

## A STUDY OF MARKETING STRATEGIES FOR ENHANCING MARKET SHARE OF UNPLASTICIZED POLY VINYL CHLORIDE (UPVC) WINDOWS IN CONSTRUCTION INDUSTRY: A LITERATURE REVIEW

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### ABSTRACT

A research entitled “A Study of Marketing Strategies for Enhancing Market Share of Unplasticized Poly Vinyl Chloride Windows in Construction Industry” was undertaken with the objectives of studying the significant role of distribution channels for Unplasticized Poly Vinyl Chloride (UPVC) Windows industry, understanding pricing strategies in growth of UPVC windows business, developing marketing strategies for UPVC windows industry, suggesting innovative products and services for UPVC window industry, evolving sales process and techniques to grow business operations for UPVC window industry, and recommending Customer Relationship Management (CRM) for good service and customer satisfaction for UPVC window industry. This paper presents literature review for the said study.

**Keywords:** UPVC Windows, Marketing Strategy, Market Share, Literature Review

### Introduction

A research entitled “A Study of Marketing Strategies for Enhancing Market Share of Unplasticized Poly Vinyl Chloride Windows in Construction Industry” was undertaken. In view of the objectives of the research regarding marketing strategies for enhancing market share of Unplasticized Poly Vinyl Chloride (UPVC) windows in construction industry, an exhaustive review of literature was carried out. This paper presents the literature review divided in following sub-sections:

- Marketing Strategy
- Market Share
- UPVC Windows Industry

### Literature Review

#### Marketing Strategy

According to Baker, Michael John (2008), marketing strategy is a process that can allow an organization to concentrate its limited resources on the greatest opportunities to increase sales and achieve a sustainable competitive advantage (Kumar *et al.*, 2020a). Cacciolatti & Lee, (2016) mentions that marketing strategy leverages the combination of resources and capabilities within an organization to achieve a competitive advantage and thus enhances firm performance. Marketing strategy and marketing

mix are related elements of a comprehensive marketing plan. In order to establish the relationship between marketing strategy and marketing mix, Goi, Chai Lee (2009) states, while marketing strategy is aligned with setting the direction of a company or product/service line, the marketing mix is majorly tactical in nature and is employed to carry out the overall marketing strategy. The 4P's of the marketing mix (Price, Product, Place and Promotion) represent the tools that marketers can leverage while defining their marketing strategy to create a marketing plan (Kumar *et al.*, 2021a).

In order to develop and implement a successful marketing strategy, it is important for any company and its marketing executives to have a clarity on the concept of marketing strategy. Greenley, (1989) in his research, highlighted that there is a gap in the basic understanding of marketing strategy among the company executives of the companies who claim to have one in place. And this is where he carried out exhaustive literature search, to bring in more clarity on the concept. According to him, an understanding of marketing strategy can be developed by attaining three levels of treatment – first level is overall strategic planning of the company, second is framework for developing a marketing strategy and third is the actual marketing strategy (Kumar *et al.*, 2020c).

Morgan, Whitler, Feng, & Chari, (2019) et.al. have examined papers published in six most influential marketing journals from 1999 to 2017, to develop domains and sub-domains of marketing strategy, since they believed in the fact that marketing strategy is the central to the practice of marketing and that marketers and CMOs face challenges in this area. In their research they observed that the primary focus of research carried out during this period of nineteen years was on either marketing tactics or inputs to marketing strategy and their performance outcomes and relatively less research has been done in the core domain of marketing strategy. Moreover, they have viewed this lack of attention to marketing strategy research as significant gap in marketing knowledge.

Cespedes & Piercy, (1996) in their paper have attempted to highlight the major sources & types of marketing implementation problems. According to them, one of the problems is the “formulation-implementation dichotomy”, wherein the conventional approaches to strategy formulation treat marketing strategy development & implementation as different & successive activities.

The primary objective of the research done by Varadarajan & Jayachandran, (1999) was to provide an assessment of the field of marketing strategy & its prospective future. While doing so, researchers have developed a framework which could be a roadmap for assessing research in marketing strategy. They have concluded that the fundamental issues regarding marketing strategy are understanding & explaining company behavior in terms of placement of marketing resources for competitive advantage and its related foundations (Kumar *et al.*, 2021b).

### *Market Share*

Marketing performance is generally assessed on the basis of market share and customer satisfaction. And it is many a times assumed that a positive relationship exists between market share and customer satisfaction (Kumar *et al.*, 2020b). To reassess this assumption, Rego, Morgan, & Fornell, (2013), carried out a longer time series study using American Customer Satisfaction Index (ACSI) data for approximately 200 companies over a period of

13 years between 1994 and 2006, wherein more than 8,00,000 customers were surveyed. The authors tried to reestablish the relationship between market share and customer satisfaction over time, its nature of the relationship and understand why there is negative relationship between market share and firms’ future customer satisfaction? The study established a negative relationship between market share and customer satisfaction over time and reason for this is customer satisfaction is not a predictor for firms’ future market share but firms’ market share is a negative predictor of its future customer satisfaction. The study found that preference heterogeneity was the key cause for the negative relationship between firms’ market share and future customer satisfaction. These findings are significant for managers as they have effects on firm’s goal setting and performance measurement.

