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ROLE OF STRATEGIC MARKETING IN CREATING ORGANISATIONAL VALUE

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ABSTRACT

Strategic marketing introduces to the activities undertaken by an organisation to advertise their products and services in marketplace. Strategic marketing is important part for an enterprise in development of its values. For this dissertation M&S is chosen British multinational retail organisation. Along with this, there are some objectives for preparing dissertation on topic of strategic marketing and its importance in creation of organisational value. These objectives mainly related with role of strategic marketing in creating value for Marks and Spencer, different strategic marketing approaches that are used by Marks and Spencer and barriers that can be found by Marks and Spencer while developing the strategic marketing strategies. In order to achieve these objectives different steps have been used by researcher such as development of aims and objectives, literature review, research methodology, data analysis and interpretation, conclusion and recommendation. Along with this, section of literature review has been done with the help of author's point of view. Research methodology is another section which have been completed with the assist of different methods including research philosophy, research approach, data collection methods, data analyse methods etc. All these are useful methods which will support an investigator by giving actual data about the study. Data analysis have been done with the use of thematic analyse. Finally, conclusion and recommendation chapter have been done for achieving aims and objectives of research in systematic manner.

Introduction

1.1. Research background

Organisational values can be described as an important factor for a business organisation that basically drives the way how to interact with customers, developing communication process among employees at workstation and more. This directly supports company to expand their business, attain different goals and helps in improving the value and presence of institution within specific market. It is being analysed that; organisational values cannot be taken as a simple description of how work is being done within the company. Instead of this, it is the responsibility of individual (manager), to develop positive environment where every single individual who is performing within the company, customers and government to carry positive thinking towards the company. This could easily be done through creating a much more challenging and collective behaviour among staff members and this could easily be done through creating a much more positive organisational culture (Andriof and Waddock, 2017). Here, developing effective strategic marketing for the company's product could help improving the organisational values amongst customers. On the other side, it can also be said that organisations like Marks and Spencer would require to improve the overall performance level in order to sustain within the market for a longer period of time. In present context, there are a range of strategic marketing approaches like taking in use of social media, blogging, leverage influencing, using Facebook ads with re-targeting and so on. With the help of this,

Marks and Spencer could easily strengthen its culture through shaping the behaviour along with standards as well. This will lead M&S to improve its presence and goodwill through developing organisational values with the help of strategic marketing (Armstrong and et. al., 2018).

Background of Organisation

Marks & Spencer Group plc, mainly known as M&S was found in the year of 1884. Michael Marks and Thomas Spencer were the two business partners that launched M&S and present company is majorly known as British multinational retailer and headquartered in Westminster, London. If it is talked about products or services, which are offered by them to targeted customers then, they are offering high quality home, clothing along with food products. Here, organisation is also listed within London Stock Exchange. Organisational values of Marks and Spencer is basically committed towards core values in regards to the innovation and integrity that helps business to improve overall performance level and develop positive environment as well for both customers and for staff as well. Company has also made interactions with its customers, partners and staff and this directly aid M&S in promising them to enhance their lives through contributing towards their requirements every single day (Azar and Ciabuschi, 2017). Basically, strategic marketing helps an organisation to reach to new heights within the business market but if it is thought in an internal way, this type of approach also builds skills among employees of Marks and Spencer. Through this, maximum benefits can easily

be gained by staff members in order to become much more fruitful to the business organisation. It can also be said that it is much required for Marks and Spencer to keep its focus on enhancing skills and this could be done through both on table and of table training sessions from time to time.

1.2. Research Aim & Objectives

This section of investigation basically consists with both aim and objective on chosen topic. Basically, the whole research stays around to the aim and objectives that are built by investigator in order to investigate the research in much effective and efficient manner (Cacciolatti and Lee, 2016). In present context, research has chosen the investigation how strategies marketing basically creates positive organisational values for Marks and Spencer and these are given underneath:

Introduction

This is the first phase, where both aim and objectives are basically being developed that aid researcher in pulling out favourable outcomes on the chosen topic and area. Without considering this, researcher cannot develop the investigating report because both aims and objectives are the crucial part which basically develops the base for the whole research (Carayannis, Sindakis and Walter, 2015). This is being considered as a chapter, which basically helps researcher in creating the base of an authentic investigation. It can be said that, if aim of a particular research is not being developed specific then it is may be possible that whole investigation might get completed in a general way. Here, the investigator is going to keep its focus on creation of

1.2.1. Research Aim

The aim of present research is "To ascertain the functioning of strategic marketing in creating organisational value. A case study on Marks and Spencer."

1.2.2. Research Objectives

- To understand the role of strategic marketing in creating value for Marks and Spencer.
- To measure the different strategic marketing approaches that are used by Marks and Spencer.
- To determine the barriers that can be found by Marks and Spencer while developing the strategic marketing strategies.

1.3. Dissertation structure

Structure, which is being followed in existing investigation is given in the presented table:

organisational value, which is required for a Business company to improve the overall performance level while operating business at domestic or international level (Agrawal and Rahman, 2015). Here, developing an effective and efficient strategic marketing could help the business company to develop effective outcomes in regards to creating positive organisational value amongst customers. Therefore, it can be said that formulating right strategy to market products is often leads a company like Marks and Spencer to enhance the profit margins, organisational values and so on.

Literature review and evaluation

Other crucial phase of an investigation, where the researcher basically takes in use of secondary data and collects the information in regards to the chosen topic.

