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An Application of Mixed Method Investigation for the International Marketing Strategies in India

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Abstract: ***Many of the top Indian companies and multinationals with headquarters in India have strong internationalization and export-oriented organizational policies. This is a key marker of how competitive businesses, sectors, and the country are becoming. This study addresses the potential and possibilities of internationalization while looking at the sources of competitive advantage in a few chosen industries and businesses. International marketing tactics are intricate and can differ greatly throughout countries, businesses, and sectors. There are many different components that go into making up international strategies, and the environment in which they are used greatly influences how important they are. In an effort to study and explain the parallels and variations observed in this diverse range of businesses, the authors examine the international marketing tactics used in 12 distinct business sectors in India with the goal of expanding the corpus of current international marketing theory. The industries covered by the examples include both information-and skill-intensive new economy sectors as well as capital-and skill-intensive old economy businesses like manufacturing and assembly. This exploratory study uses modeling approaches, grounded theory approach, and case research methodology to provide a categorization system. There are a number of strategic and tactical applications for the five-cluster categorization (visual map). This typology or categorization system may have an impact on how foreign marketing is planned and carried out. Strategies. The strategic management theories that emphasize diversification into comparable businesses downstream may also find empirical validity in this schema. An additional significant contribution of the research is the utilization of many approaches that produce novel insights. The creation of a connection between quantification and modeling, which enables qualitative researchers to provide analytical rigor to their attempts at theory formation, is a third contribution. Practically speaking, by paying sufficient attention to key variables in order to accomplish desired goals, marketers may use the insight acquired from applying the classification scheme included in this study to build and implement international marketing strategies. The following are some management implications of the study: A systematic strategy with several facets is necessary for international marketing. The main goal of strategies should be to continuously create and deliver value. Just as crucial as dedication is flexibility. Examining the 12 characteristics found in the study is necessary to find a harmonic balance and ensure that they can maintain their competitive advantage. Managers can identify commonalities and variances across business sectors by developing and executing international marketing plans with consideration for each of the 12 factors and/or their underlying dimensions. Using a comprehensive approach that covers all facets of international marketing strategies, the proposed typology aids in identifying links that bind organizations across distinct industries.***

Keywords: International, Marketing Strategies, India, Mixed Method Investigation

1. Introduction

Indian businesses are now operating on a global scale many of the top Indian companies and multinationals with headquarters in India have organizational plans that are characterized by internationalization drives and an export emphasis. These are important markers of how competitive businesses, industries, and the country are becoming. In this study, we investigate the potential and prospects for internationalization while looking at the sources of competitive advantage in a few selected industries and businesses, both Indian and multinational. It is not believed that firm ownership is the sole or even the main predictor of success; rather, it is just one component. This treatment, which gives ownership a somewhat diminished importance, is a significant departure from the way international business research is conducted and is a natural result of the current globalization wave that informs our one-world-thesis and perspective This point of view increases our receptivity to novel concepts and widens our horizons. Considering the many opportunities for future development and the quick changes India has seen over the previous ten or so years, a review of the body of current literature is limited to a minimum.

In an effort to examine and clarify the parallels and discrepancies within this diverse group of businesses, we examine the foreign marketing tactics used in 12 distinct Indian business sectors in this article. The following industries are looked at: cars, compact discs (CDs), paints, cement, medicines, socks, software, syringes and needles, tea, textiles, tires for two-wheelers, and watch parts. The industries covered by the examples include both information-and skill-intensive new economy sectors as well as capital-and skill-intensive old economy businesses like manufacturing and assembly. However, it is highlighted that convergence of technology, processes, and even tactics is replacing the old vs new economic split in various industries. One example of this is the automotive industry. As far as we are aware, all sector categories are the result of hasty categorization attempts and may be of limited use. Traditional worldviews cannot impose constraints on innovative solutions. Our research looks for components of foreign marketing strategies that might influence company outcomes in a variety of industries. By paying sufficient attention to crucial characteristics, marketers may use this information to build and implement foreign marketing strategies that will provide the intended results. Given the relative dearth of international marketing research conducted in India as well as the changes that the Indian sector has seen over the past fifteen years, this article is exploratory in character. For theory-building purposes, the range of business sectors analyzed is purposefully kept as diverse as possible to capture both the similarities and contrasts between settings.

2. Methodology

Using modeling tools, case research methodology, and a grounded theory approach, our work provides a categorization scheme. New observations, or induction, are crucial to the development of more recent ideas in grounded theory methodology. These theories explain and characterize business processes, their outcomes, and their prospects for future expansion. International marketing tactics are intricate and can differ greatly throughout countries, businesses, and sectors. There are many components that go into making up international strategies, and the circumstances in which they are used greatly influence their significance. Textbooks on international marketing only provide broad guidelines; particular sector/national and current empirical evidence is not always available because they fail to fully acknowledge the similarities and differences that exist among different sectors in the international marketing strategies that businesses employ. Businesses may find it useful to make strategic and operational choices if these commonalities—or lack thereof—are thoroughly identified and acknowledged. They could choose to tailor their service and product offerings to the markets they now serve or may be planning to penetrate.

