

Role of Marketing Managers in Digital Environment Case of Orange

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Abstract: *The technological advancement and globalisation has actually resulted in the advancement of marketing the products and services. This advancement has led to the digital marketing concept especially in the telecommunication industry. In this industry the competition for marketing is very high and requires lot of back ground work.*

This research paper would be studying the roles and responsibility of marketing manager in the digital environment. It will also help in determining the various factors how digital marketing leads to the growth and development of an organization. This research would be looking at the aspects of digital marketing and how it is related to the customer satisfaction. In order to understand this area of study this research would be analysing the significance of a marketing manager in digital marketing with the help of various research methodologies.

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I. Introduction

The business strategies have changed a lot over the past few years. The increased globalization, privatization, industrialization and liberalization have changed the course of business to improvise over the past strategies. This process of developing business has been all over the globe. These processes are not only affecting the localized business trades but also the expertise of trade which alters the effectiveness and efficiency by which trade is being carried. With the evolution of business practices, globalize markets and new practical concepts, earlier sale driven business have now changed to more consumer oriented and dominated by operational efficiency. Now the businesses have become more consumers oriented than ever. The marketers have changed their strategies from customer satisfaction to customer delight due to increased fierce competition all around the markets. In addition to this the concept of consumer retention has also lead to increased effectiveness and increased efficiency in business processes to maintain the profitability of the businesses. In the changing environment of business strategies digital marketing has become very important for the organizations. (David Sims, 2007)

Marketing of a product is an important aspect a of business entity. The mode and procedure of marketing a product is decided by a company on the basis of their target customers. It is said that selecting the right medium is the important factor that decides for the success of a marketing done for a product or services. In the telecom industry the majority of the target customers are the young people and the people involved in the business line or service line. As computer has become an important aspect for growth and advancement of an organization or business. This is the reason that most of the companies have chosen this as mode of marketing their product which is also known as digital marketing. Especially the industries in the telecom sector and service industries have adopted for digital marketing.

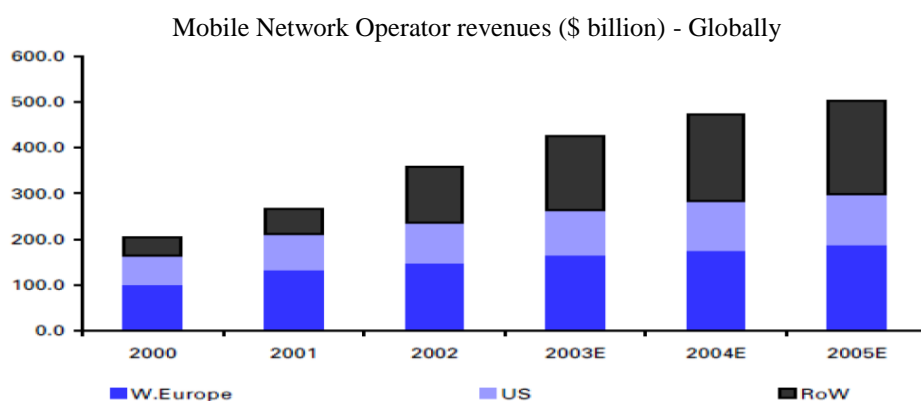
The global markets have become far more competitive than ever. Now the concept of customer retention has gain more importance than new customer acquisition to win customer loyalty as mentioned by Reichheld 1993. This theory of Reichheld was also supported by Kotler, 1994 by stating 'it is much more expensive for any business to acquire new customers as compared to service, satisfy and retain their existing customers'. The studies have stated that the new customer acquisition can be as much as six times more expensive than retaining existing customers.

