



A Study on the Strategic Role of Operations in Supporting Marketing Performance in the Building Materials Industry in Saint-Gobain

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Introduction

The building materials sector relies heavily on the strategic alignment of marketing and operations to drive organizational performance. The operations department makes sure that products are manufactured, stored, and delivered effectively while maintaining the necessary standards of quality and timeliness, while marketing is in charge of increasing demand, building brand awareness, and gaining clients. Stockouts, excess inventory, and delays can be avoided by coordinating production schedules and marketing efforts effectively. This will guarantee that consumer expectations are continuously fulfilled. This alignment is essential for maintaining competitive advantage since it improves operational effectiveness and fortifies the whole customer experience. Operations play a crucial role in facilitating marketing promises in this situation by guaranteeing that marketing plans may be carried out without sacrificing the quality or availability of products.

Furthermore, in the building materials industry, it is becoming more and more important to integrate technology into marketing and operations. Better communication and coordination between the two roles are made possible by tools like enterprise resource planning (ERP) software and customer relationship management (CRM) systems. By offering real-time insights into production schedules, inventory levels, and customer preferences, these digital platforms help businesses improve supply chain operations, inventory management, and forecasting. Businesses can improve their ability to support marketing efforts by using these technologies to match their manufacturing capabilities with market demand. Furthermore, consumer loyalty and brand reputation are significantly impacted by operational efficiency. Businesses that provide top-notch products on schedule strengthen their reputation as dependable brands, which helps with marketing campaigns meant to draw in and keep consumers. Therefore, the integration of operations and marketing is essential for achieving long-term business success and competitiveness in the building materials industry.

I. Understanding the Strategic Role of Operations in Supporting Marketing Performance in the Building Materials Industry

The building materials industry is essential to infrastructure development, and companies have increasingly realized the importance of aligning operations with marketing to maintain a competitive edge. Effective integration of operations with marketing strategies ensures timely product delivery, high-quality standards, and customer satisfaction, which are essential for long-term success.

Companies in this sector continuously refine their operations, focusing on improving production, inventory management, and logistics to meet growing customer expectations. By aligning these operations with marketing promises, businesses ensure that they deliver products on time and as promised, enhancing customer loyalty and brand reputation.

Technological advancements such as ERP systems, CRM tools, and data analytics play a critical role in connecting operations and marketing. These tools help businesses optimize supply chains, forecast demand, and create personalized marketing campaigns, ensuring that operational capabilities align with customer needs and marketing goals.

II. Key Categories of Strategic Role of Operations in Supporting Marketing Performance in the Building Materials Industry

1. Operations and Marketing Alignment – This is the core of your study. Understanding how production, logistics, and inventory management align with marketing strategies will demonstrate the direct impact of operations on marketing outcomes.
2. Supply Chain Management – In the building materials industry, an efficient supply chain is critical to delivering marketing promises. This category is essential to highlight how operational processes support marketing objectives.

3. **Technology Integration** – Technology is crucial in modernizing both operations and marketing. Understanding how tools like ERP and CRM systems improve efficiency and communication between these functions will add depth to your study.
4. **Customer Satisfaction and Brand Perception** – Your study will likely touch on how operations influence customer experiences and brand loyalty, which are key outcomes of effective marketing.
5. **Innovation and Sustainability** – Given the growing emphasis on sustainability and innovation in many industries, including building materials, this category helps link operational strategies to modern marketing trends and consumer preferences.
6. **Competitive Advantage** – A strong operations strategy can give a company an edge in marketing, especially when it results in better product delivery and customer service. This is an important aspect for discussing how operational strategies impact market positioning.

1.1 Scope of the Study

The study titled "A Study on the Strategic Role of Operations in Supporting Marketing Performance in the Building Materials Industry" aims to explore how operational efficiencies impact marketing outcomes, customer satisfaction, and overall business performance in the sector. The scope includes

a) Functional Integration

The study will mainly focus on how Saint-Gobain's operational activities such as manpower management, ESI & PF compliance, supply chain processes, and billing directly support marketing strategies. This integration ensures that marketing commitments made to clients are successfully delivered through efficient operations.

b) Industry-Specific Context

The highly competitive and project-driven building materials market is the sole focus of the study. In order to comprehend how operational efficiency helps to fulfil marketing promises, an analysis of Saint-Gobain's activities in this sector—particularly those pertaining to providing construction and industrial clients—will be

conducted. Instead of giving a broad picture, the research offers detailed, useful information by focusing on a single industry and firm.

c) Practical Implications

The study aims to provide practical recommendations for Saint-Gobain. By identifying gaps in coordination between marketing and operations, the study will suggest improvements that can be realistically implemented. These may include digital solutions for billing, better integration of marketing and supply chain data, or manpower allocation strategies that ensure timely project execution. The insights will therefore be useful not only for academic learning but also for management decision-making.

1.2 Importance of study

1. Building Stronger Connection Between Marketing and Operations

This study is important because it shows that marketing alone cannot win customers if operations fail to deliver. By understanding how operations like manpower supply, billing, and logistics support marketing, Saint-Gobain can make sure its promises to clients are always kept.

2. Improving Customer Satisfaction and Trust

In the building materials industry, customers expect timely delivery, quality service, and smooth processes. This study highlights how efficient operations directly lead to happier customers, which in turn strengthens marketing efforts and builds long-term trust

3. Helping the Company Grow in a Competitive Market

With growing competition, companies need more than just strong marketing campaigns. This study is important because it shows how Saint-Gobain can use its operational strengths—like supply chain efficiency and compliance—to support marketing and achieve sustainable business growth.

1.3 Literature review

1. Girdhar & Verma (2016) Marketing Strategy and Investments under Make in India, Girdhar and Verma (2016) explore how construction firms can leverage the proposed

investments under the Make in India initiative. Using secondary data across 25 sectors, the study categorizes investments based on geography, year, and sector. Findings suggest that construction companies can gain competitive advantage by aligning competencies with emerging opportunities. The study highlights the role of strategic frameworks in enabling firms to maximize benefits from government-led initiatives.

2. Alam (2021) Critical Evaluation of Marketing Strategy of DOM-INNO Group of Company Ltd, Alam (2021) analyses the business and marketing strategies of a Bangladeshi real estate company. Drawing from internship-based practical knowledge, the report covers various business activities across the group's sectors. The study identifies how strategic planning supports growth in real estate, food, packaging, and pharmaceuticals. The findings emphasize the significance of business planning in sustaining organizational competitiveness.

3. Gaur, Vasudevan & Gaur (2011) Market Orientation and Manufacturing Performance of Indian SMEs: Moderating Role of Firm Resources and Environmental Factors, Gaur et al. (2011) examine the relationship between market orientation and performance of SMEs. Using surveys of SME managers, confirmatory factor analysis, and hierarchical regression, the study found that customer orientation and inter-functional coordination improved performance, while competitor orientation did not. Firm resources and competitive intensity moderated these relationships. The study highlights that responsiveness to customer needs is more critical than competitor focus for SMEs.