Since every researcher chooses to study a phenomena they have some prior knowledge about, the "pure" grounded theory approach could be the best. We feel that we have taken sufficient care to adhere to the spirit and approach essential to grounded theoretic research procedures, even though the current endeavor is not the most rigorous in this regard. Grounded theory and case study are complimentary methodologies that, when used in conjunction with contemporary modeling approaches and related software, can yield novel insights. The primary flaw with qualitative research methodology is the seemingly subjective and so distinctive character of the data creation, analysis, and interpretation stages of the research process. It is said that attempts to do qualitative research are inherently and ubiquitously contaminated by bias, and that a major obstacle is the absence of inter-subjective agreement or dependability. To strengthen the application of methodological pluralism, data analysis, and the inference-drawing process, we intend to employ a combination of case study, grounded theory approach, and modeling tools. A few field investigations and published sources provided the majority of the data used in this work.

3. International marketing strategies of 12 industrial sectors:

In order to capture the dominating tactics of the industry as a whole, we have summarized the worldwide marketing strategies of 12 distinct industrial sectors in India in this section. In several instances, we have recorded the facts of the dominating business with the presumption that the firm's tactics are representative of the strategies of the industry.

3.1 Automobiles

In 2003-04, the Indian passenger automobile market exceeded one million units. [1] This benchmark encompasses the export of fully constructed units. 32, 000 Alto brand automobiles were shipped to Europe by Maruti Udyog Limited, a joint venture with Suzuki Motor Corporation of Japan, out of a total of 51, 000 vehicles exported. Hyundai shipped 42, 000 automobiles under the Atos name. Europe received exports of Tata Motors' City Rover vehicle. This year, the combined yearly sales of the three companies' exports exceeded Rs. 10 billion. This amounts to $200 million for each of the three participating companies. Revenues from domestically built commercial cars are included in the Tata Motors number. Hyundai intends to export over 70, 000 vehicles between 2004 and 2005. Maruti jumped out to an early lead in this exporting competition in the 1990s. Nonetheless, during the first part of the 1990s, export quantities were hardly ever higher than 5, 000 units. The industry's fortunes had significantly shifted by the beginning of 2000. By 2003, domestic volumes had increased to one million units from less than a million a decade earlier. Many international automakers have established world-class facilities in India. India's automobile export industry is a success in many respects. For many buyers worldwide, a car is an extremely personal object. After the cost of a mortgage or purchasing a home, buying a car is thought to be the second-highest expense. Customers in developed markets, such those in the US, Europe, and the Gulf, have very high expectations for the appearance, functionality, and design of their vehicles. Manufacturing cars is a luxury industry, as opposed to producing cheap toys or commodity equipment. Even if India has the capacity to produce goods of the highest caliber, this hasn't happened yet. India's export-oriented manufacturing performance is comparatively weak to China's in several areas. However, exports of passenger cars are one exemption. Before a company embarks on any exports, it must comply with strict rules for quality and safety standards, as the European markets are quite sophisticated. Export preparation is a complex process that can take many years to complete. It involves significant expenditures in technology and development, a dedication to the market, and significant intra-organizational coordination (e.g., between an Indian subsidiary and its parent firm The Korean and Japanese businesses have developed their distribution and sales networks over a number of years in response to their awareness of the European markets. By doing R & D within their home bases, Suzuki and Hyundai have both made large expenditures in developing their brands in these countries. These companies have a considerable competitive advantage thanks to technology and industry expertise. Their connection to India strengthens their competitive advantage even further. India is appealing because to its cost advantage as well as the size and potential for expansion of its domestic market. Businesses in Japan and Korea are taking use of this reality after realizing it. There are significant freight charges involved in shipping vehicles from India to Europe. The freight charges for hatchback types of automobiles with engines less than 1.5 liters come out to around $300-400 per unit. The ships that are used to export automobiles are specialized boats that are constructed especially for this purpose. Higher quantities per shipment lot and early shipping vessel booking might result in even more favorable pricing. For tiny automobiles, the final cost is around $10, 000. Even though they are not necessary, freight and transit insurance charges might be high. Cars can have net export pricing (fob) as low as $3, 000 to $4, 000. In order to generate healthy profits, production expenses would need to be sufficiently low. Cars across all of Europe, with the exception of the UK, are left-hand driven (LHD). Typically, LHD kits are imported from Korea or Japan and assembled in India. The expenses associated with painting, assembling, and purchasing Indian parts must be relatively low in order to offset the impact of high freight charges. In this case, the Indian government's export incentives may be helpful. Either way, great productivity and high pay rates are present in both Korea and Japan. It is possible that the low wages in India counteract the greater productivities attained in other regions of the world. However, the margins that the Indian market provides to many businesses in this industry could be adequate to safeguard and advance the long-term plans of international corporations. For example, the Maruti Suzuki venture began developing its compact car project in 1984 with the goal of providing middle-class consumers with an affordable vehicle. Unlike any other Indian industry, the initiative has achieved unprecedented success in the 20 years since its beginning. It serves as an example for collaborations between Indian and international businesses. However, many lower middle class households can no longer afford the price of the Maruti compact vehicle. Tata Motors intends to release a low-cost vehicle soon. Automobile manufacturers have been slashing sourcing and supplier pricing rapidly, but it doesn't seem like end users have benefited from these savings. This is true even if excise taxes on finished goods and custom charges on imported goods have decreased dramatically in recent years. Realizations of net export prices seem to have increased as well. One would have to use caution when observing the amount of profits in this business, given the substantial costs associated with research and development that must be amortized throughout the incredibly short life-cycles of automobile models. Technology inputs, assembly costs, local part availability, shipping connections and associated infrastructure, marketing and distribution networks, and brand strengths are the main factors influencing exports in this industry. The industries with the greatest worldwide connections for inputs and outputs seem to be assembly-related. The major export markets are in Europe, manufacturing facilities are spread throughout South Asia, and technology is imported from Korea or Japan. From the standpoint of a global company, India can appear to be a market in addition to a conduit to other markets. India's place in this global network may become even more crucial to the coordination of the network that Hyundai and Suzuki, two international corporations, may have planned out for the future. These are areas that need a lot of cash, technology, and skills. The automotive industry has completely evolved over the years, unlike in the past when it was regarded as the mother of all industries and contributed significantly to the GDPs of many nations. It currently makes up much less of the GDPs of many countries and much less of the share of consumers' disposable income that goes toward spending. When it came to input costs, steel was formerly thought to be the most expensive material utilized to make vehicles. Steel is no longer the primary input cost; instead, electronics and information components now hold that position. The car's exterior design may not alter significantly from models from the previous year. But the machine's core has evolved far more than the face. With processing chips now making up a larger portion of the combustion and driving mechanism than ever before, modern cars are intelligent. Systems for control and guidance require a lot of information. The automotive industry is a prime example of the convergence of the industrial and mechanical sectors with the information or knowledge sectors. This industry will be driven by technology in the future. A successful combination that blends the old with the new, the past with the future, and the tried and proven with the untested is evident when these two vital sectors come together, especially considering India's dominance in the IT sector and the car industry's shifting fortunes.

