various weights. The option with the highest score is the most desirable option⁶.

The term criteria will be replaced in the coming sections and will be referred to as factors.

In this research project, relative performance of each company was determined as described in section 3.2.2.2. Thus in this particular case final score of different companies is already known and the company with highest relative performance is the most desirable one. These relative performances are then considered as the target scores and by applying reverse calculation approach the importance rating of each factor was determined. Importance rating (W_i) is defined as the importance each company gives to a particular factor in their marketing mix. It is a mixture of their effort towards marketing. To normalize these efforts by different companies the summation of importance ratings should be one.

$$\sum_{i=1}^N W_i = 1$$

Equation 3.1

Where,

N denotes number of factors

⁶ <http://www.opexsg.com/help/PrioritizationMatrix.html>

Following procedure was used to find the essential marketing mix factors:

A separate excel sheet was created for each of the factors shown in Table 3.3.

Product uniqueness

Criterion Number		Company A	Company B	Company C	Company D	Company E	Company F	Company G	Company H	Company I	Row Total	Relative Weighting
1	Company A		1	5	10	10	5	1	5	10	47	0.205689
2	Company B	1		5	10	10	10	1	5	10	52	0.227571
3	Company C	0.2	0.2		5	5	1	0.2	1	10	22.6	0.098906
4	Company D	0.1	0.1	0.2		1	0.2	0.1	0.2	5	6.9	0.030197
5	Company E	0.1	0.1	0.2	1		0.2	0.1	0.2	5	6.9	0.030197
6	Company F	0.2	0.1	1	5	5		0.2	1	10	22.5	0.098468
7	Company G	1	1	5	10	10	5		5	10	47	0.205689
8	Company H	0.2	0.2	1	5	5	1	0.2		10	22.6	0.098906
9	Company I	0.1	0.1	0.1	0.2	0.2	0.1	0.1	0.1		1	0.004376
10											229	

* reading across, fill in green squares above according to the scale below

Table 3.4 : Comparison matrix

Company	Product uniqueness rating
Company A	4
Company B	4
Company C	3
Company D	2
Company E	2
Company F	3
Company G	4
Company H	3
Company I	1

Table 3.5 : Product uniqueness rating of each company on a scale of 1 to 5

Particular example is shown for product uniqueness in Table 3.4 and Table 3.5.

Each company was compared to all other companies on that particular factor. The comparison is done based on the interpreted answers obtained from survey results as shown in Table 3.5. For this particular factor, if a company was better than another company then it was given a relative ranking of 5. If it was much better, than a rank of 10 was assigned to that company. Similarly ranking of 1, 0.2 (1/5) and 0.1 (1/10) was assigned if the company was equal, worse or much worse respectively to another company. This ranking method can be seen in Table 3.6.

Status	Rank
10 = Much better	10
5 = Better	5
1 = Equal	1
1/5 = Worse	0.2
1/10 = Much worse	0.1

Table 3.6: Ranking table

Each company received a row total which was basically the sum of relative ranking of that company with all other companies. Relative weighing for each company was then obtained by dividing the row total of that company by the summation of row total. Relative weighing can be defined as the importance each company gives to that particular factor with respect to other companies. For each factor X_i , relative usage of

that factor by different companies (indicated by index j), was calculated by the comparison matrix shown Table 3.4. Relative weighing thus obtained was Y_{ij} where,

$$Y_{ij} = \frac{\sum_{j=1}^M \text{Relative Performance}}{\sum_{j=1}^M \sum_{j=1}^M \text{Relative Performance}} \quad \text{Equation 3.2}$$

Where,

M denotes number of companies in comparison

This method was repeated for all the factors. As shown in Table 3.7, relative weights of all the companies for the factors in product category were obtained.

Technical Alternatives	Product									
	Product uniqueness	Warranty	Sizes	Colours	Customer need identification	Tagline	Brand name	Product packaging uniqueness	Non critical features	Product look
Importance rating	0.03	0.02	0.07	0.00	0.02	0.01	0.03	0.07	0.00	0.00
Company A	0.2	0.1	0.0	0.2	0.0	0.2	0.1	0.1	0.2	0.3
Company B	0.2	0.1	0.3	0.1	0.0	0.2	0.1	0.1	0.1	0.1
Company C	0.1	0.1	0.3	0.0	0.2	0.0	0.1	0.0	0.0	0.1
Company D	0.0	0.1	0.0	0.0	0.2	0.0	0.1	0.1	0.0	0.1
Company E	0.0	0.1	0.1	0.0	0.0	0.2	0.1	0.3	0.2	0.1
Company F	0.1	0.1	0.0	0.1	0.0	0.2	0.1	0.0	0.2	0.1
Company G	0.2	0.1	0.1	0.2	0.2	0.2	0.1	0.1	0.1	0.1
Company H	0.1	0.1	0.0	0.1	0.0	0.2	0.1	0.1	0.1	0.1
Company I	0.0	0.1	0.0	0.2	0.2	0.0	0.0	0.0	0.2	0.3

Table 3.7 : Prioritization matrix only for product factors

Similarly relative weights were obtained for factors in price, place and promotion category.

As shown in the Table 3.7, for the importance rating a guess value was taken such that the sum of the row was equal to one. So if the importance rating of factor X_i is given as W_i then,

Each company's relative performance (R_j) is given by

$$R_j = \sum_{i=1}^N W_i Y_{ij} \quad \text{Equation 3.3}$$

The relative weighing thus obtained can be seen in Table 3.8 under heading relative performance.

Technical Alternatives	Product										Row Total	Relative Performance	Sum of importance rating	Sum of product rating	Sum of place rating	Sum of price rating	Sum of promotion rating
	Product uniqueness	Warranty	Sizes	Colours	Customer need identification	Tagline	Brand name	Product packaging uniqueness	Non critical features	Product look							
Importance rating	0.03	0.02	0.07	0.00	0.02	0.01	0.03	0.07	0.00	0.00			1.000001	0.25	0.20	0.24	0.31
Company H	0.1	0.1	0.0	0.1	0.0	0.2	0.1	0.1	0.1	0.1							
Company I	0.0	0.1	0.0	0.2	0.2	0.0	0.0	0.0	0.2	0.3							
0																	
Company A	0.007	0.002	0.002		0.001	0.001	0.004	0.008		0.000	0.10	0.0998					
Company B	0.007	0.002	0.023		0.001	0.001	0.004	0.008		0.000	0.17	0.16696					
Company C	0.003	0.002	0.023		0.004		0.004	0.001		0.000	0.10	0.10007					
Company D	0.001	0.002	0.002		0.004		0.004	0.008		0.000	0.17	0.16669					
Company E	0.001	0.002	0.009		0.001	0.001	0.004	0.024		0.000	0.20	0.20002					
Company F	0.003	0.002	0.002		0.001	0.001	0.004	0.001		0.000	0.03	0.03362					
Company G	0.007	0.002	0.009		0.004	0.001	0.004	0.008		0.000	0.10	0.09986					
Company H	0.003	0.002	0.002		0.001	0.001	0.004	0.008		0.000	0.10	0.09955					
Company I	0.000	0.002	0.002		0.004			0.001		0.000	0.03	0.03343					
											1						

Target	Error	Error*2
0.10	0.0002	3.9E-08
0.17	0.0000	1.9E-09
0.10	0.0001	4.7E-09
0.17	0.0003	9.4E-08
0.20	0.0000	4.3E-10
0.03	0.0006	3.9E-07
0.10	0.0001	2.0E-08
0.10	0.0005	2.0E-07
0.03	0.0004	1.9E-07
	0.0023	0.0000

Table 3.8: Prioritization matrix with R_j

Target relative performance T_j , for each company is obtained as described above in section 3.2.2.2. Thus the goal was to minimize the difference between the T_j and the R_j which is generated by the prioritization matrix so that R_j becomes equal to T_j .

Hence the problem definition is

$$\text{Minimize } \sum_{j=1}^M (R_j - T_j)^2 \quad \text{Equation 3.4}$$

An optimizer was used to solve the given problem. This was done by changing the importance rating in accordance with **Equation 3.1** and by applying the following constraints:

$$W_i \geq 0 \quad \text{Equation 3.5}$$

$$W_i \leq 1 \quad \text{Equation 3.6}$$

Also some additional constraints were applied. Sum of product rating, sum of place rating, sum of price rating and sum of promotion rating were set to be greater than 5

%. This constraint was put so as to ensure that all the four marketing mix elements were present.

The above procedure was done for both apparels category and evacuation products & gas masks category.

3.3 Qualitative data

3.3.1 Design case study approach

A multiple case study method was used in this study. It is called a multiple case study because we analyzed three cases (companies) in this study. Two companies for evacuation products & gas masks category and one for PPE apparels category. As a research strategy, the case study is used in many situations to contribute to the knowledge of individual, group, organizational, social, political, and related phenomena. The case study research excels at bringing us to an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research (Yin, 2003). It is an empirical inquiry that investigates a contemporary phenomenon within its real-life context when the boundaries between phenomenon and context are not clearly evident, and in which multiple sources of evidence are used. This approach was complemented by our multiple case analyses. This refers to the way in which evidence is accumulated through comparing cases where similar aspects exist, a process yielding theoretical replication.

Our cases studies were designed to allow investigation into personal protective equipment companies. One of the most important sources of case study information is the interview. The interview questions were related to four factors of marketing mix design.

3.3.2 Data collection

The cases consisted of manufacturers from PPE industry. Telephone or face to face interview requests were sent to 20 personal protective equipment companies, some of which also took part in our survey investigation. We were able to successfully conduct 3 interviews, two were telephonic and one was face-to-face. Two of them were from the evacuation products & gas masks category and one was from apparels category. To collect the data, informal interviews based on open ended questions were conducted. The interviewer asked questions based on the results of the quantitative

methodology. The face to face interview lasted for one hour and the telephonic interview lasted for about forty minutes.

This process allowed for triangulation and helped minimize the effects of quantitative generalization.

4 Results and analysis

4.1 Quantitative analysis

This section on quantitative analysis is divided in two parts:

1. Results and analysis of comparative study
2. Results and analysis of prioritization matrix

4.1.1 Comparative study

This section carries a detailed analysis of PPE apparels manufacturers and evacuation products & gas masks manufacturers. The analysis is based on the responses of fifteen manufacturers, nine in PPE apparels and six in evacuation products & gas masks. It shows what factors do majority of the manufacturers take into account in their marketing mix.