We have seen that the customer retention and increasing customer loyalty is one of the key factors for long term existence of the business and its profitability. Thus the marketer's strategies have also changed from winning new customers to satisfy and retain the existing customers. So in accordance to the need of the businesses and the markers, the study focus of marketers, practitioners and scholars has moved to the determinants of the customer trust, satisfaction and loyalty. The customer satisfaction, being the key parameter for customer loyalty towards any business process, has been chosen as the area of study. (Gellevij, Mark, 2004) The parameters of customer satisfaction and trust would refine the intensity which in turn would derive the

customer retention and prolonged loyalty towards any business. Globalisation has actually made most of the companies to market their product in digital environment.

The businesses are extremely exponentially concentrating and focusing on creating a very charming and holistic experience to retain the existing customers and winning new customers in a fiercely competitive global market. Any business process, the customer loyalty are the building blocks of foundation and the development and increase in customer loyalty are the key factors in business's performance and growth. (Lee and Cunningham, 2001) In the field of telecommunication industry there are many studies on the subject of customer satisfaction. The researches had their underlying assumptions that only loyal customers would experience the high level of satisfaction.

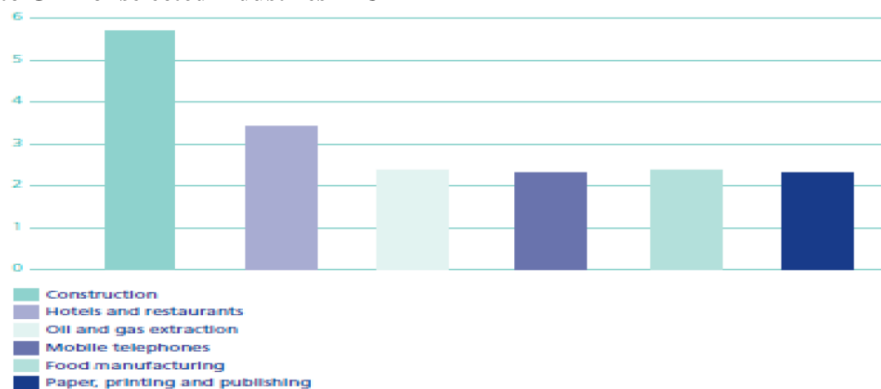
With the technological advancements the telecommunication industry has grown to new levels. These developments have provided with new dimensions to explore and reap benefits from them. The Global System for Mobile communication (GSM) has made this world a very small place to live in. Now no distance seems to be longer to communicate. These communication means can be used for each kind of activities like personal, professional or any other recreational activities. As per the paper, "Brilliant Past, Bright Future" published by Deutsche Bank in February, 2004, there were more than one billion GSM users across the globe by that time. The same report published that the GSM customers were expected to increase to more than 1.5 billion users by end of 2004. It also expected that the global GSM user market would increase to more than 2.5 billion by year 2010. The same report also mentioned that the revenues collected by the GSM market was \$ 277 billion and was expected to increase to \$ 500 billion by 2005.



Source: Deutsche Bank estimates and company data; Deutsche Bank, "Brilliant Past, Bright Future", 2004

The mobile communication industry in United Kingdom has grown rapidly over the last decade. This industry with the development has become a major contributor to the British economy. The percentage contribution to the economy as per the report "The contribution to UK Economy by Mobile Phones" published by O₂ in 2004, from mobile telephony was about half the direct contribution of construction (5.8% of British GDP) and slightly smaller than the direct contribution of hotels and restaurants (3.4% of GDP). The report stated that the contribution given by mobile telephony was in the lines of contribution from oil and gas extraction industry (2.3%), food manufacturing industry (2.3%) and paper, printing and publishing industry (2.2%).

Contribution to GDP of selected industries in UK



Source: "The Contribution of Mobile Phones to the UK Economy" by O2 (2004)

Even after 2004, the industry has grown drastically. The mobile telephony industry in the UK has far more penetration than many other European countries. According to the latest report released by Mintel, mobile industry in the UK has the following leading retailers/network provider for mobile telephony services. Some of the research finding given below may illustrate the facts and results.