3.2 Compact Discs (CDs)

The third-biggest producer of optical storage media worldwide is Moser Baer India (MBI). [2] MBI is among the world's cheapest producers of CD-Rs. The production per cost of the corporation is over 62% less than that of its Taiwanese competitors. Additionally, MBI has made significant investments to expand its production capabilities for CD and DVD (recordable, writable, and pre-recorded formats). About 80% of its Rs. 16 billion in annual income comes from exports [3], with sales to OEM businesses accounting for another 60-70% of revenue. The majority of well-known companies in the globe get their goods from MBI. MBI now has the potential to produce two billion units annually. [4] With a 15 billion unit capacity, 70% of the optical storage media market is based in Taiwan and Japan. [5] In addition to starting to establish a production plant in East Germany, MBI is now in negotiations with Imation Corp. in the US to solidify its US strategy. With process skills to cut material and labor costs, MBI has a manufacturing scale built with less capital than it would take to build similar capacities elsewhere in the world. It also has strong distribution channels to service its OEM clients globally. Up until now, its capabilities were primarily found in the Delhi factories. However, MBI is attempting to enhance its worldwide footprint by developing factories both in Europeand the US.

3.3 Cement

This industry is known for its low value and large quantities. Export quantities and logistics and infrastructure capacities are closely related. Finding an export orientation is one of the hardest things to do in this business due to its structural aspects. In this sector, export volumes are not anticipated to be substantial relative to the overall production of the industry. 3.4 million tons of cement and 4.7 million tons of clinker were exported from India in total in 2003-04. [6]The biggest exporter, Gujarat Ambuja Cements, shipped 1.7 million tons of cement in 2003-04 and plans to ship two million tons in 2004-05. In October 2004, the export price (fob) was $46 a ton, which is approximately Rs. 100 per bag. This price is predicted to increase to $50 in the future. Net of taxes and transportation costs, domestic realization comes to around Rs. 90 per bag. Additionally, the price of clinker for export increased to $32 per ton. With the 2003-04 volumes and the aforementioned representative prices, $320 million USD is the estimated annual export value of this business. One important source of competitive advantage for the cement industry is its location. Cement enterprises situated near the shore have the opportunity to benefit from fluctuations in global pricing. Manufacturers on the west coast include Sanghi Industries, Saurashtra Cement, and Grasim Industries. The Middle East and the Gulf countries are the primary markets for cement exports. Sanghi, for example, sells around 80, 000 tons of cement and two million tons of clinker to Saudi Arabia, Dubai, and Qatar each month. In this industry, the most important factors influencing exports are export realization (fob), domestic realization (net of freight and tax levies), international cement prices, domestic and international demand and supply, plant and customer locations, individual firms' logistics capabilities, and the overall infrastructure of the exporting country.

