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AMMATTIKORKEAKOULU

*Uuden edellä*

# Importance of Marketing in Organizational Success

## Bata Shoe Company Zimbabwe

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Gwindi, Hayden Zacharia

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Hyvinkää

Importance of Marketing in Organizational Success  
Bata shoe Company Zimbabwe

Gwindi Hayden Zacharia  
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Hayden Zacharia Gwindi

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Bata shoe Company Zimbabwe**

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The purpose of this thesis is to investigate the marketing factors (if any) that have led to the survival of Bata Shoe Company in the struggling economy of Zimbabwe. For my data collection I used mostly phone calls, Skype interviews and researched documentation. After having all the data gathered a decision was made to use a qualitative approach since it enables me to obtain more in-depth information and has a few restrictions and assumptions on the data collected.

Marketing is a key factor in Organizations since it contributes greatly to their success; basically marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. The research shows Bata being a company that has managed to survive and drag through the economically struggling Country Zimbabwe; has marketing been key a factor that has led to the survival of the company for this long? Great customer and market focus can keep an Organization on their feet and according to the findings these factors significantly affect a company's performance.

From the findings it shows a lot of companies from different sectors have closed down or moved out of the country in the past 8 years due to the economic problems and worse of the competition coming from other countries for example china. From my findings not many companies market themselves, research their markets or use the marketing mix as a tool of their business this would be because of less completion in the past years until major competitors joined the market and lack of funding. This thesis produces reliable factors that have led to the collapse of most companies and also shows valid factors that have helped Bata Shoe Company continue running to date.

Keywords Marketing, Organizational success

## Table of Contents

|       |   |    |
|-------|---|----|
| 1     | Introduction .....                                      | 6  |
| 1.1   | Background .....  | 6  |
| 1.2   | Objective and research problem .....                    | 6  |
| 1.3   | Definitions .....                                       | 7  |
| 1.3.1 | Marketing and Marketing Mix .....                       | 7  |
| 1.3.2 | Literature review .....                                 | 9  |
| 1.4   | Research Question .....                                 | 11 |
| 1.5   | Limitations .....                                       | 12 |
| 1.6   | Structure of study .....                                | 12 |
| 2     | Case study company history .....                        | 12 |
| 2.1   | Company History .....                                   | 12 |
| 2.2   | Competitive Analysis .....                              | 15 |
| 2.3   | Comparison of Bata Zimbabwe and Major Competitors ..... | 16 |
| 2.4   | Batas long run vision and objectives .....              | 17 |
| 2.5   | Bata SWOT analysis .....                                | 17 |
| 2.6   | The Bata Marketing plan and Communication .....         | 18 |
| 2.7   | BATA marketing strategy .....                           | 19 |
| 3     | Theoretical framework .....                             | 19 |
| 3.1   | The scope of Marketing .....                            | 19 |
| 3.1.1 | What is Marketed ? .....                                | 20 |
| 3.2   | Who does the marketing ? .....                          | 20 |
| 3.3   | What is a market? .....                                 | 20 |
| 3.3.1 | Marketing process and Marketing mix .....               | 21 |
| 4     | Research approach .....                                 | 26 |
| 4.1   | Methods of Research .....                               | 26 |
| 4.1.1 | Research method .....                                   | 26 |
| 4.2   | Methodology .....                                       | 26 |
| 4.3   | Reliability .....                                       | 27 |
| 4.4   | Validity .....  | 27 |
| 5     | Interview Questionnaire .....                           | 27 |
| 6     | Research Summary and Conclusion .....                   | 27 |
|       | References .....  | 30 |

|                      |                                     |
|----------------------|-------------------------------------|
| List of Figures..... | 31                                  |
| List of Charts ..... | <b>Error! Bookmark not defined.</b> |
| Appendices .....     | 32                                  |

## 1 Introduction

This introductory chapter is divided into seven subsections

A brief study background will be presented.

The objective and research problem will be presented

Definitions

Literature review

The research question is presented

Limitations

Structure of the study

### 1.1 Background

With Business continuously becoming more competitive the world much smaller to remain organizations need to invest a lot in marketing. Today`s successful companies all have one thing in common -they are strongly customer focused and heavily committed to Marketing. In this new world marketing is no longer just taken or understood in the old sense of making sales and promotions but is now looking more into other aspects and the main one being satisfying the customer`s needs. Adopting a good marketing process would mean the marketer has identified the customer`s needs, develops and supplies good products and prices and then lastly distributes and promotes them effectively, adopting such a marketing concept will see the goods selling effectively. The aim of marketing is to understand the customer so that the product or service meets the needs, wants or demands of the customer and the result would be the product or service selling itself.

### 1.2 Objective and research problem

Our research problem can be summarized as: what is marketing and what benefits has it brought to Bata Shoe Company

This thesis came to a conclusion that marketing is not all about your current customers or having enough customers but also about keeping these customers happy by finding out what each customer desires in a product, Maslow`s hierarchy explains the way humans needs and wants differ from one person to the other. An understanding of marketing is of great importance to an organization, an organization would need to know what Marketing really is, what it involves and who does it, with the Theoretical research done in this thesis and the answer we got from the respondent it clearly shows there is a lack of knowledge and understanding of marketing in the organization.

The objective of this thesis is to evaluate the performance of our case company (Bata shoe Company a internationally known shoe making company with their major factory located in Gweru Zimbabwe) in their market and to evaluate whether adopting a marketing concept brought a positive or negative change in the organization in other words my aim is to find out if the Organization benefited from implementing the marketing concept.

To find the best and more reliable data on this investigation and also for me to be able to analyze it, knowledge of business research methods will be put into practice and a method that will make it possible to come up with the correct data and analyzing will be used to come up with suggestions and answers to this thesis.

The topic importance of marketing can be broken down and explained to try and bring a better understanding of this topic.

### 1.3 Definitions

#### 1.3.1 Marketing and Marketing Mix

Marketing is explained in more general terms as “what an organization must do to create and exchange value with people” (Silk 2006, 3). Kotler an academic focused in marketing takes the deeper stand in explaining what marketing is, “marketing is identifying and meeting human and social needs” (Kotler 2009). With the understanding of what marketing is Kotler also explains what is marketed to support the deeper understanding of what marketing is and this can be provided as a question:-

Most people think of marketing as only promotion; they only see the tip of the marketing iceberg. However, marketing is much more than that to me marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

The marketing mix also known as the 4 p`s (product, place, price and promotion) is a huge tool used in the process of marketing.

This tool is used to mix the for p`s in order to get the desired response from the market and also to get the desired product that meets the demand of that market. This tool is easier understood by an example of baking a cake, a cake contains sugar, flour, eggs and milk but what will make the cakes different mostly would be the amount of each ingredient put, and this is the same as the marketing mix.

Product: the product is basically the goods or service that the company offers to the targeted market, for most people product translates to a tangible item but a product can also be none tangible like a service offered.

**Promotion:** this refers to all the activities that are undertaken by the marketers to inform consumers about their product and to encourage potential customers to buy their product instead of that of their competitor.