Company	No. of Outlets	Consumer penetration (%)
Network stores		
O ₂	450	13
Orange	336	10
Vodafone	350	9
T-Mobiles	255	6
3	300	5
Multiple specialists		
Carphone Warehouse	808	9
Phones 4U	440	1
Jag Mobiles	75	N.A.
Fonehouse	30	N.A.
Supermarkets		
Tesco Mobile	500+	6
ASDA Mobile	300+	3
Others		
Virgin Mobile	22	N.A.

Presently the UK hosts more than 74 million mobile phone subscribers, in which 85% of the adult users have handsets. Today the UK mobile telephony market has become one of the toughest markets in the world. There is huge competition war going among the service providers to differentiate themselves from others service providers (Mintel, 2008). With further development and increasing penetration in the market, the subscription levels are expected to continue to grow in future as well. On the other hand, it is quite notable that, out of 73.5 million subscriptions for SIM in UK in 2007, there were nine million subscriptions for inactive users; whereas the 7.7 million subscriptions were barely active with very low or negligible usage. Same report stated that the UK hosted around 76 million subscriptions in 2008. The report also expected that the in 2010 the UK represented approximately nine percent of the European market and had 78 million subscriptions in 2010.

About Orange :

Orange is the brand which is being used by the French Telecommunications for the mobile operations and the services of internet that are provided by it. The Orange is the world’s fifth largest operator of telecom services in the world. The organization has more than 200 million customers as in 2010. The brand Orange was created in the year 1994 for the UK mobile company Hutchison Telecom, but this was acquired in the year of 2000 by the France Telecom. Orange is now the face of the telecom services of France. Orange France has it’s headquarter in Arcueil, France and it was incorporated in the year 2005. The organization has a revenue of more than 45 billion dollars.(www.orange.com)

Objective:

- ✓ To identify the roles of marketing manager in Orange.
- ✓ To identify the various digital marketing strategies in Orange
- ✓ To identify the relationship between digital marketing concepts and customer satisfaction.
- ✓ To critically analyze different market concepts, models of customer satisfaction and loyalty and the marketing manager’s strategies for Orange.

Literature Review:

This paper is an attempt to understand the role of marketing managers in the digital world. But before moving further ahead we must understand the marketing concepts and the role of managers with their influences and impacts. As we have discussed earlier as well that we have moved from the production based strategies to sales oriented strategies and then to customer oriented marketing. We have to elaborate more on this issue to eradicate any misconception in the minds of the readers.

Marketing

Marketing may be defined as which help in identification that what product or service may be of interest to customers and the strategy that should be used in communications, sale and development of business. It is an incorporated process with the help of which a company is able to develop strong customer relationship

and also create value for their customers and well as for themselves. Marketing is a technique which is not only used to identify the customer, but also to satisfy the customer and retain the customers. (David Sims, 2007)

Marketing Manager

The marketing Manager plays a very important role in marketing a product or service in the market. The marketing in a digital environment needs an effective online presence and to develop mutual relationship with the customers, business partners. Planning of such strategies involves the use of project management techniques and standard marketing techniques. This will help in developing an innovative strategy and will help in effective communication and will help result developing marketing goals.

Digital environment

Digital environment could be defined as world created within the computer or with the helps if groups of computer. In the digital world we can record everything that happens which is not possible in real world. It could be said that since 1980 we are living in digital environment. This has actually helped in bringing lots of nations together apart from the physical distance and also helped to bring people together due to rapid access of information through electronic media. Internet and technology has actually bought lot of changes in the way business operates, marketing and selling to the customers.

Project Plan

A project plan is then used as guide for implementing the marketing strategies in the digital environment. As a manager has to work with his team who may give their suggestion also, so it is important for manager to see that he does not diverge from his marketing strategy. So a manager should be efficient enough in effectively communicating his marketing strategies.