3.4 Paints

One of the top paint producers, Asian Paints, has started an aggressive acquisition plan to take the lead in a number of new areas. Currently, the company operates in 22 countries, with 20% of its income coming from overseas sales. [7] It aims to become a leader in emerging markets and has a well-defined strategy. As will be explained later, this strategy has a number of strategic and operational components. The corporation purchased a few loss-making enterprises with a view to improve its profitability by streamlining goods, branding, and distribution locations. The concept of utilizing the experience the corporation has accumulated in India over the previous many decades is what motivates its emphasis on emerging countries. Utilizing contemporary management practices, the procurement of raw materials (such titanium dioxide), the manufacturing and storage of completed items, and transportation are all managed economically. In this market, shipping expenses are exceedingly expensive, with freight rates of around Rs. 40 per liter (nearly $1 per liter). Purchasing dominant brands and companies in developed nations is more expensive than purchasing market leaders in smaller regions. The business selects emerging markets with strong growth potential (over 6% annually). Despite its low resources, Asian Paints understands its limits and makes do with what it has. Although resources offer the organization a head start, its exceptional competitive advantage comes from its ability to optimize procedures.

3.5 Pharmaceuticals

Many of India's top foreign companies are now based in the country's pharmaceutical industry. The pharmaceutical industry in India is undergoing a transformation, with major corporations such as Cipla, Dr. Reddy's, Ranbaxy, and various small and medium-sized businesses like Aurobindo, Glenmark, and Orchid, among others, rewriting the rules. For almost ten years, many of the top companies had an export-oriented mindset. With operations spanning from the creation of novel compounds via research and development to the production and distribution of both branded and generic medications and formulations, Ranbaxy is growing into a powerful worldwide company. There are currently little hurdles to entrance in this business. In anticipation of the implementation of WTO restrictions after 2005, a number of Indian companies have begun constructing research centers and forming production and marketing partnerships. It is anticipated that the industry's efforts to upgrade would be successful. The top companies are shifting their focus from low-cost advantages rooted in bulk medicine production and generic formulations to extremely capital-and knowledge-intensive endeavors. International business is a key component of the strategies of the biotechnology and pharmaceutical industries.

3.6 Socks Manufacturing

The largest manufacturer of socks worldwide is Renfro Corporation [8]. This multinational leader in the production and marketing of socks purchased an Indian company in 2002. Renfro Corporation sources a lot of its products from Renfro India for the US and European markets. It intends to launch international brands in the Indian market, including Fruit of the Loom, Sketchers, and Vasarette. It also intends to increase its capacity by establishing production facilities in other regions where there is a large untapped market and inexpensive labor. Furthermore, the biggest provider of cotton is India. Renfro India educated its staff in Italy and collaborated with an Italian provider of knitting machinery. [9] The Indian firm supplied socks to many big European stores and had established a solid reputation for efficiency and quality. Its manufacturing plant was entirely focused on exports and was located in Sanaswadi, close to Pune. Renfro India intends to increase its capacity to 12 million pairs annually by purchasing extra capacity. Renfro uses its Indian operations to create and deliver value for its worldwide brands, utilizing imported machinery of the highest caliber and locally accessible raw materials Renfro India uses outsourcing as a primary tactic and rents the capacity of outside suppliers. By doing this, the business is able to use the expertise and assets of its network of suppliers.

