

A Study on Approaches in Management Market Strategy

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Abstract: *A perspective from a market orientation perspective The main goal of this paper is to create an integrated conceptual framework for achieving consistency and synergy between project management and e-marketing activities in a transaction, database, interactive, and network marketing-based market orientation. The review requested to apply this model being developed or business projects directed in Jordan. In order to expand on this, the researcher conducted in-depth interviews with individuals who have prior experience working on a variety of projects, including educational projects, the creation of information technology systems, infrastructure projects, development projects, and others. The researcher was able to conduct interviews with 34 seasoned managers. The interview form contained a set of open questions concerning the four aspects of marketing orientation. The questions asked during the interview focused on how to incorporate e-marketing activities into project management and highlighted which marketing trends are best suited to the type of project and its duration. The researcher suggested which electronic marketing tools project managers and employees can use to communicate with individual clients or organizations, as well as with other parties who have a direct or indirect relationship with the project, such as stakeholders, suppliers, and others, as well as the most appropriate marketing trends for each type of project. The implications for practitioners involved in the proposed projects and suggestions for expanding the proposed conceptual framework for future research are also presented.*

Keywords: market, strategy, innovation, business, organization

I. INTRODUCTION

Current venture the executives frameworks embrace contemporary oversee ment rehearses, for example, information and data the board (Achtenhagen et al., 2013). The associations additionally embrace the most recent strategies in advertising and spearheading advancements that help this capability. Practitioners and researchers have sought out a variety of models in response to the evolution of project management in order to focus on the essential components of successful project management and adapt to the numerous human needs and requirements for competence (Alpkan et al., 2007; Didonet and others, 2016; 2004 by Verhees and Meulenberg; Zott et al., 2011). Project management is regarded as a promising area for both academic and practical research. Numerous initiatives, including engineering, construction, facilities management, social sciences, education, and information management, have utilized various project management strategies (Amit & Zott, 2016; 2010 by Ennen and Richter; Ferreira and others, 2013). To achieve the desired level of efficiency in project management, it has become necessary to incorporate cutting-edge marketing and management theories (Dong et al., 2016). Theoretical foundations must be established prior to actual practice in order to improve project management's capacity to identify and respond to potential project-related changes in order to maximize efficiency (Appiah-Adu & Singh, 1998; 2010; Doz and Kosonen). The interplay between the idea of e-marketing management and project management is also highlighted in this paper.

II. BACKGROUND

The goal of project management is to improve project performance (Arend, 2014; Lisboa et al., 2011; Martins et al., 2015), projects employ various environments-specific management strategies (Balboni et al., 2019; Foss and Saebi, 2017; Gelhard and team, 2016), and also makes use of cutting-edge methods that emphasize the highest levels of efficiency and effectiveness. Researchers are becoming increasingly interested in how marketing strategies can help improve project management performance. Numerous researchers have investigated the interactive relationship

between electronic marketing and project management because the impact of electronic marketing is a crucial function in project management (George & Bock, 2011). To achieve long-term success, marketing must attract new customers and keep existing ones (Lusch & Nambisan, 2015; Jaworski, others; 2000; Gerdoçi and other, 2018; Adaleh et al., 2020), and marketing also plays a crucial role in establishing a long-term competitive advantage, concentrating on costs, and providing a high-quality product. This is considered to be a guarantee of the best performance when the project was built on the idea of customer orientation. This means that it focuses on integrating with the client's interests, needs, and desires, which in turn leads to success, especially for businesses that conduct their business through projects (Battistella et al., 2017; 2004; Gibson and Birkinshaw 2016 Herhausen; Auh and Menguc, 2006). A few scientists view project promoting as a multifunctional cycle through which organizations and collaboration between the dealer and the purchaser made due (Benner and Tushman, 2003; Hienerth and other, 2011; Holsapple, & Oh, 2014) or between the project and commercial businesses (Homburg, & Pflesser, 2000) to add value, which has been accomplished through research, preparation, and negotiation (Kulins et al., 2016), the project's bidding, execution, and transfer (Lindgren, 2012).

The modern trend in marketing, in which a marketing plan is prepared based on the actual motives and needs of the client, is the focus of this approach, which allows for the integration of project management and marketing management (Morgan et al., 2009). In order to improve project performance, there is a significant push to implement this method in project management (Birkinshaw et al., 2016; Morris and others, 2005). To develop a framework for considering the application of e-marketing practices based on the marketing orientation in project management, it is therefore essential to concentrate on the concept of market orientation (Naidoo, 2010). The marketing approach, according to a number of marketing researchers, is a multi-dimensional approach that incorporates a number of project-related parties and is a synthesis of specific interrelated positions and practices. Different investigations have dissected and measured e-promoting inside the market direction and concentrated on its possible impacts, the e-advertising in light of the showcasing direction is the beginning ing establishment towards clients, contenders.