The Marketing strategies:

The Production oriented strategies:The production oriented strategies are basically first evolved strategies with the industrial revolution. This strategy believes in producing the most products which they can produce more efficiently and cost effectively. This strategy believes in the logic that maximum profits can be earned which can be produced from the products which you can produce more efficiently and more cost effectively than the market standards. At the time of the strategy evolution the strategy worked greatly. The producers had just few points in mind that 'whether they can produce product?' and 'whether they can produce enough to reduce cost'. (Goldberg, Harold, 2009)

The Selling Strategy:The selling strategy means where the focus of the managers is on selling products. It was early 1930s when the idea of mass production was on its peak. Then the producers used to produce in mass to reduce the cost and earn maximum benefits. The producers at that time came to know that the level of unfulfilled demand had come down and the customers were not so eager to pay for the products. So now the kingship of the production processes was lost

II. Methodology

Research Questions:

Based upon the problem discussed above the researcher has formulated some questions which would help to answer the above mentioned problem with the help of critical analysis and review of literature and the research findings.

The questions formulated are given as:

Evaluating the different strategies followed by the digital marketing managers.

Analysing the role of environment on the effectiveness of the digital marketing strategies Evaluating the key drivers of marketing strategies followed by the marketing managers to be effective in the digital environment The researcher strongly believes that these questions would successfully address the central problem mentioned above in the last section. The analysis of these questions would also look into the problem formulation in the mobile operator industry and with the help of the findings drawn from the research would be able to answer the possible cause to the problem in the telecom industry in the UK.

Employed Methodology and Techniques:

One of the most important decisions taken during the research process is the determination of the employed research methodology and the techniques to be used by the researcher. The methodology employed by the researcher determines that which data would be collected, how the data would collected and how analysis of the obtained and collected data would draw inferences and results.

In this particular research paper the researcher has adopted the quantitative approach to research. Data collection would be done via means of questionnaires and unstructured interviews. A proper sample size would be determined for data collection in the quantitative research methodology. Regression analysis would be applied to obtain and establish answers to the proposed problems. (Herrman, C. S. 2009) The sampling is another step with great importance as explained by Hair et al in 2006 for any methodology. The appropriate sampling not only increases the validity of the research, but also ensures that the ongoing research process is in line with the central problem defined and the objective of the research. The absence of the appropriate sampling may result in incorrect respondents to collect data points resulting the incorrect findings, leading to failure of research study. There are six steps for selecting the appropriate sample for the methodology and the research objective. (Churchill and Brown, 2004) The researcher would follow all the six steps as explained below.

Defining the target population:

In the UK, there is very large population using the mobile phones. So, selection of the target population is not very difficult task for the researcher. The researcher would follow the random sampling from the five different geographical locations in the UK namely, Northolt, Manchester, Oxford Street, Birmingham and Greenwich. Thus collected sample would ensure the maximum reliability on the grounds of diversification and national population characteristics.

Sampling method:

The sampling method used by the researcher would be the questionnaires and the unstructured interview from the mobile subscribers. These mobile subscribers may be from any available operator. The size of the sample would be 100 subscribers from random mobile service providers.

Selection of elements of sample:

The researcher would prefer the random selection in regard to sample elements. This survey would analyse the role of marketing managers in the digital environment with reference to the UK mobile industry with Orange as case study.

Analysis and Findings

The study propose to take the case study on orange, it is important to emphasize that research is more on the role if marketing manager in the digital environment . The research has concentrated on the role of a marketing manager in the digital environment, so the main focus would be on marketing trends of the orange company. The data would be collected by preparing a questionnaire and then taking the response from the sample population.

The questionnaire consists of both close ended and open ended questions. In closed ended the question is answered simply in yes or no. The closed ended questions can be used to clarify the facts and help in verification of the information already available and it represents controlled conversation. Unlike close ended questions the open ended questions cannot be answered in simple one word yes or no. In open ended questions the response is in detailed phrased statements. It gives better idea of the feedback from the sample population.