Basically, this section helps investigator in finding out much more in-depth knowledge on the topic on which researcher is performing the investigation or research. Wrong choices of articles, books and other secondary sources, tool may be possible that the whole investigation might go wrong (Chahal and Bakshi, 2015).

Research methodology

This is this section where investigator basically takes in use of a type of investigation whether qualitative or quantitative. Right selection of different range of tools like research philosophy, approach, sample size, ethical consideration, Data collection tools, and more could help researcher in pulling out favourable outcomes in regards to the chosen topic. In present context as well in order to identify the role of strategic marketing for creating value for a business organisation this factor of the investigation will be playing a crucial role because it will directly help investigator in enhancing the authenticity and reliability of all the sources in regards to the chosen topic (Chen, Preston and Swink, 2015).

Discussion of findings and analysis

Another section which can be considered as one of the elements which while conducting an investigation. It has been analysed that; this section basically does the interpretation art of the collected data. And after that investigation basically reach to a position where analysis is being done of the collected data from the secondary and the data which has been pulled out by researcher with the help of primary research (Donate and de Pablo, 2015). Just when the interpretation

and analysis section reach to an end the discussion part starts where researcher basically puts his findings in regards to the subject which has been taken as a topic in investigation. The same is going to get happen in present investigation as well, where is searching will collect the information from respondents with the help of a questionnaire and then and the analysis, interpretation and discussion section will take place.

Conclusion and recommendations

This can be taken as the last section, where both conclusion and recommendation section takes place. With the help of the section investigative basically reaches to an end of whole investigation. Just after concluding, it is the responsibility of researcher to recommend on the chosen topic, in order to pull out favourable outcomes and to give better understanding to others like readers, scholars and many more other peers (Fraj, Matute and Melero, 2015).

Literature review and evaluation

A literature review is a reproducible method which will be followed by researcher for evaluating accurate and detail information regarding the study. It is a comprehensive summary and accurate information of previous investigation on a specific topic (Galpin, Whittington and Bell, 2015). Literature review surveys books, scholarly articles and many other sources relevant to a specific field of study. There are different objectives of literature review such as it synthesises the data into a summary, it presents the literature in an organised way, helps in identification of gaps in previous

study etc. All these are main objectives of literature review which will help an investigator in completion of investigation in systematic and detail manner. This section of research is most important which will assist an investigator to achieve research aims and objectives in accurate manner.

Role of strategic marketing in creating Value for Marks and Spencer.

According to [Barone, 2019](#), marketing strategy introduces as an overall plan of an organisation for reaching people and moving them into clients of the service or product that the company provides. organisational values are said to be different core ethics or principles that a company has to follow even in bad or good working conditions. Over time, it can be said that organisational values has helped companies in understanding both positive and negative aspects for themselves. These values basically covers both operations and culture at the same time and these are required to be understood in order to perform the business in an ethical manner. If it is talked about Marks and Spencer, there were many cases came in front which affected organisational values like Green Washing practice and many more.

On the other hand, Strategic marketing can be considered as a method that helps a company like Marks and Spencer to differentiates itself from its competition through focusing upon uniqueness and offering individuals with proper detailed information in regards to the company or of its products and services ([Grant, 2016](#)). Basically, goal of strategic marketing is to make a business organisation like Marks and Spencer distinctive from its rivals

considering the consumers' perspective. This could directly help Marks and Spencer in developing unique organisational values where staff could perform within an environment filled with full of motivation.

According to [Swaim, 2013](#), strategic marketing introduces as an essential process consisting of: market competitive, analysing environmental and business factors that effect on organisation and its business unites. It will help an enterprise in identification of its threats and opportunities and forecasting future trends. Strategic marketing is an identification of one or more sustainable competitive benefits an organisation has in the markets it serves and allocation of useful resources to exploit them.

There are different strategy of marketing such as product development, market development, market penetration and differentiation. All these are essential and effective strategy which will help an organisation by increasing its value in marketplace. Under product development, company introduces new products in existing market by using different types of modern promotional techniques such as internet marketing, Word of mount, paid advertising etc. All these are effective types of strategic marketing which will directly support M&S by improving its importance and values in customer's mind and in marketplace also. In case of market development, company introduces its existing products in new market which will assist an enterprise in its growth and success at international level ([Junni and et. al., 2015](#)). For this company need different types of marketing such as social media,

Instagram, Facebook etc. In case of market penetration, company introduces their existing products in existing marketplace. For this company also require some form of marketing such as E-mail marketing, Content marketing, social marketing etc. Therefore, this type of marketing strategy will also help M&S by improving its market position and brand value in marketplace. At last, under differentiation strategy company has to introduces new product in new market. As, all these are useful strategy of marketing which will directly aid M&S by enhancing its values and customer's trust towards specific brand. Along with this, all these strategies will also support M&S by improving its financial and employee value. Apart from this improved employees and financial value will support an organisation in its growth and development within given time duration. Proper channels and strategy of marketing will support an enterprise by maximising customers base and enhancing their market position.

