



*A plane of “Shine” in Search of Synergy*

Asna Mubashra, Beenish Tahir

Punjab University, Lahore, Pakistan

0233

The European Conference on Sustainability, Energy and the Environment 2013

Official Conference Proceedings 2013

Abstract

Applicability of the concept of sustainability is essential to all areas of human society; efficient synergies can be successfully searched if efforts are associated with responsible business practices. An attempt was extended to initiate marketing activities from wide spread network of District Industrial Homes, a nonprofit government organization projected for capacity building of low income class in under developed countries. DIH work with special focus on imparting income generation skills to the destitute, especially women. SHINE (uniforms for government sector schools) was designed for District Industrial Homes in Punjab, Pakistan. This product plan was an organized effort to acquire economic growth and self-sustainability of the institute and the skilled labor trained here, through establishing a marketing line by diversifying the current activities of institute. Internal caliber of the institute was explored to estimate how it could shape a hopeful support for the dependent women getting their earnings from here as well as for institute. Product, place, promotion and price strategies were made after deep considerations. Market offerings were planned observing keenly the company, the aimed market and its positioning ideology. Price structures were considered and prosperity takings were calculated to go well with the qualitative and quantitative objectives located. The plan was formulated to act as a treatment of the present and future that placed a positive value on long term returns both to institute and to skilled destitute females. The overall mission of this market plan was in broad societal terms rather than narrow product terms. SHINE was anticipated to be able to align its growth with that of its workers, communities it operated in, as well as the customers and consumers, hence was able to address common concern: the pursuit of a sustainable societal living.

**Keywords:** Income generation, economic growth, self-sustainability, District Industrial Home.

## **A plane Of “Shine” In Search Of Synergy**

Applicability of the concept of sustainability is essential to all areas of human society; efficient synergies can be successfully searched if efforts are associated with responsible business practices. An attempt was extended to initiate marketing activities from wide spread network of District Industrial Homes, a nonprofit government organization projected for capacity building of low income class in under developed countries. DIH work with special focus on imparting income generation skills to the destitute, especially women. A market plan of SHINE (female school uniforms for government sector) is planned for the network of District Industrial Home (Sanatzar) in Punjab, Pakistan. The plan is made to explore the viability of District Industrial Home (Sanatzar) for doing business to acquire economic growth leading to self sustainability for institute and of female workers who are trained by the institute and working here.(Gowdy, 2005) This effort is extended to initiate marketing activities from this nonprofit government organization and this will result in uplift of the indulged unprivileged social class.(Information System Unit, SPDC, 2007)

### **Mission Marketing**

The overall mission of this plan is in broad societal terms rather than narrow product terms. This social mission has a clear sense of direction that will serve the best long run interests to the product, the workers and the consumers.(Kotler & Armstrong, 2007) Trained managers and their team, with a passion for the economic growth of poor social class, are dedicated to build a viable, profitable business to fulfill the mission. The plan is formulated to act as a treatment of the present and future that places a positive value on long term returns both qualitatively and quantitatively to both institute and skilled destitute females.

“Any change in a community that enables greater production, increased employment and a better distribution of goods and services is called economic growth.”(American Planning Association).Economic growth means making profits which lead to self sustainability ,such a stage of income generation that the needs can be fulfilled internally “Economic growth is never an accident”(New Economics, 2005). This plan is an organized effort to acquire economic growth and stability to the institute and the skilled labor, through establishing a marketing line by diversifying the activities of institute.

1. To open ways for alternative methods of income generation for institute than only relying upon the government funds thus building a framework for self sustainability.
2. Economic and social support to the survivors who are not able to pursue their skills by themselves.
3. Formulize a strategic marketing plan that can be adopted in all institutes of Punjab, Pakistan.

4. Following the principles of societal marketing DIH will provide its customers “desirable product” that will give both the immediate satisfaction and also long run benefits.

**SWOT Analysis (Internal and External Environment Influence):**

SWOT analysis (Kotler & Armstrong, 2007) (table 1.1 1.4) show that DIH are resourcefully rich with innovative ideas, devoted and expert supervision group functioning under extremely inspired and motivating Social Welfare Department. The institute is already offering its services as skill imparting authority .This new venue of marketing will unfold its hidden capacity building potential.