Orange is a brand used by France Telecom for its mobile network operator as well as for internet service provider. It has been categorised as the fifth largest telecom operator in the world. Closed ended uestions limit the response of the sample population and the population is only allowed give their response in terms of two options yes or No or may be a provides with questions having multiple options. The most common used question is the likert scale questions. In this type of question the respondent is asked to rank a question on the basis of the degree to which they agree or disagree with the statement provided.

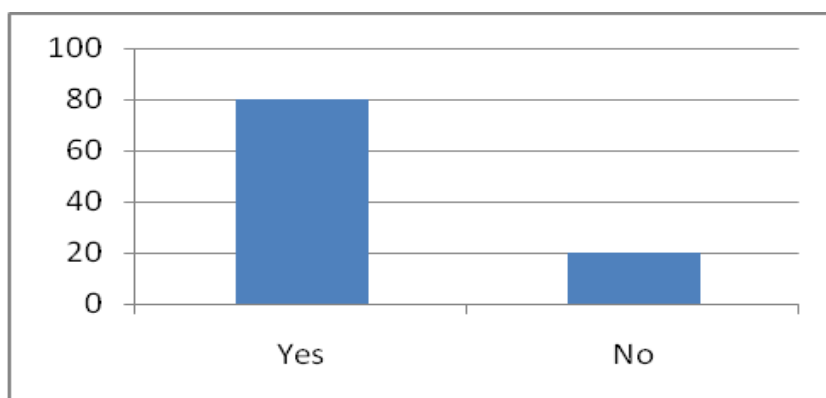
Open ended questions: In open ended questions the respondents are asked to give a detailed answer in form of the phrased statements. In this the respondents are asked to give their answers in terms of paragraph or even in a page depending on the type of question and survey being carried out. The questionnaire helps to collect more relevant and specific information about a company and is one of the most popular methods in primary data collection. The questionnaire could be given to the population with the help of internet through mails etc or by taking appointment from the sample population in order to get the feedback. Contacting the respondent with the means of emails is a cost effective method. Before making a questionnaire a researcher should be sure about what he wants to measure and on the basis of that the question should be made. Once a questionnaire has been prepared then the question should be reviewed properly before they reach the respondent. So pretesting is very significant once the questionnaire has been made. If there is any problem indentified in the questionnaire then these problems should be rectified before launching the questionnaire among the respondents.

The questionnaire prepared consisted of total 10 questions, which were distributed to the sample population selected from the orange company.

Analysis of employee's perception

1. Do you think marketing is important for the growth and development of an organization?

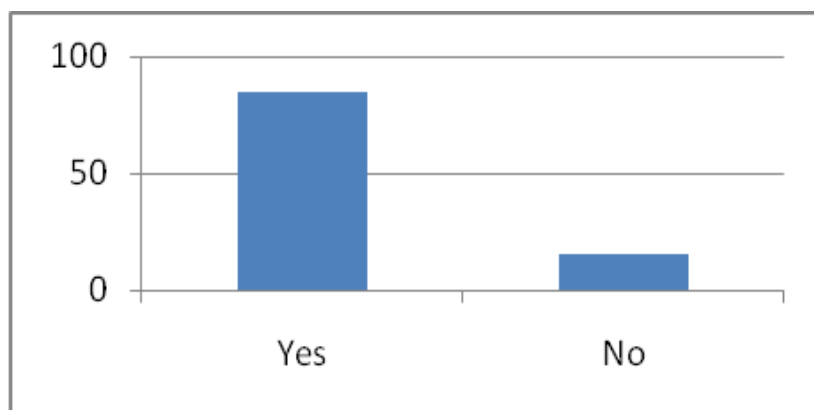
A) Yes. B) No.



Out of the 100 employees in the sample population of orange organization 80% people were in the favour of option A as they support the statement and think that marketing plays a significant role in growth and development of their organization. Rest of the 20% sample population was in the support of option B as per them there are some other aspects are more important for the growth and enhancement of an organization.