4. Bhattacharya, Momaya & Iyer (2021) In the article Bridging the Gaps for Business Growth among Indian Construction Companies, Bhattacharya et al. (2021) assess enablers of sustainable growth in construction firms. Using a survey of 108 executives and hypothesis testing, the study identifies human resource skills, leadership vision, and opportunity scanning as critical enablers. Indian companies lag behind international peers in diversification and strategy deployment. The paper suggests policy and managerial initiatives to enhance competitiveness and growth.

5. Othman, Rahman, Sundram & Bhatti (2015) Modelling Marketing Resources, Procurement Process Coordination and Firm Performance in the Malaysian Building Construction Industry, Othman et al. (2015) study how marketing resources affect procurement coordination (PPC) and performance. Using a quantitative survey and

structural equation modelling, the study shows that marketing resources significantly enhance supplier relationship development and planning, which in turn improve firm performance. The study contributes by linking supply chain coordination with marketing resources in construction.

6. Roth & Van Der Velde (1991) Operations as Marketing: A Competitive Service Strategy, Roth and Van Der Velde (1991) propose a paradigm integrating operations and marketing for competitive advantage in service firms. Using data from 117 retail banks, they develop the Customer/Account Base (CAB) matrix to link critical success factors to competitive positioning. Findings show that service delivery systems play a key strategic role, with relationship banking requiring holistic and integrative operational strategies. The study highlights operations as a strategic marketing tool.

7. Shriharsha, Pai & Hun Gund (2025) Investigating the Mediating Roles of Inventory Management and Supply Chain Disruption Factors in Logistics Performance – An Evidence from the Construction Industry in Coastal Karnataka, India, Shriharsha et al. (2025) examine supply chain practices in regional construction projects. Using survey data from 347 professionals and SEM analysis, the study finds that material costs influence inventory management and disruptions, which affect logistics performance. The paper emphasizes the role of strategic inventory management in enhancing resilience and project outcomes.

8. Goran & Kant (2017) Supply Chain Practices and Organizational Performance: An Empirical Investigation of Indian Manufacturing Organizations, Goran and Kant (2017) test the relationship between supply chain practices (SCPs) and performance. Using surveys of 292 firms and structural equation modelling, the study identifies four SCP constructs: ICT, SC integration, responsiveness, and green practices. Results show SCPs improve operational performance, customer satisfaction, and financial outcomes. The study provides a validated framework for Indian manufacturers to assess SCP effectiveness.

9. Oberoi & Naoui-Outing (2024) Market Orientation Dynamic Capability – A Catalyst for Purchasers' Core Competencies to Achieve Innovative Performance during Supplier Collaboration, Oberoi and Naoui-Outing (2024) explore how purchasing managers' competencies influence innovation. Based on 22 interviews with managers in India and France, the study identifies relational, communicational, and cognitive

competencies as key to supplier collaboration. Findings suggest that dynamic capabilities in market orientation enable firms to translate competencies into innovative outcomes.

10. Girdhar & Verma (2016) Marketing Strategy and Investments under Make in India, Girdhar and Verma (2016) examine how construction firms can maximize benefits from investments proposed under the Make in India initiative. Using secondary data on projects announced across 25 sectors and regions, the study categorizes investments by geography, sector, and timing. They found that identifying and aligning with high-potential investments can provide firms with competitive advantage. Their key finding underscores the importance of strategic frameworks in enabling construction firms to benefit from government-led initiatives.

1.4 Objectives of Study

- a) To study how operations support marketing strategies and contribute to business growth in the building materials industry.
- b) To identify key operational areas such as manpower supply, compliance (ESI & PF), supply chain, and logistics that directly affect marketing performance.
- c) To analyse the link between operational efficiency and customer satisfaction, and how this influences marketing outcomes like client trust and brand reputation.

1.5 Problem Statement

a) Challenges in Manpower Supply and Compliance

Delays in manpower supply or errors in ESI and PF billing create dissatisfaction among employees and reduce client trust. These operational lapses weaken the credibility that marketing efforts build. Ensuring accuracy and timeliness is critical for sustaining confidence.

b) Impact on Customer Satisfaction and Brand Reputation

In the building materials industry, timely delivery and reliable service matter as much as product quality. Any operational failure—whether in logistics or billing—directly

frustrates customers. This reduces satisfaction and harms the brand image built through marketing

c) Need for Strategic Alignment to Achieve Growth

Marketing creates demand while operations ensure its fulfilment, but when both are not aligned, growth opportunities are lost. Competitors with stronger coordination gain an advantage. Seamless collaboration is essential for Saint-Gobain's long-term success.

Limitation of study

a) Observation-Based Understanding

During my internship, most of what I learned came from observing processes and interacting with employees. I was not directly involved in taking operational or marketing decisions. Because of this, my findings are more based on what I saw and heard, rather than firsthand experience. This may bring a level of subjectivity into the study.

b) Dependence on Guidance

As an intern, I had to rely heavily on mentors and staff members for data, clarifications, and process knowledge. Their support helped me understand things better, but it also meant I could not explore every aspect independently. My access to information was sometimes limited by what they shared. This dependency slightly restricted the depth of my analysis.

c) Limited Exposure to Customers

I did not get much direct interaction with customers during my internship. Most of my understanding about customer satisfaction, trust, and perceptions of Saint-Gobain's operations came from internal reports and employee feedback. Without firsthand conversations, my study may not fully capture the customer's perspective. This is a limitation when analysing marketing outcomes.

2.1 ABOUT THE COMPANY

a) HISTORY OF SAINT GOBAIN

Saint-Gobain is one of the world's oldest industrial companies, with its origins tracing back to 1665 in France, when it was established under King Louis XIV as the Manufacture royale de glass de mirrors (Royal Glassworks). Its first landmark achievement was producing the magnificent glass mirrors for the Hall of Mirrors at the Palace of Versailles, which gave it a prestigious reputation in Europe. Over the next two centuries, Saint-Gobain expanded its expertise from mirror making into flat glass, ceramics, and other construction materials, contributing significantly to industrial growth during the 18th and 19th centuries.

In the 20th century, Saint-Gobain diversified further into abrasives, plastics, high-performance materials, and building products, becoming a multinational player. A major turning point came in 1970, when it merged with Pont-à-Mousson, a French leader in cast iron and pipes, to form Compagnie de Saint-Gobain. This merger expanded its industrial base and global footprint. The company then pursued international growth through acquisitions and new ventures, entering markets across Europe, North America, Asia, and emerging economies.

Saint-Gobain entered India in 1996 and quickly established itself as a leader in the building materials sector, especially in glass, gypsum, abrasives, and construction solutions. Its state-of-the-art glass manufacturing plant at Sriperumbudur, Tamil Nadu, is among the world's largest facilities of its kind. Today, Saint-Gobain operates in over 75 countries, employs more than 160,000 people, and focuses strongly on sustainable construction, green buildings, and innovative materials. With over 350 years of history, Saint-Gobain has transformed from a royal glassmaker into a global leader in construction and high-performance materials, playing a key role in shaping modern infrastructure and promoting sustainable living worldwide.

b) Departments in Emami Frank Ross

1. Operations Manufacturing

This is where all the action happens. The department looks after how glass, gypsum, and abrasives are produced in the plants. From maintaining machines to making sure every product meets quality standards, their job is to keep production smooth. They

also focus on using modern technology and eco-friendly methods to reduce waste and energy.