Strategic marketing refers as an identification of strengths within an enterprise which assist them in differentiating itself from the rivals. Strategic marketing play an effective and important role in M&S as it aid them in accomplishing its goals and objectives by utilizing its scarce or different resources effectively (Karimi and Walter, 2015). Optimum utilisation and allocation of resources helps an enterprise in maximising its competitiveness and sales in effective manner. It helps M&S in enhancing its effectiveness and capability from the challenger. Such type of marketing confirms that the accurate materials are being selected

for the manufacturing of products or services (Lovelock and Patterson, 2015). Along with this, strategic marketing also confirms that the manufacturing are going according to the needs and wants of customers. Process of strategic marketing supports an enterprise to reach its target market and target customers with the allocation of their marketing mix resources such as product, price, place, promotion, people, process and physical evidence. According to the Anastasia, 2015, strategic marketing process includes three steps which are explained below:

Planning phase: It is a first step of strategic marketing process which also consist of three steps i.e. situational analysis, market product focus and goal setting, and marketing programme. All these are important parts which will help M&S by improving its values or importance in customer's mind. In situational analysis, SWOT analysis will support M&S in improving its strengths, ascertaining its weakness, grabbing opportunities and overcoming threats that can negatively impact on organisations environment. Along with this, product and marketing goals are determined then it choose the target audience with the assist of market segmentation (Karjaluo, Ulkuniemi and Mustonen, 2015). Apart from this, marketing program is last stage of planning phase which consists marketing mix i.e., place, product, promotion and price are created and then the accurate budget is being equipped with the support of estimation of profits, expenses and revenues.

Implementation phase: It is another phase of strategic marketing which consists of 4

steps such as designing marketing organisation, finding resources, executing marketing program and developing schedules. All these phases are important for M&S to attract large number of customers and gain competitive advantages within given time period (Kirchhoff, Tate and Mollenkopf, 2016).

Concept phase: It is a last process of strategic marketing which will help an organisation to compare its outcomes with the plan in order to analysis changes that have been happened. Proper identification of changes will assist M&S by increasing its sales and performance in marketplace and in the customer's mind (Kohtamäki and Partanen, 2016).

Different strategic marketing approaches that are used by Marks and Spencer.

According to the Davies, 2011, strategic marketing is the useful way an organisation differentiates itself from its rivals by capitalising on their strength to give better value to clients than its challenger consistently. On the other hand, Anastasia, 2015, strategic marketing refers as an effective process of planning, creating, implementing manoeuvres in order to get a competitive benefit in chosen niche. This process is most essential and useful to outline as well as modify a direct map of an organisation's objectives.

There are different approaches of strategic marketing such as paid advertising, cause marketing, relationship marketing, undercover marketing, word of mouth, internet marketing, transactional marketing, diversity marketing etc. All these are introducing most effective approach of marketing which will support an

organisation to introduces their products and services in marketplace. All these strategies are determined as under:

Paid advertising: According to the Press, 2019, This type of strategy includes different approaches for marketing. As it will help an enterprise to promote their goods and services in marketplace through traditional approaches such as print media advertising and TVCs. If Marks and Spencer use paid marketing they can select their audience according to demographics like language, location and device. It will help an organisation to promote their products or services and attract large number of customers within given time duration. On the other hand, if an organisation aren't monitoring and optimising its campaign to make sure they get a return on investment could be wasted. As it will take more cost of M&S which is negatively impact on business.

Cause marketing: This type of marketing mainly related with the organisation's products and services to a social issue or cause. This marketing will support an enterprise to identify social issues and also ways for overcoming that cause (Kotler and et. al., 2015). If M&S use cause marketing which will help them by increasing customer loyalty and its brand image which will further leads to maximise their sales and the bottom line. On the other side, cause marketing adding financial and time investment to the regular marketing activity tab. As it will negatively influence on business activities and functions of M&S.

Relationship marketing: It is another kind of marketing which mainly emphasised on customer building (Lee and Olson, 2016).

Relationship marketing helps an organisation by improving existing relationship with clients and also enhancing customer loyalty. With the help of this marketing M&S can easily increase strong relation with customers and also attain competitive advantages within given time period. According to the Gaille, 2016, If M&S follow relationship marketing positive experience assist them to develop vital positive one-on-one marketing. It is important for company by creating personal connections with customers. On the other hand, there is also drawbacks of relationship marketing such as new customers are treated as a secondary commodity, negative information can ruin a relationship marketing campaign, it can require a culture change etc.

Undercover marketing: This kind of marketing strategy basically emphasis on marketing or advertising the product or service while clients remain incognizant of the marketing strategy. This marketing approach assist M&S to increase awareness about the business strategy among customers (Lengnick-Hall and Beck, 2016). Undercover marketing is a relatively low cost marketing tool as compare to other strategies. As it will help M&S to use such type of marketing and gain better outcomes by saving their cost. On the other side, by following this marketing, company require more time which will impact on its operations in negative manner.

Word of mouth: This strategy completely relies on what impression company leave of people. This marketing is apply when a customer's interest in a business's service or products is reflected in their routine dialogs.

It is important kind of marketing when an organisation provide quality services and products to consumers, it is likely that an enterprise promote you (Lewis, 2019). According to the Kokemuller, 2018, If M&S apply Word of mouth marketing they can achive different advantages such as low cost, credibility etc. Therefore, credibility is one of the main benefits of such marketing as compared to other marketing. On the other side, main disadvantage of word of mouth for M&S is company have limited control over the messages. If a consumer has a very unfavourable experience with business product or service, customer will likely share it with others.

Internet marketing: It is also called cloud marketing which is mainly happens over the internet. This marketing support M&S to promote or advertise their products and service over the internet. It is essential type of marketing which will assist an organisation to save their time and attract large number of customers within given time duration (Lovelock and Patterson, 2015). According to the Saulnier, 2019, there are different advantages of internet marketing for M&S if they use such as lower cost, global audience, reliable technology etc. All these are biggest advantages which will support an organisation to promote their products over the internet. As it will not require more time and cost of company which will further helps them by improving its brand image in marketplace. On the other side, there is also disadvantages of internet marketing if they use such as face-to-face contact is limited, marketing complexity etc.