4.1.1.1 Comparative study for PPE apparels manufacturers

Findings within **product category** are as follows:

- For the product uniqueness it was seen that uniqueness varies from manufacturer to manufacturer. There is a mix of low, average and high product uniqueness seen. The average is medium product uniqueness.
- All the manufacturers provide some warranty for the product.
- In this study it was found that a product has average number of eleven product sizes and six different colours.
- Identifying customer needs factor shows how well are manufacturers in conducting customer surveys in order to listen to what customer actually desires and how satisfied the customer is with the product. It was noted that all of them provided at least medium value to customer need identification.
- Most of the manufacturers also have a brand name and tagline for their product. Uniqueness of product packaging is at least medium.
- Non-critical to quality features of a product are those features which are not important for the quality of the product but are good to have. An example of this could be ultra-durable foot mats in the car. These are not important to the quality of a car, but if it is there, it is nice and luxurious to have. The results show that manufacturers provide some level of this feature.
- Analysis show that majority of the manufacturers provide a good look to their product.

Findings within **place** category are as follows:

- Selling medium shows the medium through which a product can be sold. This includes directly to customers, through retailers, through wholesalers and through distributors. There were minority of manufacturers who sell directly to customers. There are majority of them who sell through retailers, through wholesalers and through distributors.
- Majority of the companies operate in 20 or more countries.
- Majority of the manufacturers sold mainly to corporate customers and not private customers.
- The selling place for a product could be either a store, a supermarket, online or through a catalogue. Majority of the companies sold their product online and through a catalogue and less who sold in supermarkets and stores.

Findings within **price** category are as follows:

Different types of pricing strategy include: Penetrating pricing, skimming pricing, competition pricing, product line pricing, psychological pricing, premium pricing, optional pricing, cost based pricing and cost plus pricing. Definitions of different pricing strategies is given in Annexure 7.3

- There are different pricing strategies which are followed and no single strategy dominates the market.
- There were no manufacturers who used skimming and premium pricing. There were some manufacturers who used a mixture of two or three pricing strategies. But each of them used at least one pricing strategy.

Findings within **promotion** category are as follows:

- Majority of the manufacturers provide discounts to customers.
- Also majority of them have sales representatives who directly contact the customers. Majority of them do direct marketing in which they communicate straight to the customers.
- Types of promotional offers provided to customers include samples, price discounts/sales and rebates. None of them could be seen to be provided by majority of the companies.

- Advertising media used includes magazines, direct mail and internet. Similar trend as promotion types is seen here as well. There are different advertising methods used by different manufacturers and none dominates the industry.
- Frequency of advertisement refers to how many times in a year a particular company advertises. Mixed variations were seen here.
- All of the companies attend trade fairs.
- Also majority of them offer incentives to dealers to induce their product in the market.

4.1.1.2 Comparative study for evacuation product`s & gas masks manufacturers

Findings within **product** category are as follows:

- For the product uniqueness it is seen that majority of the manufacturers have more than average rating to the product uniqueness.
- All the manufacturers provided some warranty for the product.
- For the factor, identifying customer needs, it was noted that majority of them provided medium value to customer need identification.
- Most of the manufacturers also have a brand name and tagline for their product.
- Majority of manufacturers have uniqueness of product packaging as medium or high. The results show that majority of the manufacturers provide some level of non-critical to quality features in the product.
- Analysis show that majority of the manufacturers provide a good product look.

Findings within **place** category are as follows:

- There were minority of manufacturers who sell directly to customers or through retailers. None of them sell through wholesalers. There are majority of them who sell through distributors.
- All of the manufacturers operate in at least 20 or more countries.
- Majority of the manufacturers sold mainly to corporate customers and not private customers.
- Majority of the companies sold their product online and through a catalogue and less who sold in stores. And there were none who sold in supermarkets.

Findings within **price** category are as follows:

- There are different pricing strategies which are followed and no single strategy dominates the industry. There were no manufacturers who used penetrating, premium, psychological and cost plus pricing. There were some manufacturers who used a mixture of two or three pricing strategies. But each of them used at least one pricing strategy.

Findings within **promotion** category are as follows:

- Majority of the manufacturers provide discounts to customers.
- Also majority of them possess sales representatives who directly contact the customers. Majority of them do not conduct direct marketing.
- Types of promotion offers provided to customers include samples, price discounts/sales and rebates. None of them could be seen to be provided by majority of the companies.
- Advertising media used includes magazines and internet. Magazines dominate the industry as it is used by majority of the manufacturers.
- Frequency of advertisement refers to how many times in a year a particular company advertises. Mixed variations were seen here.
- All of the companies attend trade fairs.
- Also majority of them offer incentives to dealers to induce their product in the market.

4.1.2 Prioritization matrix

This section presents the essentials factors that need to be present in the marketing mix design based on analysis of prioritization matrix for the best company.

4.1.2.1 Essential factors in marketing mix design for PPE apparels

The marketing mix design of each company can be determined by the calculated relative weights for that company for each factor. As a first step relative performance index for each company was calculated as illustrated in section 3.2.2.2. Based on the relative performance index, each company received the relative rank, with highest rank allotted to the company with highest relative performance index. The ranks allotted are in the range of 1-9 with 1 as the best rank and 9 as the worst rank. The relative performance plot can be seen in Figure 4.1.

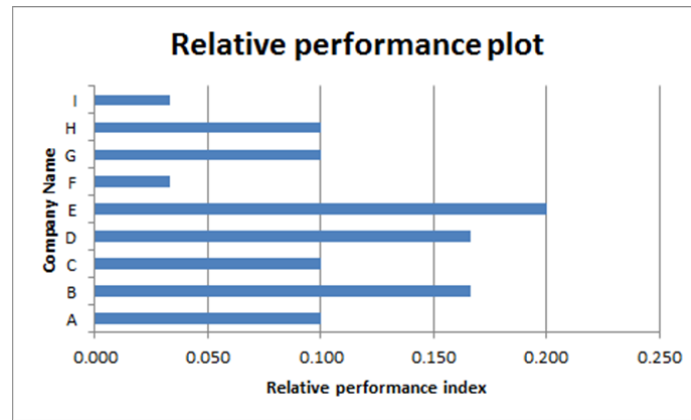


Figure 4.1 : Relative performance index of each company (PPE apparels)

From Figure 4.1 , it can be seen that company E has the highest relative performance index and hence is allotted rank 1. Although both companies F and I have same relative performance index but company I is given the worst rank because it has lower turnover than company F. Thus, company I is allotted rank 9. The marketing mix design for company E can be found out by looking at the relative weights obtained for each factor from Equation 3.2. The value obtained from Equation 3.3 is basically a product of importance rating and relative weights obtained from comparison matrix. The columns greater than 0.001 corresponding to company E will determine essential factors that need to be included in the market mix design. This row was chosen for analysis because it corresponds to the best performing company E. If any one of these value is zero or less than 0.001, then that factor is not considered essential in the marketing mix. Table 4.1 shows the essential factors for marketing mix design of PPE apparels.

	Product										Place					Price							Promotion										Row Total	Relative Performance										
	Product uniqueness	Warranty	Sizes	Colours	Customer need identification			Brand name	Product packaging uniqueness			Non critical features	Product look	Selling medium			Customer type	Selling place				Pricing strategy							Customer discounts	Personal sales	Direct marketing	Promotion type			Advertising method									
					Directly to customers	Retailers	Wholesalers		Distributors	No of countries	Private customer			Corporate customer	Store	Supermarket		Online	Catalogue	Penetrating pricing	Skimming pricing	Competition pricing	Product line pricing	Psychological pricing	Premium pricing	Optional pricing	Cost based pricing	Cost plus pricing				Samples			Price discounts/sales	Rebates	Magazines	Direct mail	Internet	Advertising frequency	Trade fairs	Dealer incentives		
Importance rating	0.03	0.02	0.07	0.00	0.02	0.01	0.03	0.07	0.00	0.00	0.00	0.00	0.02	0.04	0.00	0.03	0.01	0.00	0.02	0.00	0.00	0.00	0.07	0.00	0.00	0.00	0.00	0.10	0.07	0.01	0.01	0.00	0.03	0.00	0.14	0.10	0.00	0.00	0.00	0.02	0.1	0.2	0.10	0.09980
Company A	0.2	0.1	0.0	0.2	0.0	0.2	0.1	0.1	0.2	0.3	0.0	0.2	0.2	0.1	0.1	0.0	0.1	0.3	0.0	0.0	0.2	0.5	0.1	0.0	0.0	0.1	0.0	0.0	0.0	0.1	0.1	0.0	0.3	0.0	0.0	0.3	0.0	0.0	0.2	0.1	0.2	0.17	0.16696	
Company B	0.2	0.1	0.3	0.1	0.0	0.2	0.1	0.1	0.1	0.1	0.0	0.0	0.2	0.1	0.0	0.1	0.0	0.0	0.1	0.2	0.0	0.1	0.3	0.0	0.5	0.1	0.0	0.5	0.0	0.0	0.1	0.2	0.3	0.0	0.0	0.0	0.0	0.5	0.1	0.1	0.0	0.10	0.10007	
Company C	0.1	0.1	0.3	0.0	0.2	0.0	0.1	0.0	0.1	0.3	0.2	0.2	0.0	0.1	0.0	0.1	0.0	0.0	0.2	0.0	0.1	0.0	0.0	0.0	0.1	0.0	0.0	0.5	0.1	0.1	0.2	0.0	0.3	0.0	0.0	0.3	0.0	0.1	0.1	0.0	0.17	0.16669		
Company D	0.0	0.1	0.0	0.0	0.2	0.0	0.1	0.1	0.0	0.1	0.0	0.0	0.0	0.1	0.3	0.0	0.1	0.0	0.0	0.1	0.2	0.0	0.1	0.0	0.5	0.0	0.1	0.0	0.0	0.1	0.0	0.0	0.5	0.3	0.0	0.0	0.3	0.0	0.1	0.1	0.0	0.20	0.20002	
Company E	0.0	0.1	0.1	0.0	0.0	0.2	0.1	0.3	0.2	0.1	0.0	0.0	0.0	0.1	0.1	0.0	0.1	0.3	0.0	0.1	0.0	0.0	0.1	0.0	0.0	0.1	0.0	0.0	0.5	0.1	0.1	0.0	0.0	0.5	0.3	0.0	0.0	0.3	0.0	0.2	0.1	0.2	0.03	0.03362
Company F	0.1	0.1	0.0	0.1	0.0	0.2	0.1	0.0	0.2	0.1	0.0	0.0	0.2	0.1	0.1	0.0	0.1	0.0	0.0	0.1	0.0	0.0	0.1	0.3	0.5	0.0	0.1	0.5	0.0	0.0	0.1	0.1	0.2	0.0	0.3	0.0	0.0	0.0	0.5	0.2	0.1	0.2	0.10	0.09980
Company G	0.2	0.1	0.1	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.3	0.2	0.2	0.0	0.1	0.0	0.1	0.0	0.3	0.1	0.2	0.0	0.1	0.3	0.0	0.5	0.1	0.5	0.0	0.0	0.1	0.1	0.2	0.0	0.3	0.0	0.0	0.3	0.0	0.2	0.1	0.2	0.17	0.16669
Company H	0.1	0.1	0.0	0.1	0.0	0.2	0.1	0.1	0.1	0.1	0.3	0.2	0.2	0.1	0.0	0.0	0.1	0.3	0.3	0.1	0.0	0.0	0.1	0.0	0.0	0.1	0.0	0.5	0.0	0.1	0.1	0.2	0.3	0.0	0.0	0.3	0.0	0.0	0.1	0.0	0.10	0.10007		
Company I	0.0	0.1	0.0	0.2	0.2	0.0	0.0	0.0	0.2	0.3	0.3	0.2	0.0	0.1	0.1	1.0	0.0	0.3	0.3	0.1	0.0	0.5	0.1	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.2	0.3	0.0	0.0	0.0	0.3	0.0	0.1	0.1	0.2	0.17	0.16669	
Company A	0.007	0.002	0.002		0.001	0.001	0.004	0.008		0.000		0.000	0.000	0.004	0.004		0.004	0.003											0.002	0.002		0.008			0.032					0.002	0.10	0.09980		
Company B	0.007	0.002	0.023		0.001	0.001	0.004	0.008		0.000			0.000	0.004	0.001		0.004			0.002	0.015				0.033			0.051			0.002		0.008						0.002	0.17	0.16696			
Company C	0.003	0.002	0.023		0.004		0.004	0.001		0.000	0.000	0.000		0.004		0.004				0.015									0.033	0.002	0.002						0.000			0.002	0.10	0.10007		
Company D	0.001	0.002	0.002		0.004		0.004	0.008		0.000				0.004	0.015		0.004				0.002	0.015								0.002					0.070	0.032				0.002	0.17	0.16669		
Company E	0.001	0.002	0.009		0.001	0.001	0.004	0.024		0.000				0.004	0.004		0.004	0.003		0.002									0.033	0.002	0.002				0.070	0.032					0.002	0.20	0.20002	
Company F	0.003	0.002	0.002		0.001	0.001	0.004	0.001		0.000			0.000	0.004	0.004		0.004			0.002										0.002	0.002									0.002	0.03	0.03362		