3.7 Software

Over the past ten years, Indian companies have become significant exporters of software. One accomplishment that attracted global notice is this one. Since its start, India's IT industry has been focused on exports. It is commonly known that the industry as a whole and many software giants, like Infosys, Wipro, Tata Consultancy Services (TCS), and Satyam, have seen rapid expansion (D'Costa and Sri-dharan, 2004). Having a relationship to the market is essential. Numerous American businesses have been instrumental in this sector's expansion. This industry makes use of Indians' high technical, analytical, and engineering abilities. Customized or application-specific software solutions make up the majority of Indian software exports. Branded and general-purpose software (like Microsoft Windows) may be utilized in a variety of client groups and geographical regions, allowing for the revenue-generating potential of a broader customer base. A few Indian businesses are attempting to create software products (such as the banking software solutions offered by I-Flex). The other new field is embedded systems software, which is used to improve the functionality and interoperability of hardware (such as automobiles, home appliances, and mobile phones). A portion of this high-value, cutting-edge work is anticipated to be completed in India, as the country is increasingly becoming the location of several international corporations' research and development operations. India's software industry contributes significantly to its exports, which total over $12 billion annually. This year, TCS is predicted to generate $2 billion in revenue, and Wipro and Infosys won't lag far after. Business process outsourcing is growing in the US and the UK even if there is considerable resistance and worry. India's ability to draw in low-value and repetitive jobs (such as credit card billing operations and call centers) will remain strong due to the country's low pay rates and English language proficiency. India's software industry is at a turning point. Its development will be fueled by the absence of a well established home market and the robust existence of expanding export connections. Given the cheap capital needs in this industry, there is a high level of entrepreneurial activity. There are a few extremely large companies, a few medium-sized companies, and several small companies in the thriving software industry. This sector's maturity level is shown by the pyramidal form. In the foreseeable future, export intensity will continue to be strong at all three of these levels. Over time, the local market may reach a critical mass, and some small and medium-sized businesses might start supplying the larger ones. The expansion of the amount and diversity of transactions in the domestic market may be facilitated by this strengthening of ties between firms. Indian manufacturing and service companies are investing heavily in IT systems and are becoming more IT-savvy. This indicates that many Indian businesses, across all industries, are in good health and remain competitive. IT (hardware and software) influences operational efficiency throughout value chain activities and acts as an enabler. It also resembles infrastructure. IT investments are fungible and crucial to the success and operation of businesses because to its ubiquitous and porous nature. In this way, India's advantages in the IT sector will inevitably have a favorable impact on other industries.

3.8 Syringes and Needles

About 25% of the income of Hindustan Syringes and Medical Devices (HMD), a closely owned firm that manufactures syringes and needles, comes from exports to the US and Europe. HMD holds more than 65% of the market share in the approximately 1 billion disposable syringes that are sold annually in India. In this market, 10% is made up of imports. HMD holds 70% market dominance in the disposable needle market, with foreign brands holding a 25% share. The annual market for disposable needles is estimated to be 1.5 billion units. The leading brand in the Indian industry, DISPOVAN has managed to hold onto and grow its market share despite fierce competition from significant international corporations and domestic rivals. [10] With seven production sites in India, HMD aimed to reach a revenue of Rs. 2.5 billion by 2004. The World Health Organization calculated that 25-30 billion needles and syringes are needed annually worldwide [11]. Disposable syringes make up a significant amount of the company's revenue. It has about 15 years of experience as an OEM provider. HMD is one of the top five producers of insulin syringes worldwide. In partnership with Star Syringes of the UK, the firm began producing auto-disposable syringes in 2002. Crucial imports are needed for product manufacturing; 95% of the company's consumable and disposable goods are imported. HMD has facilities on a worldwide scale and depends on large quantities to obtain benefits in terms of cheap cost and good quality. The business keeps growing both its production and distribution networks.

3.9 Tea

Almost one-third of the tea produced worldwide is manufactured in India. The global production in 1999 was close to 3 billion kg. India does not export more than 200 million kg, nevertheless. Moreover, it is a significant tea-drinking country. One of the main issues facing Indian businesses is increasing unit value realization from exports. In this industry, there is primarily space for development in the following areas: branding, marketing, packaging (tea bags), and blending (processing). It's difficult to go up the value chain from producing agricultural commodities to marketing luxury and lifestyle goods. Tata Tea is working hard to establish itself as a premium lifestyle marketer after acquiring the Tetley brand in the UK. India would need to keep working to maintain its market shares in significant markets and its global market share in tea exports while this upgrading is being tried. In addition to assisting tea boards and other organizations develop long-term plans, the government is essential in helping to organize the numerous tea farms.

3.10 Textiles

Up until recently, the value of Indian exports was primarily made up of textiles. Among the first few industries to take foreign factors into account when developing expansion plans were the textile companies. Early on following deregulation in 1991, Indian textile companies were unable to resist the lure of tapping into the world's financial markets. Many of them offered bonds or debentures denominated in dollars at interest rates that were less than those of premier lending institutions in the United States. A few Indian textile companies had developed global production capabilities, but doing so required significant expenditures and interest payments on debtPerhaps it was impossible to resist the allure of cheap interest rates. The goal of becoming global was to reduce costs and gain a competitive edge in the market. These choices, though, might not have been the best ones because buyers want a unified set of features when making a purchase. Cheap price by itself won't persuade them. Although it is widely acknowledged in the literature as a major source of competitive advantage, low cost is neither a sufficient element on its own nor a prerequisite. It's possible that focusing just on low-cost tactics will ultimately lead to failure. After the textile quota system started to be eliminated in January 2005, the textile industry entered the next critical phase. It is anticipated that Indian companies would benefit greatly after 2005, and a number of massive new investments are being planned in order to take advantage of the opportunities that the global textile trade will present. Local cotton availability and cheap labor costs will support Indian companies with the financial and technological know-how to succeed.

