



## MARKETING STRATEGY FOR PG ENTERPRISE SOLUTIONS

### **Applied Project**

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Bachelor of Science degree in Business Administration.

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## DECLARATION

*I hereby declare that this Applied Project Report is the result of my own work and that no part of it has been presented for another degree in this university or elsewhere.*

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Date: 27<sup>th</sup> April 2021

*I hereby declare that the preparation and presentation of the Applied Project Report were supervised in accordance with the guidelines on supervision of applied projects laid down by Ashesi University College.*

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Supervisor's Name: Dr. Gordon Adomdza

Date: 27<sup>th</sup> April 2021

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I would also like to show appreciation to Romeo Anku, the incumbent Director at PG Enterprise for welcoming me into the company to conduct my research. I appreciate your help.

## **EXECUTIVE SUMMARY**

This study examines the business situations of PG Enterprise Ltd, a subsidiary of Premium Group of Companies. PG Enterprise is a software company involved in IT consultancy and software distribution. Currently, the company has six working staff excluding the owner, formed largely of an administrative member, only 2 technically trained software developers and 3 hardware technicians. The short-term goal of PG Enterprise Solutions Ltd is scaling up within the first three years of operating and reaching a new demographic of clientele. This may involve creating new branches in key suburbs of Accra and fulfilling contracts beyond the existing group of companies it solely serves internally. In the long-run, PG Enterprise Solutions Ltd aims at maximizing profits and capturing a significant section of the IT Sector within the Ghanaian market. The vision of the company is (PG Enterprise, 2020) to “design tomorrow together”.

However, despite these catchy aims and vision statements, the company has not got a consolidated marketing department that will be capable to reach out to the greater industrial public to increase the customer base and competitive advantage. This study therefore proposes a solution and implementation plan required to assist PG Enterprise build a consolidated marketing department that will be capable to help the firm achieve the organizational goals. The proposed solutions include, setting up a departmental space, recruiting marketing experts including website developer and manager, build a formidable website that will propagate the organization to the rest of the world, and package the business efficiently in the global scene to boost potential buyer confidence.

The study therefore recommends that in putting up a functioning marketing department, the company needs to focus on website development which is a major tool for reaching out

to the masses especially IT service consumers. In addition, appropriate logistics required to facilitate the activities of the department must be fully provided to enhance smooth operations.

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## **CHAPTER ONE: INTRODUCTION**

### **1.1 Introduction to Project**

PG Enterprise Solutions Ltd, formerly OCS, is an IT consultancy, distribution and software company aimed at serving the information technology and systems capabilities of the Premium Group of Companies with a decent range of services. The company in of itself is a remarkably small with a total of seven (7) full time employees with no departmental compartmentalization and no existing marketing department working towards engaging the larger market with the company's vision and mission. In critically assessing the effects the absence of a consolidated marketing department or approach has had on the company's profitability and ability to both retain the right technical staff.

PG Enterprise has experienced a high turnover rate since in its recent couple years due to internal and external factors. Internally, certain factors such as miscommunication between the employees and employer, paired with a genuine lack of understanding of the company's philosophy has led to the inability by staff to work efficiently and effectively. Typically, external factors that contribute to the situation include improper technical staff training and development systems, poor reward systems and career advancement systems (Mintah, Commey, & Kuuder, 2015; Turkson, 2012). However, if the company had the right marketing approach in conveying its vision and core objective, there would be a company culture that enables synergy while attracting the right staff.

It was also observed that the company in general has a weak digital footprint and very little presence via social media and any outlets – subsequently significant engagement with the market to recruit talent and or engage new clients is by default limited to the brick-and-mortar act of leveraging on the existing capabilities of the existing Premium Group of Companies.



This project seeks to assess the immediate pressing need of the company while implementing marketing infrastructure and strategy that will boost PG Enterprise's bottom-line and penetration.

### **1.2 Project objectives:**

- To primarily identify the marketing related challenges in PG Enterprise Solutions Ltd as a non-customer facing B2B practice.
- To analyze the various market strategy frameworks and adapt the most suitable for PG Enterprise Solutions Ltd
- To develop, customize and implement the most appropriate market strategy frameworks and approaches to resolve existing issues/

### **1.3 Reasoning PG Enterprise Solutions Ltd.**

The long-term goal of *PG Enterprise Solutions Ltd* after maximizing profit is to invest a percentage of their profit into consolidating the company's internal workforce to consist of programmers, software engineers, UI designers and seasoned developers. Personally, Ashesi education has taught me the significance of working and existing in a multidisciplinary space where multiple perspectives are valued. This has been my inspiration from childhood; celebrating eclecticism and acknowledging the importance of multiple points of view. This goal of PG Enterprise in providing the highest standard of professional services consistently through encouraging diverse thoughts, as captured by its director Mr. Romeo Anku, falls in line with my core belief, which is essentially why I chose the business as far as my selection. By diverse thought means that the firm seeks for employees and other stakeholders' opinion before taking any major decision regarding growth of the firm. This they do through holding periodic meetings where employees do power point presentations to communicate their short

and long term aspirations of the firm. This is encouraged and must be supported because it gives the employees the opportunity to contribute their quota towards realising organisational profit.