2. Supply Chain & Logistics

Think of this as the backbone that connects everything. This team makes sure raw materials arrive on time and finished products reach dealers and customers without delay. They handle storage, transport, and distribution, ensuring customers always get what they need when they need it.

3. Marketing & Sales

This department works like the company's voice. They promote Saint-Gobain's products, build strong customer relationships, and manage dealer networks. By running campaigns and understanding customer needs, they help increase sales and keep the brand strong in the market.

4. Research & Development (R&D) & Innovation

R&D is the creative side of the business. This team works on new ideas, develops better building materials, and focuses on energy-efficient, sustainable products. Their innovations keep Saint-Gobain ahead of its competitors and relevant to modern-day needs.

5. Human Resources (HR)

The HR team looks after the people in the company. From hiring and training to payroll and compliance, they ensure employees feel supported. They also work on building a positive workplace where people can grow and stay motivated.

6. Finance & Accounts

This department handles the money matters. They prepare budgets, manage expenses, process payments, and ensure taxes are filed correctly. By keeping the finances in order, they help the company make informed business decisions.

7. Customer Service & Support

This team makes sure customers feel heard and cared for. They answer queries, resolve complaints, and provide after-sales support. Their role is crucial in building trust and keeping customers happy with the company's services.

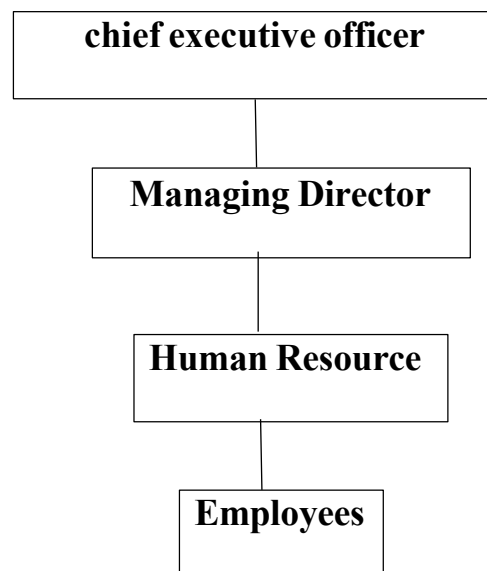
8. Compliance & Legal

This department protects the company by making sure it follows all rules and regulations. They check environmental standards, safety policies, and legal risks. By doing this, they ensure the company avoids problems and maintains a good reputation.

9. IT & Digital Transformation

The IT team brings in technology to make work easier and faster. They handle ERP systems, digital tools, automation, and even cybersecurity. By introducing new digital solutions, they help the company stay modern and efficient.

c) Organisational structure of Saint Gobin



The organisational structure of Saint-Gobain is built to ensure smooth operations, effective coordination, and accountability across different levels of management. At the top is the Chief Executive Officer (CEO), who is responsible for setting long-term goals, making strategic decisions, and guiding the company's overall direction in a competitive global market. Reporting to the CEO is the Managing Director (MD), who takes charge of daily operations, implements policies, and ensures that the strategies designed at the top are executed effectively. The MD also acts as a bridge between the CEO and departmental heads, ensuring proper communication and alignment between strategy and practice. A key pillar of this structure is the Human Resource (HR) Department, which manages recruitment, training, performance evaluation, employee welfare, and industrial relations. HR plays an essential role in motivating and

developing the workforce to ensure that they remain skilled, engaged, and aligned with organizational goals. At the operational level, the Employees form the foundation of the company by carrying out the functional tasks that drive productivity and performance. This structure reflects a clear hierarchy, with defined roles and responsibilities, enabling Saint-Gobain to maintain efficiency, innovation, and growth while balancing leadership decisions with employee contributions.

2.2 Product Profile of Emami Frank Ross Ltd

Saint-Gobain is a global leader in designing and manufacturing products that make living spaces more comfortable, sustainable, and innovative. The company offers a wide variety of building and construction materials that touch our daily lives in different ways. One of its most well-known products is glass—used in windows, doors, automotive windshields, and even high-performance applications like solar panels and aerospace. Saint-Gobain is also a leading producer of gypsum boards and plasters, which are widely used in modern interiors for walls, ceilings, and partitions, making homes and offices stylish and durable. Another important segment is insulation materials, which help maintain indoor comfort by keeping buildings cool in summer and warm in winter, while saving energy. The company also produces roofing solutions, ceramics, and abrasives, which are used in both construction and industrial applications. Beyond construction, Saint-Gobain's products serve sectors like automotive, healthcare, and renewable energy, ensuring safety, comfort, and efficiency. What makes their product profile unique is the focus on sustainability and innovation—developing eco-friendly materials that reduce energy use and promote greener living. In short, Saint-Gobain's products are not just materials; they are solutions that improve the way people live, work, and move every day.

2.3 Services of Saint-Gobain

1. Design and Technical Consultation

Saint-Gobain supports architects, engineers, and builders by offering expert advice on choosing the most suitable materials for different projects. Whether it is glass for modern windows, insulation for energy savings, or gypsum for stylish interiors, the company ensures that the right solutions are selected. This guidance helps in creating buildings that are not only beautiful but also sustainable and efficient.

2. Installation Support

The company doesn't just supply products—it also assists in proper installation. Saint-Gobain's team ensures that glass, insulation boards, or gypsum products are fixed with precision, safety, and durability. This reduces errors, saves time, and increases the overall quality of the construction project.

3. After-Sales Service

Saint-Gobain values long-term relationships with its customers. Even after the products are delivered, the company provides continuous support and maintenance advice. This is especially important in specialized areas like automotive glass or high-performance materials, where durability and safety are critical.

4. Sustainability Solutions

With a strong focus on green living, Saint-Gobain helps businesses and builders achieve eco-friendly certifications by using recyclable, energy-saving materials. Their solutions contribute to reducing energy costs, lowering carbon footprints, and making buildings more environmentally responsible.

5. Research & Innovation Services

Through its global R&D centres, Saint-Gobain partners with industries to co-develop innovative, customized solutions. These services cater to construction, mobility, healthcare, and renewable energy sectors, ensuring modern challenges are met with smart technology.

6. Training and Skill Development

The company invests in people by conducting workshops, training programs, and seminars. These sessions are designed for construction professionals, contractors, and even students, equipping them with knowledge of advanced building techniques and sustainable practices.