**Price:** for the company's products to sell they need to come up with the right price for their product that is the price should be attractive to the potential customer in other words the customer should not be for example left to doubt the quality of a product if they think it's too cheap and also the customer should not be made to feel the product is overpriced.

**Place:** the marketer needs to think or investigate what the most logical location would be that the product will be made available to the customer, also the distribution channels that will be used to distribute the product.

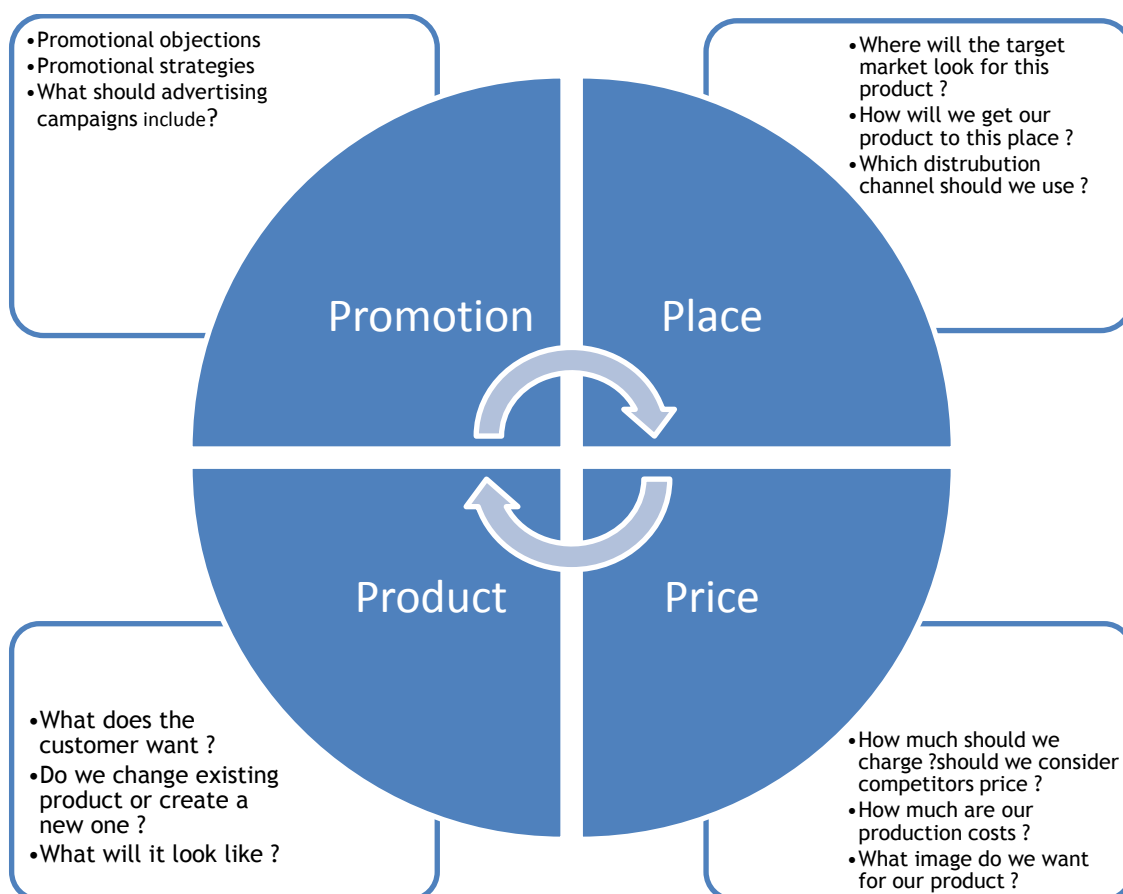


Chart 1: Marketing mix  
Marketing mix chart



Below are the definitions I have chosen to help with an understanding of what marketing is; Marketing can be simply defined as an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer's relationships in ways that benefit the organization and its stake holders. ( Czinkota & Ronkainen 2009.)

Organization: an organization is a social arrangement to distribute tasks for a collective goal. There are a variety of legal types of organizations, including corporations, government organizations, non government organizations; profit making and nonprofit making organizations. Success when we talk of success the easiest definition would be success is the achievement of goals. Having defined the two words separately I can now say since an organization is a social arrangement made to come up with a goal and success is achievement of goals then Organizational success is when the goals set by these organizations have been met.

Below are the definitions of the other key words that will be used in this thesis,

Marketing research: this is any organized effort to gather information about a market or customer

Implementation: is a process of putting a design, plan or policy in effect.

### 1.3.2 Literature review

To begin the literature review I will list the points that have been discussed and agreed as the effects of marketing and also I will go on to use some past stories that have proved the effectiveness of marketing on an organization.

Marketing management by Exforsys Inc. (2009) states the points below as reasons why marketing is important.

Marketing creates awareness to the public, be it about a product or a service and this is the primary goal of Marketing. In the world of competition no business would possible expect people to find out about the business themselves and on the other hand if a business has established a reputation in the industry then they can afford not to use marketing for their business.

Marketing is known to boost product sales; whatever a business might be selling it will generate sales once the public learns about the product through TV advertisements, radio commercials, newspaper ads and other form of marketing.

Marketing builds company reputation; in order to conquer the general market, marketer's aim to create a brand name recognition or product recall. This is a technique for the consumers to easily associate the brand name with the images, logo, or caption that they hear and see in the advertisement

An article has been written on the importance of marketing on organizational success in the corporate world and it explained that creating a thriving corporation was faced with many challenges, these obstacles often affect the rate of organization longevity and even internationally recognized and set standards also struggle daily to maintain status quo. Marketing is said to be a vital component to prosperity of all organizations, the marketing strategies include obtaining new clients, branding and influencing behavior all of these tactics being performed to encourage sales.

We have a number of examples of companies that have been in market share wars and have battled it out through marketing the winners succeeded because of adopting or applying the right marketing concept.

Hartley's (2009) examples on mistakes and successes in marketing will help us see and argue the importance of marketing:

#### Pepsi vs. Coca-cola market share war

The 1st example is cola wars Pepsi vs. Coca-cola. The soft drink industry has been characterized by intense competition between these two rivals, coca-cola ruled the industry from the 50's to the 70's as it outsold Pepsi by two to one and by the mid 70's performance of coca-cola showed they were the giants. In the late 70's the growth rate of the giant dropped from 13 percent annually to a meager 2 percent as Pepsi cola was finding heading triumphs, first Pepsi came up with "Pepsi Generation." And this advertising campaign associated Pepsi with the youth and vitality greatly enhanced the image of Pepsi and associated them with the largest consumer market, Pepsi came up with another management coup called the "Pepsi Challenge," and the result of this campaign led to a rapid increase of its market share from 6 to 14 percent of total us soft-drink sales. Coca-cola also tried the same taste tests as the Pepsi challenge and the results showed that people liked the taste of Pepsi better Pepsi as market share changes also showed. Coca-cola was spending more money than Pepsi when it came to advertising but was still losing market share? The advertising was not as effective as that of Pepsi. The war between these giants continues but from had happened within these years a conclusion can be made about marketing in organizational success. (Hartley 2009, 6)

#### Reebok vs. Nike sneaker wars

Second case is of Nike, in the 1970s Nike had wrested on first place in the athletic shoe industry from Adidas which had been supreme since the 1930s Olympics. In the 1980s Reebok emerged as Nike`s major competitor showing a tremendous growth and becoming number one in the industry by 1987 but Nike fought back and within three years they had regained their position as the top dog, the war for Reebok to win back the market share proved difficult as part of the shift of competitive position could be attributed to Nike`s savvy advertising and its two well paid athletes Michael Jordan and Pete Sampras. (Hartley 2009, 270-273.)