2. Do you think the role of marketing Manager is significant in the digital environment?

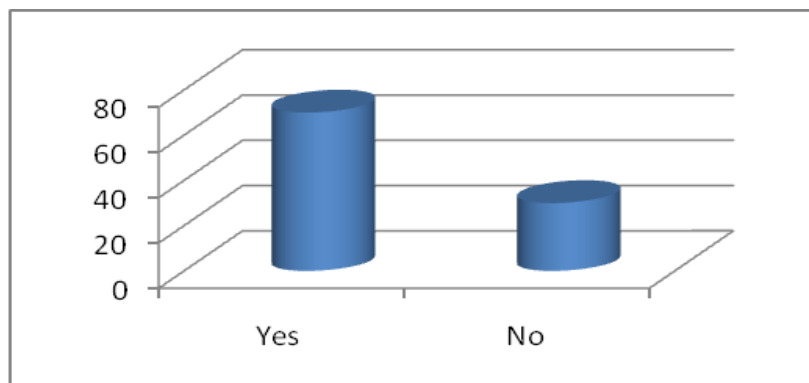
A) Yes. B) No.



Out of the 100 employees in the sample population about 85 % of the population was in the favour of option A. These employees feel that it is the marketing manager who has to play significant role in digital marketing and rest of the 15 % population was in the favour of option B who thinks that the role of other member in their organization is more important for the success of their organization in digital marketing.

3. Do you think the marketing strategies adopted by the orange company are effective?

A) Yes. B) No.



Out of the 100 employees in the sample population about 70 % of the population was in the favour of option A these employees feel that the marketing strategies implemented by the Orange company has lead to improvement in the market image of their Orange company. Rest of the 30 % population was in the favour of option B who thinks that the company should change their marketing strategies as the scope of current market strategies is limited. They feel that Orange Company should take initiative to make new marketing strategies based on the customer preference and choice existing in the market. These respondents feel that company should keep updating their marketing strategies as per the demand and situation in the market.

4. Why do you think marketing is important in digital world?

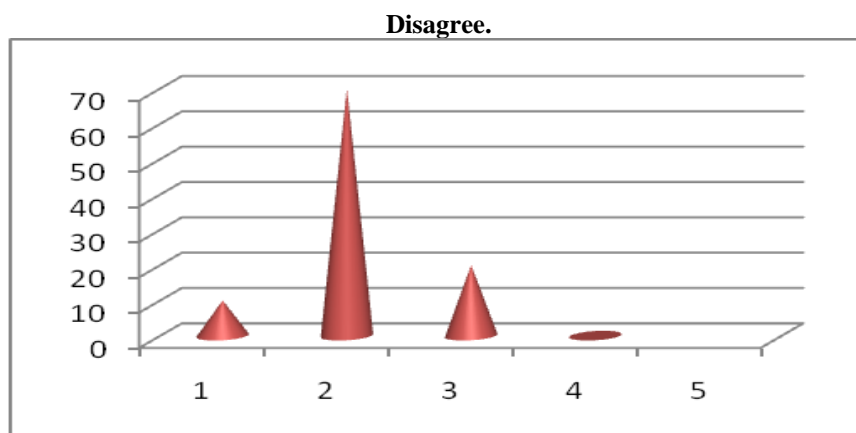
This was an open ended question where the feedback from the population was analyzed to interpret the result. The response stated that about 60 % of the population said that marketing in digital environment is very important as it is difficult to attract customers in digital environment. So a proper marketing plan and strategy should be developed by the company in order to gain more and more market share by attracting more and more customers towards their product and service. This is only possible if a company is able to follow a right marketing approach and is able to reach more and more customers available. Rest of the 40% sample population came up with different ideas and opinions.

5. What are the expectation of customer in the digital environment and what step organization should choose to meet those expectations?