2.4 Major Competitors of Saint Gobain

1. Holcim (formerly Lafarge Holcim)

Holcim is a global leader in cement, aggregates, and ready-mix concrete, who has transformed itself into a sustainability champion. The company focuses on low-carbon

construction solutions and innovative infrastructure projects around the world. Holcim's strong presence across continents makes it one of the toughest competitors to Saint-Gobain, especially in the cement and construction materials space.

2. China National Building Materials (CNBM)

CNBM is China's largest building materials manufacturer, providing cement, glass, and gypsum board, among other products. Its aggressive expansion in green and sustainable building technologies combined with increased global infrastructure investments make CNBM a formidable competitor in Asia and beyond.

3. Asahi India Glass Ltd. (AIS)

AIS is India's leading manufacturer of automotive and architectural glass. Its broad market presence and emphasis on product innovation make it a direct competitor to Saint-Gobain's glass divisions, especially in the Indian construction and automotive markets.

2.5 Mission and vision of Saint Gobin

The source of a happy life for everyone, the foundation of a better future for mankind. Saint-Gobain designs, manufactures and distributes high-performance materials to provide innovative solutions to consumers. These materials and solutions can be found in every aspect of architecture, transportation, infrastructure and industrial applications and are relevant to our daily lives.

2.6 SWOT Analysis of Saint Gobin

Strengths

- Saint-Gobain has a diverse product portfolio that covers a wide range of construction materials, high-performance solutions, and innovative technologies. This diversity helps the company serve multiple industries and reduces dependence on any single market segment.
- The company is a global leader with presence in over 60 countries and more than 160,000 employees, giving it strong market reach and brand recognition worldwide.

- Saint-Gobain invests heavily in research and development, with a focus on sustainability and energy-efficient solutions that align well with growing environmental regulations.
- It benefits from a robust distribution network of around 2,300 outlets, ensuring strong supply chain efficiency and customer accessibility.
- The company has a long-standing legacy and experience of over 350 years, leading to trusted expertise and innovation credibility.

Weaknesses

- A major portion of Saint-Gobain's revenue comes from the cyclical construction industry, which makes it vulnerable to economic slowdowns and fluctuations in demand.
- The company's complex global organizational structure with more than 180 subsidiaries can slow down decision-making and introduce operational inefficiencies.
- High raw material and energy costs have put some pressure on profit margins, especially during periods of price volatility.
- In emerging markets like India and Brazil, the company's market share is smaller compared to strong local competitors, limiting its growth potential in these important regions.

Opportunities

- Rising global demand for sustainable and energy-efficient building materials driven by stricter environmental laws presents significant growth opportunities.
- The expansion of emerging markets in Asia, Latin America, and Africa offers newer, fast-growing customer bases for Saint-Gobain products.
- Continued innovation and digital transformation initiatives, aimed at cost reduction and operational efficiency, such as achieving \$1 billion in savings by 2025, will enhance competitiveness.

- Strategic partnerships and acquisitions in new markets could accelerate growth and strengthen the company's international footprint.

Threats

- Saint-Gobain faces intense competition from large global and regional players, which can affect pricing power and market share.
- The company is susceptible to volatile raw material prices and energy supply risks which could impact costs and profitability.
- Economic uncertainties, geopolitical conflicts, and trade restrictions can disrupt supply chains and markets in which Saint-Gobain operates.
- Changes in environmental regulations and standards, while opening opportunities, also impose costly compliance requirements that the company must continually address.

2.7 Conclusion

Saint-Gobain has established itself as one of the most trusted and innovative names in the global building materials and construction industry. With a wide product range covering glass, gypsum, insulation, abrasives, and high-performance solutions, the company addresses both industrial and everyday needs. What makes Saint-Gobain unique is that it does not stop at supplying products—it also provides valuable services like design consultation, installation support, sustainability guidance, and training, which enhance customer experience and create long-term value. Despite facing strong competition from companies like Holcim, Owens Corning, and Knauf, Saint-Gobain continues to stand out because of its strong research and innovation capabilities, global presence, and focus on sustainability. The SWOT analysis reveals that while the company must manage challenges such as high operational costs and dependence on the construction sector, it also has immense opportunities in emerging markets, renewable energy, and eco-friendly building solutions. Overall, Saint-Gobain's commitment to quality, innovation, and sustainable growth ensures that it remains a frontrunner in the global market and a brand that continuously improves the way people live, work, and build.

3.1 Research Type

Descriptive research is a research method that involves systematically describing the characteristics of a phenomenon or a group under study. The goal of descriptive research is to provide a clear and accurate representation of the subject matter by detailing the current practices, processes, or conditions. This method focuses on gathering data to describe how variables are related, without manipulating them, to gain a comprehensive understanding of the topic under investigation.

I. Purpose of the research:

The purpose of this study is to describe the current operational and marketing practices within the building materials industry. It aims to understand how operational strategies, such as production, logistics, and inventory management, support marketing objectives like customer engagement and brand positioning. The study seeks to provide insights into the effectiveness of this integration and offer actionable recommendations for improving operational support to enhance marketing performance.

II. key characteristics of Descriptive Research for your study:

- a) **Non-Manipulative Observation:** This type of research focuses on observing and documenting the existing conditions without manipulating variables, providing an accurate portrayal of how operations and marketing strategies are integrated in the industry.
- b) **Detailed and Accurate Representation:** Descriptive research seeks to provide a comprehensive and accurate portrayal of the phenomenon being studied, capturing the full scope of operational and marketing strategies as they currently exist in the building materials industry.

3.2 Sampling techniques

A non-probability sampling technique, has been used for the present study. The research intends to get insights from those who are directly involved in operations and marketing activities within the building materials business, which is why this method was specifically chosen. These include senior business development officers, marketing executives, sales managers, supply chain specialists, and operations managers. They are the most qualified respondents to offer accurate and significant contributions to the study because of their direct involvement and domain-specific knowledge.

This strategy supports the study's main goal of determining how operational effectiveness affects marketing performance in terms of customer happiness, brand competitiveness, and sales growth through supply chain coordination, logistics, and production planning. Purposive sampling guarantees that the results are based on actual, real-world industrial practices rather than broad assumptions by concentrating on individuals with pertinent knowledge and responsibilities.

3.3 Sample Size

A total of 82 responses were collected for this study, which is considered appropriate for research of this nature involving professionals in the building materials industry. The sample includes individuals directly engaged in operations and marketing functions, such as operations managers, supply chain professionals, marketing executives, sales managers, and business development officers.

This sample size offers enough variety in perspectives while still being manageable for analysis. It helps the researcher spot common patterns, strategies, and challenges that influence marketing performance. By including respondents from both operations and marketing, the study ensures a balanced view that connects back-end efficiency with front-end market outcomes.

