

A Qualitative Study of Growth Strategies of Small Business

Case: Jai Infotech, India

LAB University of Applied Sciences
Bachelor of Business Administration, International Business
2024

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Abstract

Author	Publication type	Completion year
Manpreet Kaur	Thesis, UAS	2024
	Number of pages	
44		
Title of the thesis		
A Qualitative Study of Growth Strategies of Small Business		
Case: Jai Infotech, India		
Degree, Field of Study		
Bachelor of Business Administration (International Business 2022)		
Name, title, and organization of the client		
Jai Infotech		
Abstract		
<p>Microbusinesses are known as the backbone of the Indian economy and play a significant role in it. In addition to creating millions of jobs, they are in control of a substantial quantity of economic activity. The study aims to gain knowledge about the growth strategies applied by Jai Infotech for company growth and survival in the Indian market.</p> <p>The qualitative research strategy approach is used to conduct the study. Semi-structured interviews in the case study were used to gather primary data. Books, journals, and websites that supported the primary data were among the sources from which secondary data was collected. Analysis tools like PEST, SWOT, and the Ansoff Matrix were employed in this thesis to get a better knowledge of the internal and external aspects influencing the case firm's reputation in the Indian market. The thesis results were further supported using risk analysis tools, short-term plans, and the Decision-Making matrix.</p> <p>Jai Infotech's most effective growth strategy was the Market Penetration Strategy. The strategy was successful because primary demand and market share both increased. Increasing marketing spending, expanding the service network, and capitalizing on the customer's interest in the provided service are the techniques that are employed.</p>		
Keywords		
Growth strategies, Case Company, Jai Infotech		

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1 Introduction

1.1 Research Background

Small businesses drive industrial development and economic progress. Technological developments have enabled enterprising small enterprises in industrialized countries to introduce new products and procedures into the market (Pavitt et al. 1987). Small business organizations are key to the industrial and economic growth of India. They are the source of merchandise for numerous large organizations. Due to their size advantage, companies can also provide customized and affordable items in niche sectors. Their expansion is crucial to the economy's overall growth since they boost GDP, offer jobs to skilled locals, and use scarce resources. Small businesses need to survive or grow in a competitive environment. (Pavitt et al. 1987).

According to the Ministry of Electronics and Information Technology, India's electronics manufacturing business increased from \$37.1 billion in 2015-16 to \$74.7 billion in 2020-21. The development of smart devices to complement outdated ones has contributed to growth in India's electrical and electronics market. (Ramachandran 2022.)

Jai Infotech Limited is a small business firm well-known for CCTV dealers, computer software developers, computer repairs and services, HP printer dealers, computer accessory sellers, and second-hand computer dealers in Karnal which is a small town in Haryana state of north India. With prior experience in this field, they have a strong clientele and expertise in working with a wider clientele and network. Jai Infotech in Karnal began operations in 2008. (Jai Infotech 2024a.)

The case firm aims to meet the needs of the consumers by continuously improving the high-quality electrical items they have supplied. Jai Infotech began functioning in other regions of the nation in 2016. The case company, which offers consumers electronic products, is duly recognized and formally registered. This well-known business serves both locals and visitors from other areas of the Indian state of Haryana as a one-stop shop and is operating now around the nation. Throughout its existence, Jai Infotech has solidified its position within its sector. Mamta Chandrababu is the owner of the Jai Infotech company and a successful entrepreneur. (Jai Infotech 2024b.)

For investigating the growth strategies used by the firm for growth or expansion The Ansoff Matrix plan is used in this research. It is one of the best analysis tools that helps a firm to plan its growth strategies. However, the set of strategies included in the matrix is referred to as product-market growth. It has also proved beneficial to understand how existing and

new goods and marketplaces open new business prospects for firms. Matrix (Kraus & Kau-ranen 2009.)

The strategic plan, which tells us what a corporation needs to do to obtain what it requires, is a crucial component of this research. When a plan fails, we can question what will happen and how it will be remedied, and with a strategic plan, we can do both. (Sheehan 2004, 162.)

The idea of studying the topic is to get insight into the growth methods of Jai Infotech, a tiny but successful company that hopes to go even further. To accomplish this, Jai Infotech company must obtain more detailed information on each town and city where the company can develop, in addition to a general awareness of the state of the Indian market today. It is critical to develop an appropriate expansion plan.

Thesis Objectives, Research Questions, and Limitations

The qualitative study aimed to investigate the techniques employed by case firm Jai Infotech to take advantage of potential growth-oriented possibilities to become triumphant. The primary goal is to determine which growth plan will be most effective in the Indian market and how the present political and economic environment may impact the expansion of the company. Another objective is to identify the external and internal factors that influence how well small enterprises implement and carry out growth initiatives.

The main research question that is answered in the study:

1. What are the growth strategies used by the company Jai Infotech to become a successful firm in India?

Several sub-questions are required to assist in focusing the issue and cover as much information as necessary because it will become challenging to answer the main research question directly as the material becomes more complex. The following are the sub-questions posed and addressed in this thesis:

1. What are the growth strategies?
2. How can the example firm's advised growth strategy be implemented with the help of a strategic plan?

The most common criticisms of case study analysis, however, are related to issues with methodological rigor, researcher subjectivity, and external validity. On the first point, Zeev Maoz's (2002, 164-65) mainstream perspective holds that the author is exempt from methodological issues because Zeev Maoz employed a case study. Case studies are frequently used interchangeably with unconstrained, freeform research methodologies. According to

Bennett and Elman (2010), case study practitioners have been attempting to clarify and enhance their methodological approaches and philosophical underpinnings.

There are always going to be restrictions with complex efforts in the single case study. Firstly, the research fails to consider the potential marketing hazards arising from the company's inexperience with self-promotion and advertising. Secondly, the financial perspective of how everything would function is not taken into consideration. Thirdly, the largest hindrance to the information-gathering process was over-reliance on outside sources. Since primary sources of information are more reliable and accepted in real-world contexts, the author will employ a range of secondary sources that have been regarded as trustworthy to compose this thesis report. Finally, even with intense market competition for electronic products such as computer hardware accessories and CCTV, the competition is addressed as a hypothetical in the market rather than an in-depth investigation of competing enterprises. They have little direct competition in terms of customer acquisition because the case companies focus on developing a relationship of trust and loyalty with each client and heavily rely on word-of-mouth marketing.

1.2 Theoretical Framework

The study examines the case firm's effective growth tactics and strategic plan to reach a larger client base and grow the business. Some of the theories used in the thesis are Ansoff's matrix and PEST analysis.

An understanding of the Indian market, patterns, and the consumer's response to the case firm's expansion are among the most crucial components of the study. In determining the optimal domain for expansion, the decision-marking matrix is highly advantageous as it gives the reader a clear understanding of the pros and cons of every option.

A SWOT analysis is used to highlight the case firm's benefits and drawbacks as well as alternatives. The firm's expansion strategy is explained in the thesis with a strategic plan that will enable Jai Infotech to work more conveniently.

The thesis's first section is a strategic plan. An organization's direction is defined by an outline termed a strategic plan. Depending on the scope and depth of the task, it may consist of a single page or cover the entire binder (McCarthy 2017). One of the main factors influencing the survival and success of small businesses is the use of these business plan formation techniques, strategic planning, and methodical decision-making.

SWOT analysis is one method of figuring out what an enterprise or other company can and cannot execute. It allows one to identify aspects that require betterment and the company's

strong areas(Hill & Westbrook 1997). To assess the company's internal strengths and weaknesses, as well as external opportunities and threats in the Indian market, a SWOT analysis will be conducted.

In the next step, PEST analyses are used. It is critical to comprehend PEST analysis as a method to figure out the major external influences that have the potential to have an impact on a corporation. With the help of PEST analyses, a firm can find the elements that can affect it, pinpoint those that may alter, seize these changes, and turn them to their benefit while guarding against potential future dangers posed by rivals. (Jurevicius 2013.)

An investigation employing the decision-making matrix comes next. This application organizes and defines a list of alternatives for the company's expansion and growth. The case firm establishes a set of criteria for these options to be assessed. (Ansoff 1957.)