The Figure below shows the: Sneaker wars net income comparisons, Nike and Reebok 1985 to 1994

| <u>Year</u> | <u>Nike</u> | <u>Reebok</u> |
|-------------|-------------|---------------|
| 1985        | 10.3        | 39.0          |
| 1986        | 59.2        | 132.1         |
| 1987        | 35.2        | 165.2         |
| 1988        | 101.7       | 137.0         |
| 1989        | 167.0       | 175.0         |
| 1990        | 243.0       | 176.6         |
| 1991        | 287.0       | 234.7         |
| 1992        | 329.2       | 114.8         |
| 1993        | 365.0       | 223.4         |
| 1994        | 298, 8      | 254, 5        |

Figure 1: Figures in Thousands (Hartley 2009. 273).

McDonalds an example from the principles of Marketing, European edition.

McDonalds applies the marketing concept: McDonalds is a American fast-food hamburger retailer and known globally, it has over 11,000 outlets in 50 countries and more than 18,7 billion in annual worldwide sales, they managed to double the sales of their nearest rivals Burger King and to date close to 145 hamburgers are served every second and around 19 million customers pass through the famous golden arches each day, the credit of all this performance goes to a strong Marketing orientation: McDonalds knows how to serve people and adopt to changing consumer wants.( Hartley 2009.)

Responsible marketers discover what consumers want and respond with the right product, priced to give value to buyers and profit to the producer: (Kotler 2008.)

#### 1.4 Research Question

Having read these examples of marketing wars one would as if marketing was the major cause of these changes and this would bring us to our research question: -How important is marketing to organizational success?

### 1.5 Limitations

The aim of this thesis is to find how important marketing is to an organization and having focused on one case company and industry the company operates, our findings can be limited. The data collection method was limited by only interviewing one respondent instead of having multiple questionnaires and respondents.

With the decision of only concentrating on Bata Zimbabwe finding more detailed information from the internet was limited because the Zimbabwean branch its self did not have a sight of their own and all the information collected was from individuals working in the company and all the diagrams and charts in this thesis were drawn from that information.

### 1.6 Structure of study

This study is going to be divided into five parts which are:-

- 1) Case study and company History
- 2) Theoretical section
- 3) Research approach
- 4) Interview questionnaire
- 5) Assessment

## 2 Case study company history

In this chapter a detailed introduction of the company will be presented, this introduction will include the location of the company, size of the company, what they produce, their competitors and more of the relevant information.

### 2.1 Company History

Bata Shoe Company is a family owned shoe company based in Bermuda but currently headquartered in Lausanne Switzerland.

The Bata legacy of success began in a small riverside town of Zlin Czechoslovakia where three Bata siblings gathered a small inheritance from their mother and officially established the T and A Bata shoe company. Founders Tomas Bata was a visionary dedicated to serving the needs of the people. In 1904 Bata introduced mechanization and mass production to shoemak-

ing and created the “Batovka” - a working class shoe remarkable in its simplicity and style, yet lightweight and affordable. (Bata 2013.)

Throughout the early 1900s, even as world war, the Great Depression and Communism loomed, Bata continued to prosper. In 1931 it began to build factories, and entire towns, outside of Czechoslovakia. It wasn't long before Bata was recognized as an international brand known for its unmatched selection of styles. By the end of the 1930s, Bata operated in over three dozen countries. Just as the 20th century progressed, so did Bata's international reach. When Communist governments nationalized all Bata companies in Eastern Europe, Bata persevered by rebuilding itself from the remaining entities located outside Eastern Europe. Further expanding the company's international umbrella, Thomas J. Bata, the founder's son, moved from Czechoslovakia to Canada with over 100 families and established the Bata Shoe Company of Canada. Families around the globe relied on Bata to supply them with sensibly priced shoes that met their needs and exceeded their wishes. By mid-century, Bata's superior product earned the trust and confidence of millions and Bata was positioned as the world's leading footwear exporter. As the 20th century came to a close, Bata had been building relationships with generations of families for over 100 years. Thomas G. Bata, the founder's grandson, remained committed to that tradition in the emerging global marketplace. In a bold move, he replaced large, centralized factories with regional production facilities guided by four "meaningful business units" (MBUs), each having the flexibility and independence to produce footwear that responds to the unique needs of its region. As a result, Bata is honored to be a local company in every country it serves. (Bata 2013.)

It is with pride that the Bata Company of today maintains close to 5,000 international retail locations and services over one million customers per day. From its simple start over 118 years ago, Bata has grown into a trusted global company that offers fashionable and affordable footwear to every member of the family. We will grow through the 21st century by investing our resources in innovative comfort technology, remaining on the cutting edge of style, and ensuring quality and affordability. Now as then, we believe our success is a result of our commitment to our customers, and we'll continue to look to the future by reading our past. (Bata 2013.)

Today Bata Shoe Company is one of the world's leading footwear manufactures and retailers with operations across five continents which are managed by 4 regional commercial business units (CBUs). Bata today serves one million customers per day and employs more than 50 000 people. Bata operates 5000 retail stores and runs 27 production facilities across 20 countries with one of them in Gweru Zimbabwe.

The Company's strength lies in its worldwide presence. Although Bata operates in a wide variety of markets, climates and buying power Bata companies share the same leadership points and two important ones are product concept development and constant improvement of business processes in order to offer customers great value and the best possible service.

Bata Shoe Company is Zimbabwe's largest cobbler with a factory with about 1600 workers and produces both for the local and regional markets. Its factory is in Gweru formerly known as Gwelo until 1982 and is the third largest city in Zimbabwe and is near the center of Zimbabwe. Gweru has a population of about 146,073 making it the capital of the Midlands Province. Below is a map showing where Gweru is situated



Fig 2: Map of Zimbabwe  
(Worldwide city guides 2010)

Bata Shoe Company mostly concentrates in the manufacture of school shoes and the usually get contracts to supply other retail shops from neighboring countries as well. The very high cost of leaving the company manages to come up with products that are competitive on the market and at the same time have cheaper production costs.

Its Zimbabwe branch was established more than 70 years ago and soon involved three factories in Gweru, Kwekwe, Mutare and countless shops in virtually every Zimbabwean town. However, the universe of Bata in Zimbabwe does not involve merely the manufacturing and marketing of shoes. It branches out into a breathtaking range of social support for employees and their families including hospitals, schools, day-care centers, fire brigades and other institutions. The exhibition combines the general description of the development of Bata in Czechoslovakia and Zimbabwe together with personal stories of dozens of Czechs who came to this country and, in many cases, spent their whole lives here.