Table 1.1:

<p><b>1. Strengths</b></p> <hr/> <ul style="list-style-type: none"> <li>• A well defined net work of DIH all over Punjab</li> <li>• All institutes are controlled centrally</li> <li>• Every DIH has established structure</li> <li>• All DIH have similar courses ,taught to the workers</li> <li>• Each DIH is provided with equipment which is required for manufacture of SHINE.</li> <li>• Every DIH has a list of registered workers who are essentially pass outs of the institute so share same skills</li> <li>• Bulk production will result in lower per piece cost</li> <li>• Many over heads are not included in the cost of product e.g. rent of space utilized for storage of raw material and finished product</li> <li>• DIH are capable of extending customer services such as rapid delivery of made to order and free alteration services for problem sizes.</li> </ul>
--

Table 1.2:

<p><b>2. Weaknesses</b></p> <hr/> <ul style="list-style-type: none"> <li>• All decisions are to be made centrally by proposed department of Punjab Government.</li> </ul>
---

Table 1.3:

<p><b>3. Opportunities</b></p> <hr/>
--------------------------------------

- New government schools for girls are being opened by Punjab government under Education Reform Programs.
- Existing female government schools are focusing on increasing their enrolment. Thus a broader base of potential customers is produced.
- Increasing trend of use of ready made uniforms is seen which is also supported by school authorities to maintain oneness of colour and style
- Availability of SHINE in side the premises of school.
- All participants of value delivery chain work together for the underlying mission of launch of SHINE.

Table 1.4:

<b>4. Threats</b>
<ul style="list-style-type: none"> <li>• Existing trend of getting school uniforms stitched individually by customers</li> <li>• Threat of new entrants in manufacture</li> <li>• Suppliers do not provide quality raw material at negotiated price</li> <li>• Suppliers fail to supply according to the schedule can result in cardinal failure.</li> </ul>

**Marketing Objectives:**

SHINE will engage a segment of skilled population in productive activity and save them from becoming vulnerable to negative forces of fundamentalism, extremism and terrorism. SHINE will create awareness about the necessity of collective positive action for Pakistan’s development.

**Quantitative Objectives:**

1. To attain 10% sales increase in 1 year time of operation
2. To achieve 15% market share in uniform business
3. To make 40% return on sale
4. To produce 5% return on investment

**Qualitative Objectives:**

The market planning for SHINE is purely for mission marketing and has 3 fold qualitative objectives

1. To provide lowest cost price, high quality readymade school uniforms to the students of government schools, belonging to the low and middle income groups
2. To provide opportunities for employment generation for workers of DIH.

3. To provide opportunities for economic growth leading to self sustainability to the net work of skill imparting and capacity building DIH (sanatkar) in Punjab

So it will be easier to initiate, implement, maintain and sustain SHINE.

### **Marketing Strategy:**

#### **Alternative Marketing Strategy:**

Before reaching the decision of marketing of female government school uniform many other products were also under consideration .There were strong proposals for taking up marketing of one piece lawn kurtas for men, infant garments, preschool girl's frocks and two piece white shalwar kurta for young boys from age 5 to 8.But after deep considerations following marketing strategy was selected.

#### **Selected Marketing Strategy:**

The decision about marketing of suggested product line under the brand name of SHINE was made after detailed deliberations in the meetings of the management committees of DIH due to following benefits:

1. The mission associated with marketing of SHINE is its competitive advantage.
2. There is unmet need recognized in the area for which product line is developed.
3. The color and style of female government school uniforms all over Punjab is same, so the purchase of raw material in bulk will result in lesser cost of production.
4. SHINE has broad and consistent customer base in the target market.
5. Creating sale point inside the schools is a competitive edge as both organizations involved in the act of marketing are under the control of government.
6. The product line developed is such that the surplus of one production cycle is easily marketed in next demand time.
7. The design and color of female uniform of government school does not changes quickly

#### **Market Analysis:**

Availability of government school uniforms for female is less in almost all districts of Punjab. There are firms doing profitable business in school uniforms for private schools as the profit margins are very high in this sector. There is need felt to offer same products to the government sector schools also.

#### **Market Segmentation:**

The potential customers belong to low and middle socio income group. So the mission of this marketing is not only to extend support to the DIH and workers but also to provide customers with quality product at lowest possible price

### **The Appropriate Targeting Strategy:**

Product specialization strategy is adopted which is designed to cater segment needs.