Another reason for selecting PG Enterprise Solutions Ltd was subject to the fact that it would be an interesting case study on the opportunities available for long existing businesses engaging the market during the aftermath of the Covid-19 pandemic. Thus, it provides digital opportunities through social media platforms and mainstream internet website. In this case other companies under the mother company may benefit from the digital marketing.

#### **1.4 Company Profile**

PG Enterprise Solutions Ltd is a software developing firm registered in Ghana under the Companies Code, 1963 (Act 179) to provide mobile financial solutions and all information technology services in all service industry (PG Enterprise, 2020). These products and services range from website development, cloud management, sms solutions, hardware and networking, information security and finally software development at large. The company originally OCS was founded in 1991 at a time when the technology business landscape in Ghana was still remarkably green. Currently, the company has six working staff excluding the owner, formed largely of an administrative member, only 2 technically trained software developers and 3 hardware technicians. The short-term goal of PG Enterprise Solutions Ltd is scaling up within the first three years of operating and reaching a new demographic of clientele. This may involve creating new branches in key suburbs of Accra and fulfilling contracts beyond the existing group of companies it solely serves internally.

In the long-run, PG Enterprise Solutions Ltd, after maximizing profits capturing a significant section of the IT Sector within the Ghanaian market.

#### **1.4.1 PG Enterprise Solutions Ltd's vision**

The vision of the company is (PG Enterprise, 2020) to “design tomorrow together. That is our vision and the basis of our brand promise. Three simple words that describe our unique approach of working with you to improve your business and the lives of your customers.”

#### **1.4 Introduction to the Tech Industry**

The tech industry in Ghana forms a vital part of the economy due to plethora of foreign direct investment and the need for further digitization through payments, administration and the increasing demand for system oriented growth by companies. Moreover, this industry has helped contribute to the Gross Domestic Product (GDP) of Ghana through the increasing growth in sales over the years.

Table 2 PESTLE Analysis

Pestle Analysis factors	Effect
Political	Political instability especially during election periods hampers business activities and may lead to loss of customers, which affect the direct sales of the firm.  However, when there is political stability the business will be able to increase the customer base both locally and internationally.
Economic	Increase in the Dollar-cedi rate will affect the cost of the firm's service delivery since a

	<p>greater proportion of the firm's inputs are imported. On the hand, a decrease in the rate will enhance the firm's service delivery because their import cost will decline.</p> <p>In addition, higher inflation negatively influence the company's sales. This is due to the fact that, general price levels will increase.</p>
Social	<p>Population growth: Where there is population growth, there is increase in demand from potential customer's for the firm.</p> <p>Health Consciousness: The existence of the right state of mind, physical strength and ability of employers and employees of the firm serve as a major boost for increase in firm's production.</p>
Technology	<p>Ready access to world-class state-of-the art technology: Because PG Enterprise is an IT firm, it thrives greatly on the existence of appropriate and modernized technology.</p> <p>Therefore, when the required technological tools such as hire-powered computers are available, it facilitates and enhances production capacity. On the other hand where</p>

	these required technological equipment are not available, production smoothing is undermined.
Legal	Barriers to entry and standard regulation: PG Enterprise is as a tech company operates in the monopolistic tech market in Ghana where there are no entry barriers but service differentiation. This gives rise to unhealthy completion especially from international tech giants who operate in the domestic market.
Environment	Saturation of the ICT Market: The market for ICT in Ghana where PG Enterprise predominantly operate is gaining strength in the public domain. This in its entirety is boost of employer confidence to expand service delivery. On the other hand, it calls for international dampen; where giant international firms may decide to take advantage of the ready market to compete the local infant firms.

Table 2: Porter's Five Forces.

Porters Five Forces	Their contribution to the profitability of the industry
Threats of new entrants	<p>Market Saturation: New entrants will have to deal with the keen completion posed by the existing and well-grounded firms. This poses a big threat to them in terms of pricing of product packages, winning and gaining customers and potential investor confidence.</p> <p>Higher capital requirements: Most of the tools and equipment required to function fully in the tech market are very expensive and imported. Therefore a new entrant firm will require a huge sum of money to assemble state-of-the-art technology equipment to compete with the existing industry players.</p>
Rivalry amongst incumbent	<p>Unfair competition: This mostly emanates from the bigger industry players who deliberately provide high quality services but at a reduced price level to attract larger customer base at the detriment of the small firms.</p> <p>Low product differentiation: In most cases, service delivery are not greatly differentiated</p>

	in the tech market that will give customers series of options. As such it creates a keen and rival competition among firms in the competition.
Bargaining power of buyers	High bargaining power: This is due to the existence of various firms in the industry who provide slightly differentiation service and gives the customer sovereignty to choose from various options.
Threats of substitutes	Threats of substitution is not great in the tech industry compared to other industry because it is difficult for a close substitute firm to overtake others in the market.
Bargaining power of suppliers	Because of the existence of so much suppliers in the industry, market is power is very low. This is because, every firm is willing to present a package that is attractive to existing and potential customers.

## 1.6 Swot Analysis

The SWOT analysis is an essential aspect of every company's planning process. This is because the review assists the organization in identifying and assessing its strengths and weaknesses, allowing it to pursue new opportunities and handle any risks it can face. Strengths, vulnerabilities, risks, and opportunities are the four evaluation areas in the SWOT review. The highlighted points of the company's SWOT review are shown in the table below.