Row showing essential factors for marketing mix

Table 4.1: Essential marketing mix factors for PPE apparels

Page left blank intentionally

Product

The factor product uniqueness has a value of 0.001. All factors with value 0.001 or below are not considered important in this study. Hence product uniqueness is not an essential factor. Warranty and product size is important as they have a value of 0.002 and 0.009 respectively. Product colour, customer need identification and tagline are not important because of their zero or 0.001 values. Brand name and product packaging uniqueness are considered important as they have values of 0.004 and 0.024. These non-zero factors determine essential factors for the product mix design.

Place

Selling through distributors is considered important as it has a value of 0.004. Also number of countries to which a product is sold plays an important role. It has a value of 0.004. That means a product must be sold in many countries. For company E, the number of countries is 20. Selling to corporate customers is important. This shows a value of 0.004. Selling in supermarkets and through catalogues is not considered important as they show a value of zero. Selling in stores and online is important, showing a value of 0.003 and 0.002 respectively.

Price

As can be seen from Table 4.1, company E uses a cost plus pricing strategy and it has value of 0.033. This pricing strategy is thus essential.

Promotion

Referring to Table 4.1, customer discounts and personal sales are essential, both corresponding to a value of 0.002. Direct marketing is not essential. In promotion type, rebates are essential corresponding to a value of 0.070. Magazines are an essential advertising method showing a value of 0.032. Attending trade fairs is also essential corresponding to a value of 0.002. All these factors determine the essential factors in the promotion mix design.

4.1.2.2 Essential factors in marketing mix design for evacuation product & gas mask

As first step relative performance index for each company was calculated as illustrated in section 3.2.2.2. Based on the relative performance index, each company

received the relative rank, with highest rank allotted to the company with highest relative performance index. The ranks allotted are in the range of 1-5 with 1 as the best rank and 5 as the worst rank. The relative performance plot can be seen in Figure 4.2.

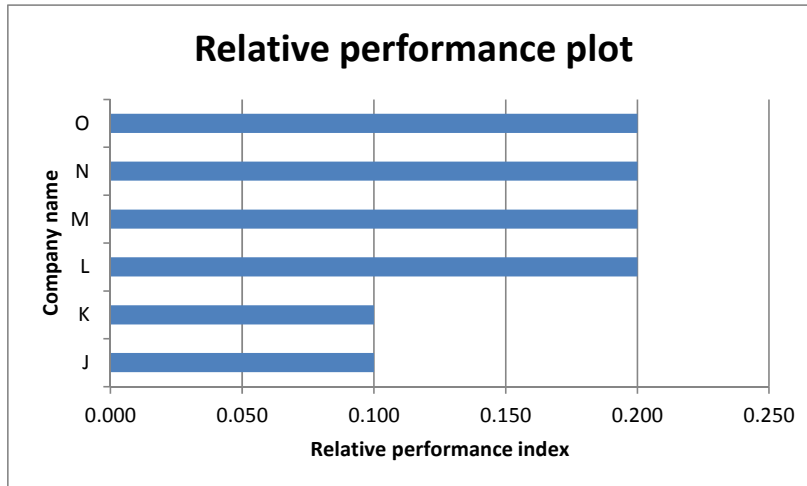


Figure 4.2 : Relative performance index of each company (Evacuation products & gas masks)

From Figure 4.2, it can be seen that company O, N, M and L have the same relative performance index. But when compared to their turnover, company N has the highest turnover. Therefore, company N is allotted rank 1. Also both companies K and J have same relative performance index and thus allotted the worst rank. It was not possible to evaluate which one was better in terms of turnover amongst J and K, because sales data was missing.

The marketing mix design for company N is found using the approach described in section 4.1.2.1.

Table 4.2 shows the essential factors for marketing mix design for evacuation products & gas masks.

	Product								Place							Price							Promotion							Row Total	Relative Performance												
	Product uniqueness	Warranty	Customer need identification	Tagline	Brand name	Product packaging uniqueness	Non critical features	Product look	Selling medium			No of countries	Customer type		Selling place				Pricing strategy							Customer discounts	Personal sales	Direct marketing	Promotion type			Advertising method											
									Directly to customers	Retailers	Wholesalers		Distributors	Private customer	Corporate customer	Store	Supermarket	Online	Catalogue	Penetrating pricing	Skimming pricing	Competition pricing	Product line pricing	Psychological pricing	Premium pricing				Optional pricing			Cost based pricing	Cost plus pricing	Samples	Price discounts/sales	Rebates	Magazines	Direct mail	Internet	Advertising frequency	Trade fairs	Dealer incentives	
Importance rating	0.000	0.000	0.000	0.000	0.034	0.000	0.033	0.015	0.000	0.000	0.000	0.036	0.065	0.000	0.064	0.045	0.000	0.000	0.000	0.105	0.046	0.046	0.000	0.000	0.049	0.000	0.000	0.036	0.064	0.000	0.035	0.033	0.046	0.075	0.000	0.000	0.000	0.036	0.134				
Company J	0.163	0.167	0.014	0.250	0.167	0.285	0.035	0.467	0.000	0.000	0.167	0.167	0.044	1.000	0.000	0.500	0.167	0.250	0.250	0.167	0.000	0.250	0.000	0.167	0.167	0.000	0.000	0.167	0.167	0.000	0.500	0.333	0.000	0.000	0.250	0.167	0.000	0.269	0.167	0.000			
Company K	0.163	0.167	0.471	0.250	0.167	0.285	0.448	0.023	0.500	1.000	0.167	0.167	0.289	0.000	0.200	0.000	0.167	0.250	0.250	0.167	0.000	0.000	0.000	0.167	0.167	0.000	1.000	0.167	0.167	0.200	0.000	0.000	0.500	0.000	0.000	0.000	0.167	1.000	0.599	0.167	0.000		
Company L	0.163	0.167	0.129	0.000	0.167	0.016	0.035	0.163	0.000	0.000	0.167	0.167	0.289	0.000	0.200	0.000	0.167	0.250	0.000	0.167	0.500	0.000	0.000	0.167	0.167	0.000	0.000	0.167	0.167	0.200	0.000	0.333	0.000	0.000	0.250	0.167	0.000	0.044	0.167	0.333			
Company M	0.467	0.167	0.129	0.250	0.167	0.285	0.035	0.163	0.500	0.000	0.167	0.167	0.044	0.000	0.200	0.000	0.167	0.250	0.250	0.167	0.500	0.250	0.000	0.167	0.167	1.000	0.000	0.167	0.167	0.200	0.500	0.333	0.000	0.000	0.250	0.167	0.000	0.044	0.167	0.000			
Company N	0.023	0.167	0.129	0.000	0.167	0.112	0.000	0.023	0.000	0.000	0.167	0.167	0.044	0.000	0.200	0.000	0.167	0.000	0.250	0.167	0.000	0.250	1.000	0.167	0.167	0.000	0.000	0.167	0.167	0.200	0.000	0.000	1.000	0.000	0.167	0.000	0.000	0.167	0.000	0.167	0.333		
Company O	0.023	0.167	0.129	0.250	0.167	0.016	0.448	0.163	0.000	0.000	0.167	0.167	0.289	0.000	0.200	0.500	0.167	0.000	0.000	0.167	0.000	0.250	0.000	0.167	0.167	0.000	0.000	0.167	0.167	0.200	0.000	0.000	0.500	0.000	0.250	0.167	0.000	0.044	0.167	0.333			
Company J		0.000		0.000	0.006		0.001	0.007				0.006	0.003			0.023												0.006		0.000	0.012			0.019					0.006	0.100	0.100		
Company K		0.000		0.000	0.006		0.015	0.000				0.006	0.019		0.013													0.006	0.013			0.016						0.006	0.100	0.100			
Company L		0.000			0.006		0.001	0.002				0.006	0.019		0.013						0.053							0.006	0.013		0.012			0.019				0.006	0.045	0.200	0.200		
Company M		0.000		0.000	0.006		0.001	0.002				0.006	0.003		0.013							0.053	0.012				0.049		0.006	0.013	0.000	0.012			0.019			0.006	0.200	0.200			
Company N		0.000			0.006			0.000				0.006	0.003		0.013							0.012	0.046					0.006	0.013				0.046				0.006	0.045	0.200	0.200			
Company O		0.000		0.000	0.006		0.015	0.002				0.006	0.019		0.013	0.023												0.006	0.013			0.016		0.019				0.006	0.045	0.200	0.200		
																																									1		

Row showing essential factors for marketing mix

Table 4.2: Essential marketing mix factors for evacuation products & gas masks

Page left blank intentionally

Product

Brand name is an essential factor corresponding to a value of 0.006. Rest all other factors are zero.