Diversity marketing: This form of marketing caters customers by customizing

as well as integrating various types of marketing strategies. Diversity marketing includes various aspects such as beliefs, attitudes, cultural, views and many other specific requirements (Martín-de Castro, 2015). Diversity marketing include using various methods or marketing channels to appeal to different groups based on ethnicities, races, cultural differences, genders, religious beliefs, and more. As it will help them to communicate each information about the products to their customers. This marketing helps an organisation by increasing opportunities, diversifying job candidates and diversifying business opportunities. Along with this, there are no drawbacks of diversity marketing. As it is useful for M&S to must follow and achieve better results within given time duration.

According to the Hitesh Bhasin, 2019, M&S believes in full-on marketing strategy and has aligned itself with every achievable tools. Company has adopted both below-the-line and above-the-line strategies in order to make their presence felt. Company also has in-store strategy that directly support them in advertising its products and services through its outlets. Favourite promotional medium of M&S is online and it advertise heavily through its own websites. In addition, loyalty program sparks are also considered best type of marketing approach which will support them to advertise their products in marketplace. Along with this, Marks and Spencer have followed social media marketing to advertise its new electronic product and service to their customer of the United Kingdom. For this, they spend random emails to its clients as

well as circulated its promotions on Instagram, Twitter and Facebook on continuous basis.

Therefore, M&S selects its marketing strategy or tool more carefully so as to adjust its advertisement campaign with in-store marketing and digital marketing. Along with this, company focuses to give a common message or information on entire medium of communications. For this, company uses mobile ads, TV ads, print media and many other useful social media campaign. M&S follows its own websites in order to promote or advertise its product, clothes for kinds, men and women (Murphy, Arenas and Batista, 2015). Clients of M&S can find fashion tips and blogs on its website. Company also advertise its season sale to their loyal clients by providing them special offers or discounts. Marks and Spencer also run an effective loyalty program such as Sparks, it adds point to the client's account according to money spend on shopping. Company also promote their products and services on radio, hoardings, billboards, television channels, newspapers and magazines. All these are useful ways of promotion which will help an enterprise to easily advertise their products to the customers and in marketplace.

Effective marketing strategy is essential part for the development and success of an organisation. As it will assist M&S to promote their goods with the help of different marketing tools such as social media, Facebook, Twitter, Instagram, LinkedIn etc. All these are effective and important parts of marketing which will support an organisation in its success and development at national as well as

international level (Nonaka and Toyama, 2015). It will support an organisation to accomplish long term goals and objectives within given time duration. Apart from this, internet marketing is also applied by an enterprise to attract large number of customers by providing accurate and reliable information about their products or brand. Barriers that can be found by Marks and Spencer while developing the strategic marketing strategies.

According to the Jennifer Faull, 2019, M&S overhauled its marketing strategy or tactic last year to emphasis more on investment and product into social and digital platform, rather than blockbuster TV ads. It is a right decision which is says by chief executive of Marks and Spencer namely Steve Rowe, but supply chain and availability problem plagued its growth over the festive time period. A trading modify for the 3rd quarter revealed a like-for-like product sales reduce of around 2.1 percent and a home & clothing sales decline of 2.4%.

While developing strategic market strategies, different difficulties related to market conditions have been faced by M&S, aside from supply chain issues, Steve Rowe said that a different number of well published market conditions issue is impacted their performance. This issue; reduced consumer confidence, black Friday, mild weather and widespread discounting by challengers in November. Marks and Spencer stepped rearward from black Friday advertisements and decreased promotional activities by 37% and put approximately 25% less stock into the sale (North and Kumta, 2018).

Along with this, there are some challenges or barriers which will be investigated by M&S while developing marketing strategy in marketplace. It includes lack of resource, capital, time, unknowledgeable workforce, technological issue, social issue etc. All these are major challenges which will negatively impact on M&S and its operations. All these issues are determined as under:

Lack of time: It introduces one of the main challenge which will found by M&S while implementation of marketing strategy. Time is important and essential part for the success and growth of company (Ocasio and Radoynovska, 2016). Along with this, while development of different marketing strategy such as social marketing, internet marketing, one stop marketing etc. proper time will be needed by company. As lack of time will negatively effect on business performance as well as its growth at marketplace. In order to developing the strategic marketing strategies is lengthy process which will take more time of M&S.

Unknowledgeable workforce: It is another main issue which will be found while development of strategic marketing tools (Opresnik and Taisch, 2015). Lack of knowledgeable employees not have any idea about how to launch and use technology within and outside of the company. As it will negatively effects on performance and profitability of M&S. In implementing the strategic marketing strategies, M&S require knowledgeable workforce which will take more cost of an enterprise.

Lack of communication: Communication is another biggest issue in development or implementation of below-the-line, above-

the-line strategies and different marketing strategies. Improper communication increase conflict and misunderstanding among employees which will directly affect in launching of marketing techniques in marketplace (Pearlson, Saunders and Galletta, 2016). Along with this, inaccurate communication between company and employees will influence on business by increasing employee's turnover and reducing sales of Marks and Spencer. Lack of communication is major barrier which will impact on M&S by increasing misunderstanding and conflict among employees while development of marketing strategy.