Bata Shoe Company mostly concentrates on the production of leather quality shoes and the factory or production is dependent on another industry itself. The production of leather shoes starts with the purchasing of leather hides which is mostly from cattle (cattle skin) these hides are processed on the factory and the end product of these hides is the leather that is now used in the production of leather products.

## 2.2 Competitive Analysis

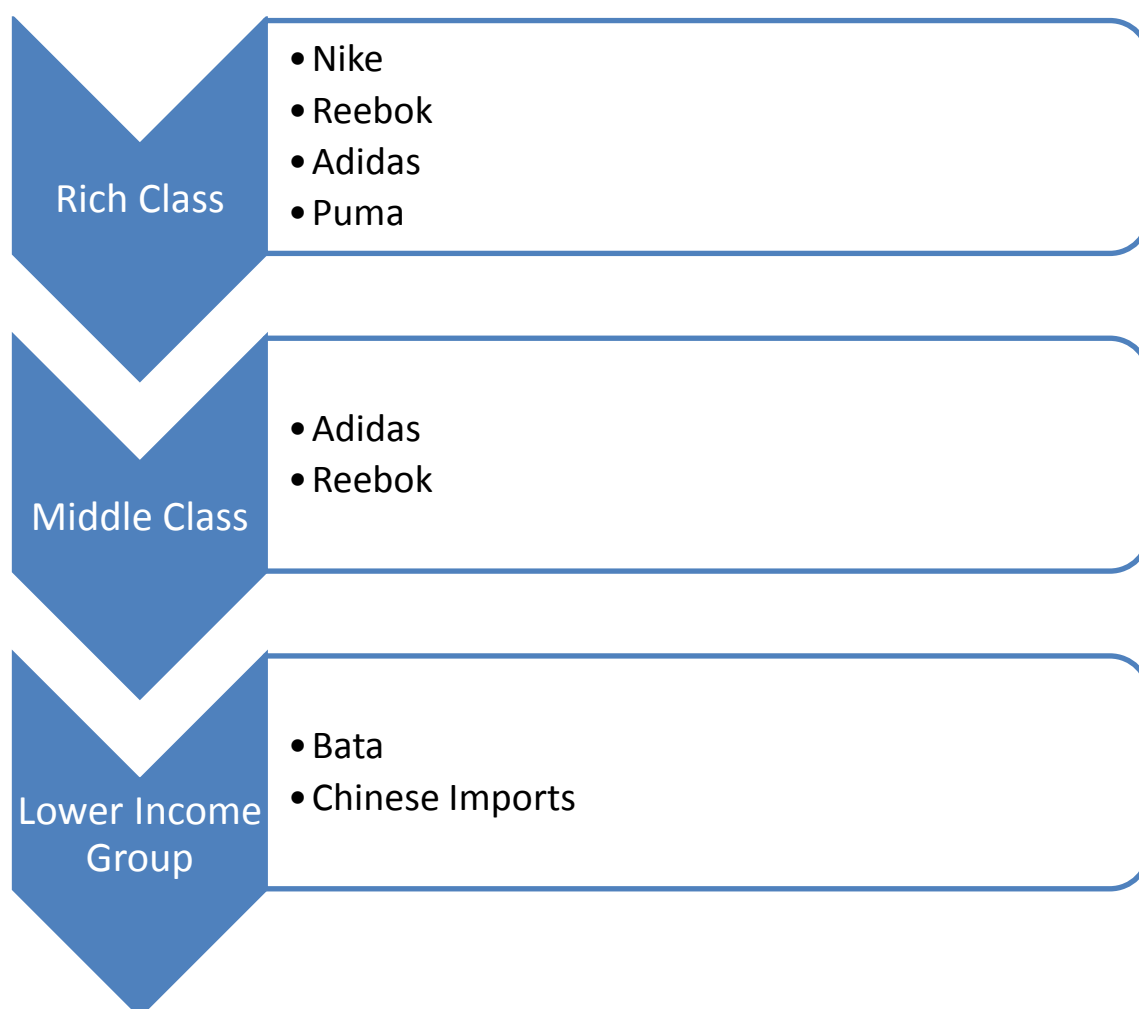


Fig 3: Competition Analysis

The figures above show Bata's competitive analysis, SWOT analysis, and a comparison of Bata Zimbabwe and its competitors.

Competition analysis in marketing and strategic management is an assessment of the strengths and weaknesses of current potential competitors. This analysis puts a company in a position to make offensive and defensive strategies in order to come out on top by identifying opportunities and threats. For Bata to be able to benefit from such an analysis, what they have to do is first they have to investigate their competitors so that they know who they are, Bata would also need to know what market and market segments their competitors serve, what benefits their customers offer, and why customers buy from them.

### 2.3 Comparison of Bata Zimbabwe and Major Competitors

| BASIS OF COMPARISON                | NIKE SHOES | ADIDAS SHOES | BATA SHOES |
|------------------------------------|------------|--------------|------------|
| BARRIERS TO ENTRY                  | ABSENT     | ABSENT       | ABSENT     |
| BARGAINING POWER OF BUYERS         | LOW        | LOW          | LOW        |
| BARGAINING POWER OF SUPPLIER       | LOW        | LOW          | HIGH       |
| THREATS OF SUBSTITUTES             | HIGH       | HIGH         | HIGH       |
| RIVALRY AMONG EXISTING COMPITITORS | HIGH       | HIGH         | HIGH       |

Fig 4: Comparison of Bata and major competitors

Bata Zimbabwe also faces competition from Chinese imports though it is true that people are increasingly becoming more quality conscious rather than just price conscious, but the market segment that Bata caters for consists of people who may prefer to buy Chinese products because of cost constraints and lack of awareness of Bata shoe products and their price range. For Bata to be able to deal with this, they might need to change their products or create a new product that would meet this market.