1.3 Research Methodology and Data Collection

Qualitative and quantitative research are both methods of study that can be applied to a thesis. The primary distinction between qualitative and quantitative research lies in the author's approach to information evaluation and usage. Whereas qualitative research mostly deals with understanding knowledge that cannot be measured, quantitative research concentrates primarily on measurement accuracy. (Review of Integrated Business and Economics Research.)

The qualitative approach was used as the thesis research method due to the limited number of participants utilized to gather information and data for the analysis. Because the data cannot be generalized, this analysis method is often quite time-consuming. (Rhodes 2014.)

Furthermore, the inductive research method was also selected as a research approach because it allows a deep exploration of the selected research topic with the help of research questions and for the generation of new data. (Research Methodology 2022.)

Words and phrases that the respondents use frequently, and market research or company annual reports are examined in the primary data. Likewise, a comparison is provided between outcomes drawn from primary data and the secondary data examined with the help of a literature review. A systematic literature review uses arranged, apparent, and repeatable techniques at each stage of the process to effectively find and synthesize evidence relevant to a given subject matter(Littell et al.2008). The secondary data was also collected through academic journals, internet sources, online forums, and some social platforms.

A case study was used for the data collection method. This technique covers extensive review, determination, and evaluation of ideas of action for the enhancement of the firm.

This case study research, semi-structured interviews, and empirical data collection were carried out as a part of this investigation. A semi-structured interview guide, using a few primary open-ended questions and subjects related to the study, is one of its essential components (Arksey & Knight 1999.)

There is only one opportunity to interview a participant, in which case a semi-structured interview is performed. It offers fresh perspectives on the subject at hand for knowledge and reflection. The social skills of the researcher are equally crucial during the interview procedure. They entail attentive and active listening, empathy, spontaneity, the proper application of clarifying techniques, and the capacity to probe and evaluate the other person's response.(Borbasi et al. 2002.)

Following the completion of the study, a draft was provided to Jai Infotech Limited, to provide comments and make any necessary requests. Sending the completed draft for approval was the last stage. The firm's notes and revisions from this procedure have been taken into consideration before being included in the study. (Dodge 2011.)

1.4 Thesis Structure

The study consists of two parts, empirical and theoretical. Investigation theory is based on growth and marketing initiatives, marketing strategies, and planning-based theory. The thesis's empirical aspects also provide support for these methods. This thesis concludes with a business approach and strategic plan, which plans the sequence of steps that the organization must take based on the facts acquired during the study.

The thesis has been laid out as follows:

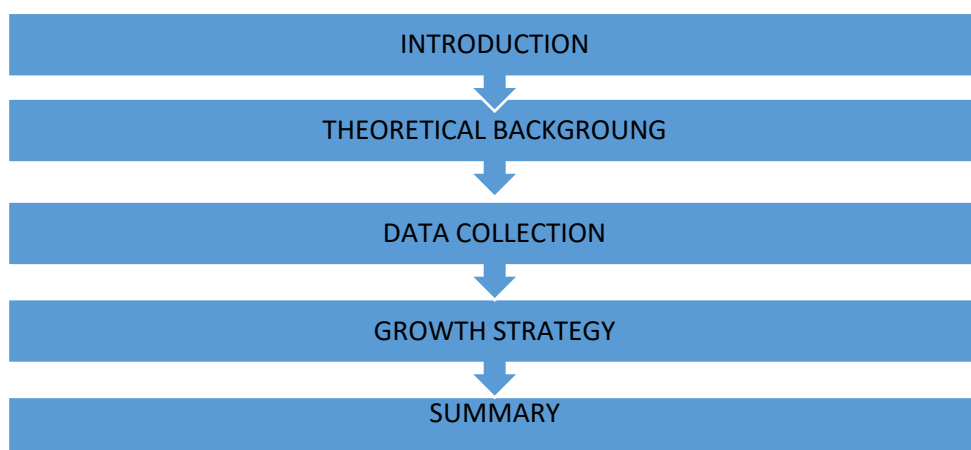


Figure 1. Thesis Structure

The intent of the thesis, its goals and questions, the technique that was used to collect the data, and a description of the thesis structure are all covered in the introduction.

The Data Collection Method is briefly reviewed in the opening section of this thesis to give the reader a sense of how the data was obtained, processed, and examined. The approach to development and the strategic plan is the next topic covered in the thesis, and the insight gained from the previous one helps the reader grasp how to produce a growth strategy that will work.

The empirical aspect of the thesis has been completed, the research questions are clarified, and a summary of the entire thesis is given. An overview of all the research undertaken is provided in the conclusion.

2 Theoretical Background

2.1 SWOT Analysis Tool – Company Analysis

A SWOT analysis is one way to ascertain what a corporation or other organization can and cannot do. SWOT makes it easier to locate the business's strengths as well as the weak points. Reviewing the SWOT Consider how the theoretical conceptions, internal strengths and weaknesses, and external opportunities and dangers interplay shape Jai Infotech's growth plans and decisions regarding strategy. (Kotler & Armstrong 2014, 83.)

A company's resources and capabilities should be directed regarding any external possibilities it may find, according to SWOT analysis. This is because any opportunities that arise in the external environment are meaningless if the company lacks the required assets and capabilities. Therefore, both internal and external circumstances are considered while discussing the interaction between the organization and the environment in terms of strategic management. (Dinçer 2004.)

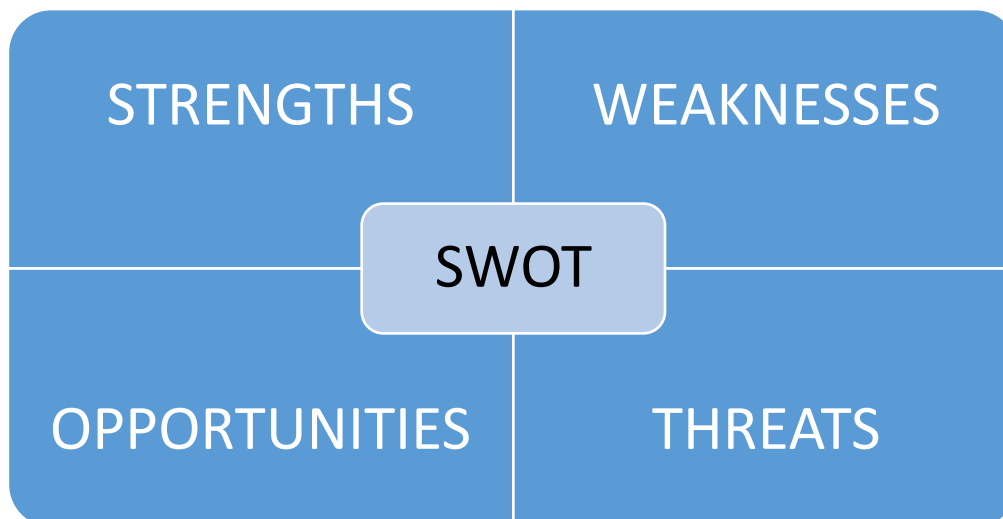


Figure 2. Parts of SWOT analysis

The four areas of analysis, are shown in Figure 2 :

- Strengths: Attributes that the firm could utilize.
- Weaknesses: Barriers that might hinder the company from growing.
- Opportunities: Ways that an organization can take advantage of.
- Threats: Elements that might hinder productivity((Kotler & Armstrong. 2014, 83).

The method known as SWOT analysis is utilized in the thesis to investigate the case company's current capabilities. By analyzing the firm's internal and external sections, which are helpful or harmful for the Jai Infotech company.

2.2 Strategic Planning

A strategic plan assists businesses in structuring how they will grow and how they will get there. It is utilized to convey the long-term goals of an organization. It includes all necessary steps to accomplish the objectives as well as any other crucial components that can occur during the stages of planning. (Kotler et al 2001.)

Strategic planning involves four key steps.

- **Strategy Objective:** These often revolve around market share, profit, and turnover, and each department within the company must strive to meet them.
- **Formulation of a strategy:** An initial organizational-level strategic plan has been recorded together with the creation of a high-level strategy
- **Implementation of the plan:** More operational planning and a set of measures arise from the high-level plan.
- **Phase of sustainment management:** Efficiency, interaction, social structure, data reporting, and other strategic management concerns are all subject to ongoing evaluation and growth.