### **1.6.1 Strengths:**

#### *Long existing brand:*

The longevity of its staying power as a brand means that PG Enterprise Solutions Ltd has a trusted consumer base that it can further leverage.

#### *Poor-Structured Employee Retention System:*

In PG Enterprise Solutions Ltd, rewards and incentives are given to workers for a good performance. These incentives include increase in salaries and regularly providing the employees with food. This creates a conducive atmosphere for the workers to do their best work.

### **1.6.2 Weaknesses:**

#### *Poor-Structured Employee Retention System:*

In PG Enterprise Solutions Ltd, does not meaningfully reward and incentivize its workers upon a good performance review. Little incentives means that labour turnover in general is relatively really high.

### **1.6.3 Threats:**

#### *Market Saturation:*

Many tech competitors in the market might increase barriers to entry.

#### *Imitation by other companies:*

The fear of PG Enterprise Solutions Ltd is imitation by other companies. They fear that larger companies will imitate their business strategies and implement it for themselves.

### **1.6.4 Opportunities:**



### *Aftermath of Covid-19:*

PG Enterprise Solutions Ltd can benefit from the aftermath of the Covid-19 where business in general has been slow moving and has arguably levelled the playing field for many companies

**Table 3 SWOT ANALYSIS**

<b>STRENGTHS</b> <ul style="list-style-type: none"><li>• Political Stability</li><li>• Positive health consciousness</li><li>• Low threat of substitution</li></ul>	<p>When there is political, stability the business will be able to increase the customer base both locally and internationally.</p> <p>The existence of the right state of mind, physical strength and ability of employers and employees of the firm serve as a major boost for increase in firm's production.</p> <p>Threats of substitution is not great in the tech industry compared to other industry because it is difficult for a close substitute firm to overtake others in the market.</p>
<b>WEAKNESSES</b>  Unfair competition          Low product differentiation	<p>This mostly emanates from the bigger industry players who deliberately provide high quality services but at a reduced price level to attract larger customer base at the detriment of the small firms.</p>

	<p>In most cases, service delivery are not greatly differentiated in the tech market that will give customers series of options. As such it creates a keen and rival competition among firms in the competition.</p>
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## **CHAPTER TWO: NEEDS ASSESSMENT**

### **2.0 Chapter Overview**

The chapter here clearly lays down the utilized methods in the collection of information from the Director at PG Enterprise. Mr. Romeo Anku and currently employees of PG Enterprise Solutions Ltd were the executives who help to prescribe the needs of PG Enterprise. The core justification regarding the methodology used is also defined towards essentially providing a consolidated grasp of the issue that is to be identified.

### **2.1 Needs Assessment**

One finds that a needs assessment is a orderly method that facilitates observing and even studying the state of ability, knowledge, attitude or interest of a clearly defined or specific audience usually involving a subject (McCawley, 2009). It typically includes procedures that aid in determining a chasm among a certain group of people or a set of measure towards actions in posterity. Critically conducting this needs assessment truly empowers entities in seeking out an issue and thus refining structures within an organization such as PG Enterprise and this extends to palpable improvements on the operational side as well.

The data was gathered and analysed to enable the individual conducting the investigation to distinctively describe the gap that exists between the current state of the company and the preferred state. Data collection by the investigator and assessment could be performed in a direct fashion or one that was more of an indirect approach, however this usually was dependent on the nature of the problem or issue that needed to be solved. A needs assessment pursued in the direct fashion is increasingly more formal and collects said data straight from

PG Enterprise Solutions Ltd. On the other hand, the indirect approach predominantly uses secondary data in assessing situations (McCawley, 2009). Within this very research, a direct needs assessment was conducted in collaboration with PG Enterprise Solutions Ltd to identify actual existing problems.

## **2.2 Methodology**

A qualitative research approach was chosen to perform a needs assessment for PG Enterprise because an in-depth understanding of the company's strategies and philosophies would aid in defining the company's current problems. This method was also chosen because the organization has a small number of workers, making it easier to communicate with them and gain a deeper understanding of the overall picture.

An interview with the company's owner and a non-participant observation of the employees were used to collect information about the company. The type of interview used was a semi-structured interview, which is a more versatile type of interview with open-ended questions (Burcu, 2000; Vanderstoep, & Johnston, 2009). Its adaptability allows for more in-depth investigation of responses that aren't entirely obvious. Gestures and other nonverbal acts may also be analyzed to get a better understanding of how the interviewee thinks about the subject at hand.

In order to gather information about the organization, a non-participant observation was also used. This is a data collection technique often used in case study studies, in which a researcher joins a social environment with the aim of monitoring events, behaviors, and interactions in order to obtain a direct understanding of a phenomenon in its natural setting (Liu & Maitlis, 2012; Vanderstoep, & Johnston, 2009). The researcher does not take part in the events that are being observed. This type of research was conducted at PG Enterprise Solutions Ltd over the

course of two weeks, from October 7th to October 19th, 2020. The employees, both permanent and temporary, were monitored throughout the course of the project to learn about their everyday lives and reactions to the tasks. During this period, a number of issues were found, including inefficient supply chain systems, inventory management issues, and human resource-related issues, all of which contributed to PG Enterprise's high operating costs.. These are summarized in Table 2.1

**Table 2. 1. Issues Identified During Observations**

Key functional area	Key issue	Negative effect of issue	Ideal characteristics of the functional area
Marketing Department	No consolidated marketing department	Decrease the firm's popularity on the commercial market both locally and internationally.	A consolidated market department will sell the firm using both electronic and print media platforms such as social media and organisation of marketing forums.
Company website	Non-existence of a company website	Difficult for customers, investors, and potential clients to access basic information about the firm	When there is a well functional internet website, clients of the firm will be able to access fundamental information about the organisation at any point in time without walking to the firm's premise.