The relationship between the seller and the buyer, employee-based, inter-jobs, and long-term marketing orientation are all examples of marketing orientation (Bock et al., 2012), the focus on the environment, and then the performance-based approach. In contrast to previous models that focused on traditional marketing functions, as was the case in the 1950s and 1960s, e-marketing focuses on trends that serve and realize the importance of knowing customer needs. Therefore, e-marketing for project management considers the connection between profitability and meeting the needs of customers or stakeholders and is eager to organize marketing activities to occupy a prominent position, similar to the project's fundamental functions (Borch, & Madsen, 2007; Narver et al., 1990; Narver and other, 2004; O'Reilly and Tushman, 1996).

Companies with a focus on the market rely heavily on their project staff to help them implement and achieve their marketing orientation. To attract customers, they employ a number of market orientation strategies, such as marketing transactions. or marketing the project database to keep current customers, work with stakeholders to achieve mutual benefits, and finally, interactive marketing to build and facilitate cooperative relationships between stakeholders and other parties in the project's supply chains to benefit both parties (Chesbrough, & Rosenbloom, 2002; 2018 by Tang and Gudergan; Elrehail and Adaleh, 2018). Through the aforementioned methods and at all stages of the project life cycle, the electronic marketing department is required to monitor the activities and practices of project workers, whether they are front-line workers or managers and supervisors. The integration of technology in the marketing of project management systems management is essential to reach all interested parties, acquire new customers, and deliver project goals and objectives quickly (Osiyevskyy, & Dewald, 2015). E-marketing for projects is one of the products of the development of marketing theory and technology. Market orientation is essential to the majority of businesses' success because marketing generally has an impact on organizational performance. As a fundamental function in the organizational structure of projects, e-marketing must be incorporated into project management practices to improve efficiency and effectiveness (Day, & Schoemaker, 2016; Pigneur and Osterwalder, 2010).

III. DESIGN OF STUDY

The goal of this study is to create a unified framework for e-marketing in project management. This structure plans to feature the advertising applications engaged with project the executives. This framework includes marketing practices

and activities that are followed in many projects, with the primary focus on clients and stakeholders who have an interest in the project (see Figure), and has carried on the various marketing approaches that it has identified to evaluate marketing practices and market orientation (Lado, Daque, and Bassi, 2013).

1). In light of numerous analysts, this structure is legitimate in commercial or advancement projects and can be appropriate for instructive undertakings or creating data innovation frameworks, foundation activities, and improvement projects. This system incorporates four primary dimensions, which are exchange advertising, information base promoting, intuitive showcasing, and network showcasing. The study approved the method of conducting personal interviews with project managers in a variety of fields, including projects to improve university education or technological systems and databases, infrastructure development, and development projects like road and construction projects. a group of employees who are directly involved in the businesses that were interviewed. The example included project administrators, project designers, advertisers, and promoting frameworks engineers. This example additionally covered chiefs and showcasing administrators in project-based organizations. The analyst had the option to get 34 directors. Each aspect of market orientation for project management was covered by a set of open, unrestricted questions.

IV. RESULTS AND DISCUSSIONS

The majority of responses stated that the most important aspects of marketing transactions were increasing project efficiency and maximizing profitability for project management. Some had an assessment that project the board ought to zero in on results like items and administrations. Others think that projects should be put into action in the market where profit is made, also known as the profit direction of project management, so that project resources, such as money, people, and even time, can be invested in price analysis and project delivery (Denzin, & Lincoln, 2000; Ricciardi et al., 2016). As a result of the client's only interest in the finished product, many interviewees stated that advertisements, other social media, or other means of market communication were necessary to communicate with clients throughout the project life cycle. Since the majority of implemented projects are devoted to distinct customers and buyers, several project managers and project marketing managers insisted that there is a tendency to interact with customers, particularly after the project has been completed. This is because the relationship between the project and the customer is frequently portrayed as being only temporary.

The majority of responses suggested that marketing and project management should focus on customer satisfaction and building loyalty, which necessitates project management focusing on production based on actual customer needs. Marketing databases are the second dimension. Notwithstanding benefit, project the board ought to zero in on getting data to foster client data sets in the business sectors in which tasks are carried out. to make use of the financial resources, people, and time necessary to create customer databases, as well as to keep these databases up to date and grow them in order to improve communication with customers (Payne et al., 2008; Peters and others, 2019; Saebi and co., 2017). The majority of interviewees emphasized the importance of using a variety of marketing communication channels, including social media, advertisements, and other tools, to target particular segments of customers. In this case, customer contact should be frequent and extremely specific, in contrast to marketing transactions. In the case of marketing databases, communication with customers continues even after the project is finished. This indicates that the relationship with the customer is still ongoing, and communication with them is typically carried out via e-mail, social media, or other similar channels (Randhawa, & Scerri, 2015; Velamuri et al., 2013).