SHINE focuses on the government school uniforms especially for female of high classes. at the beginning stage of this plan because size variation is comparatively low among this age group as compared to lower classes and to keep the operations simple in initial stage. During expansion stage, the segment of smaller sizes of female and segment of male government school uniform of all sizes will be included

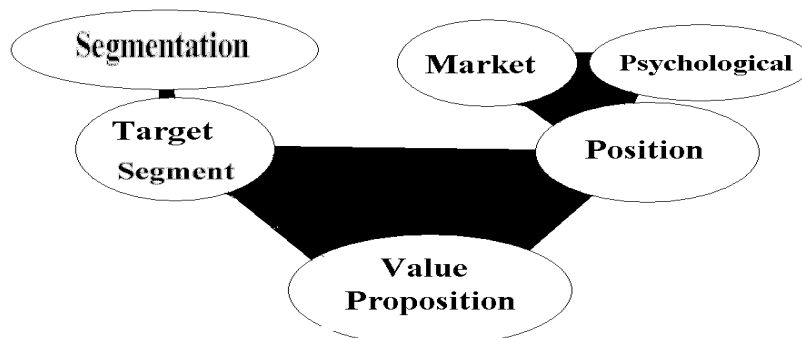
SHINE is adopting a concentrated marketing strategy as it has very few resources, so it has planned to capture bigger share of small niches and it is not trying to have little share from big markets..

### **Positioning Strategy:**

#### **Value Propositions:**

The Value Proposition of SHINE contribution that consumers recognize is the respond to the query: What's in it for me?

On the other hand it can be declared as, "Why should I pay what you ask for this offering?"



**The value proposition answers the customer's "What's in it form me?" question.**

SHINE says: **“Let’s join hands to eradicate poverty”**

#### **Key to accomplishment:**

The major step for accomplishment is constructing the product positioning as clear as possible. If the objectives of this mission marketing are well delivered to the probable consumers it will be appreciated a lot in the specific segment of people. Unconfirmed reporting of users is important in this fragment. Efforts will be made so that on one instance if consumers are gained, they are never lost. It must always be remembered to sell the SHINE objectives, not the product.

**Differentiation:**

SHINE will develop its focal point to distinguish itself from local manufacturers and develop the production by satisfying the actual requirement of low as well as middle income group school going children of government sector by providing durable products at lowest possible prices.

**Emphasize Service and Support:**

SHINE needs to set up its selling contributions as an obvious and feasible option for the aimed market, by providing better, cheap and quick services to satisfy customers.

**Emphasize Relationships:**

Customers have to understand they are taking on a relationship with SHINE, playing an important role in uplift of destitute by indulging in the act of purchase. So they are not just buying uniforms but joining hands to eradicate poverty.

**Positioning Statement:**

“The SHINE is first of its kind school uniform for government sector among the array of private firms with a unique mission to eradicate poverty both by offering lowest possible price of best possible quality to customers and extending support to workers and institute ,for all those who want the worth of their spending as individual gain and societal improvement“

**Point of Parity (POP)** =School uniforms for government sector

**Point of Difference(POD)**=Lowest price ,durability ,availability in the schools, free and quick alterations, customized services for problem sizes without additional charges, mission of the business.



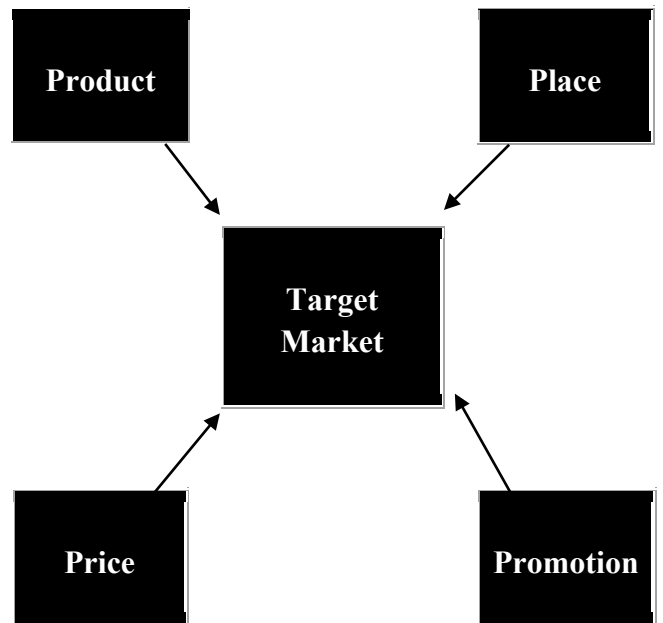
**Market Mix:**

The SHINE tries to create a constructive response in the aimed segment by joining together these four variables of marketing mix in a most favorable way.