This is also an open ended question where the response of the sample population was different as few of the employees stated that expectation of customer is very high for a product or service especially in digital environment as the customers have lot of options available with them and as a result the company has to face high competition. Few respondents stated that that an organization should be able to provide a competitive edge to its product then only it could reach and attract more and more customer and met their expectation. Some of the respondents were in the favour that a company should give more and more importance towards marketing their product and service this is the main way of attracting more and more customers in the digital environment. Different employees came up with their different suggestions. But overall majority of the employees think that expectations of customer are quite high in digital environment. The respondents also presented their views about what steps orange should take in order to meet the expectations of these customers. The suggestion were different few employees were in the favour of the idea that organization should take steps for the marketing of its product and service so that they are able to influence the customers effectively.

6. Do you think that making a marketing plan or strategy in digital environment is a tough job?

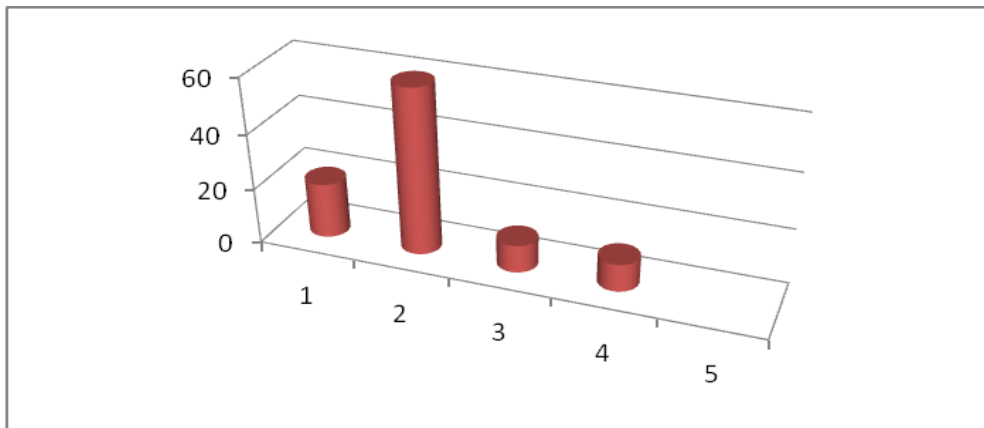
1) Strongly agree 2) Agree 3) strongly disagree 4)



Majority of the sample population about 70% were in the favour of option B who thinks that the making a marketing plan or strategy is tough job especially in digital environment. As they think that it is very difficult for an organization to promote its product and service through digital marketing because of the high competition prevailing in the market. About 10 % of the population were in the in the favour of option A and rest of the 20 % of the population were in the favour of option D these employees think that making a marketing plan is not a tough job. As per these employees the company Orange can easily develop marketing plan as well as strategies with through interaction with the customers in order to know their choice and preference. The marketing plan can also be developed by observing the strategies followed by their major competitors in the market.

7. Do you think the level of customer satisfaction is high in orange?

1) Strongly agree 2) Agree 3) strongly disagree 4) Disagree.



The majority of the sample population was in the favour of option B which contributed about 60% of the sample population. It is about half of the employees in the sample population who feels that customer of Orange company are well satisfied because these are the regular customers of the company. About 20 % of the employees of the organization Orange strongly agree that the customer satisfaction of the customers is high. However 10 % of the employees think that the level of satisfaction is less among the customers of the orange.

8. What steps can be taken to improve digital marketing of orange?

Most of the employees think that identification of the target customer is very important and then to find out the desire, need and interest of the customers. The employees feel that Orange Company should choose the correct medium for promotion of the product and services in the market. The employees also think that the company should also see the marketing strategies being followed by the competitors of the Orange existing in the market. Once the target audience has been identified and their demands have been identified than it becomes easy to set the objectives of the marketing strategies. Some employees also suggested that Orange Company should focus more on retaining their old customers instead of generating new customers as the cost involved in retaining an old customer is less than that involved in developing new customers.