#### 2.4 Bata's long run vision and objectives

A key component of strategic planning includes understanding of an organization's vision, mission and objectives. In the case of Bata their vision, mission and objectives are as follows

- VISION to grow as dynamic, innovative and market driven manufacturer and distributor, with footwear industry while maintaining a commitment to the country, culture and environment the company operates.
- Mission To be successful as the most dynamic flexible and market responsive organization with footwear as its core business
- Objectives Bata Zimbabwe today wishes to reposition itself as a market driven fashion conscious lifestyle brand, catering to the wide variety of customer groups , Bata will provide its products and services to all the age groups in the community also aim to provide the finest quality through customer involvement

#### 2.5 Bata SWOT analysis

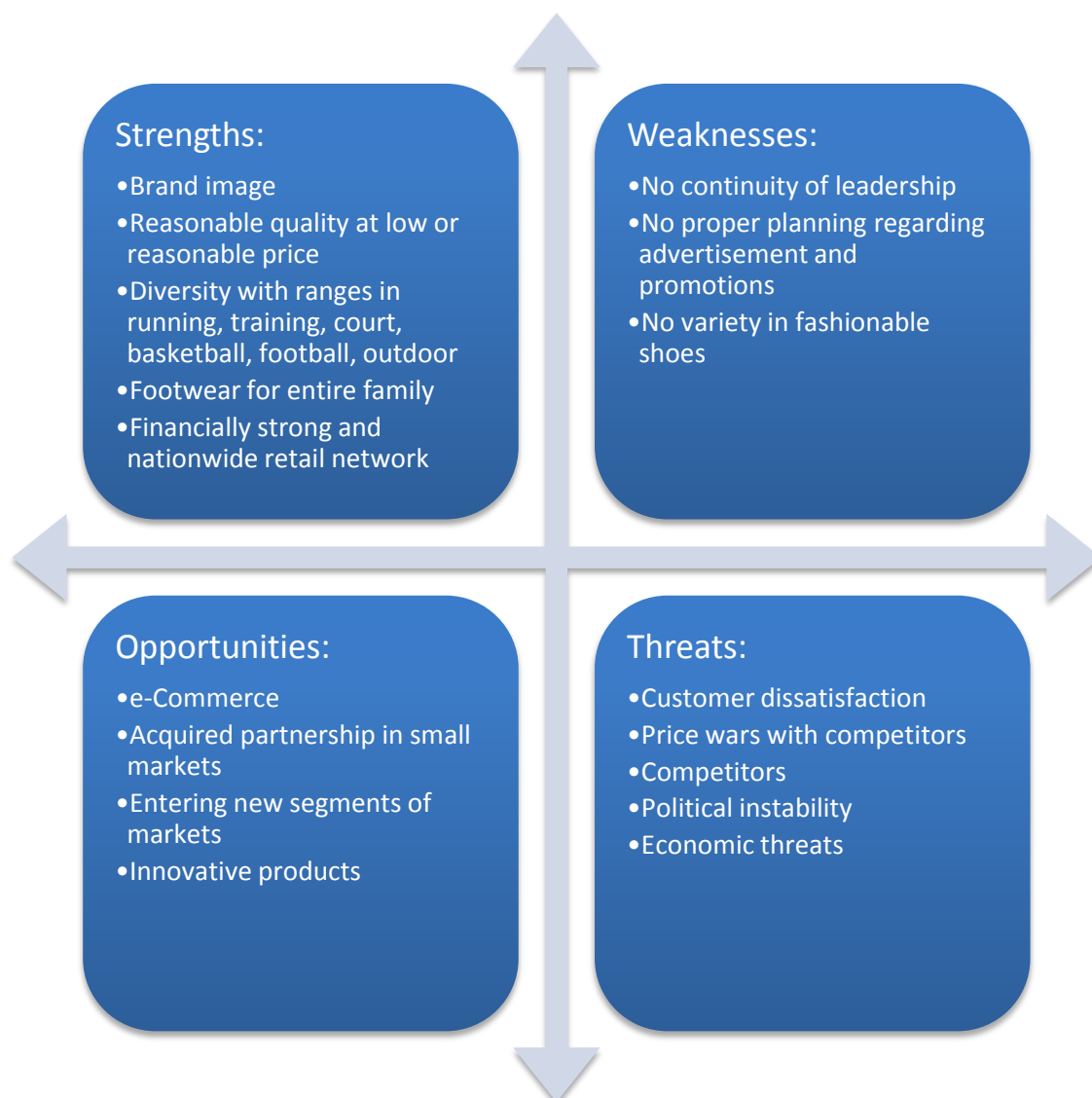


Fig 5 .Swot analysis

## 2.6 The Bata Marketing plan and Communication

The marketing plan includes formulating strategies and tactics for each of the 4 Ps:  
**PRODUCT** BATA Zimbabwe has many brands under its original brand name BATA but they are considering getting franchises from other brands like Nike, Adidas and Power

**PRICE** BATA Zimbabwe is currently concentrating on the middle and lower income level segment for its product category of casual footwear, thus the price would be ranging from 10 to 20 us dollars

PLACE (DISTRIBUTION) BATA`S retail network of over 50 stores in Zimbabwe gives it a reach/ coverage that no other footwear company can match.

PROMOTION this would include integration of various marketing techniques like Sales and promotion.

## 2.7 BATA marketing strategy

Bata shoe Company Zimbabwe is such a big organization so much that its operations had to be split like in any other large organization. The departments are split into

- Manufacturing
- Retail/Stores
- Wholesale

The above mentioned Departments Were all supposed to at least have a team responsible for marketing but finding a respondent from these departments was fruitless. Marketing strategy is usually set as a year to year strategy plan in most firms and with the size of Bata and how international it is it's amazing that Bata shoe company Zimbabwe does not have this listed and the officers in charge of marketing were not aware what their strategy was.

## 3 Theoretical framework

The following chapter will provide an understanding of what marketing really is its importance to an organization and the basic steps involved in the process.

An overview of marketing and its importance to organizational success "Good marketing is no accident , but a result of careful planning and execution using state-of-art tools and techniques.it becomes both an art and a sciences marketers strive to find creative new solutions to often-complex challenges amid profound changes in the 21st century marketing environment". (Kotler 2009, 7)

### 3.1 The scope of Marketing

To have a deep understanding of what marketing is or to be a good marketer one needs to have and deep understanding of what marketing is, how it works and who does the marketing.

Marketing is explained in more general terms as "what an organization must do to create and exchange value with people" (Silk 2006, 3).

Philip Kotler an academic focused in marketing takes the deeper stand in explaining what marketing is, “marketing is identifying and meeting human and social needs”. With the understanding of what marketing is Kotler also explains what is marketed to support the deeper understanding of what marketing is and this can be provided as a question:-

### 3.1.1 What is Marketed ?

Basically there are a number of things that can be marketed and below are the main entities that marketers market.

- **GOODS** this would be the physical or tangible products and these constitute the bulk of most countries production and marketing efforts, examples of marketed goods would be shoes, cars, machines and even canned or frozen food products
  - **SERVICES** as economies worldwide advance a growing part of their activities is focusing on production of services, these services would include Hotels, car rental firms, airlines and so much more.
  - **EVENTS** marketers promote time based events such as trade fairs, shows example in Zimbabwe there is the agricultural show and it’s the marketer that promotes or markets such an event.
  - **EXPERIENCES** an organization can create stage and market an experience an example of this being a visit to Disneyland and if this is marketed the marketer is marketing an experience.
  - **PERSONS** Artists, Musicians, Physicians are all examples of persons who market themselves.
  - **PLACES** cities, regions and the whole nation compete to attract tourists’ example marketing Victoria Falls in Zimbabwe/Zambia.
  - **PROPERTIES** real estate agents work for property owners or sellers, these properties they market are intangible rights of ownership. (Kotler-2009 page 14)
- Basically these are the most common examples of marketed entities that are marketed and next question would be:-

### 3.2 Who does the marketing ?

“A marketer is someone who seeks a response - attention, a purchase, vote donation from another party called the prospect” (Kotler 2009, 14).