Place

Selling through distributors is considered important as it has a value of 0.006. Also number of countries to which a product is sold plays an important role. It has a value of 0.003. That means a product must be sold in many countries. For company N, the number of countries was 20. Selling to corporate customers is important. This shows a value of 0.013. Rest all other factors are zero.

Price

As can be seen from Table 4.2, company N uses both competition and product line pricing strategy. They correspond to a value of 0.012 and 0.046 respectively. These pricing strategies are thus essential.

Promotion

Referring to Table 4.2, customer discounts and personal sales are essential, corresponding to a value of 0.006 and 0.013 respectively. Direct marketing is not essential. In promotion type, rebates are essential corresponding to a value of 0.046. Attending trade fairs is also essential corresponding to a value of 0.006. Dealer incentives are also essential and correspond to a value of 0.045. All these factors determine the essential factors in the promotion mix design.

4.2 Qualitative analysis

4.2.1 PPE apparels

Product

For the product perspective, the interviewee believes the warranty does not play an important role in product selling, however, he thinks quality assurance did. When mentioned if many product sizes have positive impact on product selling, he stated it does not have much impact. And he confirmed the brand name is very important for the product. When considering the target market, product packaging plays an important role in selling to the retail, but not for industrial.

Place

For the place perspective, the interviewee stated that selling through distributors is beneficial, because manufacturer could produce bulks in bigger quantity, but selling in large number of countries does not prove beneficial for the business. In terms of selling to corporate customers, he said it is important, and selling in stores proves beneficial for them. However, selling online is not applicable for them.

Price

For the price perspective, the cost plus pricing is an important pricing strategy to be taken into account according to the interviewee.

Promotion

For the promotion perspective, interviewee believes customer discounts should be offered, and the personal sales are not really important. However, he believes offering rebates to customer is important. Compared with other advertisement, he thinks magazines are an important mode to advertise. Because according to him, advertisement in appropriate magazine can promote or induce certain interest of buying urge. Also he feels attending trade fairs is important.

Table 4.3 shows the interviewee response

4P	Factors	Confirmed	Not confirmed
Product	Warranty		X
	Product size		X
	Brand name	X	
	Product packaging uniqueness	X	
Place	Distributors	X	
	Large number of countries		X
	Corporate customers	X	
	Online		X
	Store	X	
Price	Cost plus pricing	X	
Promotion	Customer discounts	X	
	Personal sales		X
	Rebates	X	
	Magazines	X	
	Trade fairs	X	

Table 4.3: Interviewee response – PPE apparels

4.2.2 Evacuation products & gas masks category

Product

During the interview, company X said it is definitely important to have a brand name for the product, and this gives the distributors more pride working with it. Also, he said a brand name makes it is easier for customers to talk about it to others. Company Y said for them it is important to have a brand name for the product because they are one of the first companies on the market with this type of product after it had been banned for several years.

Place

Company X agrees that selling through distributors is beneficial. He gave two reasons, one is that the distributors are the only way for them to penetrate the whole world with a small organization, and by that reach economies of scale quickly. The second reason is X's products are a typical "up sales product", they are not enough revenue from end user sale to justify direct sales as a mode. However, he says the sum of many distributors doing many small sales is a good model. As the interviewee Y stated, he only sells through distributors, and it has been very beneficial for them. They found out that if they did a good job with the training of the distributors in the beginning, the sale goes very well.

X said it is the amount of units that gave the revenue, but said that many countries will increase the chances for the business to be beneficial. Y said they only sell their products in Norway and Sweden, so it is not clear if it is beneficial for business when selling in large number of countries.

Considering the corporate customers, X thinks it is not particular important, but any end user with a reference value is good. Y also claimed they did not sell much to corporate customers.

Price

X thinks the competition pricing is always important. Y thinks competition pricing has not been a very important pricing strategy because they came first with their products, and the others had to follow them.

When mentioned the product line pricing strategy, X totally agrees with the importance of this pricing strategy, and they are now launching a product exactly to be able to differentiate better. Y believes product line pricing is important pricing

strategy in order to clarify to the customer that there is a major difference between the two products.

Promotion

X agrees that customer discounts should be offered. Because he thinks, this will bring them good reference sales and on volumes. Y stated that to increase the sale, a customer discount should be offered if the customer buys minimum three products.

X believes the personal sale is important, because they have to build personal relations and trust with their partners. Y thinks personal sale is important in order to explain the product, and to make sure the customer understands the benefits of the product.

From X's statement, he thinks offering rebates might be useful. Y stated offering rebates to customers in Norway is very important. Norwegians often look at how much they get in a rebate instead of looking at the end price.

Attending trade fair is very important for X; they almost showed up twice or three times in the trade fair in different countries, such as Dusseldorf trade fair and American trade fair. And it has proven to be their main channel to meet partners. According to Y, attending trade fairs is not very important because it takes too much time, and it is difficult to show the product in use inside.

X thinks offering incentives to induce dealers to push the product are important. Because it is the incentives that make their partners work with it. Y stated that because they are one of the first on the market with this kind of product, the dealers came to them and wanted to sell it. Because of this do not need to offer any incentives to induce dealers to push the product.

Table 4.4 shows the interviewees responses.

4P	Factors	Company X		Company Y	
		Confirmed	Not Confirmed	Confirmed	Not Confirmed
Product	Brand name	X		X	
Place	Distributors	X		X	
	Large number of countries	X			X
	Corporate customers		X		X
Price	Competition pricing	X			X
	Product line pricing	X		X	
Promotion	Customer discounts	X		X	
	Personal sales	X		X	
	Rebates	X		X	
	Trade fairs	X			X
	Dealer incentives	X			X

Table 4.4: Interviewees responses – Evacuation products & gas masks

5 Conclusion and Recommendations

This section discusses the conclusions which are drawn from this research and also states some limitations. Also future work has been addressed to assist future researchers in this area.

5.1 Conclusion

With this study we have been successful in defining the essential factors in the marketing mix design through the case of PPE. This methodology is a general tool and can be used for determining the essential factors in the marketing mix design by start-up companies.

5.1.1 Comparative study

In this section, the factors that are incorporated by majority of manufacturers are summarized.

5.1.1.1 PPE apparels

Table 5.1 summarizes the factors taken into consideration by majority of manufacturers in PPE apparels.

4P	Factors
Product	Average product uniqueness
	Warranty
	Medium customer need identification
	Brand name
	Tagline
	Medium product packaging uniqueness
	Non-CTQ features
Place	Good product look
	Sell through retailers, wholesalers and distributors
	Operate in 20 or more countries
	Sell to corporate customers
Price	Sell online and through catalogue
	None used skimming and premium pricing
	At least one pricing strategy is used
Promotion	No pricing strategy dominates the market
	Provide customer discounts
	Have sales representatives
	Direct marketing
	Attend trade fairs
	Offer incentives to dealers

Table 5.1 : Factors used by majority of manufacturers - PPE Apparels

5.1.1.2 Evacuation products & gas masks

Table 5.2 summarizes the factors taken into consideration by majority of manufacturers in evacuation products & gas masks.

4P	Factors
Product	More than average rating to product uniqueness
	Warranty
	Medium customer need identification
	Brand name
	Tagline
	Medium or high product packaging uniqueness
	Non-CTQ features
	Good product look
Place	Sell through distributors
	Operate in 20 or more countries
	Sell to corporate customers
	Sell online and through catalogue
Price	None used penetrating, premium pricing, psychological and cost plus pricing
	Atleast one pricing strategy is used
	No pricing strategy dominates the market
Promotion	Provide customer discounts
	Have sales representatives
	Magazines used for advertising
	Do not conduct direct marketing
	Attend trade fairs
	Offer incentives to dealers

Table 5.2: Factors used by majority of manufacturers – Evacuation products & gas masks

5.1.2 Essential factors in marketing mix design

It can be concluded that there are several factors which are essential in the marketing mix design of a PPE. By this, we mean, that at least these factors must be present in the market mix design. They may be supported by other factors.

5.1.2.1 PPE apparels

Product

The literature review identifies brand name, after sales service and warranty, product packaging and product uniqueness as factors affecting the product sales in general. The survey results show that providing warranty and different number of product

sizes is an essential feature in the marketing mix design for PPE apparels. Also it shows that brand name and product packaging uniqueness are also essential factors for the product marketing mix design. Product packaging uniqueness and brand name gained positive response through the interview as well. Hence we conclude here by triangulation, that brand name and product packaging uniqueness are the essential factors in the PPE apparels market mix design.

Place

The literature review identifies selling through distributors and selling in large number of countries as important factors to be taken into account for any product. The survey results show that all these factors along with selling to corporate customers and selling in stores and online are essential in PPE marketing mix design. According to the response from interview, selling through distributors, selling to corporate customers and selling in stores are essential factors. Hence, by triangulation it can be concluded that selling through distributors, selling to corporate customers and in stores are essential factors in the marketing mix design of PPE apparels.

Price

Competition pricing, skimming pricing, penetration pricing and product line pricing are found to be important pricing strategies through the literature review for a product. However it is shown through the survey results that only cost plus pricing strategy is an essential marketing mix factor for PPE apparels. Interview also proves cost plus pricing to be an essential factor. Hence we conclude by triangulation, that cost plus pricing strategy is an essential factor in marketing mix design of PPE apparels.

Promotion

Customer discounts, direct marketing, offering rebates to customers, attending trade fairs and advertising, are the factors that are concluded as important by the literature review. The survey results determine customer discounts, personal sales, rebates and attending of trade fair as essentials factors of PPE- apparel marketing mix design. In addition, using magazines as a method to advertise is also considered essential. Customer discounts, rebates, magazines as advertising method and attending trade fairs are considered important by the interviewee. Hence, by triangulation we conclude, that offering customer discounts, offering rebates to customers, using

magazine to advertise and attending trade fairs are essential factors in the marketing mix design of PPE apparels.

It can be observed from the above results that interviewee sometimes had different responses as compared to survey results. The reason is that, the survey results only correspond to values greater than 0.001 of the best performing company, corresponding to its relative performance as obtained from the prioritization matrix. The above interviewee is not amongst the best performing company. Hence the interviewee in some cases can have different opinions, as compared to the best performing company. It could be possible that the same company responded differently to survey and interview. Reason could be that the survey questions are more company specific and focused on what company actually offers. Whereas, the interview questions are more general, relating to how important a particular factor is considered, for that it is not necessary that the particular company offers that factor, but it can consider it important.