These are the main steps that provide the fundamental framework of a strategic strategy that a company follows to become successful.

The general methods used to achieve the goals of the organization are called strategies. Reducing expenses, raising sales, and improving efficiency are the three components of our example's 10% profit-boosting plan. (Kotler et al 2001.)

The Marketing Unit evaluates the marketplace, investigates and identifies external factors using models like PEST, and provides a portfolio analysis of all the goods and services the business provides with the help of a decision-making Matrix through the Microenvironment analysis stage. The approach used by entrepreneurs to sell more products to an established market is known as a market penetration strategy. This is one of the four categories of growth strategies that Ansoff has identified. (Oxford College of Marketing 2024.)

2.3 PEST Analysis

A particular company's microenvironmental factors have an immediate impact on its capacity to provide its services or goods (Kotler & Armstrong 2014, 93). The acronym for Political, Economic, Social, and Technological aspects is PEST. This kind of analysis is meant to normalize the four external variables outlined above about the specifics of the firm. It provides information on possibilities as well as risks facing a company. Through this study, one can determine the factors that currently impact an organization, pinpoint those that may change, capture these changes, and turn them to one's advantage, all the while protecting against future potential risks posed by opponents. (Harvard Business Review 1979.)

2.4 Growth Strategies

Innovation enhances a company's vitality, encourages initiative, and boosts motivation (Lambin & Schuiling 2000, 401). There are three stages in which a company can grow:

- Intensive: An approach used when a business hasn't completely taken benefit of the chances presented by its offering inside its organic reference market
- Integrative: A business can increase profitability by controlling the actions beneath the supply chain by acquiring further parts of the chain.
- Diversification: A method employed when development and profitability prospects for the industrial chain are little or non-existent. It entails breaking into untapped product markets.

For this thesis research, an intensive growth strategy was used as it focused on the expansion and growth of the company case.

2.4.1 Theoretical Background of Intensive Growth

The thesis analyzes the segments of development that apply to the case firm in this section. The viewer can get a basic awareness of the operation of the intensive growth plan from this. An extensive plan will be formed after examining each option, and it will become Jai Infotech's growth strategy.

The three most important intensive strategies are product development, market penetration, and market development. The title comes from the fact that improving a company's established products' competitive position requires considerable effort. Using client base and financial performance as goals and objectives, the product development approach could increase corporate performance. Comparably, it has also been reported that marketing development promotes company productivity. (Koks & Kilika,2016.)

2.4.2 Ansoff Matrix

The Corporate Finance Institute (2015) describes the Ansoff Matrix as a tool for identifying the risks brought about by expanding a company's operations. It is an aid to see that shows the location that poses the greatest risk to the case firm.

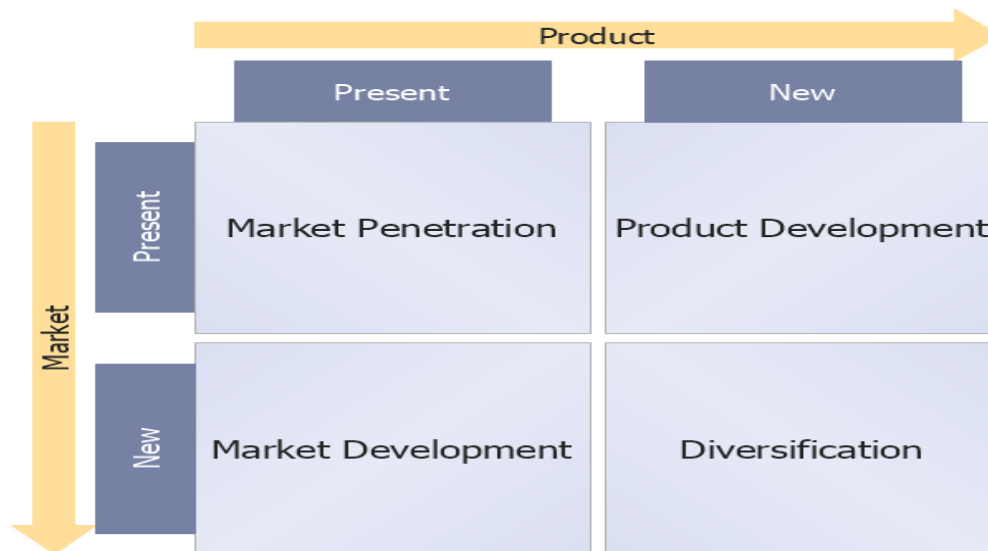


Figure 3. Ansoff Matrix Mode(Keller & Kotler 2009, 85-86)

These four strategies focus on the following things :

- Market penetration focuses on strengthening the market's acceptance of currently available products.
- Product development offers fresh goods into a market that already exists.
- Market Development brings an established product into a new market.
- Diversification launches a new product into a new market (Ansoff 1957).

An organization's primary responsibility is to provide customers with products. Products can be ethereal or material, and they can be sold for money or as a means of achieving some other beneficial goal. Second, the exchange will take the shape of financial contributions or collaboration. Depending on the circumstances, the product will be either an existing item or a new product for the company. In a similar vein, customers will either be new to the company or members of a market that it has not yet targeted. Attracting clients who have not yet established themselves as regular users but who have similar wants to those of current buyers is the simplest strategy. In expanding marketplaces where new clients are constantly joining, this is especially crucial. Persuading such individuals or organizations to try a product and, if they like it, employ it instead of direct competitors will be the focus of strategies. Another way to boost sales is to convince the market to use the products more

frequently. Particularly in times of economic expansion and rising levels of expendable money, this may be highly suitable for consumer goods. (Ansoff 1957.)

The study examines market penetration and development strategies because the case firm provides services; the goal is to identify growth strategies for expanding in the current market position rather than to modify the services that are currently offered. This additionally simplifies preventing rising issues that can cause issues for the case firm, as the Ansoff Matrix illustrates.

2.4.3 Market Penetration Strategies

Business's effective user-based advertising techniques are reflected in their business advantages. Companies must design their strategy to be successful. Customer-driven marketing is a practice employed by businesses that aims to provide them with an advantage over their rivals in addition to making a profit. It can be only possible by observing the leading keys, the primary focus is on the preferences of competitors. First, by focusing on the market following market segmentation, then establishing a rapport by attending to the wants of the clients, and lastly, by being distinctive and creative employing competitive advantages. (Claire 2017.)

Important Components of the Market Penetration Process

- **Market Segmentation:** The method of choosing which B2B or B2C target clients to assist and figuring out a valuable offer that best suits their needs is known as marketing segmentation. Put otherwise, it entails segmenting the market into discrete groups of clients with varying demands, service attributes, traits, and habits who may require a different good or service. Additionally, business marketplaces can be divided into groups based on purchasing strategies, industry, and organization size. The key to segmentation analysis's efficacy is identifying the segments that are quantifiable, accessible, significant, discernible, and actionable. The first step to a profitable promotional effort assessing the size of growing segments is known as segmentation. (Kotler & Armstrong 2014, 200-207.)
- **Market Targeting:** Targeting the market encourages resource concentration and faster growth. The choice to focus on market segments or serve everyone who is prepared to purchase is known as market targeting. Numerous factors influence this choice, including the size of market segments, growth rate, customers, level of opposition, and the kind of product or service. By focusing on the target market, the sales team may more effectively spot market possibilities and create the ideal offer for each one. Businesses can arrange their ads, choose distribution methods, and

modify prices based on the characteristics of their target markets. Managers may also be able to assess the impacts of each segment's income, expenses, and profits by using market targeting. (Schildge 2018.)

- Positioning: After choosing the target market group and establishing goals and a strategy, the business must have a clear plan for how it will stand out from the competition and differentiate itself to succeed in a competitive market. The business concentrates on providing the chosen position through efficient communication after determining the best positioning. The following three stages help businesses determine their place. (Kotler & Armstrong 2014,2016.):
 1. Recognizing potential distinctions to provide a competitive edge.
 2. Choosing a general positioning and establishing approach obstacles.
 3. Choosing important benefits to develop positioning.