Having explained all these terms one would still ask:-

### 3.3 What is a market?

With a traditional understanding one would think of a market as a physical place where buyers and sellers would gather to sell and buy goods but economists describe a MARKET as “A collection of buyers and sellers who transact over a particular product or product class for example a grain market”. Marketers use the term markets to group their customers and on the other hand the customers would view sellers as putting up the industry.

### 3.3.1 Marketing process and Marketing mix

It would be very wrong to think of marketing only as selling and advertising. We are bombarded with television and news paper advertisements, direct mail and sales calls every day. Selling is only one of the many facets that make up the marketing process. (Botha, Strydom & Brink 2005, 1.) Marketing involves just more than selling, its main focus is satisfying customer requirements. Selling and advertising are of great importance as well but these are part of a larger Marketing mix which is a set of tools that work together to affect the markets.

Business faces increasing competition and in most cases the successful ones will have considered customer requirements and delivered the most value to the customer. There are basically many types of marketing that a firm has to choose from and below I have listed a few of the most common ones, basically we have

**Internet marketing:** This is any marketing strategy that takes place online. The internet and other digital media have transformed marketing, for customers internet marketing gives a much wider choice of products, service and price from different suppliers and on the organization side this gives the organization an opportunity to expand into new markets. In the case of Bata this type of marketing would not yield much since the use of internet in Zimbabwe is not a very common thing, for a few it would work but its rather better to concentrate of the most effective means of marketing.

**Offline Marketing:** which is exactly the opposite of online and this includes all marketing done in news papers, magazines and so much more. This type of marketing would be appropriate to some extent and Bata would benefit much from this more than from online marketing.

**Direct marketing:** this type of marketing involves sending a message direct to the consumer without using any third party.

**Indirect Marketing:** this type of marketing involves distribution using a third party which means there is someone in-between the producer and the customer

Word of Mouth: this type of marketing would work for an organization if they manage to satisfy some customers because this would mean those satisfied customers would tell other people who are unaware of a product/service or even a business how good it is. This method of marketing could be one of the very few that are working for Bata shoe company since in schools most of the kids wear bata shoes and a kids first choice would a bata shoe if they are given a chance to make a choice reasons being all their friends have and like bata shoes, with some schools bata shoes are recommended since children wear school uniforms to school.

The most common form of marketing that Bata is using is the use of billboards. A bill board is a large outdoor advertising structure which is usually found in high traffic areas for example alongside busy roads. Bata shoe company have a lot of these throughout the country and these work since the message from the company is exposed to the highest percentage of the market more than if they where to use any other form of advertising. Unlike news papers and magazines a billboard has a longer life span since its made from very durable material and also with their size they always have an advantage of catching the eye more than and add in a newspaper or magazine.

Social media: this type of marketing has been seen becoming very popular these days. This basically involves marketing using internet social networks for example the most common one being Face book. With the way face book has grown over the past years it would be a very good way of marketing for a company to create awareness by using this method of marketing. After a company decides on its overall marketing strategy the company is ready to now begin planning the details of what their marketing mix is going to be like.

Marketing mix is one of the major concepts in modern marketing, it's a set of controllable, tactical marketing tools that a company blends to produce the response it wants from its target market (Kotler 2009, 76).

This marketing mix involves everything the firm can do to influence the demand of their products. These many differences can be collected in to four different groups that are known as the 4P's and these four are:

**Product:** this basically is the goods and services combination the company will offer to its targeted market.

**Place:** this will include the company activities that will make the product available to the target consumer.

**Price:** The amount of money the customers should pay to obtain the product.

Promotion: This includes the activities communicate the merits of the product and persuade target customers to buy it.

For the Marketing mix to be effective the company must have researched its market through communication techniques.

The Figure below shows the relationship between industry and market

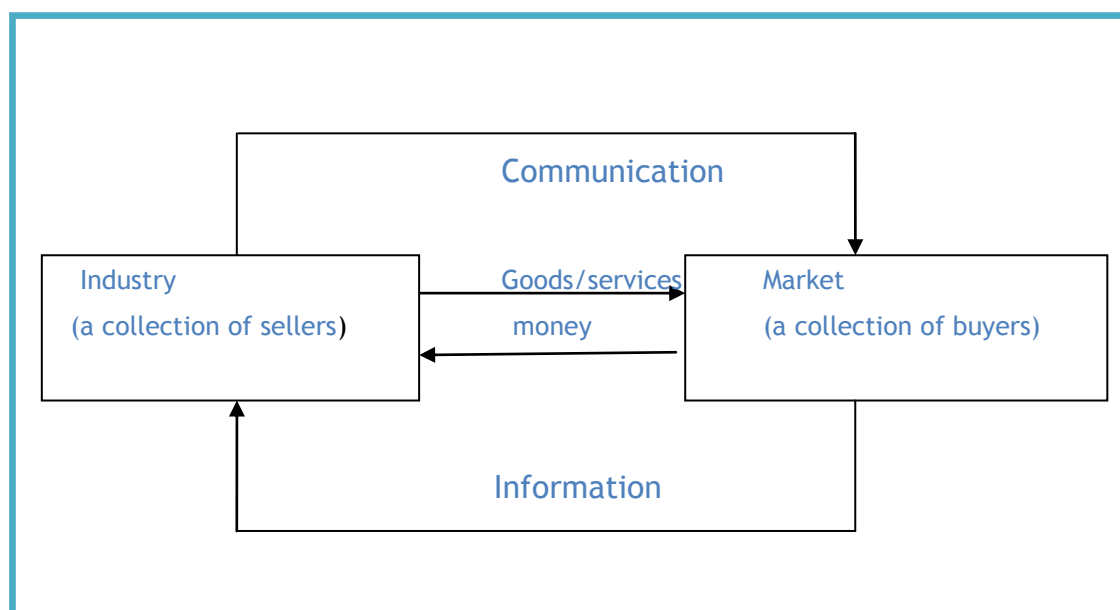


Fig 6: Relationship between industry and market

(Kotler 2009, 31)

The figure above explains how the market and industry communication. The arrows show the communication from the industry to the market in order to get the important information they need about the market. With this information goods and services that fit the market can be produced and these are exchanged for money.

Marketing research is the function linking the consumer, customer and public to the Marketer through information that is used to identify and define marketing opportunities and problems, to generate, refine and evaluate marketing actions, to monitor marketing Performance, and to improve understanding of the marketing process. Marketing researchers specify the information needed to address marketing issues, design the method for collecting information, manage and implement the data collection process, analyze the results and communicate the findings and their implications. (Kotler 2005.)

Marketing research being a part of marketing its self all the findings in the research process would be as important as the function it's self. Major reasons for conducting marketing research are to identify market opportunities. (Kotler 1997, 130-133.)

Marketing being the activity set of institutions and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large it would mean the research process is as well a part of marketing process.

We cannot fully appreciate the role of marketing research unless we fully understand how it fits into the marketing Process (Burns, Ronald & Bush 2008, 4).