## **CHAPTER THREE: LITERATURE REVIEW**

### **3.1 Review of the Literature**

Via marketing principles and hypotheses, I analyzed the different marketing strategies for profitability in businesses in this literature review. This literature review is organized to begin with the fundamentals of marketing techniques, then move on to marketing theories such as branding, partnership marketing, and resource advantage, before concluding with a review of profitability.

### **3.2 Aspects of marketing campaigns that are fundamental**

For business leaders, the primary goals of marketing campaigns are to meet consumer needs, increase market share, and increase shareholder value (Jemaiyo, 2013). Stakeholder plans for annual funding must be established by business owners. Such strategic programs aid in the achievement of growth opportunities. Business leaders must collect all marketing data in order to forecast long-term growth trends (Fiore et al., 2013). They must gain knowledge of customer insights and patterns through marketing in order to evaluate ongoing cost and other cost-cutting measures and contribute to organizational development.

Customers are kept informed of new offerings by marketing new products; for long-term success, companies must incorporate creativity and consumer feedback (Barwise & Meehan, 2011). As principles of marketing operations and policy, executives employ promotion, advertisement, fundraising, and public relations (Tabaku & Mersini, 2014). Using marketing techniques such as viral marketing, ads, posters, brochures, and outreach, business owners can draw new customers (Tawanda, Future, & Angela, 2013). Developing and implementing a

coordinated marketing strategy for new and current goods and services will assist enterprises, such as IT firms, in making improvements or modifications in response to changes in the competitive environment.

When reporting strategic marketing planning activities such as business mission, marketing priorities in the areas of market share, goods and services, and distribution, small and medium-sized companies with high levels of success are descriptive (Ogunmokun & Tang, 2012). To ensure that resources are accessible when marketing activities are implemented, it is important to use the idea of marketing as an adaptive strategy (Tabaku & Mersini, 2014). Needs insight, study and analysis, innovative injection, strategic positioning, marketing strategy creation and preparation, execution, assessment, and adjustment are all part of a strategic marketing framework (Janicic & Jankovic, 2014). A strategic marketing system consists of approaches that can assist leaders in developing and improving marketing strategies and efforts. Through the creation of customer-oriented solutions, marketing contributes to customer and shareholder value (Abernathy, Kubick, & Masli, 2013). Marketing techniques are used to extract consumer data for research (Chiang, 2013). Business owners may use marketing tactics to communicate ideas with customers and stakeholders, resulting in benefit (Bettioli, Di Maria, & Finotto, 2012).

To counter the threats of rivals, aggressive promotional campaigns are implemented (Cheng, 2014). Business leaders may use aggressive marketing to differentiate themselves from their rivals, serve as a liaison between supply and demand, and meet customer needs by disseminating higher-quality goods (Cheng, 2014; Sarathy & Banalieva, 2014). Post-testing, recall tests, and recognition tests, according to Cheng, are ways to evaluate, compare, and contrast competitors' promotional strategies, as well as explore different market segments. Post-testing allows business executives to evaluate consumer product recognition and the efficacy of ads in target markets (Cheng, 2014). Leaders use recall tests to see how well

customers remember and are aware of ads (Cheng, 2014). Customers read advertisements and note what they have seen previously in recognition assessments to help managers measure the advertising impact in various market segments (Cheng, 2014). Firms can benefit from strategy planning and technology advancement by improving their decision-making skills and gaining a competitive edge (Koutroumanis, 2011). Small and medium-sized enterprises (SMEs) produce technological creativity for the economy, according to Sanchez, Popescy, Chivu, Ciocârlan-Chitucea, and Popescu (2011). They contribute 55 percent to 95 percent of US GDP. To prevent competitive disadvantages, small business executives should use the Internet as a marketing tool (Omar, Ramayah, Lim, Mohamad, & Marimuthu, 2011). It's important to use the most up-to-date technologies to connect and interact with consumers, because using technology as a marketing tool will help small business owners anticipate consumer desires and values (Rowley, 2012). Measuring the results of web-based marketing will reveal whether it aids in increasing profit, increasing return on investment (ROI), improving company brand, increasing consumer loyalty, and improving business processes (Omar et al., 2011).