Social issue: It is another kind of issue which will negatively influence on Marks and Spencer while implementation of strategic marketing strategy. Inaccurate knowledge about customer's needs and wants in regards to development of marketing strategy will impact on M&S by reducing trust and loyalty of customers. As it will also effect on business by decreasing its performance and goodwill in marketplace as well as in mind of customers (Pedersen, Gwozdz and Hvass, 2018). If M&S not aware about the marketing conditions and customer's needs, development of marketing strategy is negatively impact on its business operations and success. Consumers' concept within the marketplace has transformed; they do not cognisance British goods as of high or better quality. There is a placement in demand for more stylish clothing. Furthermore, the price sensitivity of large number of consumers has maximised leaving Marks and Spencer in a less competitive position. As it will also impact

on an organisation while implementation of marketing strategy in marketplace.

Insufficient amount of capital: In order to provide training to those employees who have lack of knowledge about the technology, company need accurate amount of capital. Accurate amount of fund will be needed by M&S by developing on-the-job and off-the-job training. As this type of training will support an organisation in increasing skills and knowledge among employees. Knowledgeable employees support an enterprise in its success and growth at national as well as international level (Piercy, 2016). In order to develop marketing strategies within an organisation, sufficient amount of capital will be required by M&S. If they not have accurate amount of fund it will negatively effect on business growth and success.

Political issue: This issue mainly related with globalisation. For example: as M&S decide to lunch strategic marketing strategy at international level, government's rules and regulation negatively impact on company. Rules and regulations of each country is different which is not possible for every organisation to properly follow those legislation. As it negatively impacts on company and its performance at international level (Ralston and et. al., 2015). While development of marketing strategy, M&S must have to follow every rules and regulations of government. If they not follow all regulations, it will negatively impact on Marks and Spencer by increasing government interference, decreasing brand image etc. European Committee decision to permit free flow of commerce among themselves and other nations under foreign

trade regulations creates organisations to import their goods over time period easier than before. Marks and Spencer challenger took benefit of its high cost structure as well as bit off few its market share. As political issue is highly impact on business while development of marketing strategy.

Economic issue: The economic condition of nation also has the impact over the selection of the marketing strategies of M&S. M&S is multinational organisation having operation worldwide. The major operation of organization is present in developed nations. But also, the organisation operates business activities in many developing nations. Working in such nations creates the difficulties for an organisation as they have to cope up their strategy in accordance with situations present at nation. The major impact over the selection of any strategy is ascertained due to presence of bad economic situation (Moutinho and Vargas-Sanchez, 2018). This has two-fold impact over the marketing strategy of M&S. In this case they have to focus on the arrangement of funds for themselves along with consideration of the economic situation of target market because they can't afford any discrepancies and unusual use of funds along with non-deliverance of the actual message of the organisation. It makes the task difficult for the management of the M&S as they have to change in the organisational structure and follow out of the line policies to deliver their messages in target market (Felix, Rauschnabel and Hinsch, 2017). M&S challengers are specialised in niche markets and customers' emphasis which make them to give a much better customers satisfaction. They like to import their goods from

international for cost savings, this fact puts Marks and Spencer in a cost disadvantage or challenge for a perceived "higher quality".

Research methodology

3.1. Research philosophy

Research philosophy mainly classified into two parts which is positivism and interpretivism. In order to analyse role of strategic marketing in creating organisational value, interpretivism philosophy will be applied. As this type of philosophy assist a researcher by giving reliable data according to the given topic (Sparrow and Makram, 2015). On the other side, there is positivism philosophy which will not useful about the current study because it requires more cost as well as time of researcher.

3.2. Research Approach

When an investigation is carried out by a researcher their main aim is to gather information from internal and external sources for finding solution to a specific issue. A research is systematic procedure which include planning, time incurred as well pilot testing which help in conducting a research. Many investigators uses various approaches while operating an experiment like deductive, abductive and inductive research for assessing collected information. A deductive reasoning is defined as step-by-step systematic procedure which include theory, hypothesis, confirmation and observations (Terho and et. al., 2015). An analyst uses this top-down approach on basis of some theories which were introduced by profounder to draw final conclusions. An inductive reasoning is opposite to deductive it follows bottom-up approach where

researcher perceives all activities that are taking place while conducting an investigation for conclusions. The main advantage of inductive and deductive approach is that there is high probability of finding solutions to problem, providing wider area for conducting surveys and are less time consuming. Most of the researchers, uses more cost while implementing investigations in respect of drawing conclusions, thereafter a structure is been designed to estimate strength of sample population that have given their responses for analysing surveys. This type of approach could be used by researcher in pre forecasting what would be the viewpoints of target sample when an investigation takes place. A proper planning is been done when surveys have to be conducted like questionnaires are designed in systematic manner where analyst accurately perceives single expressions of observant who agrees to give their feedback on specifics problem which helps in finding solutions. When talking about present case study of Marks and Spencer, analyst taken inductive approach for identifying the perceptions of workforce in context with given topic which help in planning and introducing marketing strategies for creating a value which staff has to adapt while working in the organisation.

3.3. Methodological choice

In order to select research, there are basically two types of investigation which is qualitative and quantitative. Both are identified effective type of research but according to current investigation quantitative research will be applied by researcher. With the help of this research,

close-ended questions will be prepared by researcher (Thompson, Strickland and Gamble, 2015). As quantitative research is most essential method for researcher by providing information in actual amount of data. On the other side, qualitative research is not useful according to the current investigation because it requires maximum sources of investigator as compare to quantitative research.

