

Methods to Manage the Challenges of Change

Prof. Shubhangi Vitthal Gaikwad

Assistant Professor & Head, Department of Commerce, MAEER'S Arts, Commerce & Science College Pune 38, Maharashtra

“Marketing is the conception and deliverance of a standard of living to the society”.

have got. Thus, in short marketing management is the management which deals with the marketing activities of the firm.

I. INTRODUCTION

Marketing has got a very significant role in marketing and business management. It is considered to be as a proper and pure management function. So, just because of this it has got its base in the decision making process of an organization. Thus, Marketing is essential for meeting the needs, desires and wants of the customers on large scale. It is about understanding and handling customers by identifying their problems and finding different ways to produce products or services which are demanded by customers.

Marketing Management is the planning, implementation, analysis, and control of marketing based programmes that are designed to build, create and maintain the practical approach of the marketing techniques. It helps the marketing firms to take decision regarding the changes taking place in the environment. These changes are related to the four important “P’s” of Marketing Mix. Thus, marketing management gives importance to the application and practical method of the marketing activities of the firm. So, for this reason the Marketing Manager has got a crucial to role to play in the marketing firm in connection with achieving the organizational objectives.

It is the Marketing Manager only who will take decision regarding the following things:

- a. How to deal with the production of products by adding new features to it.
- b. How to charge prices on the commodities before placing it for sale in the market.
- c. How to get and identify markets for the product.
- d. How to deal with the promotion and advertising strategies in order to increase the sales of the firm.
- e. How to provide good packages on the product regarding safely handling it, etc.

The perception of marketing not only deals with the simple transaction of exchange of goods and services but also includes the complex and complicated transactions as well, connecting various interrelated and unified variables. As the thought regarding the same has changed, various experts have tried to put the definitions of marketing management at various points of time. One can really find the variations in the definitions because of the fact that marketing has no accepted fundamental hypothetical base like other streams

II. DEFINITION OF MARKETING MANAGEMENT

➤ *Marketing has been defined by the “American Marketing Association” as:*

“It is the process of planning, executing, implementing, pricing, promoting and distributing ideas, goods and services in order to create exchanges that satisfy individuals and organizational objectives”. Thus, it is the performance of business activity that directs the flow of goods and services from the place of production to the place of consumption.

➤ *According to Philip Kotler:*

“Marketing is the beginning as well as end of all business activities of the firm”.

Thus, marketing management is based on scientific tools as well as art based creativity of choosing the target markets and growing, getting and keeping customers through communicating, delivering and creating superior customer value in them. Marketing management is a process of planning, controlling, organizing and implementing marketing activities in order to effectively and efficiently facilitates and expedites exchanges. Thus, effectiveness and efficiency dimensions are two important components of it.

So, Marketing is an exchange process that requires a great amount of work and skills on the part of the parties involved in the exchange of goods & services. It becomes possible when one party gets the positive responses from other parties. Thus, from the above definitions of Marketing Management we can garner the following aspects which results in managing the challenges of change:

III. MANAGING THE CHALLENGES OF CHANGE

There is only one thing on this earth that is very much constant and that is change. Change is a natural perception. This concept was there in olden days as well but has become very significant and important in Modern business environment. It is a continuous process where sometimes the change is very fast and sometimes it is slow. But, whatever may be the nature of change it has got its impact on various things related to & at the same time is based on the market forces as well. The force of change is

either positive or negative for an organization. The impact of change may be positive for one organization and at the same time may be negative for the other, it all depends upon the plans of the organization which motivates and prepares them for facing/accepting these changes.

When we speak of change with regards to the organization or business it means it is with reference to various factors like:

- Technology
- Education and Training
- Political Situations
- Economic Conditions
- Competition
- Market Situation
- Consumers taste and Preference
- Government Policies
- International Trade Policies Agreements and Pacts
- Social Factors
- Cultural Environment
- Work Force Culture and Attitude
- Competitors Policies and Programmes, etc.

Whatever may be the nature, speed or extent of change but, one thing is sure and that it will have its impact on the internal organization of business. The change process may influence some or all the variables/factors/forces of the organization either steadily or considerably and therefore, it has got the competence to change the organizational structure and organizational relationships. The most important aspect to note is that whenever there is a change it brings with it a lot of challenges & problems also. Therefore managing as well as facing this change successfully is a more difficult task before the Manager of today. Today the process of change has not only become common but the change is taking place at a very fast pace as well.