3.4 Sample Design

The sample design for this study is based on purposive sampling, as discussed earlier. Since the research focuses on the link between operations and marketing in the building materials industry, it was important to select participants who are directly involved in these areas and can provide meaningful insights.

a) Target Population

The target population includes professionals working in both operations and marketing functions of the building materials industry. This group covers operations managers, supply chain executives, marketing managers, sales professionals, and business development officers. These respondents were chosen because they have firsthand experience in managing production, logistics, and supply chain processes, as well as in implementing marketing strategies and dealing with customers. Their combined expertise ensures that the responses reflect both operational efficiency and marketing effectiveness.

b) Sample Frame

The sample frame consisted of employees from organizations within the building materials sector, particularly those directly engaged in production, supply chain management, and marketing activities. This included managers and executives from operations and logistics departments, as well as marketing and sales divisions. By focusing on individuals in these roles, the study ensured that the collected data is rooted in practical industry experience and captures the interaction between back-end operations and front-end marketing performance.

3.5 Sources of Data

Primary Data

Primary information was collected through a Google Forms questionnaire shared with professionals in the building materials industry. A total of 82 responses were received from operations managers, supply chain specialists, marketing executives, sales managers, and business development officers. Their feedback offered practical insights

into how operational decisions influence marketing outcomes such as sales growth, customer satisfaction, and competitiveness. The responses were later analysed using Microsoft Excel to identify key patterns and challenges.

b) Secondary Data

Alongside the survey, the study also made use of published information to strengthen its findings. This included industry reports, academic journals, trade publications, and textbooks on supply chain management, operations, and marketing strategy. Reliable online sources and market analysis reports specific to the building materials sector were also consulted. These secondary sources helped provide context, supported the primary findings, and highlighted best practices followed in the industry.

3.6 Method of Data Analysis

The data collected through Google Forms was automatically compiled into spreadsheets, which reduced the chance of errors and made it easier to manage. The responses were then analysed using Microsoft Excel, applying simple tools like percentages, frequency counts, charts, and descriptive statistics. This helped in identifying patterns, recurring challenges, and strategies showing how operations influence marketing performance. The approach made the findings easy to interpret and grounded in both numbers and practical insights.

4.1 Introduction

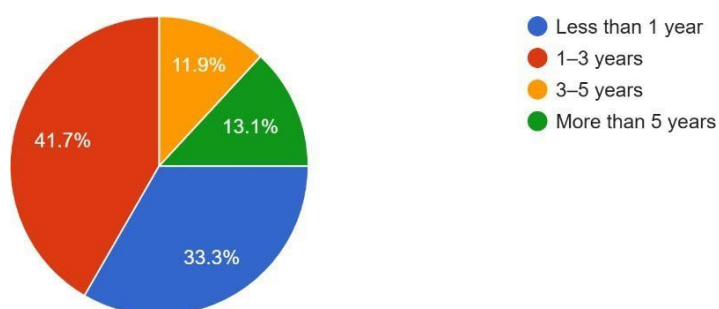
Data analysis involves systematically examining the collected data to understand operational practices and their impact on marketing performance in the building materials industry. Quantitative data from surveys will be summarized using descriptive statistics like percentages, averages, and frequency distributions, while qualitative data from interviews will be categorized into key themes. This analysis will help identify trends, patterns, and relationships, highlighting how operations influence marketing outcomes and areas for improvement.

4.2 Data Interpretation as per objectives

Objective 1: To study how operations support marketing strategies and contribute to business growth in the building materials industry.

1. How long have you been working in logistics company?

Serial no	Work Experience	Response	Percentage (%)
1	Less than 1 year	28	33.3%
2	1-3 years	35	41.7%
3	3-5 years	10	11.9%
4	More than 5 years	11	13.1%
Total		84	100%



Interpretation:

The majority of respondents (41.7%) have 1–3 years of experience in the logistics sector, indicating a relatively young workforce with early career exposure. Around 33.3% of respondents are new employees with less than 1 year of experience, suggesting recent expansion or hiring in the industry. A smaller proportion, 11.9%,

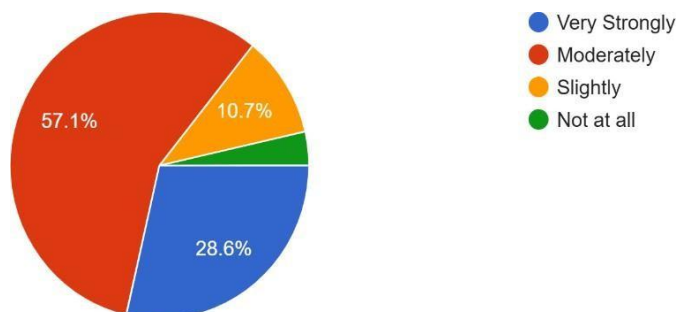
reported 3–5 years of experience, while 13.1% have more than 5 years of experience, reflecting a modest segment of long-term employees.

Inference:

The logistics industry represented in this study is dominated by employees with less than 3 years of experience (75%), reflecting rapid workforce turnover, fresh recruitment, and early-career dominance. This indicates a need for employee retention strategies, career development programs, and structured training initiatives to strengthen long-term stability in the sector.

2. How strongly do you believe operations influence marketing success at Saint-Gobain?

Serial no	Response Category	Respondence	Percentage (%)
1	Very Strongly	24	28.6%
2	Moderately	48	57.1%
3	Slightly	9	10.7%
4	Not at all	3	3.6%
Total		84	100%



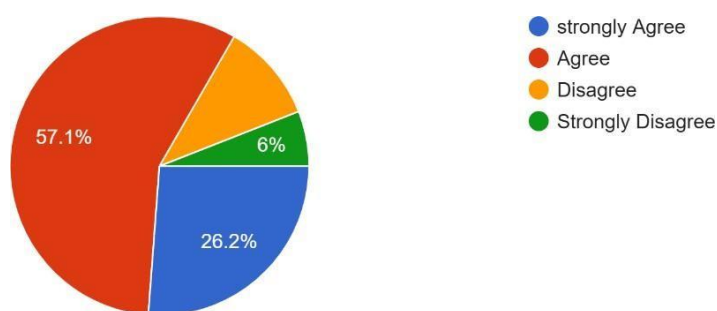
Interpretation:

More than half of the respondents (57.1%) believe that operations moderately influence marketing success at Saint-Gobain. Around 28.6% believe that operations influence very strongly, which shows a strong recognition of operational impact. A smaller proportion (10.7%) feel that operations influence only slightly, while 3.6% believe operations do not influence marketing success at all.

Inference:

The results suggest that the majority of respondents (85.7%) acknowledge a moderate to strong influence of operations on marketing success. This highlights the importance of aligning operational efficiency with marketing strategies at Saint-Gobain. However, the presence of respondents who see little or no connection (14.3%) indicates a potential gap in communication or awareness about how operations support marketing outcomes. Strengthening cross-functional collaboration could help in bridging this gap.

3. Operations contribute to achieving timely product delivery?



Serial no	Response Category	Response	Percentage (%)
1	Strongly Agree	22	26.2%
2	Agree	48	57.1%
3	Disagree	8	9.5%
4	Strongly Disagree	6	7.2%
Total		84	100%

Interpretation:

A majority of respondents (83.3%, combining *Agree* and *Strongly Agree*) believe that operations play a key role in ensuring timely product delivery at Saint-Gobain. A smaller proportion (16.7%) expressed disagreement to some extent, showing scepticism about the role of operations in meeting delivery timelines.