3.4. Research strategy

It is another important part of research methodology which will support an investigator by providing appropriate data about the research. This section of methodology will be divided into different parts such as inductive vs deductive, type of qualitative, type of quantitative, questionnaire, observation, case study etc. All these are effective types of research strategy but according to the current report, type of quantitative research such as close-ended questionnaire will be applied (Tidd and Bessant, 2018). As it will help them by giving reliable information regarding the importance of strategic marketing in creating organisational value of M&S.

3.5. Research design

The entire activity of investigation is depend on research design which is used by investigator for analysing the impact. Research design will be divided into three section which is exploratory, experimental and descriptive. According to the current study, descriptive design will be applied and it's more suitable for deriving conclusion in effective manner (Vecchiato, 2015).

3.6. Time horizon

For identifying starting and ending time-horizon for completion of research, Gantt

chart is consider most useful tool. As it will support an investigator to identify accurate time period for completion of each activities of research (Hollebeek, Conduit and Brodie, 2016). In this chart different number of activities have been included which are shown as under in graph format:

3.7. Data collection

This is been considered as one of the crucial elements of research methodology section for any type of dissertation or research. Basically, there are two types of data collection tools stays available for investigators. It is the responsibility of investigator to keep its focus on taking the best tool in use while focusing upon gaining authenticity on the chosen subject (Wilden and Gudergan, 2015). For a research both, primary and secondary approach is being taken in use and these are comprehended beneath:

- **Primary research:** This type of data collection tool basically brings authenticity within the information which is being gathered by investigator. Collection of data is been done with the help of different tools like questionnaire, survey, focus group, and many more. In order to collect the information and regards to the strategic marketing and its impact upon developing organisational value of Marks and Spencer, investigator has chosen questionnaire as it is the best tool for collection the data in a short span from a number of respondents.
- **Secondary research:** this type of Data collection tool basically helps in gathering the data with the help of different media's

like social media, other online sites, journals, books, and many more. With the help of this, investigator not required to spend too much of time in collecting the data but there is a higher possibility of lower than density on the data which has been utilised by the investigator on the chosen topic reaches role of strategic marketing in enhancing the organisation value of Marks and Spencer.

3.6.2. Sampling

Another crucial element within the research methodology, which helps in selecting the respondents as per the requirements of topic (Wu, Straub and Liang, 2015). There are two types of sampling method which is probability and non-probability. Both are essential type of sampling which will help an investigator in selection of respondents out of total population.

From the above given chart, it has been determined SPSS is an important and effective system used by investigator to select sample size from total population. According to this graph, type of probability sampling such as random sampling method will be applied because it not need more time, capital and resources of investigator (Carayannis, Sindakis and Walter, 2015). Total population is 500 in which 207 participants randomly selected by the investigator. Along with this, this chart support an investigator for selecting 207 employees of Marks and Spencer.

3.7. Research instrument

There are different number of research instrument for collecting appropriate data from the respondents. This data mainly related with the importance of marketing strategies in enhancement of organisation

value (Cacciolatti and Lee, 2016). Questionnaire, survey, observation, case study etc. are known as most effective type of research instrument. All these are essential but according to given study, close-ended questions will be applied. As this type of questions helps an investigator by providing accurate and reliable information regarding the study.

3.8. Data analysis

Data analysis will be done with the help of thematic analysis. In this case various number of themes will be developed on each close-ended question. As it is important and essential for researcher to analysis accurate information about the role of marketing within an organisation in easily.

3.9. Research limitations

There are so many limitations or issues which are witnessed at the period of executing investigation. One of the main issues is the time because for completing this dissertation accurate time period will be require of researcher (Chahal and Bakshi, 2015). Along with this, there are another different limitation faced by researcher while formulation of research aims and objectives, implementation of data collection methods, selection of sample size and lack of previous studies in the area of research.

3.10. Research reliability and validity

Validity as well as reliability of the research is wholly depending of close-ended research questions. It is a part of questionnaire which will support an investigator by giving real and valid data according to the significance of marketing strategies for an organisation (Chen, Preston and Swink, 2015).

3.10. Ethical consideration

This is another important part of research which is most essential for researcher to follow and completing research in ethical manner. Ethical consideration in investigation is critical. Ethics are identified as a standards or norms for organise that differentiate between legal and illegal. They assist to identify the difference between acceptable and unacceptable behaviour of researcher. Ethical problem must be carefully managed throughout the investigation, particularly during the accumulation and analysis of the information. The objectives and purpose were clearly determined to the participants of the research. Participants involved in the investigation voluntarily and were provided the choice of withdrawing from the research wherever they desired. It was also check that confidentiality was managed for the individually identifiable data of the respondents (Donate and de Pablo, 2015). Also, the close-ended questionnaire was coded by the investigator in such manner that the respondent's actual identify could be invisible. In addition, aggregation of accurate response in this investigation check information confidentiality and anonymity. All these are main principles of research ethics which must be follow by researcher. As it will help them in completion of investigation in ethical and accurate manner.