Thus, to cope up with the different Challenges of Change Process a Marketing Firm must have a very good **Strategy** consisting of the following components in that:

- In order to face the change and its different challenges management must have a good plan with it. A good and proper plan will advise the organization:
 - What and how is to be done?
 - How to achieve the important objectives of the firm?
 - The time, finance and the human resources to be used.
 - The natural and physical resources to be allocated and so on.

For this the Scientific Planning would be the best option remained with the firm in order to manage with the unforeseen task that has to be managed by them. Thus, a good plan will in that way will definitely outfit the

management with different strategies to combat with the challenges of change.

- Organizations having a record of good **Scientific Forecasting** are always in a better position to deal with the opportunities. So, to manage this change successfully anticipation of the future is very essential. Thus, each & every company is affected by the change process but those who be hopeful of and prepare themselves for the future are in an enhanced position to trounce the challenges of change. Anticipating/ forecasting and preparing for the future based obligations reduce the impact or the intensity of the change process to a very large extent.
- Apart from the above two mentioned aspects another important factor that can help to overcome the impact of change is the **Analysis of the Environment**. This aspect will allow the firm to deal well in advance properly with:
 - ✓ The controllable factors of the external environment.
 - ✓ Un-controllable factors of the external environment.
 - ✓ Controllable factors of the internal environment of the management, etc.

Understanding and having analysis of the environment it is one part and managing to face it with reactions is another part. Many of the marketing firms do take a lot of efforts on their part to analyze and understand the external as well as internal environment but fails to act and react at the right time and thus they lose their competitive position in the market/society. That's why Marketing Managers need to spend a lot of time and energy in the analysis of political, social, economic, cultural, educational, technological and international environment so as to help the firm in taking correct decisions and timely action.

- To face the challenges of change '**SWOT**' analysis could also proved to be very important option. SWOT makes the organization aware about :
 - **Their strength:**
 - That is the internal quality of the firm.
 - The type of modern technology that can be used.
 - The financial status and resources of the firm.
 - The quality of the manpower used.
 - The goodwill and reputation they have in the market and many such factors.

➤ *Their weaknesses:*

- Where the company is lagging behind?
- How to cover its loopholes in order to manage the things properly.
- The sectors where management needs to concentrate more providing scope for improvements, etc.

➤ *Opportunities available for the Firm:*

- Will motivate the firm about the future based opportunities.

➤ *& finally the Threats:*

- Future obligations that the firm will have to face.

Thus, SWOT analysis helps to present a clear cut picture of the strength, weakness opportunities and threats of the organization that they will have to face in the long as well as short run. The findings based on SWOT analysis will help to convert gathered data into proper information and this will be used by the firm as per their requirement. Correct, complete & readymade information will definitely guide the firm in taking proper decisions, preparing plans and strategies to face the challenges of change.

- Another vital tool to face the challenges of change is to have a good **Research & Development** department and having good updates on technology. Thus, Continuous R&D and updating technology proved to be important means to face the challenges of change. Both R&D and updates on technology also requires continuous training programmes. Training programmes if conducted properly by the firm on regular basis prepares the employees to mentally prepare and accept the change in order to face it successfully.

If the work force/staff is not trained they shall not be prepared to accept the challenge and may withdraw from accepting additional responsibilities on their part. Thus, well planned training programmes will help the people to add and accept latest information and new techniques. It will also make them aware about the new challenges and changes brought by the factors/forces of change.

- One more factor which is again important tool to face the challenges of change is **Innovation**. Firms with innovative ideas and inventive strategies are in a better situation to face the challenge of change. For example the Japanese people in the whole world believe in pioneering idea and new innovations and

that's the only reason they not only face the changes successfully but they are also responsible to bring the changes and become the market leaders on the Global Platform.