**The Marketing Mix**

An abstract chart of the selling blend:

The following chart lists the swift selling blend decisions taken during planning process of SHINE, this chart comprises of some part of each of the 4Ps. (Internet Center For Management and Business Administration 1999)



Summary of Marketing Mix Decisions:

Product.	Price.	Place.	Promotion.
Product Decision	Price Decisions	guide partners	promotion
Product Market Offering	Pricing Objectives	control stimulus	civic dealings
Brand Name	Determining Demand	Places	memorandum
Quality	Pricing Method	Transportation	Media
Scope Of Product Line			
Packing			

### **Product Strategy:**

### **Product Decision:**



**The Three Levels of a Product**

The basic mission of SHINE is also the core of the product decisions. The physical product selected is such that it remains in demand, with rare chance of change with respect to colour and style. The demand is higher after the annual examination and after summer vacations. By using quality raw material (purchased centrally), professional patterns of all required sizes and better sewing techniques the SHINE will create better customer value.(Kotler & Armstrong, 2007)

### **Product Market Offering:**

In the initial stage of marketing of SHINE the complete uniform in standard small medium and large sizes according to the recommendations of the Education Department of Punjab with respect to the colour and the style, for the female of high schools of government sector will be prepared.

### **Brand Name:**

It is proposed to give these marketing offerings a brand name. The efforts are made to position the brand in the target customers on bases of strong believes and values.(Kotler & Armstrong, 2007) SHINE is proposed name which not only goes with the use of the product, as children of target social class will shine while receiving education wearing the SHINE but also as the brand sells chances are provided to the workers of unprivileged social class to shine in the society

### **Quality:**

A lot of considerations are given to maintain the quality of all types of raw materials required in manufacture, appropriateness of patterns of standardized sizes for cutting, best assembling and sewing operations to deliver high customer value and maintaining the best quality of product

**Scope of Product Line:**

For the development of SHINE in near future the product line extension strategy is adopted. SHINE will start manufacturing uniforms for female sizes for junior sections and then it will start to manufacture whole size range of male school uniforms of government sector.

**Packing:**

The product will be offered to be marketed as one piece priced article. This will give better range of selection among the required articles to the target customers. Customers can choose and make their uniform sets according to their own individual preference. This will also be beneficial for recording the demand for future production of each specific article and for managing back up storage in the DIH.

**Price Strategy:****Price Decisions:**

Customer oriented pricing decisions will be made involving effective understanding of how much value customers place on the societal benefits they receive from the product .A price is set that captures this value.

**Pricing Objectives:**

The proposed plan is for mission marketing so no effort is made to achieve high profits.”Survival” is the initial objective.(Kotler & Armstrong, 2007)

**Determining Demand:**

For the target group price sensitivity is high, demand is elastic. A major segment seeks for lowest prices so they might go for alternatives like getting the uniforms made by them selves.

**Pricing Method:**

Cost based pricing decisions are adopted to acquire a fixed percentage of profit after cost is deducted from price.(Kotler & Armstrong, 2007) As a policy decision 12% profit after the cost is recommended in fixing the price. Major part of the profit will be given to the workers and a smaller part of profit is kept for the self sustainability of institute. Whole process is detailed in the infrastructure of DIH to keep all activities transparent.(Social Welfare Department, 2009)

**Break Even Analysis** and **Return on Investments** are calculated carefully

**Place Decisions (Distribution):**

Distribution channels will be managed by DIH own worker force.

**Distribution Channel:**

Direct selling technique is adopted .Through government policy decision a retail outlet is established inside every government school premises. Out let space is provided, without any overhead cost .It is a contribution from the school management to the mission objectives of SHINE.

**Motivating the channel:**

At all levels the real objective of the marketing of SHINE is so much felt that all part of value chain willingly contribute to the underlying societal welfare. Objective's challenges are incorporated to go with customer prospect of little charge and elevated worth.