Discussion of findings and analysis

This is another important chapter of dissertation which will helps investigator to collect reliable and valid information regarding the significance of strategic marketing in enhancing organisation value (Fraj, Matute and Melero, 2015). Under this

section close-ended questionnaire will be prepared for asking 15 questions to 207 employees of Marks and Spencer. Along with this findings and analysis will be based on questionnaire which will help an investigator to gather accurate data about the topic. Data analysis will be based on thematic analysis. In this different number of themes will be created on each close-ended question. As it will support an investigator to analysis appropriate and accurate data regarding the current topic. Marketing is more essential and important for an organization to use and advertise their products and services in marketplace and to the customers. There are different ways through which Marks and Spencer can easily market and advertise their products and service. Social media, Instagram, Facebook etc. Apart from this, M&S emphasizes to give a common information on entire medium of communications. M&S uses print media, mobile ads, TV ads and other social media campaign. All these are best ways which will support an enterprise to advertise their products and gain competitive advantages within given time duration. Company also advertises its season sale to its potential as well as loyal clients by providing them special discounts. Marks and Spencer also run a particular loyalty program which name is 'Sparks'. This program adds points to the client's account on the basis of sum of money spent on shopping. Such type of reward points can then be spent on upcoming purchases from M&S stores. With the help of questionnaire, M&S can easily identify importance of strategic marketing in enhancement of its organizational value.

Discussion of findings

Theme 1: Knowledge about the concept of strategic marketing

Interpretation: This Pyramid has been interpreted awareness about the strategic marketing among employees of Marks and Spencer. 180 out of 207 respondents have accurate knowledge regarding the phenomena and importance of strategic marketing within an organisation. On the other side, remaining 27 employees of company not have any idea about the concept and significance of strategic marketing in context of an organisation.

Theme 2: Marketing strategy used by company

Interpretation: This graph has been concluded types of marketing strategy used by an organisation for advertising their products and services in marketplace. 80 out of 207 workers of M&S have idea as word of mouth is most effective type of strategic marketing which is used by company for advertising features and quality of their products. 90 respondents have knowledge as internet marketing is effective form of strategic marketing which will support an enterprise by saving its time and attracting large number of customers in minimum time period. Remaining 37 employees have opinion as paid advertising is significant way for an enterprise to promote their goods and services to the customers and in the marketplace.

Theme 3: Role of strategic marketing

Interpretation: According to above mentioned Pyramid, role of strategic marketing has been explained in accurate manner. 180 out of 207 workers within an organisation have positive opinion regarding

the role or importance of strategic marketing. On the other side remaining 27 employees have negative idea about the same concept. As strategic marketing is essential for M&S in advertisement of its products and service without wasting any time or cost.

Theme 4: Positive impact of strategic marketing

Interpretation: This chart has been determined positive impact of strategic marketing for growth and success of M&S. 90 out of 207 workers of M&S have idea as with the use of strategic marketing, Marks and Spencer easily increase customer base. 80 workers have opinion as with the help of strategic marketing company can improve their brand image. Remaining 37 members of an organisation have idea as strategic marketing will help them in maximisation of its sales and profitability in marketplace.

Theme 5: Negative effect of ineffective marketing strategy

Interpretation: This graph explained negative impact of ineffective marketing strategy for M&S. In these 37 employees of company have view as negative customer reviews are more harmful for growth and success of company. 100 workers have opinion as marketing strategy highly time consuming for M&S. Remaining 70 respondents have idea marketing tools track Negative or Misleading Statements which will negatively effects on sales and profitability of an enterprise.

Theme 6: Factors to be consider while formulating marketing strategies

Interpretation: This pyramid helps in identification of useful factors while formulating marketing strategies. 50

employees of an organisation have opinion as customer demand is major factor because without this, they cannot formulate marketing strategy. 70 respondents have knowledge as competitor's strategy is effective factor for implementation of marketing techniques. 40 workers have opinion as market demand is most essential aspect which will support M&S in development of marketing tools. Remaining 47 workers of an organisation have view as government standards is useful factor for Marks and Spencer in formulation of marketing strategy in an effective and efficient manner.

Theme 7: Different strategic marketing approaches

Interpretation: From the above data, it has been determined marketing strategy used by M&S in advertisement of its products or service. 40 respondents have idea as hoarding is a type of marketing tactic which is applied by M&S in promotion of its products. 60 workers have opinion as Billboards has been used by company for advertising their products. 50 respondents have idea as television channels is essential. 30 have view as Below-the-line strategy has been applied by M&S which will helps in advertisement of its clothing products. Remaining 27 respondents have knowledge above-the-line strategy of marketing has been used by organisation for increasing their values through effective promotion.

Theme 8: Effectiveness of marketing strategies

Interpretation: This pyramid helps M&S by providing growth opportunities related with the formulation of strategic marketing.

80 employees of company has opinion as creating brand awareness is essential chance for company to improve their growth in marketplace. 50 workers have idea as differentiating product is biggest opportunity for M&S to enhance their growth and success at marketplace. 77 employees have idea as attracting large number of customers is main growth opportunity for Marks and Spencer. As it will help them to accomplish long term goals and objectives within given time duration.

Theme 9: Barriers that can be found by Marks and Spencer while developing the strategic marketing strategies

Interpretation: This graph explained issues faced by company while development of strategic marketing strategy. 30 employees have idea as social issue is main challenge which has been faced by company. 40 respondents have idea as insufficient amount of capital is major problem which will negatively impact on business while formulation of marketing strategy. 20 respondents have opinion as political issue is main drawback for company while implementation of marketing tools. 45 workers have idea as economic issue is major problem which will negatively effect on development of marketing strategy. Remaining 72 respondents have knowledge as lack of time is biggest challenge in development of marketing strategy because this process takes more time of an organisation.