Inference:

The findings indicate that most employees recognize operations as a critical driver of timely delivery, which directly affects customer satisfaction and competitiveness. However, the minority who disagree may have experienced bottlenecks or inefficiencies in the operational process. This suggests a need for further process improvements, transparency, and communication to strengthen trust in operational efficiency.

4. Do you feel operational efficiency improves product availability in the market?

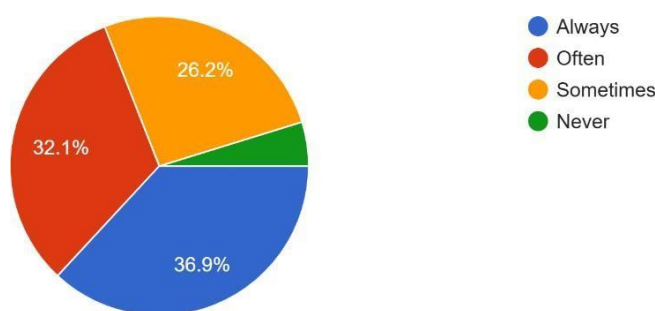


Table4: Operational Efficiency and Product Availability (n = 84)

Serial no	Response Category	Response	Percentage (%)
1	Always	31	36.9%
2	Often	27	32.1%
3	Sometimes	22	26.2%
4	Never	4	4.8%
Total		84	100%

Interpretation:

A majority of respondents (69%, combining Always and Often) agree that operational efficiency improves product availability in the market. Another 26.2% acknowledge it works sometimes, while only 4.8% believe it never helps.

Inference:

The results highlight that operational efficiency is widely perceived as a key enabler of product availability. However, the fact that more than one-fourth of respondents chose *sometimes* suggests occasional supply chain gaps or market inefficiencies. Strengthening inventory planning, distribution systems, and forecasting accuracy could ensure more consistent availability and further build confidence.

Objective2: To identify key operational areas such as manpower supply, compliance (ESI & PF), supply chain, and logistics that directly affect marketing performance.

5. In your opinion, does operational innovation (automation, technology) boost marketing growth?

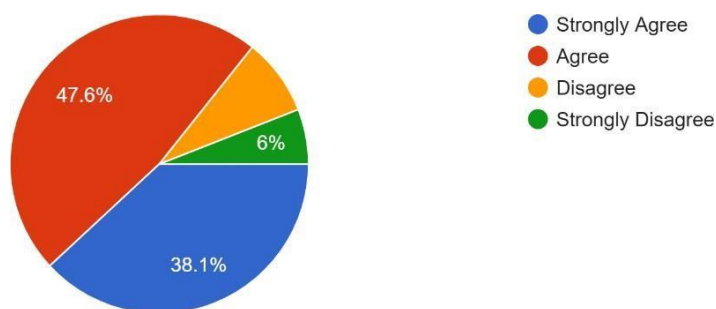


Table5: Operational Innovation and Marketing Growth (n = 84)

Serial no	Response Category	Response	Percentage (%)
1	Strongly Agree	32	38.1%
2	Agree	40	47.6%
3	Disagree	5	6.0%
4	Strongly Disagree	5	6.0%
Total		84	100%

Interpretation:

A clear majority (85.7%, combining *Strongly Agree* and *Agree*) believe that operational innovation (automation, technology) significantly boosts marketing growth. Only 12% of respondents expressed disagreement, showing very limited resistance.

Inference:

The findings suggest that employees widely recognize operational innovation as a driver of marketing success, especially through automation and technology adoption. This indicates strong acceptance of digital transformation strategies. However, a small percentage of disagreement signals that some individuals may.

6. Adequate manpower helps execute marketing campaigns smoothly?

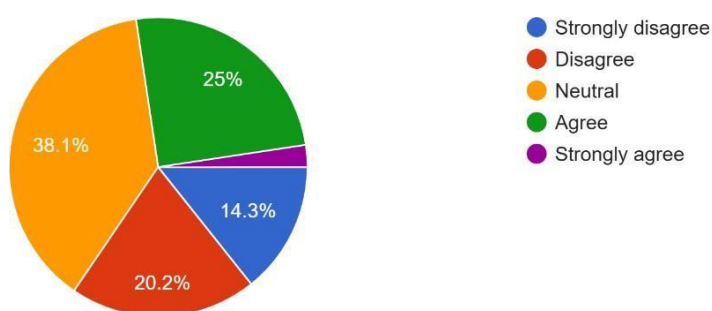


Table 6: Adequate Manpower and Marketing Campaign Execution (n = 96)

Serial no	Response Category	Response	Percentage (%)
1	Strongly Disagree	24	14.3%
2	Disagree	36	20.2%
3	Neutral	19	38.1%
4	Agree	14	25%
5	Strongly Agree	2	2.4%
Total		84	100%

Interpretation:

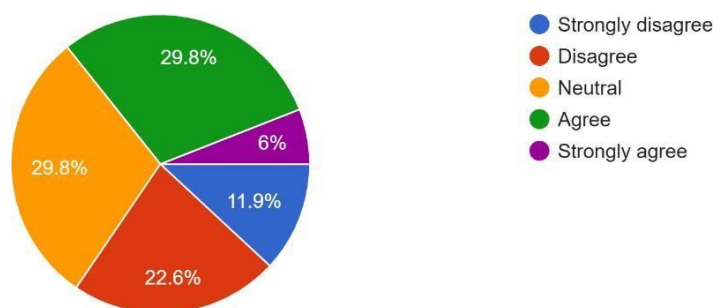
The pie chart shows mixed opinions on whether adequate manpower helps execute marketing campaigns smoothly. The majority, 38.1%, disagree, with 25% strongly disagreeing, suggesting manpower may not be sufficient for smooth campaign execution. 20.2% remain neutral, while only 14.3% agree, and just 2.4% strongly agree.

This indicates a need to assess the effectiveness of current manpower allocation in marketing campaigns.

Inference:

It appears that a large section of respondents feels that manpower might not be adequate to execute marketing campaigns smoothly. This could indicate that the resources, in terms of personnel, might not be sufficient or optimally utilized for the marketing campaigns. Further exploration into how the current workforce is allocated or the possibility of resource gaps might be beneficial for improving marketing campaign efficiency.