The primary objective of electronic marketing is that project management is directed toward developing relationships with the customer and developing the client's relationship with the project. Interactive marketing is the third dimension, and it focuses on establishing a continuous cooperative relationship with the client. The majority of the experts who were interviewed emphasized how important it is to build relationships that last a long time. This means investing time, money, and people in starting, managing, and keeping relationships with customers.

The databases that are being developed ought to make investments in communication, cultivating individual relationships with customers, and customizing communication based on the preferences of those customers. It requires the utilization of client information bases to help specific correspondence with the singular client or purchaser through project faculty. The project manager and other project personnel have personal contact with the customer throughout the project life cycle. Because project personnel are involved in this interaction, the relationship with the customer

becomes more personal (Pitelis, & Teece, 2018; 2017 Randhawa et al. Randhawa et al., 2018; Randhawa and other, 2019; Renko and others, 2009; Schoemaker and others, 2018; Spieth, and Schneider, 2016).

The last aspect is network advertising, and for this situation, elec-tronic promoting centers around collaboration with the partners in the undertaking. The people who were interviewed said that the project's cooperation activities needed to focus on building relationships with suppliers, distributors, and other organizations that were important to the project as well as future projects and keeping those relationships going. Many project, marketing, and company managers agree that network marketing should focus on building a long-term, symbiotic relationship with suppliers and distributors, which will have an impact on projects in the future, as the target market for project management. Therefore, efforts should be made to establish and maintain relationships with these organizations and stakeholders using as much of the available time, resources, and money as possible (Sosna et al., 2010).

This kind of marketing only allows project managers and administrative staff who are affiliated with those organizations or other stakeholders who have business relationships or other interests in the project to participate in collaboration activities. During the project's life cycle, network e-marketing activities emphasize personal and non-personal means of communication with organizations and stakeholders. They also use direct and indirect means of communication or clients from organizations and other stakeholders with whom the project maintains alliances or relationships of great importance. At last, communi-cating with these gatherings is through project directors, project administrative staff of providers, merchants, and different organizations (Reichertz, 2007).

The practices and activities of the e-marketing department can be summarized in a variety of ways depending on the findings of the interview analysis, such as focusing on project management, focusing on project outputs, competitive orientation, the purpose of relational exchange, communication style, type of customer contact, duration, and time frame (Spieth et al., 2016). The project management focus dimension includes the following: developing a collaborative relationship, retaining clients, attracting new clients, and coordinating the relationship between stakeholders. Product/service presentation, customer base, individual customers, and stakeholder relations are the focus variables on project outputs (Su, & Linderman, 2016; Gudergan, Wilden, and The personal relationships, stakeholder relationships, and profit-oriented markets are the primary focus of the competitive trend variable. In terms of the variable purpose of relational exchange, it includes generating a financial return, acquiring customer data, forming relationships with specific clients, and establishing a relationship with stakeholders. The correspondence style variable comprises of communications in the mass market, or a particular area, and incorporates the collab-speech of individual task staff with clients, project supervisors with other senior administration work force.

There are a variety of customer contact variables, including personal suggested, personal to some extent, and impersonal. Last but not least, the variable of the duration of the relational exchange or time frame includes ongoing personal communication with stakeholders or personal contact with the individual on an ongoing basis (Sund et al., 2016; Wilden and others, 2019; Heimeriks and Wollersheim, 2016). According to Teece (2007), this study's findings also demonstrated that there is a clear distinction between development and commercial projects due to the differences in applied marketing practices. As a result, the project scope's constraints should be taken into account when conducting an in-depth analysis of the implementation area. For instance, business projects are more situated towards the methodology of exchange showcasing than create ment projects, implying that these tasks are mostly arranged towards transitory agreements with clients, further, numerous parts of another blemish keting approach. It includes extraordinary rivalry for benefit situated project contracts, and the undertaking the board center is coordinated towards accomplishing effectiveness and conveyance.

This pattern is an outcome forced by economic situations and high contest between organizations. According to Wollersheim, & Heimeriks (2016), the project manager therefore evaluates the project in terms of return, cost, and the initial criteria for obtaining the projects. According to Teece (2014), the status of projects is frequently a strategy that achieves the company a competitive advantage and supports the orientations of stakeholders. As a result, network marketing can be appropriate for large companies because these businesses focus on diversifying the projects they hold. These ventures utilize the methodology of constant individual contact with their partners to fabricate extremely durable cooperative rela-tionships. More than just focusing on product delivery, network marketing aids in providing customer problems with solutions. This sort of showcasing will be the predominant promoting in this kind of venture.