Theme 10: Importance of strategic marketing in promotion of M&S products or service

Interpretation: According to above pyramid has been concluded significance of

strategic marketing is promotion of its product or service to the customers as well as in marketplace also. 190 out of 207 employees of M&S have to agree about such information whereas remaining 17 workers not have any idea about the same.

Theme 11: Strategic marketing support an organisation in creation of its value

Interpretation: This chart has been interpreted effectiveness of strategic marketing for M&S in development of its organisational value. 160 out of 207 workers who have been worked in M&S are agree whereas remaining 47 respondents are disagree about the same. As a conclusion, strategic marketing is important and support an enterprise in development of its value as well as improvement of its brand image in marketplace and in customer's mind.

Theme 12: Strategic marketing support Marks and Spencer in increment of customer base

Interpretation: Above given pyramid has been concluded effectiveness of strategic marketing for Marks and Spencer in attraction and maximisation of customer base. 150 respondents have agreed whereas remaining employees disagree about the same statement. As a whole, strategic marketing is essential part of advertising which will directly help M&S to attract maximum number of customers and enhance their organisational value in marketplace. As it will further assist them to attain competitive benefits within given time period.

Theme 13: Main distribution channels that exist while marketing the product

Interpretation: Above given data has been explained different types of distribution channels for company while marketing of its products or service in market. 60 out of 207 respondents have idea as sales team is a main distribution channels which will help an organisation while marketing or advertising of its product. 50 employees have opinion as internet is useful way for marketing of business products and services in marketplace. 70 respondents have opinion as wholesaler is effective mode which is available in marketing and selling of M&S products. Remaining 27 employees have view as consultant is essential mode for an enterprise in advertisement as well as selling of business goods and services in marketplace easily.

Theme 14: Strategic marketing supports Marks and Spencer in accomplishment of competitive advantages

Interpretation: This graph has been concluded significance of strategic marketing for Marks and Spencer in

Conclusion and recommendations

Conclusion:

From the above mentioned information it has been concluded appropriate knowledge about the strategic marketing among workers of an organisation. Strategic marketing is most essential and important for an organisation because it will help them in promotion of its products as well as development of its effective value in marketplace. In organisation, large number of employees have accurate knowledge about the strategic marketing and its significance. In an organisation, strategic marketing plays positive role which will

accomplishment of competitive advantages. 60 employees of company are strongly agreeing about the effectiveness of strategic marketing. 120 employees are agreeing about the same concept. 20 workers of company are disagreeing and remaining 7 workers are strongly disagreeing. As a whole number of agree employees is high which will help an enterprise in achievement of competitive advantages easily.

Theme 15: Measure to overcome negative effect of ineffective marketing strategy

Interpretation: It is a type of pyramid which will support an organisation to overcome negative effect of ineffective marketing strategy. There are different ways through which negative effect of ineffective strategic marketing can be overcome by M&S. Proper market research, suggestions from employees and feedback from customers are determined most effective and essential ways which will help company to gain better advantages within given time period.

further assist an enterprise in its growth and success at different level. Along with this, strategic marketing plays positive and negative role in context of business. In positive manner, such type of marketing supports an enterprise in enhancing its brand image, maximising customer base and increasing sales and profitability. In negative manner, strategic marketing requires more time, tracking misleading or negative statements etc. Therefore, strategic marketing is most essential tool for an enterprise in development of its positive image or goodwill in customer's mind and in marketplace also.

There are different strategies of marketing which have been used by company such as hoardings, billboards, television channels, below-the-line strategy and above-the-line strategy. All these are effective tools of marketing which will support an enterprise in creation of its good value and also support by providing growth opportunities i.e. creating brand awareness, attracting customers and differentiating product. These are best possibility for the growth and

Recommendation:

From the above given report, it has been recommended strategic marketing is important tool for each and every organisation in advertisement of its products and service in market. With the help of marketing techniques or strategies an organisation is able to attract maximum number of customers by providing accurate information about the product. As they use different ways of marketing such as

- Marks and Spencer must conduct proper market research which will help them by providing accurate information about the customer's needs and wants towards specific product or service. With the help of market research, company will be able to achieve competitive advantages and increase their organisational value within given
- Suggestions from employees is another recommendation for Marks and Spencer. For this, company must take accurate suggestion from worker about implementation of business policies, strategy etc. M&S must also include all employees in

success of company within given time duration. Along with this, strategic marketing has also supported an organisation to achieve competitive advantages and enhance their market image in mind of customers. Apart from this, strategic marketing in an organisation is more useful and essential instrument because with the help of this, they can easily attract customer towards specific product or brand.

hoardings, television channels, billboards, below-the-line strategy and above-the-line strategy. All these are useful ways for an organisation to advertise their goods and create strong value in marketplace. There are different ways have been suggested to Marks and Spencer about how to overcome negative impact of ineffective marketing strategy. Some essential ways are determined as under:

time duration. Along with this, accurate investigation of market also supports M&S by providing different opportunities such as differentiate Product, attract more customers and creating brand awareness easily. All these are identified most essential parts for the success and growth of company in marketplace.

decision making process which will help them in increasing motivation among workers. As motivated employees gives their full efforts in creation of organisational value and also in achievement of competitive advantages within given time period.

- M&S must collect feedback from customers about the quality and price of products. As it will help an organisation to fulfil customer's wants and needs and accomplish competitive advantages within given time period. Accurate knowledge about the customer's needs and wants helps Marks and Spencer in developing its strong value or image in marketplace. It will further support the company to accomplish

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