- Finally, to hack with the change process it is very essential to have a good **Team-work** and proper **Co-ordination** between different functions and different departments in the firm. Thus, the good plans, decisions and strategies fail due to lack of team spirit and co-ordination work in the various departments. Organizations that have the problem of team-work are always very slow in accepting change or most of the time does not accept the challenges of change at all.
- Another important aspect to face the challenges of change is changing the **Mind set and Attitude** of people working in the organization. Managers who are always open to accept new innovative ideas and ready to admit the challenge are in a better situation to prepare themselves for the future challenges of change.
- Lastly the most important thing in facing the challenges of change is that, every Organization must:
 - Introduce the Change at the **Right Time**.
 - The Change must be **Gradual** and not drastic.
 - Increase the **Involvement** Factor.(employee involvement, participation and consultation is very important)

Many organizations are ready to bring changes in their firm but fail to do so because of the following reasons:

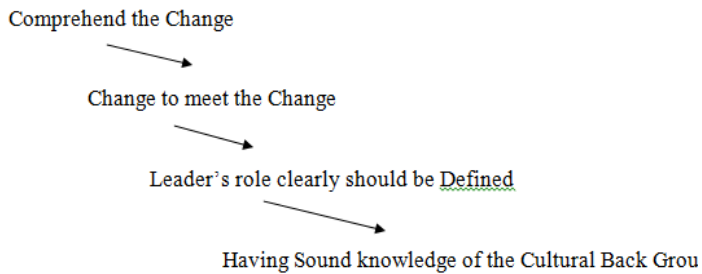
- ✓ May be the time factor is not appropriate for the change.
- ✓ The change that has been brought is very fast and drastic in nature.
- ✓ This to some extent can disturb the organizational structure.
- ✓ It can also upset the organizational relationships
- ✓ It can make things more difficult when the change has to be actually brought.

The last point also gives importance to employee participation and consultation when employees are involved they accept the decisions towards the change process in a positive way and see to it that the challenges posed by the change process are tackled effectively.

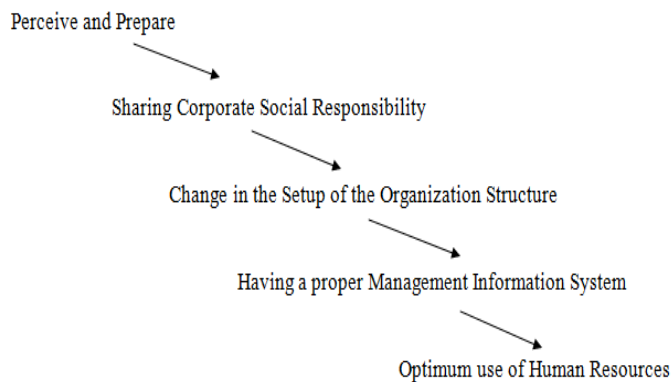
Thus, it is very much clear from the above mentioned points that change is the only way of surviving. It is the only thing that can really bring the change. The question

is how one goes for it. There is a need to become a part of this change.

A: *Some Guidelines to become a part of the change are:*



B: *Different Ways to Manage the Change:*



C: *Managerial Skills needed for the Management in Future:*

To effectively face the change and to turn threats to opportunities, the modern marketing managers would need to possess certain skills on their part, which are as follows:

1. *Foresight: (Future Forecasting)*

This will alert the managers about the up-coming trends and changes. This would also help them to prepare themselves at the time of actual occurrence of events.

2. *Broad Mindedness:*

It is the ability of the managers to listen to every one's problems and suggestions, and also give them a sense of belongingness. This would allow them to have a satisfied work force, which in turn would lead to have a more productive workforce in future.

3. *Cautious Risk Taker: (Present & Future Risks)*

The thought of loss or failure should not discourage the marketing managers from facing the future risks. In fact he should take this risk factor as a challenge and always should be ready to go for calculating

risks. This would require him to be more courageous on his part to set a good example in the firm.

4. *Integrity:*

The manager should always be ready to give his hundred percent for the betterment of the organization. He should allow having a flow of Integrity Principle in the organization. His ultimate decisions should not be based on his personal gains. He should be very much loyal towards his profession so that others can also follow him in the same way.

5. *Competence:*

Marketing manager must be honest, skilled & professionally capable to handle their job properly in the organization. He should set up a Bench Mark only for others so, that they can also give their best towards achieving the organizational goals.

6. *Innovativeness:*

The managers must be very-very innovative in their thinking. This is one of the attribute that will definitely help the managers to prepare well in advance to meet future obligations.

7. *Tact:*

A manager should be tactful in his thinking's which means keeping everyone happy apart from getting things done from them. He should have a good tact of handling people in the firm and should always motivate people to do things in a correct way. This particular quality will definitely help in maintaining the work place in a very productive and result oriented atmosphere.

8. *Sound Judgement:*

It shows the ability of the manager to take strong decisions on important aspects and issues of the firm. This would require on the part of the managers to have sound knowledge of the surroundings so, that he can guide people properly leading towards achievement of organizational goals.