5.1.2.2 Evacuation products & gas masks

Product

The literature review identifies brand name, after sales service and warranty, product packaging and product uniqueness as factors affecting the product sales in general. The survey results prove that only brand name is an essential feature in the marketing mix design for evacuation products & gas masks. The brand name shows a positive response through both the interviews as well. Hence we conclude here by triangulation that brand name is the essential factor in the evacuation products & gas masks market mix design.

Place

The literature review identifies selling through distributors and selling in large number of countries as important factors to be taken into account for any product. The survey results show that all these factors along with selling to corporate customers are essential in evacuation products & gas masks marketing mix design. However both the interviews only confirm, selling through distributors as an essential factor. Hence we conclude by triangulation here, that selling through distributors is an essential factor for this category of market mix design.

Price

Competition pricing, skimming pricing, penetration pricing and product line pricing are found to be important pricing strategies through the literature review for a product. It is shown through the survey results that both competition and product line pricing strategies are essential marketing mix factors for evacuation products & gas masks. However, interviews only confirm product line pricing to be an essential factor. Hence, we conclude by triangulation that product line pricing is an essential pricing strategy in the marketing mix design of evacuation products & gas masks.

Promotion

Customer discounts, direct marketing, offering rebates to customers, attending trade fairs and advertising, are the factors that are concluded as important by the literature review. The survey results show customer discounts, personal sales, offering customer rebates, offering incentives to dealers and attending trade fairs as essential factors for evacuation products & gas mask marketing mix design. However, the interviews could only prove customer discounts, personal sales and rebates to be essential factors. Hence, we conclude by triangulation that customer discounts, personal sales and rebates are essential factors in the marketing mix design of evacuation products & gas masks.

5.2 Limitations

Although we have succeeded in answering the research questions, this study has some limitations.

1. The study is based on survey responses from just fifteen companies and interviews of just three companies. Hence the results cannot represent the whole PPE industry. The reason for this was that, it was difficult to convince people to respond to the survey.
2. There are some factors for which literature review was not conducted and they were the inputs of our knowledge and online searches. These factors were used as questions in surveys.
3. Some questions might not have been completely understood by the respondents and hence could have resulted in inaccurate responses.
4. For the case of evacuation products & gas masks, we could say that interviews concluded the answer only in the cases where both the interviewees replied

positive. Hence if even one had a negative reply, we could not prove the point as there were only two interviewees.

5. The interview responses may be biased as the interview questions consist of only the positive response factors from the survey.

5.3 Future research

Future work can be carried out on this study.

1. To firm up the above conclusions, researchers can include more respondents in surveys or interviews.
2. Other option could be to carry out a research on individual PPE like gloves, shoes, etc. and compare them individually rather than as a group.
3. Future researches can also focus on 7P's of marketing mix instead of 4P's. The 7P's include people, process and physical in addition to the 4P's.

5.4 Ethics

In order to adhere to moral principles, the following ethics were followed throughout the research work:

- The aim and description of the research are fully known to the interviewees and survey respondents.
- Interviews were tape-recorded only after the interviewees' consent.
- All information regarding the manufacturers' and their companies have been kept anonymous as promised to them.
- The results of the research will be communicated to the respondents as promised to them.
- Data and results are honestly reported.

6 References

6.1 Article and book references

(1993-1994). Statistical Fact Book. New York, Direct Marketing Association, Inc.

Acevedo, L. "Why Do Companies Go International?"

Akaah, I. (1995). Direct marketing Attitudes. The Medium and the Message (January 1994): 27-31.

Ampuero, O. and N. Vila (2006). "Consumer perceptions of product packaging." Journal of Consumer Marketing: 100-112.

Argenti, P. A. and B. Druckenmiller "Reputation and the Corporate Brand."

B.Monroe, K. and A. J. D. Bitta (1978). "Models for Pricing Decisions." Journal of Marketing Research, Vol. 15, No. 3 (Aug., 1978): 413-428.

Barley, K. W. The development of a marketing plan for an emergency medical service, port elizabeth technikon.

Bearden, W. O. and M. J. Etzel (1982). "Reference Group Influence on Product and Brand Purchase Decisions." Journal of Consumer Research, Vol. 9, No. 2: 183-194.

Bellizzi, J. A. and D. J. Lipps (1984). "Managerial Guidelines for Trade Show Effectiveness." Industrial Marketing Management: 49-52.

Belohlavek, P. (2005). Unicist marketing mix. 1st edition.

Borden, N. H. (1964). "The concept of the marketing mix." Journal of Advertising Research: 2-7.

Brooksbank, R. (1994). "The anatomy of marketing positioning strategy." Marketing Intelligence & Planning, Vol. 12 No. 4: 10.

Bundschuh, R. and Theodore M. Dezvane (2003). "How to make after sale services pay off." McKinsey Quarterly 4: 116-127.

Cartwright, D. and L. Festinger (1953). "A Quantitative Theory of Decision." Psychological Review, L: 595-621.

Cavanaugh, S. (1976). "Setting Objectives and Evaluating the Effectiveness of Trade Show Exhibits." Journal of Marketing, 40 100-103.

Cavusgil, S. T., S. Zou, et al. (1993). "Product and Promotion Adaptation in Export Ventures: An Empirical Investigation." Journal of International Business Studies, Vol. 24, No. 3: 479-506.

Cleaver, J. (1982). "You Don't Have to be a Star in This Show." Advertising Age, 53: 9.

Cohen, M. A. Product Performance Based Business Models: A Service Based Perspective.

Cohen, M. A. and S. Whang (1997). "Competing in Product and Service: A Product Life-Cycle Model." Management Science, Vol. 43, No. 4, Frontier Research in Manufacturing and Logistics: 535-545.

Cooper, R. G. (1979). "The Dimensions of Industrial New Product Success and Failure." Journal of Marketing, Vol. 43, No. 3: 99-103.

Cooper, R. G. and E. J. Kleinschmidt (1995). "New product performance: keys to success, profitability & cycle time reduction." Journal of Marketing Management, 11, No.4: 315-337.

Courcoubetis, C. and R. Weber (2003). Cost-Based Pricing, in Pricing Communication Networks: Economics, Technology and Modelling. J. W. Sons.

Cox, J. (2004). "Ubiquitous Consumption and the Marketing Mix." Journal of Internet Commerce 3(2): 21-32.

Culliton, J. W. (1948). "The Management of Marketing Costs."

D.S. Tull, R. A. Boring, et al. (1964). "A Note on the Relationship of Price and Imputed Quality." The Journal of Business, Vol. 37, No. 2: 186-191.

Dodson, J. A., et al. (1978). "Impact of Deals and Deal Retraction on Brand Switching." Journal of Marketing Research: 72-81.

Dunn, D. (1995). "Advertising and Promotion."

Edward. D. Carpenter.II "Prioritization Matrix Is Made Easier with a Template."

Frederick E. Webster, J. (1976). "The Role of the Industrial Distributor in Marketing Strategy." Journal of Marketing, Vol. 40, No. 3: 10-16.

Frederick E. Webster, J. (1991). Industrial Marketing Strategy.

Fuller, D. (1999). "Marketing Mix Design-for-Environment (Dfe): A Systems Approach." Journal of Business Administration and Policy Analysis.

Gautam, R. K. And R. Singh (2011). "Marketing mix strategies of small manufacturers of India: Punjab experience." Management and marketing journal: 195-216.

Gopalakrishna, S. and G. L. Lilien (1995). "A Three-Stage Model of Industrial Trade Show Performance." Marketing Science, Vol. 14, No. 1: 22-42.

- Gorscak, K. (2007). Best practices for health framing to multicultural audiences in social marketing campaigns. Master of arts case study, american university.
- Grewal, D., R.Krishnan, et al. (1998). "The Effect of Store Name, Brand Name and Price Discounts on Consumers' Evaluations and Purchase Intentions." Journal of Retailing, Volume 74(3)(331-352).
- Grönroos, C. (1994). "From Marketing Mix to Relationship Marketing: Towards a Paradigm Shift in Marketing." Management Decision, Vol. 32 Iss: 2: 4-20.
- Guadagni, P. and J. D. C. Little (1983). "A Logit Model of Brand Choice Calibrated on Scanner Data." Marketing Science, 2: 203-238.
- Hultink, E. J., S. Hart, et al. (2000). "Launch Decisions and New Product Success: An Empirical Comparison of Consumer and Industrial Products." Elsevier Science Inc.: 17-23.
- Hutt, M. D. and T. W. Speh (1995). "Business Marketing Management."
- Im, S., C. Nakata, et al. (2003). "Determinants of Korean and Japanese New Product Performance: An Interrelational and Process View." Journal of International Marketing 11(4): 81-112.
- Inman, J. J. and L. McAlister (1993). "A Retailer Promotion Policy Model Considering Promotion Signal Sensitivity." Marketing Science, Vol. 12, No. 4: 339-356.
- Ivančević Gimeno, J. M. (2000). "La gestión del diseño en la empresa." McGraw-Hill.
- Kaijansinkko, R. (2001). Product placement in integrated marketing communications strategy master's thesis, lappeenranta university of technology.
- Keller, K. L. (1993). "Conceptualizing, measuring, and managing customer-based brand equity." Journal of Marketing, Vol. 57, January: 1-22.
- Kotler, P., K. L. Keller, et al. (2009). Marketing management.
- Kumar, V. and R. P. Leone (1988). "Measuring the Effect of Retail Store Promotions on Brand and Store Substitution." Journal of Marketing Research, Vol. 25, No. 2: 178-185.
- Lattin, J. M. and R. E. Bucklin (1989). "Effects of Price and Promotion on Brand Choice Behavior." Journal of Marketing Research, Vol. 26, No. 3: 299-310.
- Leavitt, H. J. (1954). "A Note on Some Experimental Findings About the Meanings of Price." The Journal of Business, Vol. 27, No. 3, Pricing: 205-210.
- Lilien, G. L. (1979). "ADVISOR 2: Modeling the Marketing Mix Decision for Industrial Products." Management Science, 25, 2: 191-204.