These tactics focus on endeavoring to continue and enhance the current services' revenue within the markets they seek (Lambin & Schuiling 2000). There are five market penetration techniques which are as follows:

1. Increased Market Share Approach: This method seeks to boost sales by pulling customers away from rival products by putting heavily on aspects of the marketing mix.
2. Development of vital Demands: This method increases the size of the market, which in turn promotes the main source of desire.
3. Acquiring Market Share: Through partnership arrangements and deals, this strategy intends to increase market share.
4. Understanding concerning markets: To save expenses along with maximizing marketing efficacy, this technique profoundly changes the markets it represents.
5. Organization of Markets: The mission of this industry is to foster greater economic viability by attempting to influence the extent to which competition exists within one's company.(Lambin & Schuiling 2000.)

2.4.4 Decision-Making Matrix

A framework for making decisions assists in determining which course of action is appropriate for a company, as well as in setting priorities, resolving issues, and even justifying previous judgments. The variables under examination are arranged in rows, while the options are arranged in line. In this instance, one symbolizes low and six represents high for each element. Subsequently, every option is evaluated and assigned a numerical value based on their relative positions to other options as well as pertinent factors. Depending on how each choice compares to the others and other significant aspects, it has been assessed and granted value. Analytical and processing of the data are required once the values have been located. The relevance factor of each possibility is multiplied by its value. A total can be determined by combining all the data. The solutions that are most advantageous to the company are shown by their total value. (Fabian 2017.)

2.4.5 Risk Analysis

To be able to safeguard a company from making a mistake when expanding and weighing its options, identifying, and mitigating risks are crucial components of strategic planning. Analyzing the potential external and internal influences on a corporation is a crucial step in that process. (Maia & Chaves 2016.)

Why risk analysis is important?

There is a clear explanation for carrying out a company risk analysis. While some risks can result in permanent harm, others can completely ruin a company. Therefore, it is crucial to be ready and anticipate the possibilities.

The following are the main advantages of risk assessment and risk management strategy development:

- **Saving Money:** All businesses are required to abide by the workplace health and safety laws of their respective states. The costs of non-compliance judgments and fines might be high.
- **Worker Satisfaction:** By demonstrating your concern for your teams' assurance, risk assessments raise enthusiasm.
- **Safeguarding Resources:** Even while your initial company evaluation of hazards will require the greatest time and finances, as the company proceeds, the process becomes more effective and simpler to improve, saving money, time, and physical resources.

- Boosting Business Reputation: Effectively addressing important risk management elements makes it evident to staff, partners, and clients that your business is reliable. (Maia & Chaves 2016.)

2.4.6 Contingency planning

A contingency plan is an anticipatory approach that concentrates on developing a protocol to adhere to in the event of unforeseen circumstances, or the “what if” scenario Building an alternative plan with risk management in mind involves four steps (Hughes 2018.) :

- Determining the resources: Determine which essential procedures and assets enable the company to accomplish its objectives before developing a successful contingency plan. Understanding which risks could have the biggest effects on the company will be made easier as a result. Prioritize the list from most to least important after researching the business and listing its essential procedures, such as planning for manufacturing or supply chain management, as well as its vital resources, such as teams, facilities, and tools.
- Monitoring of impact: After identifying every risk that could influence resources and processes, use a risk assessment matrix to determine each risk's likelihood and degree of impact. This makes it possible to decide which hazards need to be given priority.
- The making of plans: For all the company's stakeholders, including executives, employees, and other internal stakeholders, contingency plans should be straightforward to comprehend. Making sure your team members are prepared to restart regular business operations in the event of danger is the primary objective of a contingency plan.
- Continuous risk evaluations: An emergency plan is not set permanent. To reflect organizational changes, it needs to be reviewed, updated and kept up to date. The contingency plan needs to be modified to accommodate additional personnel, resources, and technology as they become available. (Tristancho July 2023).

Each of those stages will be essential for the business as it grows. Risk management is critical for growing enterprises to ensure that, in every scenario, a plan and strategy are in place to either prevent or lessen the occurrence that could negatively affect the enterprise.

Benefits of a Business Plan

A business strategy enables an entrepreneur to recognize issues and possibilities in the future. Many topics are included in a comprehensive business plan, protecting the entrepreneur against penalties, legal requirements, and other unforeseen challenges. Sharing the business plan with partners, advisers, and financiers helps the company get off to a stronger start. (Samuels 2013.)

- **Helps with Funding:** Potential lenders and investors are readily drawn to a well-written company plan. Banks and other investors may show interest in the firm after reading the business plan and considering the team, market, business type, and other details. Getting finance will not be too difficult if the strategy is appealing, but investors will not be drawn to a bad plan. Since the plan considers the financial situation and future projections, the business proposal frequently secures support for the work to be done.
- **Determines Issues:** A solid business plan covers every aspect of the company. Permission, financial future, premises, future sales, profit, labor cost, and other details are included in this material. Flaws in the company's operations plan can be identified and potentially fixed by thorough analysis before they materialize in a real-world scenario.
- **Assists in Advice Obtaining:** Professionals and business experts can review the strategy in detail and offer comments and guidance. The suggestions can be applied in the actual world to improve planning. Any organization welcomes advice. Because a business concept allows a third party to read the actual state of the company, they can provide suggestions and ideas that could be helpful to the administration.
- **Quit Approach:** Lack of preparation is the main reason many businesses shut down within the first year of launching. If a business strategy has no future, it can be thrown out to save money, time, and effort. Instead, another strategy might be conceived, or a similar plan could be modified with the help of professionals.
- **Lower Legal Issues:** An entrepreneur will be aware of the deadlines and ready for the legal duties because a proper business plan includes the license and other necessary legal obligations. Time and money are saved, and major shocks are lessened. Small business owners frequently overlook the main unforeseen events such as taxes, VAT, auditing, etc. When faced with these concepts in the actual business operating scenario, there are unlikely to be any major concerns because a proper business proposal thoroughly covers them.

3 Jai Infotech Introduction

3.1 Company Analysis

As one of the top companies for computer dealers, Jai Infotech in Karnal began operations in 2008. Furthermore, well-known for CCTV dealers, computer software developers, computer repairs and services, HP printer dealers, computer accessory sellers, and second-hand computer dealers. In the market for used computer dealers, Jai Infotech is regarded as a major participant. They aim to meet the needs of their consumers by continuously improving the high-quality electrical items they have supplied. (Jai Infotech 2024a.)

Jai Infotech is a small company with near about sixty employees in Haryana state of India. The case company has provided services regarding the sale and purchase of electronic products and computer hardware to clients since 2008. Mrs. Mamta Chandrababu is the owner of the company and a successful entrepreneur as well. Her company employs individuals who are dedicated and put a lot of effort into achieving the common vision and large goals of the company. The case company has amassed an impressive clientele that is rising consistently. (Jai Infotech 2024b.)

The company Jai Infotech is well-versed in its field and has a great deal of experience with computer accessories, CCTV, and electronic dealing procedures that organizations must adhere to.

A SWOT analysis is employed in this section to provide some further insight into the inner workings of the company. The participant observation method of data collection was employed during the thesis time to obtain the data used for this study. Every piece of information was gathered through discussion and observation throughout the interviews and conversations.

Table 1 SWOT Analysis (Jai Infotech).

STRENGTHS	WEAKNESSES
Expert or Experience Best customer Assistance Positive Image Fair and Honest	Old Fashioned Web Page Less use of social media

OPPORTUNITIES	THREATS
<p>Updated Image</p> <p>Expand into new markets by promoting online.</p>	<p>The media's lack of interest</p> <p>Advertising cannot be used for promotional reasons.</p>

Jai Infotech Limited has a strong portfolio of advantages that have contributed to them over the last few years. The consumers continue to be happy and convey a trustworthy and respected image. They also have a lot of chances to take advantage of these elements and add more. Currently, Jai Infotech welcomes students to work as interns. When the students accomplish their time there, they have a wealth of information, and a diverse skill set that some other organizations do not even attempt to teach their interns. By doing this, they might market themselves to institutions to become more established and desired. It would also be quite advantageous for them to use internet platforms to further promote themselves.