9. What are the current marketing strategies of Orange Company?

The current marketing strategies of Orange Company involves of providing a competitive edge to their product and services in order to sustain in highly competitive market. Most of the employees have stated that company is also paying lot of importance towards effective communication with their customers with the help of various modes which comprises of contacting the customers online to get their feedback. This strategy has actually helped Orange Company in identifying the real needs of the customer and has resulted in to developing the marketing strategies which focuses to meet the demands of the customers. Most of the employees of Orange Company also feel that the company should keep a check of the strategies adopted by their competitors as this will result in getting a better outlook of the conditions prevailing in the market. Few employees feel that the current marketing strategy followed by the Orange Company is appropriate enough to retain the customers.

10. What is the significance of digital marketing for the customers of Orange Company?

The majority of the employees of the Orange Company feel that with the increase in globalisation most of companies are increasing their market at global level by contacting the customers globally. Orange company is also giving lot of importance to digital marketing where they are promoting their products and services online as most of the customers have now started looking for the company offering their different products and services online. The Orange Company has adopted geo targeting and geo marketing as one of the tools for digital marketing. This helps the company to deliver their content to the customers on the basis of location such as latitude, city, state, country or zip code. Some respondents also feel that digital marketing has actually provided a competitive edge to the Oracle Company and helped it in gaining a competitive edge over its competitors.

Analysis of the Interview with the Vice President of Orange:

A personal interview was conducted with the vice president of the orange company. The vice president was requested to give his views on the marketing strategy of oracle and how it can be improved. The vice president gave his views on the present marketing strategies being followed at Orange Company. The Vice president mentioned that a marketing strategy decides for the success of an organization in order to compete in

this globally competitive market. Most of company have started focusing on marketing of its product and services with the help of digital marketing. According to Vice President it is very important to know the choice & preference of the targeted customers before making a marketing strategy. Vice president also mentioned that Oracle Company goes for a proper research to collect more and more information about their customers and also tries to find out the strategies adopted by their competitors. The answers given by the Vice President were in alignment with the findings and response of the sample population selected. Vice president also elaborated that Orange Company also tries to look for the new opportunities in the market and develop their marketing strategy in order to cover these opportunities. The Vice president told that their company before developing marketing strategy first identifies the target customers available in the market and to know the preference and desires of this targeted segment. While making their digital marketing strategy they always keep this is one of the objectives that the customer satisfaction is very important and should be given due consideration.

III. Conclusion

This study has enabled us to through more light and to extract a good amount of valuable information on the influence of brand reputation in the mobile telephone handset industry in international market. Today, this industry is flooded by many different companies all producing almost the same product but differentiated by their companies. brand name. Changes in the local as well as international market environment, for example technological advancement, customer's high level of geographical mobility, consumers behaviour and attitude, individual's needs and product perception possess a vibrant direct impact especially on the marketing of mobile telephone handsets. People are more drifted to consuming those goods they know and can trust. This is an occurrence which certainly will affect the market strategy, especially the marketing mix factors of the companies. All these and lots more have triggered a more competitive atmosphere and a general strive for building the reputation that will keep customers coming back to purchase the same product again and again. This study explores the potential usefulness of brand reputation to marketing strategic planners of the mobile telephone handset companies, obtainable through a survey for comparative performance studies. This study has enabled us to identify how brand reputation will impact brand loyalty and how brand loyalty will intend impact brand equity to improve company's market value. By this, we can set targets for less reputed brand to improve performance by identifying which aspects of the marketing mix may be strengthened to further increase a company's brand reputation.

The analysis of the findings and response is done in order to draw conclusions from data being collected during the whole research work. The result of the questionnaire is presented in the analysis and finding section in a raw format. The research has helped in drawing several conclusions. From the question presented in the starting of questionnaire the response from the sample population has resulted in drawing the conclusion that marketing is a very essential element for the growth and development of the Orange Company. In the telecom industry the competition is so high that the team of Orange Company thinks that without proper marketing strategy and plan it would be really difficult for the Orange Company to sustain in the market. It can be concluded that a marketing manager plays a very significant role in developing the digital marketing strategies. It is not an easy task for the marketing manager to make a marketing strategy.

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