In the process of marketing communication is involved for the reason of finding information. Marketing research would there for be the process of designing, gathering, analyzing and reporting information that may be used to solve a specific marketing problem. (Burns, Ronald & Bush 2008, 7.)

The research process therefore means it's a process that will help us fix marketing problems for example let's say of Pricing, advertising and so on. This process links the customer, consumer and the general public to the marketer. In short the research process links the market to the marketer by providing information for him to make marketing decisions.

Steps in market research process:

1. Establish the need for marketing research.
2. Define the problem
3. Establish research objectives
4. Determine research design
5. Identify information types and sources
6. Determine methods of accessing data
7. Design data collection forms
8. Determine sample plan size
9. Collect data
10. Analyze data
11. Prepare and present final research report

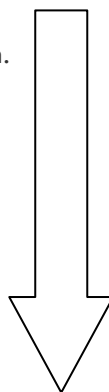


Fig7 Marketing research process

The marketing research process can be used to access the performance of the marketing process and also improve it as a process.

An organization that adopts the concept of marketing as a philosophy sees the customer as a central driving force behind its activities, recognizing that business only survive if they meet customer needs (Hill & O`Sullivan 2009, 2).



To Summarize marketing as a business philosophy can be best defined as “the ability to create and keep profitable customers” (Brown 1987, 12).

Maslow’s Hierarchy of needs

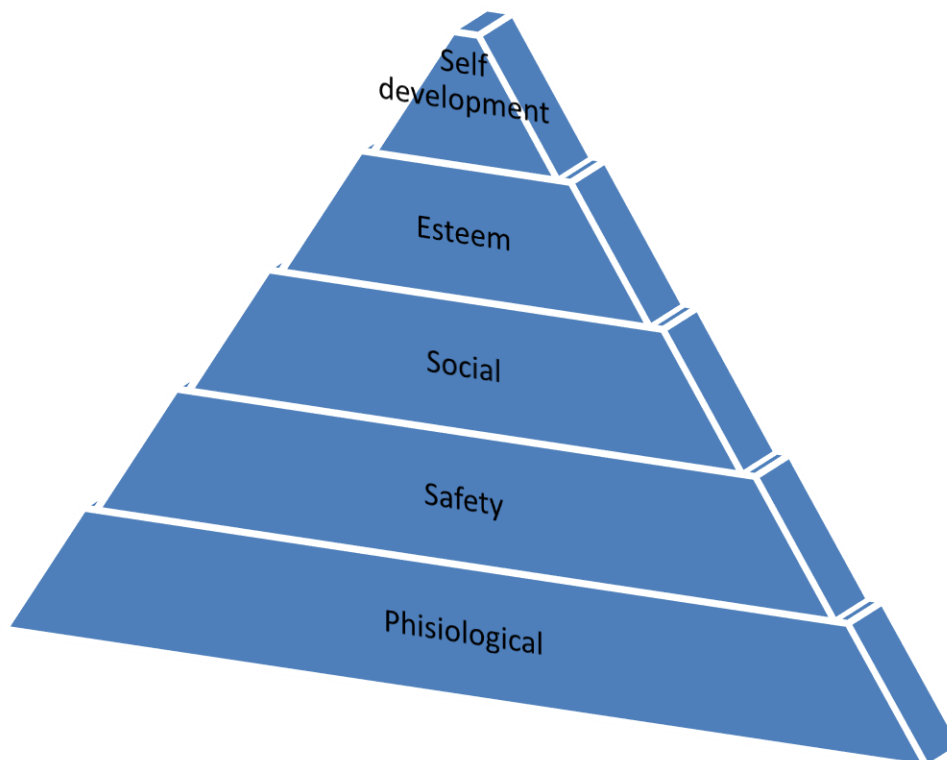


Fig 8. Maslow Hierarchy of needs

(Hill & O` Sullivan 2009, 8)

Maslow explains in this hierarchy that every individual is different and this gives clear reason why the companies should understand the things that motivate their consumers:

Maslow (1997) suggests that each individual is motivated by a series of needs, which range from those that are most fundamental to all human beings to those that are highly specific to each individual, this would mean that consumers are different and in some cases there are sophisticated consumers that the marketer would need to research on in order to satisfy their desire.

Firms are facing greater competition globally, the major sources of this completion are

- International competition
- New technologies

- Imitators

A marketing orientation is one defense against such tactics, the better an innovating organization understands the motivations and buying habits of its potential customer, the more prepared it can be to take pre-emptive action and better will be its defense against this form of competition. (Hill & O`Sullivan 2009, 10). Marketing has two important aims: it attracts customers and retains them by offering products that satisfy other needs and wants (Moore & Pareek 2009).

#### 4 Research approach

This chapter is going to introduce the various research methods available. There are basically two types of research which are: Qualitative and Quantitative research.

Research is defined as something that people undertake in order to find out things in Systematic way thereby increasing their knowledge. (Saunders, Lewis & Thornhill 2009, 5)

##### 4.1 Methods of Research

Qualitative research: information is gathered to gain a deep and thorough understanding. (Saunders et al. 2003)

Quantitative research: is explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics). (Aliaga & Gunderson 2000.)

##### 4.1.1 Research method

The nature of the study usually determines the type of research method used and with this kind of study where we would want to gain more in depth information qualitative research method would be the most appropriate.

The use of qualitative research method made it possible to collect both primary and secondary data for this research.

##### 4.2 Methodology

This study was aimed at finding out the importance of marketing to success of an organization and having a case company made it possible to collect all the primary data as much as possible. For the primary data collection a questionnaire was drafted with detailed research ques-

tions that a respondent was to respond to. The process of finding the right respondent had some problems since it turned out no one was really responsible for the marketing Function in the company. A respondent who had more knowledge in all these departments was found and it was the Human resource officer though this brought about another problem which was lack of cooperation from this respondent. A quick 30 minute opportunity was later on found where the interview finally took place and the questionnaire was presented.

#### 4.3 Reliability

Kirk and Miller 1986 discuss the three forms of reliability in order to specify the sense of reliability as criteria for assessing qualitative research.

They basically come up with three forms which are:

Quixotic reliability “the attempt to specify how far a particular method can continuously lead to the same measurements or results”

Diachronic reliability “the stability of measurements or observations in their temporal course”. Synchronic reliability “the constancy or consistency of results obtained at the same moment but by using different instruments. (Kirk & Miller 1986) Reliability in this case means that with another data collection method we would still come up with the same results.

#### 4.4 Validity

Would be the question of whether the researcher sees what he thinks he sees when it's not correct or to reject what is correct where it is indeed correct (Flick 2009).

### 5 Interview Questionnaire

The questionnaire was designed by Hayden Gwindi a Business Management student at Laurea University of Applied Sciences. It had been in my interest to research how organizations would really survive, what they needed to do and if marketing was an important factor in my economically struggling Country (Zimbabwe).