Jai Infotech is an enterprise that is still adjusting to the internet, yet. Their webpage is the only source of information on them on the internet; it has no influence. No newspapers or journals have published news items about them, they are not active on social media.

But by providing better customer services, the firm grows better as time passes and they gain customers. The vision elements of the company are strong because they consistently offer an acceptable response to what, why, for whom, and how questions that any business should have targets for.

This thesis seeks to provide information regarding the strategies employed by the case company to grow, as well as an analysis of Jai Infotech's strategic plan for improved values and a more recognizable public image that will assist in the business's expansion.

An Analysis of the Key Aspects

Over the past few years, Jai Infotech Limited has benefited from a robust array of benefits. Consumer satisfaction is still high, and they project a reliable and well-respected image. This well-known business serves both locals and visitors from other areas of the Indian state of Haryana as a one-stop shop. Is operating now around the nation. Throughout its existence, this enterprise has solidified its position within its sector.

Now, the main question is: What are the growth strategies used by the company Jai Infotech to become an established firm in India? Later in this study, the other question will be addressed.

4 Empirical Data and Data Analysis

4.1 Data Collection Method

Participant observation and case study research methodologies were utilized to obtain data to compose the empirical aspect of this thesis. These techniques were chosen because the sample size for data collection was quite small; the researcher got data by selecting participant observation. Although semi-structured interviews supply a degree of adaptability in the data-acquiring process and offer a more in-depth examination of the subject, the case study data collection approach was selected. It also entails extensive discussion and analysis of the findings.

The data collection stage of the thesis writing process is covered in detail in this chapter.

First level

- Discussions
- Data collection by Participants Observation

Second level

- Reassembling Theoretical Data
- Semi-structured Interviews

Third level

- Analysis of Data
- Company Evaluation and Concluding the Research

Figure 4 Process of Data Collection

As indicated before in this thesis, a case study will be used to gather data. A semi-structured interview and observational data collection will both be used in this instance study. In the first phase of the research participant observation was utilized to investigate and examine the case company's internal operations. The techniques of gathering data were discussion, debates, and informal chats. The SWOT analysis, growth alternative suggestion, and decision matrix value of each aspect were all based on this data.

Semi-structured interviews were used to gather most of the data for the thesis. Semi-structured interviews were conducted with three case company personnel and five clients who consented to participate. Video calls were the basis for eight successive interviews.

All the interviews- five in English and two in Hindi-were recorded for the convenience of analysis in the future. Every interview had an average duration of 20 minutes. Two open-ended questions were posed to the interviewees; as the discussion progressed, more focused questions were added. The annex, (Appendix 1. interview questions for firm employees) and (Appendix 2. Interview questions for clients).

Table 2 Interviews Conducted

Number of Interviews	Interviewee
Interview one	Executive Assistant of Jai Infotech
Interview two	Key Employee of Jai Infotech
Interview three	CEO of Jai Infotech
Interview four	Client 1 (since 2015)
Interview five	Client 2 (since 2015)
Interview six	Client 3 (since 2017)
Interview seven	Client 4 (since 2018)

Three interviews were conducted with the firm employees one was with the manager and the other two were with a key staff member of the firm. To analyze specific areas of the example firm's internal functioning, the firm conducted employee interviews. It was crucial to identify the firm's recognized strengths and shortcomings.

Four client-based interviews were conducted to gather information from the firm's external perspective as well as the features that the clients valued most—including those they thought needed improvement—were gathered through the client interviews.

4.2 Data Analysis

The results of the interviews with the company and a few of its clients are reviewed and explained in this chapter. There were two primary questions in each interview, which were further developed during the conversation using the semi-structured interview methodology.

Quotations from the interviews are utilized in the study to support what each interviewee had to say about problems. All of these were translated from Hindi into English, except six interviews, which were conducted in English as before indicated.

4.2.1 Analysis of Firm Interview

The first interview was conducted with the executive assistant of the Jai Infotech company. The interview was focused on the management perspective and overall operations of the case company.

The responses to the first question give a sense of the internal strengths and weaknesses of the Jai Infotech company.

The primary strength of Jai Infotech is its broad knowledge of our clients and our ability to quickly find new customers that are a good fit for the services we provide. Jai Infotech is expanding day by day.

One of our drawbacks is the absence of Jai Infotech company on social media and our company does not have a modern website page. My main task is to assist the staff regarding their work as well as dealing with the product sales and accounting issues of the case company.

The discussion focused on the benefits and drawbacks of the highly individualized service provided by Ji Infotech, how client base expansion would impact it, potential major consequences, and solutions for them.

The answer given to the second question clarified the firm's level of awareness concerning its management style and prospective possibilities.

Our Chief Executive Officer is constantly seeking possibilities for growth in his profession and is dedicated to meeting the demands of our clients while also generating creative solutions to problems. A well-defined marketing plan provided by our CEO and the adoption of modern technology would be helpful to us.

The key employee of Jai Infotech was interviewed in the ensuing session. The results of growth in the firm and how it will impact the case company's current situation were the main topics of discussion during this interview.

The responses to the initial question made it easier to figure out the potential impacts that further growth might have on the case company.

Jai Infotech company is growing slowly, but it can manage everything for the time being. However, this is not a long-term strategy. For the time being, the mouth-to-

mouth marketing strategy has worked well, but as the company expands, we will need to consider different approaches. The CEO and all staff members work hard on growth strategies to continue the company's growth.

We possess the ability to respond with great flexibility to a wide range of potential situations. On occasions when we have a significant amount of work, we have sub-contracted workers to assist with managerial tasks.

The answer provided to the second question sheds light on the areas that need more focus as the business develops.

Redesigning our webpage is the primary task we must complete. Increasing the amount of content that is relevant to our offers, discounts, and client services. For locals who are interested in using our service, we may begin advertising ourselves in newspapers and magazines.

To free up more time to focus on other areas of Jai Infotech's development, it would be interesting to have assistance in the future with the sales and promotion of the company.

The first step in guiding the client toward a meeting with the company would be to make them aware of the firm's presence in the alternate location.

The CEO of Jai Infotech was interviewed in the last in-person interview. During the interview, the focus was on learning about the firm's internal operations and identifying potential growth areas for the example company.

The first question's response clarified how Jai Infotech plans to continue providing high-quality services even as the company expands.

Jai Infotech is now in the process of changing a few things and widening the range of customers we serve. We are going to add some more products and increase the services for customers which needs more human capital. Any long-term growth involves more effort and a wider supply of qualified workers.

Jai Infotech hired new interns. The new hire would work closely with the executive in the accounting department, which demands a highly skilled individual. The interns would then concentrate more on social media presence and marketing.

The second question's response was to promote awareness of the need for increasing financial support for the marketing process.

Our customers include specific customers and owners of small shops. Since our service is concentrated on handling products dealing, and various labour needs, we have never felt the need to promote it in the firm's marketing initiatives.

For the past few years, our company Jai Infotech grown geographically we have four new branches of the company and Jai Infotech has focused more on social media presence and some modern technologies that help in the company's growth.

The main point raised throughout the interview was the company's marketing initiatives. The conversation focused on some of the strategies Jai Infotech may take to establish an online presence.

Interpretation of the Results of Firm Interviews

Jai Infotech maintains an outstanding record among its customers. They offer first-rate service and are competitive and trustworthy. The firm's employees have noticed expansion opportunities, and the clients they interviewed have also expressed favourable opinions about this. Jai Infotech has utilized word-of-mouth marketing to build a solid clientele while not doing much in the way of online promoting. However, adopting new technology and developing a more contemporary marketing strategy would be extremely advantageous for the company.

It is beneficial to use interns for marketing, but more complex accounting chores would also need to be handled by a full-time staff. In addition to propelling the business into the digital era, this would help preserve and enhance the standards of services offered. This would minimize some of the staff's workload without sacrificing the overall quality of the services while providing these interns with practical experience in the selling and buying of electronics. Given the company's prior internship experience, it should not be difficult to raise the standards for the intern role.

4.2.2 Client Interview Analysis

The first customer interviewed was Client 1, who bought security cameras for his home and utilizes the service personally.