**Channel Alternatives:**

Selective distribution of the product would be done directly through DIH contact numbers.

**Location:**

The SHINE products will only be available at the school outlets and at the DIH itself .Customers will be encouraged to visit the DIH to get better insight of the mission.

**Logistics:**

The premises of DIH will be used for storage of the raw materials which the suppliers will provide .After production the inventory of the SHINE products will also be maintained at the DIH. The supply to the outlets will be made by the official vehicle provided to every DIH.

**Promotion Strategy:****Communication Objectives:**

1. To establish recognition of SHINE
2. To extend buying objective of prospective consumers

**Communication Design:**

A mixture of memorandum strategies including attractive label lines has been considered for SHINE.

**Advertising:**

Leaflets containing appropriate information of the brand its offerings and its mission with the DIH address and contact numbers will be published locally for every DIH and will be made available to the potential customers by being attached with the school circulars and essentially with the result cards. Prominent banners inside the

schools to make people aware of presence of SHINE. Print media like local news papers will also be used for advertisement.

**Public Relations:**

DIH management would visit the potential schools deliver speeches to make consumers aware of the brand. Representatives will be sent periodically for promotional messages. These activities will seek to make its signature as the best low cost solution for school uniforms.

**Conclusion:**

The following parameters can identify SHINE's success factors and suggest their application to future expansions.

**Relevance:**

The mission marketing approach, especially in addressing the needs of poor women, has great potential and can and should be replicated. SHINE's marketing plan has been made most relevant to beneficiaries by including them in plan design and implementation, and by conducting thorough market research prior to the formulation of strategies.

**Effectiveness:**

The plan at its early stages can identify possible weaknesses or issues that can arise in the future, and ensure their mitigation.

**Impact:**

The mission marketing for the particular product being considered is workable, tried and tested, so that impact is maximized. The preparation and dissemination of case studies through the life of the product plan would be effective in showing impact.

**Efficiency:**

In future SHINE should maximize cost benefit ratios by communicating with suppliers for lesser rates. The indicators for ensuring that cost benefit analysis takes place during the plan's implementation should be identified

**Sustainability:**

The plan aims to create sustainability for the workers and the institute itself at the very beginning and follow it closely throughout the action plan, making modifications based upon experience. The plan is designed for eventual sustainability and makes the needed adjustments/interventions a part of the indicators to be monitored through the process.

**Gender:**

SHINE is developed as working directly for women and shows a solid understanding of their needs.

The plan was formulated to act as a treatment of the present and future that placed a positive value on long term returns both to institute and to skilled destitute females. The overall mission of this market plan was in broad societal terms rather than narrow product terms. SHINE was anticipated to be able to align its growth with that of its workers, communities it operated in, as well as the customers and consumers, hence be able to address common concern: the pursuit of a sustainable societal living.

**References:**

Ali, A., 2008. *Marketing In Practise-Tune Hotels -KL Marketing Plan*. [Online] Available at: <http://www.scribd.com/doc/19539744/Marketing-in-Practice-Tune-Hotels-KL-Marketing-Plan> [Accessed 13 December 2012].

Anon., 2002. *Govt urged to educate women to be earning partners*. [Online] Available at: <http://www.dawn.com> [Accessed December 2012].

Gowdy, J. M., 2005. *Evolutionary Theory and Economic Policy with Reference to Sustainability*, Troy NY : Rensselaer Polytechnic Institute, Department of Economics

Hanif, Y. M., 2009. *CSR Pakistan*. Lahore: Yawar Hanif Mian.

Information System Unit, SPDC, 2007. *Social Development In Pakistan 2007-08: Women at work*. [Online] Available at: <http://www.spdc-pak.com> [Accessed 13 December 2012].

Internet Center For Management and Business Administration, 1999. *The Marketing Mix*. [Online] Available at: <http://www.quickmba.com/marketing/mix/> [Accessed December 2012].

Kotler, P. & Armstrong, G., 2007. *Principles Of Marketing*. Upper Saddler River, NJ: Prentice Hall.

New Economics, S., 2005. *Walras's Progressive Theory of Capital*. [Online] Available at: <http://homepage.newschool.edu> [Accessed December 2012].

Social Welfare Department, 2009. *Concept Paper*. Punjab: Social Welfare Department.