Marketing practices such as marketing communications, personal sale, competition-based pricing, product creation, and distribution can assist business owners in focusing on differentiation-based product market strategies in order to meet market goals (Khan, 2014b; Mohammed, Rashid, & Tahir, 2014). Executives may use marketing communications to receive information and guidance, provide product information, and reassure target consumers of a product's merits (Khan, 2014b). Successful advertising campaigns and marketing budgets benefit from information used to assess customer preferences and segment customers (Barber, 2014). Personal sale is a form of marketing that business owners can use to effectively promote a product (Khan, 2014b). Marketing activities may be used by business owners to gain a competitive edge in the market and provide a product that meets the needs of particular consumers (Khan, 2014b; Mohammed et al., 2014). Cross-selling and increased buying



frequency are two ways to keep customers (Khan, 2014a). According to Khan (2014b), the product is at the heart of the marketing mix strategy, and small business owners can use it to distinguish themselves from rivals and deliver a diverse product line to boost profits and market share. Small business owners may be able to achieve product-market targets by focusing on differentiation-based product market strategies and resource deployments (Mohammed et al., 2014).

Small business executives may use a corporate marketing model framework to help increase customer satisfaction, connect effectively and interactively, and reduce customer overall cost, according to Li and Ju (2014). Advanced small business executives, according to Khan (2014b), should use pricing to strengthen other marketing practices because, while higher prices can initially result in higher profitability, higher prices can result in lower sales and profits in the long run. Small business executives may be able to achieve profitability by developing short- and long-term marketing and advertising strategies that are aligned with strategic plans.

### **2.3 Marketing Relationship**

In the early 1990s, relationship marketing originated as a marketing philosophy that encompassed relationship building and competitor and customer market research (Khan, 2014a). When it comes to corporate planning, a company's relationships with clients and rivals are at the forefront (Kay, 2011). The goal of relationship marketing is for business owners to be able to build and sustain a productive relationship portfolio through a strategic process (Catoiu & Tichindelean, 2012). Relationship marketing has a huge impact on a business's profitability (Borisavljevic, 2013). Small business owners should adopt marketing strategies that are in line with their overall business plan, which involves identifying successful consumer, prospect, and competitor participation in the market (Jemaiyo, 2013).

Customer relationship principles under the pillar of relationship marketing include micromarketing, database marketing, one-to-one marketing, loyalty marketing, wraparound marketing, customer partnering, and digital marketing (Khan, 2014a). Micromarketing can be used as part of the partnership marketing process and a proactive approach to customer interaction by business owners (Khan, 2014a). Relationship marketing is a term used by small business executives to describe a variety of marketing activities such as consumer frequency marketing campaigns, customer partnering, and digital marketing, both of which are aimed at forming relationships with important business customers (Khan, 2014a). Leaders use commitment as a variable to assess the strength of a marketing partnership and forecast potential purchase frequency; executives use loyalty marketing to demonstrate commitment and establish a relationship with the customer (Khan, 2014a). During the implementation of marketing campaigns, relationship marketing helps to foster a competitive edge through network contacts and interactions (Gharehbashlani & Seify, 2014). To establish relationships with primary customers within targeted market segments, small business leaders should find, create, and execute new business opportunities.

CRM (customer relationship marketing) is a modern paradigm that is critical to the service industry's ability to maximize customer and company value (Chiang, 2013). The CRM strategy combines marketing, distribution, and customer service with the goal of increasing marketing efficiency by delivering customer value (Soliman, 2011). Soliman (2011) advanced the aspects of CRM that help companies achieve high marketing success, such as a primary emphasis on consumers, operational effectiveness, and customer knowledge management.

To evolve marketing communications, drive brand engagement, and generate profit, business owners should implement a CRM strategy. To develop electronic and direct marketing programs, improve forecast models, update planning systems, improve organizational

structures, and increase profit margins, business owners should invest in CRM technology and systems. 2011 (Soliman). Entrepreneurs CRM (customer relationship marketing) is a modern paradigm that is critical to the service industry's ability to maximize customer and company value (Chiang, 2013). The CRM strategy combines marketing, distribution, and customer service with the goal of increasing marketing efficiency by delivering customer value (Soliman, 2011). Soliman (2011) advanced the aspects of CRM that help companies achieve high marketing success, such as a primary emphasis on consumers, operational effectiveness, and customer knowledge management. To evolve marketing communications, drive brand engagement, and generate profit, business owners should implement a CRM strategy. To develop electronic and direct marketing programs, improve forecast models, update planning systems, improve organizational structures, and increase profit margins, business owners should invest in CRM technology and systems (Soliman, 2011).

Utilizing goods and services to fulfil consumer desires is an essential part of successful marketing campaigns. Customer recognition, acquisition, retention, growth, and monitoring of consumer information are all steps in the relationship marketing process that small business owners use to sustain long-term relationships (Khan, 2014a). Relationship marketing can boost marketing efficiency, raise revenues by 25-85%, and reduce consumer churn by 5%, according to marketing executives (Khan, 2014a). Small business owners, according to Khan (2014a), should use customer retention to gain advantages in terms of turnover and costs. In the creation and growth of relationship marketing, Khan (2014a) said that executives should keep track of the fragmentation of consumer markets and customer purchasing trends.

#### Profitability and Marketing Strategies

Executives must include consumers in product deployment in order to increase profitability and be competitive. This will help drive the market (Swenson, Rhoads, & Whitlark, 2012).

Strategic marketing strategy includes examining and analyzing the best business opportunities as well as developing profitable strategies (Ogunmokun & Tang, 2012). To increase revenue and income, business owners should develop marketing strategies based on customer segmentation analysis (Hwang, Lee, & Park, 2012).