7. Compliance with ESI & PF improves Saint-Gobain’s brand reputation?



Serial no	Response Category	Response	Percentage (%)
1	Agree	25	29.8%
2	Netural	25	29.8%
3	Disagree	90	22.6%
4	Strongly Disagree	10	11.9%
5	Strongly Agree	5	6.0%
Total		84	100%

Interpretation:

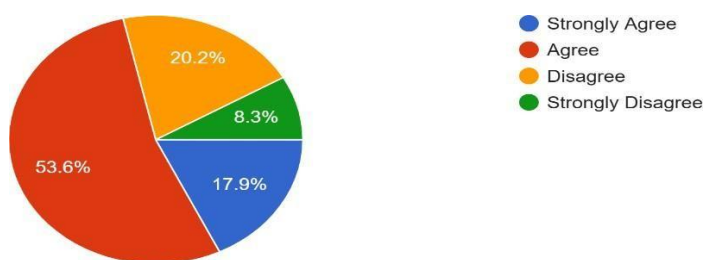
The 84-respondent study reveals how employees view the influence of PF (Provident Fund) and ESI (Employees' State Insurance) compliance on Saint-Gobain's brand image. According to a substantial percentage of respondents—29.8% agreed and 6% strongly agreed, comprising 35.8% of all responses—compliance improves brand reputation. However, 22.6% disagreed and 11.9% strongly disagreed, meaning that

around 34.5% of respondents were dubious about this assertion. Remarkably, 29.8% of respondents expressed no opinion, indicating a lack of knowledge or concern about how compliance affects brand reputation.

Inference:

The findings suggest a divided opinion among employees. While a considerable portion believes compliance with ESI & PF positively contributes to Saint-Gobain’s brand reputation, nearly an equal share either disagrees or remains neutral. This indicates that although compliance is recognized as important, its direct link to brand image is not strongly perceived by all employees. To strengthen this perception, Saint-Gobain could focus on better communication and awareness campaigns that highlight how compliance practices enhance trust, credibility, and employee welfare, thereby boosting the company’s reputation.

8. An efficient supply chain ensures timely product availability for marketing success?



Serial no	Response Category	Response	Percentage (%)
1	Agree	45	53.6%
2	Disagree	15	17.9%
3	Strongly Disagree	17	20.2%
4	Strongly Agree	7	8.3%
Total		84	100%

Interpretation:

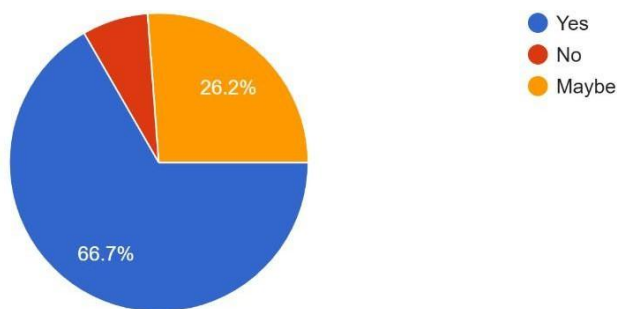
The results reveal that 25 respondents (29.8%) agreed that compliance with ESI and PF improves Saint-Gobain’s brand reputation, while another 25 respondents (29.8%) remained neutral. At the same time, 19 respondents (22.6%) disagreed, and 10 respondents (11.9%) strongly disagreed, with only 5 respondents (6%) strongly agreeing. This suggests that while a fair share of employees see compliance as beneficial to brand reputation, many are either uncertain or unconvinced, pointing to the need for stronger communication about how such practices enhance trust and credibility.

Inference:

The findings reveal mixed opinions. While 35.8% of employees (Agree + Strongly Agree) believe compliance enhances Saint-Gobain’s brand reputation, an almost equal share (34.5%) disagrees, and 29.8% remain neutral. This suggests that although compliance is recognized as important, its direct connection to brand image is not strongly felt by all employees. Greater.

Objective 3: To analyse the link between operational efficiency and customer satisfaction, and how this influences marketing outcomes like client trust and brand reputation.

9. Does manpower training improve service quality and marketing effectiveness?



Serial no	Response Category	Response	Percentage (%)
1	Yes	56	66.7%
2	Maybe	22	26.2%
3	No	6	7.1%
Total		84	100%

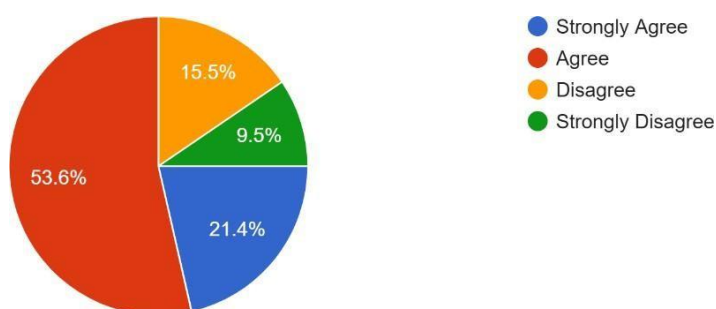
Interpretation:

The data reveals that a large majority of respondents (56 out of 84, or 66.7%) believe that manpower training does improve service quality and marketing effectiveness. Another 22 respondents (26.2%) were uncertain, indicating that while they see potential benefits, they may feel the impact depends on how training is implemented. Only 6 respondents (7.1%) said "No," showing minimal resistance to the idea.

Inference:

The findings clearly suggest that most employees recognize manpower training as a key driver of improved service quality and marketing outcomes. The relatively small number of negative responses indicates broad acceptance of training initiatives, while the "Maybe" group highlights an opportunity for organizations to demonstrate the tangible impact of training programs through measurable results and success stories.

10. Operational efficiency ensures customers get their orders on time?



Serial no	Response Category	Response	Percentage (%)
1	Agree	45	53.6%
2	Disagree	18	21.4%
3	Strongly Disagree	13	15.5%
4	Strongly Agree	8	9.5%
Total		84	100%

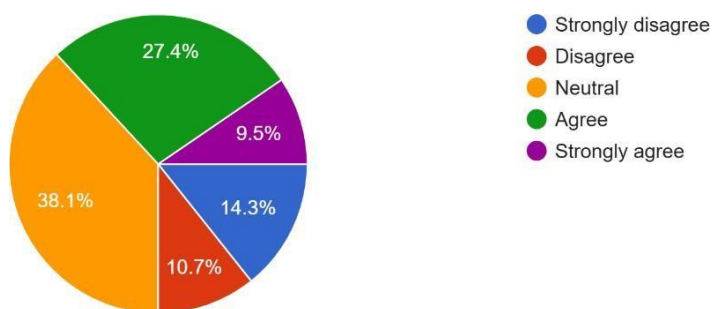
Interpretation:

The survey results show that the majority of respondents link operational efficiency with timely delivery of customer orders. Out of 84 participants, 45 respondents (53.6%) agreed and 18 respondents (21.4%) strongly agreed, together making up nearly 75% of the total. On the other hand, 13 respondents (15.5%) disagreed and 8 respondents (9.5%) strongly disagreed, representing a smaller group who are less convinced.

Inference:

The findings suggest that most employees recognize operational efficiency as a critical factor in ensuring customer satisfaction through timely deliveries. The minority who disagreed may have experienced challenges or inefficiencies in processes, but the overall view highlights that streamlined operations are seen as the backbone of reliable service and customer trust.