- Maliehe, M. (2007). "Strategic marketing planning for radio stations in lesotho masters in marketing." University of the Free State.
- May, E. G. (1989). "A Retail Odyssey." Journal of Retailing 65 (Fall 1989): 356-367.
- McGuire, G. "What is a Product Line Pricing Strategy?"
- McNeal, J.U., et al. (2003). "Children's visual memory of packaging." Journal of Consumer Marketing, Vol. 20 No. 5: 400-427.
- Mohanty, S. and T. K. Nandi (2010). "Globalization of SMEs: Indepth Analysis of Impact of Internationalisation on Firms." Management, 18: 509-533.
- Murthy, D. N. P. (2002). "New product warranty:A literature review." Int. J. Production Economics 79: 231-260.
- Olson, J. C. (1974). "Cue Properties of Price: Literature Review and Theoretical Considerations." 20.
- Opařilová, R. (2009). Marketing Mix Analysis in the Company ORLET služby s.r.o. Bachelor Thesis Tomas Bata University.
- Pecht, M. G. (2006). "Establishing a Relationship between Warranty and Reliability." Electronics Packaging Manufacturing, IEEE Transactions on 29: 184-190.
- Petroshius, S. M. and K. B. Monroe (1987). "Effect of Product-Line Pricing Characteristics on Product Evaluations." JOURNAL OF CONSUMER RESEARCH: 511-519.
- Pham, H. (2006). Springer Handbook of Engineering Statistics, Springer Verlag 125.
- Pomoni, C. (2011). "The Importance of Product Uniqueness in Marketing."
- Qualitative Research Methods : A Data Collector's Field Guide, Family health international.
- Rafiq, M. and P. K. Ahmed (1995). "Using the 7Ps as a generic marketing mix." Marketing Intelligence & Planning 4-15.
- Renaghan, L. M. (1981). "A New Marketing Mix for the Hospitality Industry." 31-36.
- Richard Wise and P. Baumgartner (1999). "Go downstream—the new profit imperative in manufacturing." Harvard Business Review 77: 133-141.
- Siguaw, J. A., P. M. Simpson, et al. (1998). "Effects of Supplier Market Orientation on Distributor Market Orientation and the Channel Relationship: The Distributor Perspective." Journal of Marketing, Vol. 62, No. 3: 99-111.

- Smith, S. (2005). "Protective clothing: protection versus comfort." The magazine of safety, health and loss prevention. 67: 51-52.
- Stern, L. W. and T. Reve (1980). "Distribution Channels as Political Economies: A Framework for Comparative Analysis." Journal of Marketing, Vol. 44, No. 3: 52-64.
- Ullah, G. M. S. (2011). "Effects of Warranty on Purchase Decision of Electronic Products: An Empirical Research from the Perspective of Bangladesh." Industrial Engineering Letters.
- Underwood, R. L. (2003). "The communicative power of product packaging: creating brand identity via lived and mediated experience." Journal of Marketing Theory and Practice, Winter: 62-76.
- Vidales Giovannetti, M. D. (1995). "El mundo del envase." Manual para el diseño y producción de envases y embalajes: 90.
- Vignali, C. (2001). "McDonald's: "Think global, act local" – the marketing mix." British Food Journal **103**(2): 97-111.
- Vrontis, D., A. Thrassou, et al. (2009). "International marketing adaptation versus standardisation of multinational companies." International Marketing Review **26**(4/5): 477 - 500.
- Weinstock, M. P. (1992). Protective eyewear: safety with style. The magazine of safety, health and loss prevention. **54**: 50-54.
- Whybrow, B. C. (1986). "The Design, Manufacture And Marketing Of Safety Helmets." Journal of Occupational Accidents: 225-226.
- Wilson, J. (2010). Essentials of business research: A guide to doing your research project, Sage Publications.
- Zeithaml, V. A. and J. B. Bitner (2003). "Services marketing: integrating customer focus across the firm."
- Yin, R. K. (2003). Case study Research: Design and methods

6.2 Internet references

- <http://www.masterclassmanagement.com/ManagementCourse-MarketingMix.html>
<http://www.learnmarketing.net/Price.htm>
<http://www.opexsg.com/help/PrioritizationMatrix.html>
<http://www.wsa-intl.com/250-prioritization-matrix/>
http://www.mindtools.com/pages/article/newSTR_94.htm
<http://www.netmba.com/marketing/mix/>
<http://www.howtodothings.com/business/design-a-marketing-mix-strategy>
<http://www.biz-development.com/Marketing/5.12.Marketing-Mix-Product.htm>

<http://www.biz-development.com/Marketing/5.7.Marketing-Mix-Promotion.htm>
http://www.andidas.com/academic/lse_coursework
<http://www.knowthis.com/principles-of-marketing-tutorials/setting-price-part-1/setting-price-using-competitive-pricing/>
<http://www.marketingdonut.co.uk/marketing/direct-marketing>

7 Annexure

7.1 Survey

7.1.1 Survey screenshots



1/5

Marketing mix design for PPE

Make sure that you answer keeping in mind the specific product only

1. **Company Name ***

2. **Company Establishment Year ***

Next Page



2/5

Marketing mix design for PPE

1. **Your product stands in which stage ***

A. Introductory stage

B. Growth stage

C. Mature stage

D. Decline stage

2. **How many products are you able to sell in a year ***

3. **Do you provide service/repairs for your products? ***

A. Yes

B. No

4. **Do you provide warranty for your products? ***

A. Yes

B. No

5. **How will you rate the uniqueness of the product.(Scale on one to five, with five being most unique and one being least unique) ***

A. 1

B. 2

C. 3

D. 4

E. 5

6. **Does the product have different sizes?** *

If the answer is "yes", please indicate how many sizes in the field besides yes.

A. Yes

B. No

7. **Does the product have different color(s)?** *

If the answer is "yes", please indicate how many colors in the field besides yes.

A. Yes

B. No

8. **How many different type of models/patterns/varieties do you have for the product?** *

9. **How will you rate yourself in identifying the customer needs? (as an example, how often do you conduct surveys, voice of customer events, etc.)** *

A. High

B. Medium

C. Low

10. **What percentage of identified customer needs is actually implemented in the product?** *

A. <10%

B. <40%

C. <75%

D. 100%

11. **Has there been any significant shift in the marketing strategy in the recent years?** *

A. Yes

B. No

12. **Do you have a positioning strategy for your product?** *

A. Yes

B. No

13. **Do you collect information of your competitors?** *

A. Yes

B. No

14. **Do you have a tagline for your product?** *

A. Yes

B. No

15. **Does your product have a brand name?** *

A. Yes

B. No

16. **How will you rate the uniqueness of the product packaging? (Scale on one to five, with five being most unique and one being least unique) ***

A. 1

B. 2

C. 3

D. 4

E. 5

17. **What is the mean time to failure (MTTF) of your product? ***

18. **How much focus is given to non critical to quality (CTQ) features of the product? (Example: Ultra durable foot mats in car) ***

A. Very high

B. High

C. Medium

D. Low

E. No focus

19. **How does the product look? (attractiveness) ***

A. Excellent

B. Good

C. Average

D. Poor

[Next Page](#)



Marketing mix design for PPE

1. **How do you sell your product?(choose one or more option) ***

- A. Directly to customers B. Through retailers C. Through wholesalers
 D. Through distributors E. Through own stores

2. **How large is your geographic domain? ***

- A. More than 30 countries B. More than 10 countries
 C. More than 1 country D. Single country
 E. Single province/ state / region

3. **To whom do you sell your products predominantly? ***

- A. Private customers
 B. Corporate customers

4. **Where do end users buy/look for your product? ***

If you choose other, please indicate

- A. A Store B. A specialist boutique C. A supermarket
 D. Online E. A catalogue F. Other



Marketing mix design for PPE

1. **What is the average sales price of the product? ***

Specify currency

2. **What kind of pricing strategy do you follow?(choose one or more options) ***

A. Penetrating pricing (Here the organisation sets a low price to increase sales and market share. Once market share has been captured the firm may well then increase their price.)

B. Skimming pricing (The organisation sets an initial high price and then slowly lowers the price to make the product available to a wider market.)

C. Competition pricing (Setting a price in comparison with competitors.)

D. Product line pricing (Pricing different products within the same product range at different price points.)

E. Psychological pricing (The seller here will consider the psychology of price and the positioning of price within the market place.)

F. Premium pricing (The price set is high to reflect the exclusiveness of the product.)

G. Optional pricing (The organisation sells optional extras along with the product to maximise its turnover.)

H. Cost based pricing (The firms take into account the cost of production and distribution, they then decide on a mark-up which they would like for profit to come to their final pricing decision.)

H. Cost based pricing (The firms take into account the cost of production and distribution, they then decide on a mark-up which they would like for profit to come to their final pricing decision.)

I. Cost plus pricing (Here the firm add a percentage to costs as profit margin to come to their final pricing decisions.)

3. **What is your profit margin? ***

A. <10%

B. <20%

C. <30%

D. >30%

E. No profit

4. **How is your price compared with your competitors? ***

A. More

B. Similar

C. Less

5. **Is your company listed in any stock market? ***

A. Yes

B. No

Next Page



Marketing mix design for PPE

1. Do you provide discounts to customers? *

- A. Yes
 B. No

2. Do you have personal sales in which your sales representative directly contacts the customer? *

- A. Yes
 B. No

3. Do u do direct marketing? (communicating straight to the customer) *

- A. Yes
 B. No

4. Do u provide promotion such as *

- A. Price discounts/sales B. Coupons C. Samples
 D. Rebates E. Premium items - either in the package or sent by mail F. Sweepstakes/games
 G. other

5. Specify which media you use to carry your advertising message. *

- A. Magazines B. Newspapers C. Direct mail D. Internet E. TV
 F. Radio G. Others

6. How frequently do you advertise? For example: one month, two months, one year and so on. *

7. Do you attend trade fairs? *

- A. Yes
 B. No

8. Do you offer incentives to induce dealers to push your product? *

- A. Yes
 B. No

9. Do you have famous personalities in your advertisement? *

- A. Yes
 B. No

Page left blank intentionally

7.1.2 Survey raw data

Company Name	A	E	J	K	L	F	B	G	M	H	N	I	O	C	D
Company Establishment Year	1946	1880	2009	1982	2007	2005	1993	1996	2001	2000	25	1999	1992	1954	1985
Your product stands in which stage	Mature stage	Growth stage	Introductory stage	Mature stage	Introductory stage	Growth stage	Mature stage	Growth stage	Growth stage	Growth stage	Mature stage	Growth stage	Mature stage	Mature stage	Mature stage
How many products are you able to sell in a year	3 million	250000	All the products (question is not clear enough)	Unknown. A very high number	5000	1 million pairs	8000+	1000000	5000	8 million pairs	2,500,000	750,000 Pairs	2000	12	\$5 MILLION CDN\$
Do you provide service/repairs for your products?	No	No	No	Yes	No	Yes	No	No	No	No	No	No	Yes	No	No
Are eligible repairs available free of charge?				Yes		Yes							No		
Do you provide warranty for your products?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
How will you rate the uniqueness of the product.(Scale on one to five, with five being most unique and one being least unique)	4	2	4	4	4	3	4	4	5	3	3	1	3	3	2
Does the product have different sizes?	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes	Yes
Does the product have different sizes?(Yes)(specify)	6	13	9 different sizes for the safety shoes	Adjustable		39-45	20+	12		6 sizes		7 to 11		20	XS-XXXL
Does the product have different color(s)?	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No