Small businesses' financial results are influenced by marketing campaigns (Solomon & Perry, 2011). An successful marketing campaign will result in increased sales and market supremacy (Jemaiyo, 2013). Small business owners can assess market attractiveness by looking at the pace of growth and profitability (Dogramatzis, 2012). A structured structure for measuring and executing entrepreneurial marketing includes elements such as creating opportunity, multiplying the impact, leveraging relationships, and making money (Swenson et al., 2012). Leaders build growth opportunities and implement responsive marketing strategies by evaluating a business concept and the dimensions of a product (Swenson et al., 2012). Entrepreneurs use the multiplying effect, according to Swenson et al. (2012), to recognize and collaborate with business partners that have a substantial impact on the target market. Relationships with advisors, suppliers, and consumers will help you succeed in business (Swenson et al., 2012).

Customers' purchasing and use patterns should be identified using marketing techniques, and product requirements should be modified for profitability (Swenson et al., 2012). Understanding use trends can help executives better understand their customers' needs, as well as how to provide value and spot marketing opportunities (Swenson et al., 2012). Market knowledge management can be used by business owners to increase market value and improve organizational efficiency (Shin, 2013). Successful organizational execution and profitability include strategic marketing, marketing relations, and a sales process (Bierbooms, Van Oers, &

Bongers, 2014). Advanced executives should target audiences, place goods, and create a marketing communications plan for strategic marketing, according to Bierboom et al. (2014).

Effective marketing campaigns will aid leaders in strengthening their business orientation and boosting profits (Bierboom et al., 2014). To help achieve brand targets and concentrate on increasing sales and earnings, company managers must push a customer retention strategy in tandem with a marketing strategy. Small business owners should look for opportunities and risks by looking at how the economic growth of emerging markets impacts marketing strategies over time (Sarathy & Banalieva, 2014). The position of the chief marketing officer is critical in assessing business success, such as low asset turnover and high profitability (Abernathy et al., 2013).

Yenkins (2015) proposed four main strategies required to have a strong and resilient marketing department. They include; having a statutory marketing department, employing the prerequisite staff, giving them on the job training, and providing them the necessary logistics to work. The section below outlining solution and implementation will be based primarily on model.

## **CHAPTER FOUR**

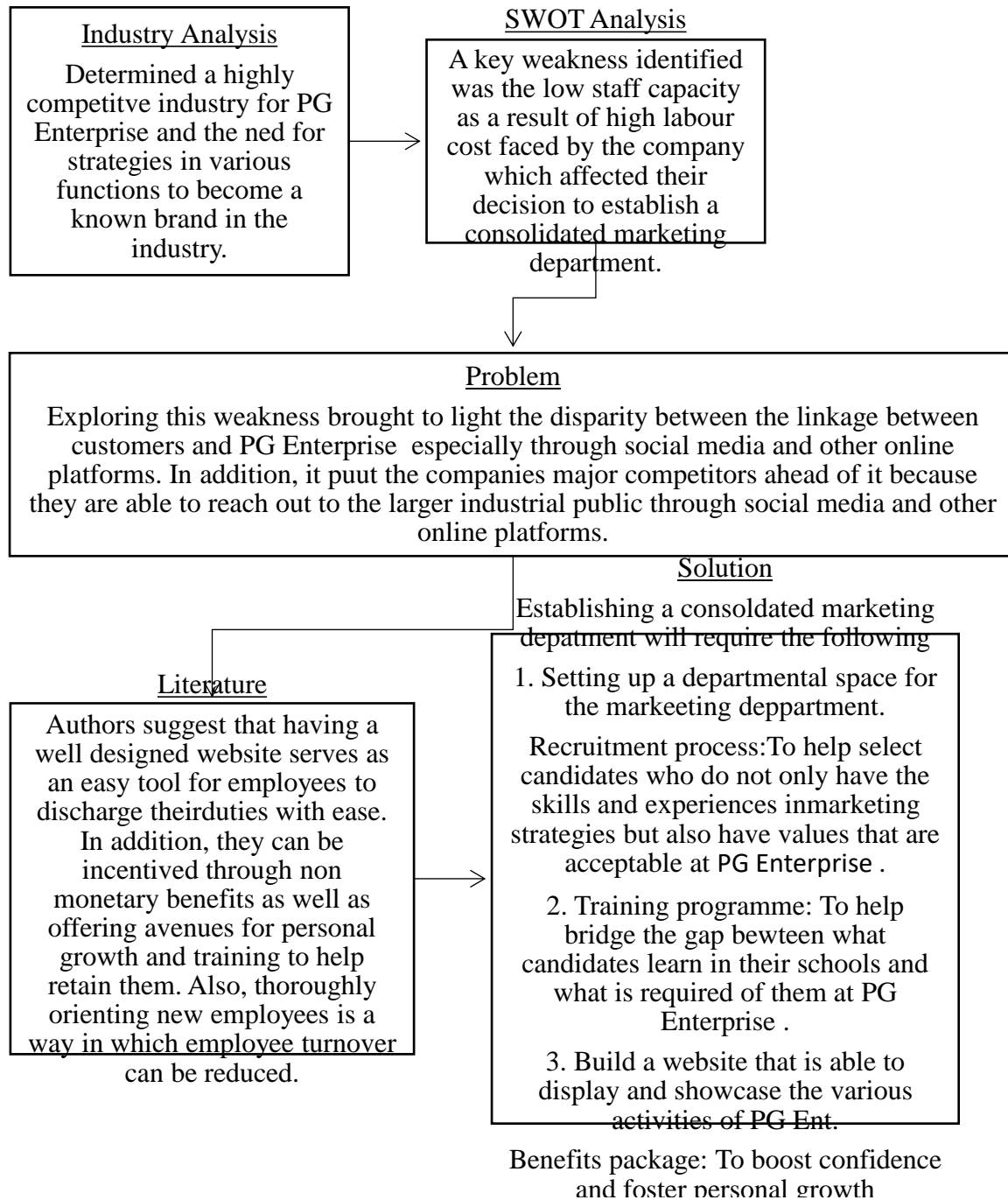
### **SOLUTION AND IMPLEMENTATION PLAN**