Jai Infotech's qualities that make it a company worth considering are explained in the response to the first question.

The most important thing for me is to get trustworthy service providers and a product according to my budget.

I had tried to buy security cameras from many shops and firms but was unfortunately unsuccessful before coming to Jai Infotech. The staff of the company and word-of-mouth recommendations and display of all the options according to my budget encouraged me to purchase from Jai Infotech.

The primary subject of discussion was the case firm's overall service quality and how it contrasted with other services they used. The main components of client satisfaction with the service were professionalism, caring, and attention to detail.

The second customer interviewed was Client 2, who bought four desktop computers for his office. This conversation focused on the consumer's perception of loyalty to the company.

Jai Infotech has an amazing work atmosphere. Everyone is kind, diligent, and intelligent. The services they offer made me completely satisfied.

I used to purchase computer accessories and security cameras for my office from Jai Infotech in 2017 till now. They suggested many options for a single product and every product was very reliable.

The main subject of discussion was the type of service they had received from Jai Infotech over the years that they had been an active client, as well as how that same service had changed. The customer had nothing but praise for the case firm and maintained a very favourable impression of them.

The third customer interviewed was client 3. The focus of the interview was to identify the client's level of satisfaction.

The staff of the case company makes purchasing very easy with their recommendations and explanations regarding the product. Jai Infotech also provides installation services after the deal of the item which makes customers comfortable with getting everything in one place.

Jai Infotech also has some customer care services. We just emailed about our query, and they replied as soon as possible to resolve the issues.

The focus of the discussion was client satisfaction and how the case company provides company services and resolves the queries of the customers or how conveniently the customer care staff of Jai Infotech reach their customers. The client praised Jai Infotech company regarding the services they provided and maintained a favourable response.

The last interview was with client 4. The interview's subject was the client's perspective on Jai Infotech's development over time. The response to the first topic clarified the events that followed the sale of Jai Infotech and how the clients were impacted.

Since the case firm was founded, I received assistance from the professional and personal services of the Jai Infotech firm for longer-term, specialized consulting regarding the products and official electronic product demands.

I also worked with the Jai Infotech company as an intern a few years ago. The company conducted business in a sufficiently serious manner, and despite numerous obstacles, it was successful.

The sale and purchase operation of the company was conducted in a very significant way. I tried a few other companies after working with Jai Infotech, but none of them could match my criteria and experience.

The client's response was positive regarding the operations of the case firm. Jai Infotech's growth was slow and steady but how they made efforts for the company's success was significant.

Finding an understanding of the firm's management style from the outside is the key objective of its answer to the question.

Jai Infotech is a small company with a small workforce, yet they collaborate well as a team. The workplace culture there is quite like that of a family.

As Jai Infotech simply works, I have referred the company to a few of my clients. I feel that some of the clients the company now has are there because of my referrals.

The client had an experience of working with the case company. According to the response of the client, it is proved that the working environment is well maintained, and management works in a very efficient manner.

Interpretation of the Results of Client Interviews

The firm's various characteristics that were not visible to the case firm were disclosed during the client interviews. The talk covered various strategies for building more client and firm commitment.

Throughout every conversation, the importance of maintaining the well-being of the client over time was emphasized. It is crucial to maintain a high level of commitment, care, and attention to detail regardless of the company's growth.

Lastly, developing a more online-based marketing sharing network would greatly enhance the relationship between the client and the firm because the business could be conducted more quickly, effectively, and affordably for all parties. This would also help with potential

future client acquisition from various locations. This would increase the necessity of doing business online, regardless of how close the client is to the office.

The customer maintained a positive attitude and appreciated Jai Infotech for the services they delivered. Every client's reaction demonstrates that management operates with great efficiency and that the workplace is kept up to dated.

5 Growth Strategy

5.1 An analysis of the external environment

PEST analysis improves Jai Infotech's ability to precisely identify the different kinds and categories of factors that impact its market.

It is important to have some knowledge of each specific type of factor to better comprehend PEST and its applications. The explanation that follows will help you realize each element and the potential strength and effectiveness of pest analysis for the case company (Griffiths & Wall 2011, P480). The following is what the pestle will be explaining, one at a time, below:

Political Factors – this depicts the way and degree to which a government affects the economy and a particular industry. Policy related to labour, taxes, tariffs, and even the environment are examples of areas where political factors are reflected.

Economic Factors – Interest rates, inflation, exchange rates, and economic growth are examples of financial areas that are unique to the economy and directly impacted by it. Each of these categories can have a major effect on a firm. (Marketing Plan 2012 & Griffiths & Wall 2011, P480).

Social Factors – referred to as social demographic elements, which include things like the pace of population increase, cultural characteristics, age distribution, and wellness concerns.

Technological Factors – the rate of technological advancement, R&D activities, and automation opportunities. These elements play a major role in determining quality, cost, outsourcing decisions, and the least inefficient production level, among other fields or issues (Marketing Plan 2012.)

PEST Analysis Report on the Indian Market

The political climate in India is greatly impacted by several variables, including political stability, government policies, politics, and political interests. India's political system has been characterized as averagely stable overall. International trade restrictions are liberal, and India has not experienced any foreign conflicts. In recent decades, however, Indian politics have turned into a royal affair (Global Competitive Report 2017). According to the OECD (2017), the new goods and services tax is the new growth engine. Despite the comparatively high initial costs associated with the implementation of the GST, over time it will increase

productivity, foster collaborative investment, and spur growth by establishing a single national market and boosting the volume of economic activity occurring in the previous economic sectors. People are becoming increasingly knowledgeable about technology because of the rapid growth and advancement of technology. As innovative technology develops, older technology is displaced because it is no longer relevant. Technology changes, R&D activity, obsolescence rate, automation, and, of course, innovation is some of the technological elements that a business must contend with. An organization may fall behind its competitors if it does not keep an eye on technological advancements. Technology catalyzes R&D advancements, which in turn impact product development and bring about new cost-cutting techniques. Several of their technological undertakings have been made easier by India's association with both 3G and 4G technologies. Additionally, the nation has one of the most robust IT industries globally. (ICACM 2019.)

In the modern world, India is one of the countries with the quickest growth. The current socio-economic situation has improved remarkably. India is still dealing with serious issues, including unemployment, and population growth. Small businesses like Jai Infotech companies are known as the backbone of economic growth. High levels of tension may hinder a company's ability to expand profitably but the case firm handles all the problems very calmly and slowly as it expands. Jai Infotech company's reliable work is considered very important to be successful.

5.2 Market Penetration Strategies Used by Case Company

Vitalizing the country's economy, the small enterprises market in India is a major force. The potential of the MSME sector in India is impressive, with a market size estimated to be in the trillions of dollars. A method of advertising known as "market penetration" seeks to increase a product or service's market share inside an already-existing market. Based on the two methods that were selected and discussed, a growth plan for the case firm is developed in this part. Growth in Market Share and Primary Demand. (Godrej Capital Limited. 2024.)

Primary Demand Development

As previously said, the first step in primary demand generation is to take advantage of a potential customer's initial interest in a service (ET Edge Insights.2024a). The strategies for increasing Jai Infotech Company's brand recognition are covered in this chapter.

- Broadening Client Base

Being mostly dependent on word-of-mouth marketing gives the case company a significant competitive advantage. Socializing is a good strategy to increase the clientele. Enforcing a more active kind of networking would be a logical first step towards expanding the clientele since the company is already experienced with word-of-mouth marketing as a promotional strategy. To do this, one may participate in or even start activities that would promote the company's existence.

One effective strategy to get the word out is to attend events and talks with other firms that share your values (ET Edge Insights.2024b). The Jai Infotech company's staff members attended gatherings with like-minded companies, which was shown to be an excellent way to spread the news about presentations and other important events.

To broaden the client base, it is important to accept digitalization. In the current digital era, an active online presence is essential for corporate expansion. Develop a website that is easy for users to use and use social media sites like Facebook and Instagram to engage with potential clients. To increase your reach, look at e-commerce options. To assist business growth, use online marketing, accounting, and customer relationship management solutions to manage your organization effectively and streamline operations (Godrej Capital Limited. 2024). Jai Infotech has an online presence which helps the case company to gain a client base, and it is increasing and social media accounts which helps more people reach the company. The case company utilized social media platforms strategically and wisely.