Company Name	A	E	J	K	L	F	B	G	M	H	N	I	O	C	D
Does the product have different color(s)?(Yes)(specify)	10	4	6 colors for helmets and eyewear		2	5	5+	10		6-8 colors	3	Many	2	4	
How many different type of models/patterns/varieties do you have for the product?		80	depends on the product, eyewear we have 25 different model for example, helmets we have 4 different designs each has many colors and different features	1	3	30	Over 50	75	one	300 - 400 models	4	Around 50	10	60	DEPENDS ON STYLE
How will you rate yourself in identifying the customer needs? (as an example, how often do you conduct surveys, voice of customer events, etc.)	Medium	Medium	Low	High	Medium	Medium	Medium	High	Medium	Medium	Medium	High	Medium	High	High
Has there been any significant shift in the marketing strategy in the recent years?	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	No	Yes	No	No	Yes

Company Name	A	E	J	K	L	F	B	G	M	H	N	I	O	C	D
What effect does the strategy have on sales?	Positive	Positive	Positive	Positive	Positive		Positive	Positive				Positive			Positive
Do you have a positioning strategy for your product?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	No
Do you collect information of your competitors?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Do you have a tagline for your product?	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No	No
Does your product have a brand name?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
How will you rate the uniqueness of the product packaging? (Scale on one to five, with five being most unique and one being least unique)	3	4	5	4	1	2	3	3	5	3	3	1	2	1	3
How much focus is given to non critical to quality (CTQ) features of the product? (Example: Ultra durable foot mats in car)	High	High	Low	Very high	Low	High	Medium	Medium	Medium	Medium	No focus	Very high	Very high	Low	Low
How does the product look? (attractiveness)	Excellent	Good	Excellent	Average	Good	Good	Good	Good	Good	Good	Average	Excellent	Good	Good	Good
How do you sell your product?(choose one or more option)(Directly to customers)				Directly to customers				Directly to customers	Directly to customers	Directly to customers		Directly to customers		Directly to customers	
How do you sell your product?(choose one or more option)(Through retailers)	Through retailers			Through retailers				Through retailers		Through retailers		Through retailers		Through retailers	
How do you sell your product?(choose one or more option)(Through wholesalers)	Through wholesalers					Through wholesalers	Through wholesalers	Through wholesalers		Through wholesalers				Through wholesalers	

Company Name	A	E	J	K	L	F	B	G	M	H	N	I	O	C	D
How do you sell your product?(choose one or more option)(Through distributors)	Through distributor	Through distributors	Through distributors	Through distributors	Through distributors	Through distributors	Through distributor		Through distributors	Through distributor	Through distributor	Through distributor	Through distributors		Through distributors
How do you sell your product?(choose one or more option)(Through own stores)															
How large is your geographic domain?	More than 10 countries	More than 10 countries	More than 10 countries	More than 30 countries	More than 30 countries	More than 10 countries	More than 1 country	More than 10 countries	More than 10 countries	Single country	More than 10 countries	More than 10 countries	More than 30 countries	More than 10 countries	More than 30 countries
To whom do you sell your products predominantly?	Corporate customers	Corporate customers	Private customers	Corporate customers	Corporate customers	Corporate customers	Corporate customers	Corporate customers	Corporate customers	Corporate customers	Corporate customers	Private customers	Corporate customers	Corporate customers	Corporate customers
Where do end users buy/look for your product?(A Store)	A Store	A Store	A Store							A Store		A Store	A Store		
Where do end users buy/look for your product?(A specialist boutique)															
Where do end users buy/look for your product?(A supermarket)								A supermarket		A supermarket		A supermarket			
Where do end users buy/look for your product?(Online)		Online	Online	Online	Online	Online	Online	Online	Online	Online		Online			Online
Where do end users buy/look for your product?(A catalogue)	A catalogue		A catalogue	A catalogue			A catalogue	A catalogue	A catalogue		A catalogue			A catalogue	A catalogue
Where do end users buy/look for your product?(Other)															
Where do end users buy/look for your product?(Other)(specify)															

Company Name	A	E	J	K	L	F	B	G	M	H	N	I	O	C	D
What is the average sales price of the product?	1,5 usd	40 pounds sterling	This is difficult question cause the range of prices is too wide	NOK 950	60 EURO	Aug-30	A\$15.00	12 usd	149.95	USD1.00 to USD3.00	Â£1	1 euro	euro 1-700	40 â,-	DEPENDS ON PRODUCT
What kind of pricing strategy do you follow?(choose one or more options)(Penetrating pricing)	Penetrating pricing											Penetrating pricing			
What kind of pricing strategy do you follow?(choose one or more options)(Skimming pricing)					Skimming pricing				Skimming pricing						
What kind of pricing strategy do you follow?(choose one or more options)(Competition pricing)			Competition pricing			Competition pricing	Competition pricing	Competition pricing	Competition pricing		Competition pricing		Competition pricing		
What kind of pricing strategy do you follow?(choose one or more options)(Product line pricing)						Product line pricing					Product line pricing				Product line pricing
What kind of pricing strategy do you follow?(choose one or more options)(Psychological pricing)							Psychological pricing	Psychological pricing							
What kind of pricing strategy do you follow?(choose one or more options)(Premium pricing)															

Company Name	A	E	J	K	L	F	B	G	M	H	N	I	O	C	D
What kind of pricing strategy do you follow?(choose one or more options)(Optional pricing)						Optional pricing		Optional pricing	Optional pricing						
What kind of pricing strategy do you follow?(choose one or more options)(Cost based pricing)				Cost based pricing			Cost based pricing			Cost based pricing					
What kind of pricing strategy do you follow?(choose one or more options)(Cost plus pricing)		Cost plus pricing												Cost plus pricing	
What is your profit margin?	<20%	>30%	<20%	<20%	>30%	<10%	<30%	<20%	>30%	<20%	>30%	<10%	>30%	<20%	<30%
How is your price compared with your competitors?	More	Similar	Less	Similar	Less	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar	Similar
Is your company listed in any stock market?	No	No	No	Yes	No	No	No	Yes	No	No	No	No	No	No	No
Do you provide discounts to customers?	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
Do you have personal sales in which your sales representative directly contacts the customer?	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No
Do u do direct marketing? (communicating straight to the customer)	No	No	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No
Do u provide promotion such as	Samples	Rebates	Samples	Price discounts/sales	Samples	Price discounts/sales	Samples	Price discounts/sales	Samples	Samples	Rebates	Samples	Price discounts/sales	Price discounts/sales	Rebates
Do u provide promotion such as(other)(specify)															

Company Name	A	E	J	K	L	F	B	G	M	H	N	I	O	C	D
Specify which media you use to carry your advertising message.	Magazines	Magazines	Magazines	Internet	Magazines	Internet	Internet	Direct mail	Magazines	Direct mail	Others	Direct mail	Magazines	Direct mail	Magazines
Specify which media you use to carry your advertising message.(Others)(specify)											none				
How frequently do you advertise? For example: one month, two months, one year and so on.	1 month	every month	three times a year	two months	seldom, twice pr year	one month	Quarterly, through trade fairs, etc.	EVERY MONTH	6 months	N/A	none	3 times a year	1	3 months	3 TIMES PER YEAR
Do you attend trade fairs?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Do you offer incentives to induce dealers to push your product?	Yes	Yes	No	No	Yes	Yes	No	Yes	No	No	Yes	Yes	Yes	No	No
Do you have famous personalities in your advertisement?	No	No	No	No	No	No	No	Yes	No	No	No	No	No	No	No

7.1.3 Survey interpreted data for PPE apparels

Company Name	A	B	C	D	E	F	G	H	I
Product	Gloves	safety specs	gloves	gloves	safety shoes	safety shoes	safety shoes	gloves	gloves
Company Establishment Year	1946	1993	1954	1985	1880	2005	1996	2000	1999
Product									
How will you rate the uniqueness of the product.(Scale on one to five, with five being most unique and one being least unique)	4	4	3	2	2	3	4	3	1
Do you provide warranty for your products?	1	1	1	1	1	1	1	1	1
How many sizes does the product have?	6	20	20	7	13	7	12	6	5

Company Name		A	B	C	D	E	F	G	H	I
How many colours does the product have?		10	5	4	1	4	5	10	7	10
How will you rate yourself in identifying the customer needs? (as an example, how often do you conduct surveys, voice of customer events, etc.)		2	2	3	3	2	2	3	2	3
What percentage of identified customer needs is actually implemented in the product?		58%	58%	58%	100%	58%	25%	58%	58%	25%
Do you have a tagline for your product?		1	1	0	0	1	1	1	1	0
Does your product have a brand name?		1	1	1	1	1	1	1	1	0
How will you rate the uniqueness of the product packaging? (Scale on one to five, with five being most unique and one being least unique)		3	3	1	3	4	2	3	3	1
How much focus is given to non critical to quality (CTQ) features of the product? (Example: Ultra durable foot mats in car)		3	2	1	1	3	3	2	2	4
How does the product look? (attractiveness)		3	2	2	2	2	2	2	2	3
Place										
How do you sell your product?(choose one or more option)(Directly to customers)	Directly to customers	0	0	1	0	0	0	1	1	1
	Retailers	1	0	1	0	0	0	1	1	1
	wholesalers	1	1	1	0	0	1	1	1	0
	Distributors	1	1	0	1	1	1	0	1	1
How large is your geographic domain? (no of countries)		20	6	20	30	20	20	20	1	20

Company Name		A	B	C	D	E	F	G	H	I
To whom do you sell your products predominantly?	Private	0	0	0	0	0	0	0	0	1
	Corporate	1	1	1	1	1	1	1	1	0
Where do end users buy/look for your product?(A Store)	Store	1	0	0	0	1	0	0	1	1
	Supermarket	0	0	0	0	0	0	1	1	1
	Online	0	1	0	1	1	1	1	1	1
	Catalogue	1	1	1	1	0	0	1	0	0
Price										
What kind of pricing strategy do you follow?(choose one or more options)	Penetrating pricing	1	0	0	0	0	0	0	0	1
	Skimming pricing	0	0	0	0	0	0	0	0	0
	Competition pricing	0	1	0	0	0	1	1	0	0
	Product line pricing	0	0	0	1	0	1	0	0	0
	Psychological pricing	0	1	0	0	0	0	1	0	0
	Premium pricing	0	0	0	0	0	0	0	0	0
	Optional pricing	0	0	0	0	0	1	1	0	0