9. *Communicative Skills:*

The marketing managers of the modern era should be strong in communication skills. He should be able to deliver the things properly and at the same time should make everyone to understand all instructions given to them by him. Thus, he should be able to communicate his ideas in the correct context to all the concerned people.

10. *Lead by Example:* (setting good example in the firm)

The manager should be presentable in such a way that everyone should pay respect towards him. His

general behavior and workings will always be under observation by his followers. He should also be able to set a very good example or bench mark in front of his subordinates who will indirectly try to integrate his style of work.

11. *Vigor: (dynamism in behavior)*

There will be times when things will not go according to plan. During such times the person will need a lot of vigor and enthusiasm to move on. This is very important trait, for if he does not take hitches well then his subordinate will react in an even worse manner. He should possess self belief with which he can turn failure on its head and make it a success.

12. *Helpful:*

He should be helpful in solving problems of the firm & of his staff given to him by the top level authority. He should be able to create a good and healthy working atmosphere in the organization. He should really help people in dealing with many issues in the firm.

The above mention points are not the complete ones. It has just highlighted few of the important ones which are most important that the marketing managers should have. The above mentioned explanation shows the methodology a marketing manager should possess in order to tackle the Challenges of Change. Thus, “**Change**” is the only thing that remains constant and continuous. The whole world is becoming smaller and the social and political boundaries are disappearing fast, thus there change is becoming even more inevitable. The companies can adjust themselves to the changes by changing their internal structure or getting emerged in the whole way, which is merging the whole global market on one common platform.

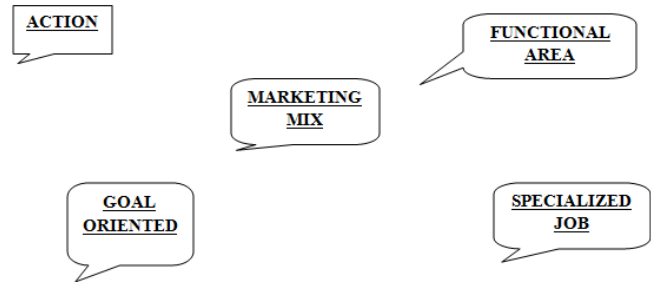
What I think is **Restructuring** process is the only catchphrase to this picture of change. Each & every time firm needs to restructure themselves. This particular phenomenon has become more important for survival, which can be achieved by revolt. A company must be dynamic, innovative and quick moving in all the directions. This is the only definite way to have a long term success and existence of the firm. In short, restructuring procedure is the only way for a business unit to survive in today’s ruthless world that is full of competition.

IV. CONCLUSION

Thus, Modern Marketing ideas compel the marketing firm to use an incorporated marketing approach in its operation. The management therefore should try to co-ordinate amongst all the activities like production, finance, personnel and marketing departments in order to satisfy the needs and expectations of the organization and its customers

too. Therefore, marketing should not be considered merely as a fragmented collection of marketing functions. Each and every department and level of the firm has to contribute for the maximum customer satisfaction and delight.

Figure showing the various Aspects of Marketing Management



****Thus, it includes the following aspects:**

1. Marketing Management is very much **Goal Oriented** in nature. It not only helps the firm to satisfy the needs of customers by offering them goods at the right time but, also helps to generate more revenue for the business thus, helping them to meet its target at the end of the year.
2. Marketing Management is also called as a **Functional Area of Management**. As a managerial function, it includes analysis, planning, direction, co-ordination, implementation and control of activities concerned with development, production and distribution of products to different areas for satisfying the needs of the customers on one side and need of the marketers on the other.
3. Marketing Management is a **Specialized Job activity**. Well-organized handlings of marketing activities require:
 - Specialized knowledge of markets
 - Products
 - Consumer of tastes
 - Behavior of Government policies
 - And business environment
4. Marketing Management determines the appropriate **Marketing Mix** structure of the firm. Product design, its promotion, its pricing and its distribution strategies are correctly synchronized so that produced goods and services will finally become acceptable by the customers.
5. Marketing Management is the **Marketing** concept in **Action**. It includes all activities, which are essential to know the needs of customers and supplies goods and services to satisfy the needs of the customers. The marketing concept is based on the Philosophy that all activities of the business enterprise should be oriented towards the satisfaction of the requirements or needs of the customers.