3.11 Two-wheeler Tyres

Leading tire producer Metro Tyres sends 50, 000 tires and tubes every month to Continental AG in Germany for use on two-wheelers (motorcycles, mopeds, and scooters). For the first time, Continental is receiving two-wheeler tires from an Indian producer. [12] "We will be producing motorcycle, scooter, and moped tyres for the Continental under the brand name, 'Continental, '" stated Rummy Chhabra, Managing Director of Metro tires. Our access to manufacturers like as Yamaha, Honda, and Kawasaki will be facilitated by this relocation."

The size and technological prowess of Indian tire makers are now insufficient. This industry is capital-intensive and input-dependent—rubber's price fluctuation can have a serious effect on tire companies. The industry has a long way to go before it becomes sufficiently competitive and expands globally, given the history of the industry (Indian companies have historically supplied non-radial tires for commercial vehicles and used antiquated technology), the general lack of good roads, and the regulations governing the movement of vehicles across states. A plus is the rising demand for and use of passenger cars, as well as the capacity of Indian businesses to collaborate with US and European tire giants. Although certain companies, such as Metro Tyres, are already exporting, this industry will for the foreseeable future concentrate on the home market. with more opportunities to invest. However, Indian companies now feel that the export margins are insufficient, and they would only consider exporting tires outside if there was excess capacity.

3.12 Watch Components

In India, Kamla Dials and Devices Limited is the sole organized producer of watch hands and dials. This company's share of the domestic market is over 80%, and it generates roughly 20% of its total income (Rs. 360 million in 2002-03) from exports. [13] The company's growth tactics and history are exemplified by the following excerpts: The firm produces high-precision watch hands; it is one of only four in the world. Switzerland and Hong Kong, two of the world's most quality-conscious markets, are two of Kamla Dials' export destinations. Not to be overlooked is the remarkable roster of its global clientele, which includes, among many others, Swatch, Tissot, Calvin Klein, and Candino. The firm had to put in a lot of effort to get its first export order, having first supplied watch dials to (leading) Indian watch producers. No customer from outside the country thought that India could provide high-quality watch hands and dials. After exporting its first shipment, the business didn't turn back and began receiving recurring business and new foreign clients. The company's in-house design team creates cutting-edge watch dial designs that it offers to Swiss businesses (emphasis added). Prominent Indian watchmakers have not yet established a significant foothold in foreign markets. This adds to the surprise of the watch component manufacturer's success, which makes it a significant accomplishment for this business, which has plants in Bangalore and Parwanoo, Himachal Pradesh. The process of internationalization is diverse, enabling a range of approaches and related operational capacities. A number of prosperous small and independent businesses may not be overly surprised by what this little Indian company has accomplished. A watch is an intimate object. It has associations with prestige and fashion, and it defines its bearer. Customers that value quality and who place a premium on fashion, accuracy, and the best quality pay manufacturers more. As a result, these producers are well aware of where to get their components. It is indeed a commendable accomplishment for an Indian company to have cleared demanding quality standards and won the respect and confidence of global watch manufacturers [14]. . Indian companies would find it extremely challenging to develop global or international brands, considering the resources required for a brand to establish itself. It might take $100 million in resources to develop a worldwide brand. Many small and medium-sized businesses might not be able to use this brand-building strategy. This may not be a simple process, even for huge Indian enterprises and global corporations. It looks that Kamla Devices has supplied top Swiss watchmakers whose names fetch premium prices with precise components made using new designs and quality. One way small and medium-sized businesses might use to break into foreign markets is to supply OEMs.

4. International Marketing Strategies: An Analysis

The study utilized a combination of grounded theoretical approach) and case research to effectively capture the essence and content of the many components that comprise the international marketing strategies of the industries under investigation. The sector case studies and case summaries in the section above were the source of twelve variables. Based on a Likert scale of 1 to 5, Table 1 shows the significance of these characteristics for each of the 12 sectors that were looked at. As we can see, this collection is small and may be readily increased by adding variables linked to consumers (such as frequency of purchase), importer characteristics, and a number of other factors. But the point of this is to highlight a research process and how it can be used to give qualitative research approaches more rigor. Based on the features of the business or sector, the product, and the market or transaction, the 12 factors in Table 1 may be divided into three major groupings. Features of the business or sector: The necessity for a supplier network, export volumes, value addition opportunities, capital requirements, technology requirements, and process skill requirements are a few of the key attributes [15]. Many of the firms under investigation demand significant expenditures in finance and technology. Process skills are needed in the watch component manufacturing industry and the pharmaceutical industry. Many of the businesses require robust and large-scale supplier networks, such as the automotive industry. Opportunities for value addition in the automotive, software, and pharmaceutical industries could be greater than in some other industries, such cement and socks. With the exception of the software and automotive sectors, all the businesses under examination require substantial export quantities.