Company Name		A	B	C	D	E	F	G	H	I
	Cost based pricing	0	1	0	0	0	0	0	1	0
	Cost plus pricing	0	0	1	0	1	0	0	0	0
Promotion										
	Do you provide discounts to customers?	1	0	1	1	1	1	1	1	0
	Do you have personal sales in which your sales representative directly contacts the customer?	1	1	1	0	1	1	1	1	0
	Do u do direct marketing? (communicating straight to the customer)	0	1	1	0	0	1	1	1	1
	Do u provide promotion such as	Samples	1	1	0	0	0	0	1	1
		Price discounts/sales	0	0	1	0	0	1	1	0
		Rebates	0	0	0	1	1	0	0	0
	Specify which media you use to carry your advertising message.	Magazines	1	0	0	1	1	0	0	0
		Direct mail	0	0	1	0	0	0	1	1
		Internet	0	1	0	0	0	1	0	0
	How frequently do you advertise? No of times in a year.	12	4	4	3	12	12	12	0	3
	Do you attend trade fairs?	1	1	1	1	1	1	1	1	1
	Do you offer incentives to induce dealers to push your product?	1	0	0	0	1	1	1	0	1
Performance parameters										
	Turnover (Thousand EUR)	3402	94	480	87244	12246	19000	9073	12099	750
	Profit (Thousand EUR)	510	24	72	21811	3674	950	1361	1815	38
	Profit %	15%	25%	15%	25%	30%	5%	15%	15%	5%

Company Name		A	B	C	D	E	F	G	H	I
Relative performance index		0.100	0.167	0.100	0.167	0.200	0.033	0.100	0.100	0.033
Relative ranking		6	3	7	2	1	8	5	4	9

7.1.4 Survey interpreted data for evacuation products & gas masks

Company Name		J	K	L	M	N	O
Product		gas mask	gas mask	emergency evacuation	gas mask	gas mask	gas mask
Company Establishment Year		2009	1982	2007	2001	1925	1992
Product							
How will you rate the uniqueness of the product.(Scale on one to five, with five being most unique and one being least unique)		4	4	4	5	3	3
Do you provide warranty for your products?		1	1	1	1	1	1
How will you rate yourself in identifying the customer needs? (as an example, how often do you conduct surveys, voice of customer events, etc.)		1	3	2	2	2	2
What percentage of identified customer needs is actually implemented in the product?		58%	58%	100%	58%	100%	100%
Do you have a tagline for your product?		1	1	0	1	0	1
Does your product have a brand name?		1	1	1	1	1	1
How will you rate the uniqueness of the product packaging? (Scale on one to five,with five being most unique and one being least unique)		5	4	1	5	3	2

Company Name		J	K	L	M	N	O
How much focus is given to non critical to quality (CTQ) features of the product? (Example: Ultra durable foot mats in car)		1	4	1	2	0	4
How does the product look? (attractiveness)		3	1	2	2	1	2
Place		J	K	L	M	N	O
How do you sell your product?(choose one or more option)(Directly to customers)	Directly to customers	0	1	0	1	0	0
	retailers	0	1	0	0	0	0
	wholesalers	0	0	0	0	0	0
	distributors	1	1	1	1	1	1
How large is your geographic domain? (no of countries)		20	30	30	20	20	30
To whom do you sell your products predominantly?	Private	1	0	0	0	0	0
	Corporate	0	1	1	1	1	1
Where do end users buy/look for your product?(A Store)	Store	1	0	0	0	0	1
	Supermarket	0	0	0	0	0	0
	Online	1	1	1	1	0	0

Company Name		J	K	L	M	N	O
	Catalogue	1	1	0	1	1	0
Price							
What kind of pricing strategy do you follow?(choose one or more options)	Penetrating pricing	0	0	0	0	0	0
	Skimming pricing	0	0	1	1	0	0
	Competition pricing	1	0	0	1	1	1
	Product line pricing	0	0	0	0	1	0
	Psychological pricing	0	0	0	0	0	0
	Premium pricing	0	0	0	0	0	0
	Optional pricing	0	0	0	1	0	0
	Cost based pricing	0	1	0	0	0	0
	Cost plus pricing	0	0	0	0	0	0
Promotion							
	Do you provide discounts to customers?	1	1	1	1	1	1
	Do you have personal sales in which your sales representative directly contacts the customer?	0	1	1	1	1	1
	Do u do direct marketing? (communicating straight to the customer)	1	0	0	1	0	0

Company Name		J	K	L	M	N	O
Do u provide promotion such as	Samples	1	0	1	1	0	0
	Price discounts/sales	0	1	0	0	0	1
	Rebates	0	0	0	0	1	0
Specify which media you use to carry your advertising message.	Magazines	1	0	1	1	0	1
	Direct mail	0	0	0	0	0	0
	Internet	0	1	0	0	0	0
How frequently do you advertise? No of times in a year.		3	6	2	2	0	1
Do you attend trade fairs?		1	1	1	1	1	1
Do you offer incentives to induce dealers to push your product?		0	0	1	0	1	1
Performance parameters							
Turnover(Thousand EUR)		-NA-	-NA-	300	750	3061	702
Profit(Thousand EUR)		-NA-	-NA-	90	225	918	211
Profit percentage		15%	15%	30%	30%	30%	30%
Relative performance		0.10	0.10	0.20	0.20	0.20	0.20
Relative ranking		6	5	4	2	1	3

7.2 Interview responses

7.2.1 Interview response for PPE apparels

Product

Q. Does warranty play an important role in product selling?

- No. But quality assurance does.

Q. Does having many product sizes have positive impact on product selling?

- No

Q. Is it important to have a brand name for the product? Why?

- Yes

Q. Does Product packaging uniqueness play an important role in selling of a product?

- Depend on targeting market. Retail (Yes), Industrial (No)

Place

Q. Is selling through distributors beneficial? why?

- Yes, because manufacturer can produce bulk in bigger quantity

Q. Does selling in large number of countries prove beneficial for the business?

- No

Q. Is selling to corporate customers important? Why?

- Yes

Q. Does selling online prove beneficial?

- N/A

Q. Does selling in stores prove beneficial?

- Yes

Price

Q. Is Cost plus pricing important strategy to be taken into account?

- Yes

Promotion

Q. Should Customer discounts be offered? Why?

- Yes

Q. Is Personal sales important?

- Not really

Q. Is offering Rebates to customer important?

- Yes

Q. Is Magazines an important mode to advertise? Why?

- Yes, with advertisement in appropriate magazine can promote or induce certain interest of buying urge.

Q. Is attending Trade fairs important?

- Yes

7.2.2 Interview response for evacuation products & gas masks

Company X

Product

Q. Is it important to have a brand name for the product? Why?

- Yes, - it gives the distributors more pride working with it, and the end users confidence that this is something good. Also, a brand name makes it easier for customers to talk about it to others (more WORD of MOUTH).

Place

Q. Is selling through distributors beneficial? Why?

- YES, of two reasons: (i) only way for us to penetrate the whole world with a small organization, and by that reach economies of scale quickly, (ii) Our product is a typical “upsales product”, it is not enough revenue pr end user sale to justify direct sales as a model. But, the sum of MANY distributors doing MANY small sales, is a good model.

Q. Does selling in large number of countries prove beneficial for business?

- It is of course the amount of unit that gives the revenue. BUT, many countries increase the chances.

Q. Is selling to corporate customers important? why?

- Not particular important, any end user with a reference value is good.

Price

Q Is Competition pricing important pricing strategy to be taken into account?

- YES, of course, price is always important.

Q Is Product line pricing important pricing strategy to be taken into account?

- YES, of course. And we are now launching a product, exactly to be able to differentiate better.

Promotion

Q Should Customer discounts be offered? Why?

- Yes, on good reference sales and on volumes,

Q Is a Personal sale important?

- YES, because we have to build personal relations and trust with our partners.

Q Is offering Rebates to customer important?

- Might be, depends.

Q Is attending Trade fairs important? Why?

- Yes, it has proven to be our main channel to meet partners.

Q Is offering incentives to induce dealers to push the product important?

- Yes, of course. It is the incentives that make our partners work with it.

Company Y

Product

Q. Is it important to have a brand name for the product? Why?

- For us it is important to have a brand name for the product because we were one of the first companies on the market with this type of product after it had been banned for several years.

Place

Q. Is selling through distributors beneficial? Why?

- We only sell through distributors, and it has been very beneficial for us. We found out that if we did a good job with the training of the distributors in the beginning, the sale went very well.

Q. Does selling in large number of countries prove beneficial for business?

- We only sell in Norway and Sweden.

Q. Is selling to corporate customers important? Why?

- We don't sell much to corporate customers because our product is a household product.

Price

Q. Is Competition pricing important pricing strategy to be taken into account?

- Competition pricing has not been a very important pricing strategy because we came first with our products, and the others had to follow us.

Q. Is Product line pricing important pricing strategy to be taken into account?

- Product line pricing is important pricing strategy in order to clarify to the customer that there is a major difference between the two products.

Promotion

Q. Should Customer discounts be offered? Why?

- To increase the sale a customer discount should be offered if the customer buys minimum three products.

Q. Is a Personal sale important?

- Personal sale is important in order to explain the product, and to make sure the customer understands the benefits of the product.

Q. Is offering Rebates to customer important?

- Offering Rebates to customers in Norway is very important. Norwegians often look at how much they get in a rebate instead of looking at the end price.

Q. Is attending Trade fairs important? Why?

- Attending trade fairs is not very important because it takes too much time, and it's difficult to show the product in use inside.

Q. Is offering incentives to induce dealers to push the product important?

- Because we were one of the first on the market with this kind of product, the dealers came to us and wanted to sell it. Because of this we didn't, and still don't need to offer any incentives to induce dealers to push the product.

7.3 Pricing strategies⁷

- In penetrating pricing the organisation sets a low price to increase sales and market share. Once market share has been captured the firm may well then increase their price.
- In skimming pricing the organization sets an initial high price and then slowly lowers the price to make the product available to a wider market.
- For competition pricing the organization sets a price in comparison with competitors. Really a firm has three options and these are to have lower price, same price or higher price.
- Product line pricing prices different products within the same product range at different price points.
- In psychological pricing the seller will consider the psychology of price and the positioning of price within the market place.
- In premium pricing the price is set high to reflect the exclusiveness of the product.
- In optional pricing the organization sells optional extras along with the product to maximise its turnover.
- In cost based pricing the firms takes into account the cost of production and distribution, they then decide on a markup which they would like for profit to come to their final pricing decision.
- Cost plus pricing allows the firm to add a percentage to costs as profit margin to come to their final pricing decisions.

⁷ <http://www.learnmarketing.net/Price.htm>