Banbury & Mitchell, (1995) examined the effect of firm’s incremental product innovations on incumbent market share and business survival. The researchers carried out the study across 86 U.S. implantable pacemaker firms between 1960 and 1990. The study concluded with some important points, which are as follows –

- Incremental product development and rapid product introduction are important for business performance (Kumar *et al.*, 2020d).
- An incumbent’s incremental product innovation positively influences a business’s market share and in turn its survival in the industry.
- Though it is a fact that first firms to introduce innovations gain substantial market share, it is not necessary to always to be first to remain viable, at times adopting competitor’s products can also be favorable for survival in the industry (Kumar *et al.*, 2021c).

Smith & Park, (1992) have examined the effect of brand extensions as against individual brand on market share and advertising efficiency. Data was collected from product managers as well as consumers. The questionnaire given to product / brand managers measured the variables – brand strategy, age of focal product, number of competitors, market share and efficiency of advertising efficiency. The survey

of consumers gave data regarding brand strength, referent product-extension product similarity, mode of product evaluation and product class knowledge. The research found that market share is greater in case of brand extensions as compared to individual brands. Moreover, the advertising efficiency is also high in brand extensions as compared to individual brands. The stronger the parent brand the more positive effect it has on the market share of brand extension but it does not have any effect on advertising efficiency. In terms of degree of similarity between the parent brand and its affiliated products, market share is not moderated by it, but advertising efficiency is prominent in case similarity is high considering basic characteristics of the products. The market share and advertising efficiency are raised in markets where the consumers have limited information about the product class. The study is concluded with a general finding that once the brand extension is established in the market the effects of market share and advertising efficiency weaken (Patilet al., 2021).

#### *UPVC Windows Industry*

Subram, Khan, & Srivastava, (2016) conducted a research to study the overview of marketing strategies which influence the UPVC door and windows market in India. The researchers collected data from 118 respondents (architects and builders) in Hyderabad. The research was carried out in context of 4Ps (Product, Price, Place and Promotion) of the marketing mix. The findings of the research across various marketing strategies are –

- Product features like – service, hardware quality and elegance were liked by most the respondents. Grill and Architrave profile are the add-on features as per customer's expectations. Moreover, in terms of quality, respondents found German and Indian made UPVC windows better as compared to China made.
- In context of pricing strategy, payment period is an important element or decision point for the respondent. The results also indicated that manufacturers need to adopt differential pricing strategy for different segments.

- It was found that small builders preferred local fabricators whereas big builders preferred Indian manufacturers like Fenesta, Wintech etc. In order to effectively implement place or physical distribution marketing strategy, manufacturers could appoint more local fabricators and promote brand by advertising through various channels.
- Brand recall for Fenesta was higher as compared to other brands. The promotion strategy of Fenesta includes advertisements in trade magazines like Inside Outside, A+D, Better Interiors, which gives it better visibility leading to higher brand recall. So manufacturers could increase their visibility by participating in trade fairs and improving one to one communication with the customers.

Sheikh, Sharma, & Dash, (2017) examined the buyers' preferences for residential real estate in Bangalore through their study using a structured questionnaire. The variables in the study included the developers' offerings as well as buyers' preferences. This study of emerging trends would help developers to offer the right product to their potential buyers, resulting into increase in sales. The buyers' preferences studied included – size of house and property, kitchen style, balcony usage purpose, Pooja room, vastu, servant room, windows, maintenance etc. The other variables included budget, age and gender of the buyer. Specifically, from the point of view of windows preference it was found that maximum respondents preferred UPVC windows in comparison to wooden ones. The high preference for UPVC windows was due to its features like more sunlight and breeze and sound-proof. Respondents also found UPVC better from the point of view of security.

Subram, Khan, & Srivastava, (2018) in their research paper analyzed the impact of marketing mix elements on brand loyalty with reference to construction industry. They collected through survey method from 489 respondents (216 architects and 273 developers) across nine different locations in South India. According to this research, Indian door and window industry is worth 1200 cr. And mainly dominated by unorganized and low quality products(Kumar, 2021). The

growth of Indian UPVC market is 15% year-on-year and is dominated by Chinese imports. The researchers identified that apart from 4Ps (Product, Price, Place and Promotion) of the marketing mix, service is an important element to sustain in the market. Since the service component is only 10% of the total value of the windows, it is often neglected by the fabricators which further influence word of mouth (WOM). And WOM plays a vital role in customer loyalty. The researchers developed a conceptual model to establish the relationship between variables – elements of marketing mix, perceived quality, brand loyalty and WOM. The data was analyzed and verified using structural equation modeling (SEM) and confirmatory factor analysis (CFA). The results indicated that product add on features, warrantee, service elements and price have a positive impact on perceived quality (Jain *et al.*, 2020). Moreover, country of origin and distribution network has a positive impact on brand loyalty. In addition to the same, perceived quality and brand loyalty resulted in

positive word of mouth which supported or helped the business growth.

### Conclusion

The literature review enabled the researcher to develop a deeper understanding of the concerned areas of study. In context of marketing strategy, the studies conducted by different researchers in varied industries gave insights into its concept; how it works for any industry; what are the prerequisites to be fulfilled; its consequences; frameworks which can be utilized; impact of technology on it. From the point of view of market share, the studies helped understand the interactions or relationships between market share and other concepts like customer satisfaction, customer expectations, innovation, brand extensions, advertising, loyalty programs and many more. Lastly, the chapter also covered all available literature in context of UPVC windows, which gave details of the UPVC windows market and its advantages and growth prospects.

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