This questionnaire serves to research the importance of marketing in BATA shoe company Zimbabwe and an interview questionnaire was presented to the Human Resource officer

### 6 Research Summary and Conclusion

This part deals with answering the thesis Question using the respondent's answers. With the findings of this thesis I personally think the marketing policy was rather not effective or inappropriate for a company of that size. It clearly shows the company only concentrated on its existing customers and didn't really seek to gain more market share by finding out what their current customers really wanted and also what those who did not buy from them looked for in a product.

From the Theoretical Part of this thesis we clearly got the importance of Marketing to an organization and with the study of the case company we are able to come up with proof of the importance.

The laying off of workers and possible relocation of Bata to South Africa clearly shows that the company was facing problems to keep the company running.

Marketing is not all about your current customers or having enough customers but also about keeping these customers happy by finding out what each customer desires in a product, Maslow's hierarchy explains the way humans needs and wants differ from one person to the other. An understanding of marketing is of great importance to an organization, an organization would need to know what Marketing really is, what it involves and who does it, with the Theoretical research done in this thesis and the answer we got from the respondent it clearly shows there is a lack of knowledge and understanding of marketing in the organization. The very common importance of marketing like: marketing promoting the company, building awareness, and describing the organizations products were not known because for the customer to keep on running for the cheap and low quality Chinese products it meant the awareness and product description was not clear to the market if they knew about the quality in Bata shoes then they would not opt for the low quality product. The other reason of the customers opting for the cheap low quality products could have been the price that was set for the Bata products, with the economic hardships in the country most people would not be willing to spend \$20 on a pair of shoes and if only the marketing mix concept was looked into then they would know the behavior of the customer in relation to the price of their products.

Bata Shoe Company is such a huge organization so much that the practice of effective marketing is so necessary for both the organizations survival and growth. In a country that has been hard hit by inflation and an unstable economy it an advantage to choose the best marketing methods for an organization. Internet connection is considered a luxury for most firms and worse off for individuals so the use of online marketing would not be recommended for the company, also news papers and magazines are in a way considered as a luxury commodity though some still afford it so with this type of advertising the organization would need to make an investigation to see what class of people afford purchasing magazines and news pa-

pers and with that information they use that information to market their products that are aimed for that segment where that class of people belongs. on the type of advertising that would really benefit the organization would be first of all billboard advertising, as mentioned earlier on this type of advertising is really beneficial to a company in a way that these big and eye catching structures are durable and its guaranteed almost everyone who uses the roads frequently will notice them but also as much as this type of advertising would be recommended it still leaves a small fraction of the country's population still unaware of the company or products.

The country still have un developed areas where people who live in those country sides usually take more than two months before they visit the cities since this is an un necessary trip for them. A method of advertising and marketing that would reach these people would best be the use of radio adverts since almost every homestead in the country has a radio be it powered by electricity or battery power. With the investigations I did the company does not have any advertising running on television channels or radio channels and this would be the best way to reach the most remote parts of the country and also since these remote areas have schools and shops it is also possible to place billboards in these areas because for example everyone knows coca-cola because the companies billboards and posters and put in almost every part of the country be it urban or rural area.

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## List of Figures

|  |    |
|--|----|
| Fig 1: Figures in Thousands (Hartley 2009).....      | 11 |
| Fig 2 Map of Zimbabwe .....                          | 14 |
| Fig 3 Competition Analysis .....                     | 15 |
| Fig 4 Comparison of Bata and major competitors.....  | 16 |
| Fig 5 .Swot analysis.....                            | 18 |
| Fig 6 Relationship between industry and market ..... | 23 |
| Fig7 Marketing research process .....                | 24 |
| Fig 8 Maslow Hierarchy of needs .....                | 25 |

## Appendices

### Appendix 1

Hayden Gwindi

Laurea University of Applied Sciences

Finland

### Questionnaire and Response

#### Importance of Marketing in Organizational success

All response to this questionnaire will be treated in confidence and your honest response will help in my thesis analysis and report.

I. How important is Marketing to your organization?

It is important to a certain extent, because the shoe company has already secured its loyal customers and are able to keep the company on its feet, having a marketing policy in place would just be an extra expense for the company because at the moment our customer only buys for the need of our product meaning with or without marketing the products our customers would always buy from us.

II. How would you describe marketing from your company's point of view?

Process of advertising Bata products to the market basically making the market know About the company and its products of-course marketing involves more than that but from what the company is practicing when it comes to marketing its only trying to get the word to the market of the existence of our products.

III. Does it build awareness that the company exist?

Bata is a worldwide known company and has been in this industry for over a century and generally speaking it could but the bottom line is everyone knows that we exist and investing in marketing would be a huge unnecessary expense.

IV. Explain your marketing strategy.

The organization does not really have one in place or if it does it's not of great importance to the firm as I have explained earlier but our main aim is to create the products that our customers will love, we as a company really don't go into investigating what type of product the customer wants because most of our designs come from other countries or the head offices. the company once had a Nike franchise and basically what Nike did was send as sample designs and all we did was copy that de-



sign and make that same product so even if our customer would not like that design we are not in any position to alter the design to fit the needs of a customer.

- V. Does Bata use any of e-Business tools e.g. Internet, Twitter, Face book, etc.?  
The Company does have a face book page though we have just a handful of fans.  
<http://www.facebook.com/pages/ZIMBABWE-BATA-SHOE-COMPANY/107262002660225> if the economy of the country would improve we think more people would have more access to internet and the e-business tools would be more effective.
- VI. How do you assess the quality of your products?  
Our products are of world class Quality if only the market would know about them and not rush for the cheap and low quality Chinese products being dumped in this continent. When a product is completed every single item is inspected and if there is a single mistake even on the stitching that product does not pass and cannot be sold for the price it is meant to be instead what we have is a factory shop where these products that we call factory seconds are sold at half the price because they are rejects.
- VII. How has Bata survived during the economic instability in Zimbabwe?  
The company has suffered so badly that it has laid off over 3000 workers form the factory alone, only one of its 3 factories in the country has stayed open to date and at some point the company almost relocated to South Africa
- VIII. Does Zimbabwe Bata Shoe Company have any competitors within the country?  
Besides Chinese imports the firm is the only manufacture in the country
- IX. Does Zimbabwe Bata Shoe Company produce any products for another market other than Zimbabwean market? Yes BATA Zimbabwe usually gets orders from other BATA firms from neighboring countries when they cannot meet the demand in their country.
- X. Who is your target market? Our target market is mostly school children and the working class as we mostly concentrate or make a huge profit from formal shoes than casual.

- XI. Why does your target market buy your products? Mostly because of durability and style, our prices are not so competitive that we would say it's because of the price of our products.
- XII. How are your marketing activities performing? Marketing activities only contribute to a small fraction of our sells because it looks like most purchases are due to the need of a product more than they want.
- XIII. Where are your competitors investing time and resources? Our competitors invest more in the product itself because they rarely do any advertising for example Chinese shoes that people purchase have never had any form of advertising within the country but they still have a market and are huge competitors.
- XIV. How do your marketing activities perform in the long term? Given a situation that the country's economy changes we are certain that marketing activities will bring a huge leap for the company.