Product characteristics: Among the product's attributes are unit value, durability, and freight cost. Customized software solutions and automobiles both have high unit values. Software and automobiles both have medium-to long-lasting life spans. Except for soft goods, most products are thought to be extremely perishable.

Table 1: A Comparison of International Marketing Variables across 12 Industrial Sectors in India

S. No.	Industry			Business Characteristics				Product	Characteristics		Market and Transaction Characteristics		
		Capital Requirement	Technology Requirement	Process Skill Requirement	Value Addition Prospects	Need For Supplier Network	Export Volume	Unit Value	Durability	Freight Cost	Market Sophistication	Direct Contact With Customers	Competition
1)	Automobiles	High	High	Medium	High	High	Medium	High	High	High	High	High	High
2)	CDs	High	High	Medium	Medium	Low	High	Low	Medium	Low	High	Low	High
3)	Cement	High	Low	Low	Low	Medium	High	Low	High	High	Low	Low	High
4)	Paints	Medium	Medium	Medium	Medium	Medium	High	Low	Medium	High	Medium	Medium	High
5)	Pharmaceuticals	High	High	High	High	Low	High	Low	Low	Low	High	Low	High
6)	Socks manufacturing	Low	Low	Low	Low	Low	High	Low	Low	Low	Low	Low	High
7)	Software	Low	High	Medium	High	Low	Low	High	Medium	Low	High	High	Medium
8)	Syringes and needles	Medium	Medium	Low	Low	Low	High	Low	Low	Low	High	Low	Medium
9)	Tea	Low	Low	Low	Low	Low	High	Low	Low	Low	Medium	Low	Medium
10)	Textiles	Medium	Medium	Medium	Medium	Medium	High	Medium	Medium	Low	Medium	Low	High
11)	Two-wheeler tyres	Medium	High	Medium	Medium	Low	Medium	High	Medium	Medium	High	Medium	Medium
12)	Watch components	Medium	High	High	Medium	Low	Medium	Medium	Medium	Low	High	Medium	Low

Electronic chips are rapidly being used in mobile phones, televisions, washing machines, and other durable goods like vehicles that contain embedded software. But there are problems with transferability when it comes to durable goods. For example, vehicles have very high freight costs, much as paint cans or cement bags.

Market/ Transaction characteristics:
Some of the key traits in this category include rivalry, direct client interaction, and market sophistication. There is a lot of competition in many industries, and there are complex marketplaces for some items, such autos and watch components. In many respects, interacting with consumers is essential, and cultivating and managing those connections may be considered essential competencies. Exporters may only communicate with OEMs in a variety of global business scenarios, meaning they may not have direct touch with end users. The researchers' subjective judgment is shown in Table 1's degree of relevance, which is represented by the variables' nature and strength as High (5), Medium (3), or Low (1). This measurement is specific to the group of industries selected [16].

Table 2: The following table summarizes the variance explained for each attribute/ object in the two-dimensional map

Attribute/ Object	Mean	Variance	Proportion of Variance Explained
Capital requirement	4.308	1.121	0.328
Technology requirement	3.510	1.648	0.849
Process skill	2.68	1.3674	0.567
Value addition	2.8233	1.528	0.72
Supplier network	1.843	1.270	0.819
Export volumes	4.157	1.270	0.713
Unit value	2.343	1.71	0.72
Durability	2.657	1.364	0.726
Freight cost	2.15	1.734	0.778
Market sophistication	3.823	1.528	0.750
Contact with customers	2.157	1.528	0.834
Competition	4.010	1.281	0.444

Often called judgmental data, they can simply be the mean of various data points from a group of managers or even from different sample strata. As the goal of this exercise is to generate theories rather than verify them, validity and reliability should only be considered in the context of developing theories. Making qualitative narratives more accessible to analysis, interpretation, and verification requires first converting qualitative data into quantitative data. Through this crucial act, components of validity, dependability, and rigor are added to the research process [17]. This is the paper's main contribution; it closes a gap in the interpretation and analysis of qualitative data and strengthens the validity and reliability of the qualitative research process.