India has a skilled workforce that is both talented and creative. From start-ups to well-established companies, the nation provides a competitive advantage. Implementing a corporate growth strategy needs these qualified staff (Godrej Capital Limited. 2024.).

Jai Infotech company has competent staff with the latest trends and advancements in their working field which is always engaged in the company operations to provide better customer services. The case company Workers are more inclined to stick with a company that supports their professional development and gives them opportunities for advancement.

- Recognizing and Encouraging New Users

As the manager of Jai Infotech company said It gets easier to find and attract customers by producing advertisements and content to increase contact with the new customer. Other choices would be Gmail and Google advertising, but these would be something to think about later because for now, the company will have to rely on interns to produce this fresh material. Developing a social media marketing strategy and enhancing it with a Facebook page where prospective and current customers can visit, and view updates made by the

case company is the simplest option for Jai Infotech Company to find and promote new users. The Facebook page has proven to be quite beneficial for growing the clientele because the firm may post updates there, which will attract interest from both current and potential clients.

According to Jai Infotech company, to effectively personalize the firm's goods and marketing activities, it is imperative to have a clear understanding of the case company's target consumer. To determine the requirements, tastes, and purchasing patterns of customers, conduct market research. For increased impact and business growth, modify the information provided by the case firm. For Jai Infotech company customers are crucial for achieving growth because Satisfied clients are more inclined to make repeat purchases and recommend your company to others, which promotes steady growth.

Market Share Increase

The section describes the case firm's growth strategy, which uses the Major Expansion of the Service Network and Strong Promotional Efforts strategies to draw clients away from competing services.

1. Considerable strengthening of the Service Network

There are several reinforcements that the Jai Infotech Company should concentrate on developing to prevent things from sliding within gaps. The business has an excellent service structure and concentrates on giving its customers the best assistance.

Currently, the firm's reputation benefits greatly from the exceptionally personal attention provided to each client, and as the business grows, the objective is to retain this level of care while growing the client base. Therefore, as such, newly hired staff members must gain an extensive knowledge of the inner workings of the company and the precise nature and quality of work that is expected of them. For the service network to be maintained and enhanced, a close bond must be forged among all employees of the company. Establishing confidence with clients is just as crucial as providing new hires with adequate training, even in internal matters (Lotich 2016.).

As previously said, Jai Infotech relies on the loyalty and confidence of its clients as well as its employees. Therefore, measures must be taken to guarantee that this trust will be extended to new hires; otherwise, the firm's service network will deteriorate. Everyone should get thoroughly and completely acquainted with the concerns, desires, and expectations of each client, as well as their own.

2. Substantial advertising operations.

Nowadays, internet promotion and marketing are crucial. Developing a digital strategy is essential to having a strong online presence. The case company utilized a variety of initiatives in its efforts to promote the business. According to Jai Infotech, creating a useful website will be a fantastic method to market and promote the business. As of right now, the case firm's website has details about the business and its offerings. This will increase the level of interest that an active Facebook page could generate when combined with the web page.

Jai Infotech Produces insightful and useful content that connects and teaches the intended audience. By offering information about the items and deals, the case manufacturer uses email campaigns, social media updates, and blog articles to promote content and naturally draw in new consumers.

5.3 Growth Strategies Applied by The Case Company

This section explains the successful execution of the growth strategy by the case firm using the strategic plan:

- Expand into New Markets
- Successful Business Strategy
- Advertising via the Internet and internship programs.

Expand into New Markets

Jai Infotech started to expand about four years ago and at that time I used to be a part of the case company as a senior company assistant. There were six options in all that had some flexibility for the company to expand, all of them were located near Jai Infotech's current premises sites outside of an autonomous region of northern India were eliminated. The main cause behind excluding places beyond that region is the rise in travel expenses, which was unacceptable for the firm.

Jai Infotech had selected six potential locations for its expansion: Chandigarh, Meerut, Ambala, Mohali, and New Delhi. The main office of the case company is now located in Karnal.

Alternative Evaluation

The section includes an analysis of every city Jai Infotech could grow into, as well as the option for the case company to remain in its current location. This is going to be reviewed using the Decision-Making Matrix.

The following options were selected due to their proximity to the Jai Infotech office now located in Karnal. To compare each option with the firm's current location and more accurately assess which would be the best course of action for the example firm's growth, the option of staying in the current location was also examined.

Table 3 Decision-Making Matrix

Ranking of selected alternatives					
	Ease of conducting Business	Population (more is better)	Service Requirements	Rivalry (less is better)	Area Richness
Importance	4	1	5	3	2
New Delhi	3	4	4	5	4
Chandigarh	5	1	6	1	5
Mohali	1	6	1	6	6
Karnal	4	2	5	3	2
Meerut	6	3	3	2	1
Ambala	2	5	2	4	3

The information must be evaluated and examined once the values have been obtained. Each option's value is multiplied by the factor's importance rating. The sum of the resulting figures is then determined. This total value helps us determine which options are best for the company.

Table 4 Decision-Making Matrix Calculation

Alternatives Ranking Calculations						
	Ease of conducting Business	Population (more is better)	Service Requirements	Rivalry (less is better)	Area Richness	Total value
New Delhi	12	4	20	15	8	59
Chandigarh	20	1	30	3	10	64
Mohali	4	6	5	18	12	45
Karnal	16	2	25	9	4	56
Meerut	24	3	15	6	2	50
Ambala	8	5	10	12	6	41

The most important possibilities that the case company evaluated for expansion were highlighted. These areas have the biggest advantages and are selected as the expansion areas because they have the highest points. In terms of overall scores, New Delhi and Chandigarh are the best choices.

The decision to expand was made by the case company four years ago. It has proved to be one of the best decisions of Jai Infotech regarding geographical expansion in New Delhi and Chandigarh. Currently, this is proved with the help of a matrix. Jai Infotech operates with the selected alternatives and runs successfully.

Rejected Alternatives-The case firm rejected the options of Ambala, Mohali, and Meerut for expansion. The basis for eliminating these places lies in the information acquired from the Decision-Making Matrix. These areas are not being considered as potential expansion sites for Jai Infotech because the risk is too severe, and the returns are too small.

Advantages and Disadvantages of Selected Alternatives

Table 5 Advantages and disadvantages of selected Alternatives

Location	Advantages	Disadvantages
Chandigarh	<p>Many new clients</p> <p>No language Barrier</p> <p>Already had some online experience of handling a client.</p>	<p>Not many businesses were operating like Jai Infotech.</p>
New Delhi	<p>Thickly populated as it is the capital city of India.</p> <p>More demand for products.</p>	<p>The level of competition is high.</p>

5.4 Enhance the Firm's Image

According to the case company, the first step towards the company's expansion is modernizing its image. The market share growth strategy was the focus for the first half of the year. The service network received the necessary training during that period because the company would be employing a larger number of workers.

To improve the reputation of Jai Infotech, the case company implemented a short-term plan which was six months which was employed to ensure that the service network was properly equipped.

Throughout that time, the case firm examined the trainees' level of effectiveness as well as their strong and weak points. This will influence how the internship program is developed as well as how the interns operate and support in the workplace.

Regarding Jai Infotech This was also a smart method to give other trainees a positive picture of what the company offers, as they believe it will promote interest in joining the program and help the company maintain the high standards that come with the company's expansion.

Table 6 Short-Term Plan Implemented by the Case Company

Short-Term Implementation Plan						
	1 Month	2 Months	3 Months	4 Months	5 Months	6 Months
Initial Research	x					
Monetary structures	x					
Observations	x					x
Marketing Strategy	x					
Promotional Initiatives		x	x	x	x	x
HR Recruitment	x	x				
HR Training			x	x	x	x

According to the Manager of the case company, to get the business up and running as quickly and effectively as possible, it was critical for the case company to have a solid marketing strategy and to understand that employee training needed to begin immediately. Jai Infotech company work was going with ease because the case firm already kept in mind that it is crucial to consider initial research, sustaining plans, and observations at the start and six months later to assess the firm's performance.