#### **4.1 Chapter overview**

This chapter describes the solution or tool that has been developed based on the researcher's understanding of PG Enterprise Solutions Ltd. The solution proposed which is called PG Enterprise marketing strategies follows the four pillars designed by Yenkins, 2015. The first, which is the establishment of a consolidated marketing department plan, is going to help the company attract and retain the right people of marketing expertise for the firm (Yenkins, 2015). This is one of the gaps the solution seeks to address. The second is the recruitment and training program for potential employees of the established marketing department of PG Enterprise. The recruit must be provided with the deserved financial and other incentives to boost their production confidence. This is to help reduce the impact of the employee turnover on the profitability of the company (Bongers, 2014). The third is the building of a function and able website to help reach out customers and potential clients online. The final part of the solution is to develop a well-structured and functional website that is capable of projecting the firm globally. Potential clients especially in the wake of the COVID 19 pandemic must easily operate. However, it must be greatly protected from cyber fraud and other activities that will derail the image of the firm.

#### **4.2 Model for solution development**

Figure 4.1 shows the derivation of the solutions suggested.



**Source: Researcher**

**Figure 4.1. Synthesis of Solution derivation**

### **4.3 Building a Functional Website**

In the current world of digitization, a well-functioning marketing department can communicate with the rest of the world through the internet. In designing the website, the department must conduct a survey to identify the major platforms their clients mostly use to access information about the firm. In this case, the website will be flexible in this area for ease of accessibility. The website must incorporate such activities and others required to put the company in poll position to win competitive advantage.

### **4.5 Building the Workforce**

#### **4.5.1 Advertising**

Based on the roles identified in the marketing department, advertising these job vacancies should be publicized to attract both experienced and on-the-job trainees who have the prerequisite to work in a marketing department of an IT firm. This job advertisement can be placed on online through **the development of a formidable website** and job search platforms like LinkedIn and Jobberman which are free platforms.

#### **4.5.2 Selection and interviewing**

After obtaining a pool of candidates, their curriculum vitae (CV) will be reviewed, and those who are shortlisted will be contacted for an interview. This can be done in person or over the phone to assess future recruits' communication skills. This stage has been aided by the development of an interview guide. Open-ended questions were primarily proposed to assess each applicant's expertise and job attitude. Appendix 1 contains a list of possible interview questions. Skilled candidates will be offered work contracts and placed on probation for a period of three months after their interviews, during which time they will receive orientation and training. Employees will be given a sample employee booklet called code and conducts as part of their introduction to the company, which will introduce them to the company's culture,



traditions, benefits, and policies. This must be done in compliance with the Employment and Labor Relations Act of 2004 as well as the Labour Act of 2003. (Act 651). Without having to contact the company's owner, this booklet will act as a source of knowledge to refer to when concerns arise. Furthermore, the corporation will be protected by this booklet against any illegal allegations made by employees.

#### **4.5.3 Training and development program**

New workers are placed on probation after orientation and must complete a three-month training program, which is detailed in the following pages. However, depending on the competency gaps found during interviews and selection procedures, the length and quality of the training can vary. The training program's goal is to educate potential employees on the technical aspects of IT marketing and communication, especially how to communicate with potential and current clients. After completing the training, trained individuals will be hired as permanent employees and will be eligible for additional PG Enterprise benefits.

The key technique to be used in this training program is Bellack, Mueser, Gingerich, and Agresta's (2004) tell-show-do methodology, in which workers are told what to do orally, then the teacher shows precisely what is required of them, and finally they are asked to do the activity. This method is best as an apprenticeship form of training, according to Bellack et al (20024), since practical knowledge is needed in the IT industry where PG Enterprise operates. Individuals with at least a first-year university education and at least two years of job experience for senior staff positions, and little or no experience for junior staff positions, are considered prospective workers.

#### 4.6 Benefits of the program to both the employer (firm) and Employee

The training program will last no more than three months. During this time, probationary workers will learn a variety of skills that will help them operate more efficiently at PG Enterprise. As a result, they are in high demand in the industry and can be easily hired as permanent employees. Given the industry's high turnover rate, this initiative will assist employers in scheduling employees so that their voluntary departure does not disrupt business operations. One of the firm's main advantages is how they can enter and tap into new markets using both electronic and social media, allowing them to reach out to larger customers at a lower cost than previous methods.