5. Findings

Multidimensional mapping was used to analyze the data in Table 1. Exhibit 1 displays the generated map along with the related diagnostics. We group the industries under investigation into five distinct clusters based on the data and results in an effort to determine the key components of each sector's global marketing strategies. Depending on the goals of the practitioner or the researcher, the clusters and their makeup may vary. The first cluster is for automobiles, the second is for cement and paints, and the third is for CDs, socks, syringes and needles, textiles, and tea. Cluster 4: prescription drugs, tires for two-wheelers, and watch parts; Cluster 5: software. The business sectors in clusters 1 and 2 are large and vulnerable to the freight factor due to their volume/weight and other features. The infrastructure associated with logistics is essential to the Cluster 2 sectors. The automotive industry is categorized as a distinct cluster due to its distinct characteristics [18]. In contrast to the companies in Cluster 2, the car industry offers a lot of opportunities for value addition. Car marketing may need a more direct connection with clients for extended periods of time after the sale. Although not as significant as it is for the companies in Cluster 2, logistics expertise is nonetheless important in this situation. One important factor that seems to influence how the business sectors in Cluster 3 emerge is export volume. For any of these companies to be a successful global corporate enterprise, a comparatively large volume is necessary. For these industries, the biggest obstacle is making the transition from generic to brand and value-added products. Businesses in Cluster 4 need process expertise. Bulk medicinal medications and two-wheeler tires are provided to OEMs together with watch components. Direct supply of branded or generic formulations for end-user usage is possible. The single industry in Cluster 5 is software. There are similarities between the software and car industries, even if this represents the fairly peculiar and unusual elements of this company. Both companies have significant value addition opportunities and channels available to them, but they also require direct and ongoing consumer engagement. The output of both sectors is comparatively more valuable (high unit value) and durable than that of many other sectors examined in this article, despite the fact that the auto industry is capital-intensive and requires a robust supply network.

6. Conclusion

This study makes a significant addition with its visual map (Exhibit 1), which may have a significant strategic and tactical impact on the development and implementation of international marketing strategies. This typology/ classification has several applications and provides empirical support to strategic management theories that emphasize expansion into similar businesses downstream. It also provides explanations for heretofore inexplicable events. Additionally, diversified companies may discover operational and strategic justification for the product-market portfolio they already operate in or want to enter. The use of a variety of approaches that produces fresh perspectives on a topic that has long been studied by marketing academics is another important addition of the work. The creation of a connection between quantification and modeling, which enables qualitative researchers to provide analytical rigor to their attempts at theory formation, is a third contribution. Additionally, this study offers some predictions for Indian companies [19]. Businesses in the industrial and service sectors in general, as well as banking and insurance companies within the service sector specifically, will have promising international futures. If the education industry can take measured risks and make wise decisions, it too has a bright future ahead of it. Indian motorcycle manufacturers have the potential to play a big international role in the manufacturing sector. Here, Indian companies will need to concentrate on the small, fuel-efficient motorcycle engine market because there is now very little demand for performance bikes and other high-end markets. Suppliers of parts and components have enormous opportunities for globalization. Supplier companies (automotive batteries, tires, and components, for example) of all 12 of the aforementioned industries need should be able to expand globally as a matter of course. Internationalization is essential in the contemporary worldwide environment. It is not a gloomy forecast that many Indian firms that choose not to internationalize would fail; rather, it seems that this is an unavoidable byproduct of the one-market world concept. Of course, there will always be markets with significant local components, but their numbers will decline. . In such markets, competition would be more severe, value addition possibilities would be transient, and technology element would be conspicuous by its absence Commodity-based strategies are unable to provide a long-term competitive advantage. Serving the demands of sophisticated markets and customers, regardless of their location or nation of residence, would need to be a major emphasis for many firms. This concentration on the upper end of the market is essential for competence renewal and growth. This does not, however, rule out various approaches that seek to cater to different markets. Direct communication with end users is a crucial component of international marketing strategies, but it is just one of the twelve essential dimensions or factors that we uncovered via our investigation. Numerous Indian companies are considering their options for acquisitions, purchasing capacity (manufacturing facilities), and opening offices (software companies) overseas. It can be wise to exercise care before to making such significant and irreversible investments. Businesses, both domestically and internationally, would do well to steer clear of export myopia. Multifaceted strategic planning is necessary for international marketing, and adaptability is just as crucial as dedication. Making fixed investments is not the same as being committed to the market. Businesses that are internationalizing should concentrate on creating and delivering value continuously. . In order to determine if the 12 identified factors can maintain their competitive advantage, it is important to seek for a harmonic balance in them. The majority of industries and companies can need strategies designed specifically for their demands and circumstances. This implies that companies with significant advantages, such as those in logistics or customer relationship management, can consider expanding their product offerings or the range of markets they service. Managers may identify commonalities and variations between business sectors by conducting a comparative examination of the 12 aspects both alone and as a group when developing and implementing international marketing strategy. Additionally, this would aid in shifting the emphasis from being only on markets, goods, or company needs. The perceptual map (Exhibit 1) illustrates the connections that firms make across various industries by using a comprehensive strategy that covers many facets of foreign marketing strategies.

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