According to the case firm, it is also important to keep in mind that the hiring of a highly trained worker will have an impact on the company's finances because, in contrast to interns, this worker will need a higher wage to be employed by the company. Nonetheless, this addition has the benefit that their training will be far less extensive than that of the interns.

The manager of Jai Infotech also stated that the interns gave Jai Infotech an updated image when they started working at the case firm. Paying attention to their training is crucial for all the interns. It is vital to bear in mind that staff ought to encourage internal independence. This helped them a lot to establish a healthy balance and helps prevent the circumstance where interns lack the autonomy to make decisions for themselves, which will hinder the company's operations and render the previously mentioned marketing handbook useless because the trainees would be the primary driving force behind it. In addition, this was the period when the main marketing plan was developed, put into action, and began to take shape. The key is to build a digital presence online.

The interns could take on this task because they had experience with social media and could develop and test winning ideas. Weekly meetings were organized, to assess the effectiveness of the marketing plan and the marketing efforts because this is a significant undertaking. According to the CEO of the Jai Infotech company in the first half of the year, weekly meetings are crucial; after that, the firm may think about holding meetings every two weeks as everyone gets more used to this, and it has proved beneficial for the case firm.

5.5 Risk Management

Maintaining the life and prosperity of a small firm requires protecting it from potential threats. Establishing and putting into practice risk mitigation techniques, determining hazards, evaluating their impact and likelihood, and evaluating your risk management process are all part of using a risk management process(Raj August 2023).

Jai Infotech was able to safeguard its success and durability by taking certain precautions against threats. Here are some more suggestions to help even more:

- Provide solutions for reducing risk: the case firm formulates some plans to lessen each risk's effects which include putting security measures in place, getting insurance, or developing backup plans.
- Maintain orderly finances: To make sure the company is operating profitably; Jai Infotech maintains detailed financial records and routinely examines the case firm financial statements. By doing this, possible financial concerns can be found and dealt with before they become serious issues.
- Hire the right worker: The case firm is careful in every aspect of hiring a candidate. Employees with the knowledge and expertise required to support the growth of the company are consistently engaged by Jai Infotech. To make sure you are hiring reliable workers, the organization also runs reference and background checks.

- Keep informed: According to the firm manager, it is critical to stay updated on changes in consumer behavior and industry trends. This is always beneficial in determining hazards and areas for expansion.

The above information about risk management regarding Jai Infotech company ensures that the case firm is successful in mitigating risk. It is crucial to preserve and enhance the services that are offered.

6 Conclusion

Response to Research Question

The thesis focused on the growth strategies used by the Jai Infotech company to run successfully in the Indian market. The research also helped to gain knowledge about how the case firm expands the company's client base and geographical expansion as well.

The main research question was: **What are the growth strategies applied by the case company to run successfully in the Indian market?** After considering the sub-questions, the primary research topic is addressed.

What are the techniques of development?

To comprehend the theory supporting the development of a growth strategy was the purpose of this sub-question. One method for analyzing the many growth levels at which a company might expand is a growth strategy. It is also used to plan how a business might enhance certain elements of the product or service offered to promote the expansion and foundation of the business in a particular market.

In what areas and with what requirements should the case firm grow?

The results of the strategic plan and the decision-making matrix indicated that Chandigarh and New Delhi were the best options for Jai Infotech's expansion. To successfully acquire clients in this field, promotional activities, and local advertising in the form of pop-up events, enhanced web visibility, and word-of-mouth marketing are necessary. Currently, the case firm runs successfully their business in the selected alternatives which were New Delhi and Chandigarh. The decision proved beneficial for the case firm.

Which growth approach worked best for Jai Infotech to expand its business in the Indian market?

The Market Penetration Strategy was Jai Infotech's best growth plan. The plan succeeded through the growth of primary demand and an increase in market share. The strategies used rely on utilizing the customer's interest in the offered service, strengthening the service network, and increasing marketing expenditures. These will assist in updating the company's image, assisting in its entry into new markets, and even assisting with other promotional opportunities.

Reliability and Validity

According to Gummesson (2000). The validity of the study's findings is determined by how well the researcher was able to complete the study using the best possible research methodology. Validity serves as a tool to assess how well the employed research methodology is working. The qualitative research approach is a legitimate one since it has helped the researchers reach their goal of understanding entrepreneurs' awareness of the company idea. In other words, research is legitimate since what, who, why, and how of the topic have been addressed.

Reliability is the consistency of the findings when the study is repeated with identical subjects and the same research methods. Because the research was conducted using the appropriate research methodology and under the guidance of the thesis instructor, we think the findings are trustworthy. If the research is conducted twice, the findings will be the same. (Joppe 2000.)

There is less chance of receiving incorrect answers when study findings are genuine. Because of this, the main goal of the study should be to present accurate and reliable data. Validity refers to how closely a study represents the idea the researcher is trying to test. In contrast, reliability is the degree to which any measuring process produces the same results with repeated trials.

Primary sources, such as participant observation and interviews, provided data for the thesis, while secondary sources, such as books, internet articles, and other online resources, provided information. These results addressed every research issue and backed the argument. The results of this thesis are regarded as valid as all data collection was justified by the thesis and all information came from dependable sources.

Every research topic was addressed, and to prevent excessive subjectivity or prejudice, different points of emphasis were covered in each interview. Considering everything said above.

Recommendations for Further Investigation

To provide the example of the case company with a better understanding of the problems they might have in the future, more studies in these areas could be conducted. A more focused examination of competition would help the company recognize its direct rivals, and as the example firm begins implementing the growth tactics covered in this thesis, the financial aspects become crucial.

7 Summary

Jai Infotech is a small company that sells computer accessories, HP printers, CCTV, computer software, computer repairs, and secondhand computer dealers based in Karnal, Haryana. The objective of the study is to gain knowledge about the growth strategies with which the case firm is surviving in the Indian market and the strategic plan Jai Infotech used to grow or expand the company.

To complete the study inductive methodology within the qualitative study was used. Primary data was gathered through semi-structured interviews with the firm's clients and staff and participant observation techniques. Secondary data was gathered through literature, including books and internet resources.

The decision-making matrix, SWOT and PEST analyses, and other strategic plan analysis techniques were used as part of the theoretical foundation for this thesis. The growth strategy analysis employed a variety of analysis methodologies, including risk analysis, the Ansoff matrix, and short-term implementation plans. Each idea was presented, examined, and fully explained.

Data collected through semi-structured interviews and participant observation were combined for analysis. In addition to highlighting the firm's advantages and disadvantages, the interviews were designed to generate suggestions for the example firm's future growth.

In conclusion, the aim of this thesis was accomplished by providing reliable and valid answers to all study questions. The interviews and conversations with the company supported all the conclusions. The case firm is following a proper business plan which also proved helpful. Investigation achieves the goal of gaining insight into the growth strategies of the case firm for the successful survival and geographical expansion of the company.

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Appendices

Appendix 1. Semi-structured Interview Questions for employees of Jai Infotech:

1. Interview questions for Executive Assistant:
 - a. What are the management capabilities and shortcomings of Jai Infotech?
 - b. What impact do these have on the company and the manner the service is provided?
2. Interview questions for the key employee:
 - a. How do you think growth will affect the company going forward?
 - b. What impact would these have on Jai Infotech's situation?
3. Interview questions for CEO:
 - a. How do you know Jai Infotech will continue to provide high-quality services as the company expands?
 - b. How do you feel about committing more effort and funds to marketing initiatives?

Appendix 2. Interview questions for clients:

1. Interview questions for client 1:
 - a. What do you think about the overall service quality of Jai Infotech?
 - b. Why did you decide to begin using Jai Infotech services?
2. Interview questions for client 2:
 - a. What has motivated you to stay committed to Jai Infotech?
 - b. What are your views about company management?
3. Interview questions for client 3:
 - a. What are your views on ease in purchasing regarding Jai Infotech?
 - b. Can you share your experience with customer services provided by the case company?

4. Interview questions for client 4:
 - a. What do you think about the management style of Jai Infotech as you also have working experience with the company?
 - b. Can you tell me about your experience as a customer and worker with Jai Infotech?