Recruits' incentives and benefits include things like medical insurance, cash gifts, leisure and recreational facilities, and cafeteria plans, all of which influence employees' decision to remain with an organization. During the semi-structured interview, the company's owner expressed a desire for a family-oriented work environment where employees are free to be themselves on the job. Employees may believe that the organization cares for their development and well-being because of benefits and incentives.

#### 4.7 Implementation Plan

The implementation plan (see table 4.2) gives an overview of how to establish a comprehensive and consolidated marketing department in PG Enterprise Solutions.

**Table 4.2 Implementation plan**

<b>Solution</b>	<b>Parties responsible for implementation</b>	<b>Implementation</b>
Creating of marketing department unit	General manager of Premium Group of companies, owners of Enterprise Solutions	Set up an adhoc committee to think through the procedures and requirements for a separate marketing department for the IT division of the parent company.

Advertisement of vacant positions	Director in charge of the PG Enterprise Solutions	Use of print and electronic platforms to announce vacancies <b>such as developing a website</b>
Recruitment and retention strategy	Human resource manager	Set up a recruitment and selection team to conduct the recruitment process to attract the required employees and issuance of appointment letters.
Training and Mentorship	Recruitment and selection team	Professional marketing trainer and Senior staff members to provide mentorship roles
Duty Assignment	Director in charge of the PG Enterprise Solutions	Employees assigned their various role in the newly created marketing department based on their area of expertise.
Financial Clearance	Chief Financial Officer (Accountant)	Provides financial details of the appointment including all other entitlements.

**Source: Researcher**

#### **4.8 Limitation of solution**

The firm cannot tell competitive advantage and the overall organizational benefit from the beginning immediately but only in retrospect.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATION**

#### **5.0 Chapter Overview**

This chapter gives a summary of the key insights that were gathered during the project. It also highlights some changes that need to be made at PG Enterprise to maximize the use of the solutions suggested. In addition, other problems identified will be highlighted and possible solutions will be suggested for the organization. Limitations faced during the entire project will also be emphasized in this chapter.

#### **5.1 Requirements Needed to Establish a Consolidated Marketing Department at PG Enterprise**

As part of putting up a functioning marketing department, the company needs to redesign its operational calendar taking into consideration its peak and lean periods to ensure the utilization of lean period for recruitment and training purposes. In addition, appropriate logistics required to facilitate the activities of the department must be fully provided to enhance smooth operations.

#### **5.2 Subsequent problems identified during needs assessment**

From the needs assessment conducted, it was identified that the company faced huge competitive disadvantage in the area of online marketing and communication with clients in the distribution of Information Technology (IT). This can be tackled in the interim by tasking employees with IT know-how to create an online platform particularly social media platforms

and display brands and flyers of the company to the general public. This will give the company the public outlook and prepares it effectively for industrial competition.

### **5.3 Key insights from entire project**

Setting up a marketing department to deal with advertisement, commercialization, and communication of PG Enterprise Solutions Ltd to clients and potential clients requires hiring and retaining both experienced and interns to acquire adequate skills and attitudes needed for the department to thrive. In addition, it requires the design and building of a functional organisational website to aid customers globally. To do this, there must be a recruitment plan to attract the right people. The recruits will be entrusted to develop key strategies to achieve the stated objectives of the firm as far as the marketing department is concern. This can be achieved through departmental teamwork. Each person employed must be willing to provide key expertise to help increase competition advantage of the firm.

### **5.5 Recommendation**

Based on the solution concepts specified above, the following recommendations the study proposes the following recommendations;

1. To establish a consolidated marketing department, management of the firm must set up a committee to think through the procedures and requirements for a separate marketing department for the IT division of the parent company. By so doing, they will be able to ascertain whether it will be in the best interest of the mother company. The committee must outline the major reasons why having a consolidated marketing department for the IT subdivision is very essential for firm profit realization.

2. In order to gain competitive edge in the global market, the firm must develop a well functioning website that will display the various activities of the firm. The website must be designed to be user friendly and easily accessible to potential clients.
3. Recruitment of staff for the marketing department must base on competence, resilience, and not favouritism. There must be proper opening for people to apply through the print and electronic platforms to announce vacancies.

## **5.6 Reflections**

My passion for developing and implementing business processes and creating new approaches for business sustainability was the reason I chose to explore marketing strategies for profitability. In my observations of PG Enterprise, I realized that having a consolidated marketing department will help the company match existing competition in the IT industry and even win competitive advantage. I had a preconceived idea that once receiving approval from the IRB, collecting and analyzing data would be easy. I underestimated the amount of time and level of tediousness it took to transcribe the data personally. Interviews with each participant were rewarding. I was amazed at the level of buy-in staff showed. Policies and customer retention strategies were similar at the restaurants. The results of this study confirmed my proposition employees can support managers and executives with business development efforts and marketing initiatives to maintain best practices for profitability.

## **5.7 Limitations**

A major limitation faced during this project was the communication problems between the company and the researcher. Issues identified were quite sensitive to tackle. For example, it

was mostly difficult to get interviewees to have ample time to respond to questions raised by the interviewer. In addition, a resistance to change by the owner made it difficult to suggest an implementation plan. After lengthy negotiations between researcher and owner, an agreement was arrived at for staff participants to partake in responding to the demands of the study.

Nevertheless, the procedure and implementation plan were seen as step in the right direction and if implemented will put the firm in a pole position to gain competitive advantage in the industry.

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