Organizations ought to move from project direction in itself to client arranged advertising by moving from broken project exchanges to building ceaseless associations with clients

Marketing strategies that are more relevant will result from this trend. Network showcasing can be valuable in framework projects. To mitigate the project's risks, strategic collaborative relationships with suppliers are essential. To improve project performance, numerous project experts have emphasized the significance of selecting the best e-marketing strategies and tools. At long last, a large portion of the specialists zeroed in on the significance of the useful division of promoting exercises to guarantee the designation of task assets, and to accomplish functional productivity, opportune im-plementation of the venture, and viability in accomplishing goals (Teece, 2018; Heimeriks and Wollersheim, 2016). Project the executives can utilize the intelligent advertising approach and the organization showcasing way to deal with construct long and persistent rela-tionships with clients and partners too. E-showcasing exercises center around private correspondence procedures through project administrators and authoritative staff who follow clients or partners. This pattern affirmed by the greater part of the accomplished people talked with, a large portion of them were coordinated in limit improvement projects, as they showed the significance of helpful and individual contacts with clients. En-couraging clients to participate during all task stages is vital for the venture's prosperity and accomplishing acceptable outcomes (Teece, 2018).

According to Tuomi-nen et al.'s findings, the conceptual framework that was proposed to define various marketing practices is feasible. 2004). This system is viewed as a base for professionals that help them in distinguishing electronic showcasing practices, devices, and exercises that are suitable for their tasks to accomplish palatable execution for partners and clients, and to accomplish profitabil-ity and seriousness that help the plans of the association's fu-ture procedure. Additionally, this framework is viewed as a foundation upon which researchers can begin practical research to measure the impact of these marketing trends on projects' efficiency or effectiveness. It is possible to determine the extent of these trends in customer satisfaction or loyalty as well as the degree to which project management's marketing efforts have been successful in achieving the project's goals.

V. CONCLUSION

The conceptual framework that exemplifies the synergistic relationship between electronic marketing management and project management is discussed in this paper. Like marketing orientations for marketing management, the study proposes combining marketing activities and tools with project management. Project management researchers and practitioners continue to investigate the possibility of achieving this integration. In addition, the method by which this paper evaluates the current practice of project management within the four contemporary marketing directions of transaction, database, interactive, and network marketing is the primary focus of this paper. Most examinations showed that there is a hypothetical hole in project rehearses and the most recent administration models in administration and data and information the executives. Electronic marketing is used by businesses in the public and private sectors to achieve the objectives of the administration, such as improving performance and ensuring that stakeholders like customers, suppliers, and other parties receive satisfactory outcomes. Numerous projects are undertaken by businesses in these sectors to accomplish the objectives of stakeholders, customers, or citizens. Additionally, it integrates electronic marketing with project management to improve project performance. This paper dissected the reactions of a gathering of specialists working in various ventures (devel-opment projects, limit improvement, instructive undertakings, infra-structure projects, data innovation improvement projects, and else) to assess and investigate the interrelationship between project man-agement and the different showcasing patterns utilized in projects. The re-search paper decided if there is a promoting pattern that is prac-ticed in the venture, as well as whether electronic showcasing exercises are drilled as one of the useful areas of task the board.

The findings showed that there are electronic marketing strategies that are appropriate for each project on its own, regardless of whether it is a commercial or development project. The results also demonstrated that marketing strategies would differ depending on the kind of project and the field in which it was implemented. One of the tools used to improve project performance is e-marketing. The interviewees noted that the concept of the functional division of marketing activities is essential to the project's success because it encourages the concentration of resources on a single task, which is reflected in the project management's overall performance. In order to achieve interconnectedness and integration with project management activities, this paper helps practitioners concentrate on significant aspects of e-

marketing activities. Additionally, it assists researchers in developing a conceptual framework for project management-related marketing trends that can be used in subsequent studies and discussions. Albeit this recommended structure depends on the consequences of meetings with specialists in the field of undertaking the board, promoting the executives, and leader divisions, fostering a coordinated hypothetical basis isn't viewed as adequate.

It was anticipated that additional research would be carried out on the various aspects of organizational performance, such as profitability, competitiveness, customer satisfaction, loyalty, and interpersonal relationships with stakeholders, as well as how various market trends influence project outputs. Lastly, practitioners focus on how to improve project performance by developing relationships with clients, stakeholders, and suppliers. They also look at whether project managers and employees can adopt the right marketing strategy for the projects they work on, whether they have the practical skills and knowledge to achieve high performance, or whether they communicate based on their individual behavioral and skill sets. At long last, the specialist recommends growing future examination to incorporate bigger examples of venture specialists and to expand the use of the reasonable system to cover various kinds of tasks, as well as the use of the calculated structure in different nations with the goal that the speculation of the model become much precise. Since the undertaking the board climate and e-promoting contrast starting with one country then onto the next and starting with one district then onto the next.

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