11. High-quality operations reduce complaints and increase customer satisfaction?



Serial no	Response Category	Response	Percentage (%)
1	Strongly Disagree	12	14.3%
2	Disagree	9	10.7%
3	Neutral	32	38.1%
4	Agree	23	27.4%
5	Strongly Agree	8	9.5%
Total		84	100%

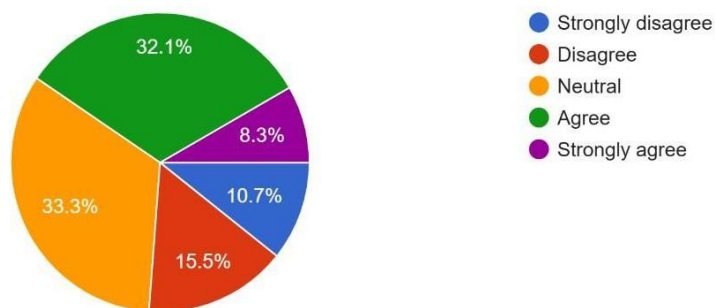
Interpretation:

The survey results indicate varied perceptions about the impact of high-quality operations on reducing complaints and enhancing customer satisfaction. Among the 84 respondents, 23 (27.4%) agreed and 8 (9.5%) strongly agreed, totalling 31 respondents (36.9%) who support the statement. Meanwhile, 32 respondents (38.1%) remained neutral, and 21 respondents (25%) disagreed—12 (14.3%) strongly disagreeing and 9 (10.7%) disagreeing. This distribution shows that a significant portion of participants either do not have a strong opinion or are sceptical about the link between operational quality and customer outcomes.

Inference:

The findings suggest that while there is a notable level of agreement that high-quality operations contribute to reduced complaints and greater customer satisfaction, this view is not dominant. The high percentage of neutral responses may reflect uncertainty, lack of exposure to operational impacts, or insufficient communication regarding quality initiatives. The quarter of respondents who disagreed could be experiencing gaps in the current operational processes or may not have seen tangible benefits. Overall, the data indicates a need for stronger internal.

12. Customer satisfaction builds long-term loyalty towards Organization?



Serial no	Response Category	Response	Percentage (%)
1	Strongly Disagree	9	10.7%
2	Disagree	13	15.5%
3	Neutral	28	33.3%
4	Agree	27	32.1%
5	Strongly Agree	7	8.3%
Total		84	100%

Interpretation:

The chart shows a mixed response to the idea that customer satisfaction leads to long-term loyalty. While 27 respondents (32.1%) agreed and 7 (8.3%) strongly agreed — making up 40.4% — the largest single group remained neutral at 33.3% (28 respondents). Additionally, 22 respondents (26.2%) either disagreed or strongly disagreed.

Inference:

The results suggest that a significant portion of employees believe that customer satisfaction plays a role in building loyalty, but many remain neutral or sceptical. The high neutral percentage may indicate a need for better communication or evidence within the organization linking satisfaction to customer retention. The 26.2% disagreement may stem from experiences where loyalty wasn't clearly observed despite customer satisfaction, highlighting potential gaps in retention strategy or customer relationship management.

5.1 Findings

1. Operations directly support marketing success

Most employees felt that smooth operations like logistics, supply chain, and inventory management are essential for marketing to succeed. When operations run well, marketing promises made to customers are actually delivered.

2. Timely delivery is a key strength

A large majority of respondents agreed that operations play a critical role in ensuring products reach customers on time. This strengthens Saint-Gobain's brand image and helps in building customer trust.

3. Technology and innovation boost growth

Employees widely recognized that automation and digital tools (ERP, CRM, etc.) make operations more efficient, which in turn supports marketing growth. However, some employees still need awareness and training to fully embrace these innovations

4. Manpower allocation needs improvement

Many respondents felt that manpower may not always be sufficient for smooth execution of marketing campaigns. This points to a gap in resource planning and workforce utilization.

5. Mixed views on compliance and brand reputation

While some employees agreed that ESI & PF compliance strengthens Saint-Gobain's reputation, others were neutral or disagreed. This suggests that the company should communicate more clearly about how compliance practices add to credibility and brand value.

6. Training improves service quality

Two-thirds of respondents believed that manpower training improves service quality and indirectly boosts marketing effectiveness. This shows that skill development is seen as a valuable investment.

7. Customer satisfaction and loyalty are not strongly linked in perception
Although many agreed that customer satisfaction leads to loyalty, a large portion of respondents were neutral or sceptical. This shows a gap between operational performance and how employees perceive its long-term impact on retaining customers.

8. Operational quality is recognized, but not by all

While some agreed that high-quality operations reduce complaints and increase satisfaction, many respondents remained neutral. This indicates a need for more visible communication of how quality improvements benefit customers.

5.2 Suggestions

1. Strengthen operations–marketing coordination

Regular cross-departmental meetings, shared dashboards, and better communication channels can ensure that marketing promises are backed up by operational capabilities.

2. Invest in manpower planning and training

Adequate staff allocation and continuous skill development will help execute marketing campaigns smoothly, improve service quality, and reduce operational delays.

3. Promote technology adoption

Saint-Gobain should focus on expanding the use of ERP, CRM, and automation tools while also training employees to embrace these technologies. This will improve

forecasting, inventory control, and customer service.

4. Improve compliance awareness

The company should create awareness campaigns that show how ESI & PF compliance adds to brand credibility, employee satisfaction, and customer trust. This will help employees see compliance as a brand-strengthening tool.

5. Enhance supply chain resilience

Better inventory planning, real-time tracking, and partnerships with reliable logistics providers can reduce bottlenecks and ensure consistent product availability in the market.

6. Link customer satisfaction with loyalty programs

Since many employees were unsure about the direct connection between satisfaction and loyalty, the company can introduce structured retention strategies (like after-sales services, loyalty programs, and personalized support) to strengthen this link.

7. Showcase the value of operational quality

Management should highlight case studies or success stories where high-quality operations reduced complaints and improved satisfaction, so employees clearly see the impact of operational excellence.

5.3 Conclusion

This study shows that operations and marketing go hand in hand, especially in a company like Saint-Gobain where customer trust depends not just on good campaigns but also on timely delivery, reliable service, and strong internal systems. The findings make it clear that when operations—like supply chain, manpower planning, and compliance—work smoothly, marketing promises are fulfilled, customers stay satisfied, and the brand gains credibility. On the other hand, delays, manpower shortages, or lack of proper coordination can weaken even the best marketing strategies.

Technology and innovation stood out as powerful enablers, with most employees agreeing that digital tools like ERP and CRM make processes faster, smarter, and more customer-focused. At the same time, the study highlighted some gaps—many employees were unsure about how compliance or quality improvements directly

strengthen the brand, and some were not fully convinced that customer satisfaction automatically leads to long-term loyalty. This shows the need for better communication and stronger customer retention practices.

In simple terms, the report concludes that marketing cannot succeed without strong operational support. To grow in a competitive market, Saint-Gobain should focus on aligning its operations with marketing strategies, investing in manpower training, embracing technology, and building a resilient supply chain. If these steps are taken, the company will not only keep its promises to customers but also strengthen loyalty, trust, and its long-term position in the industry.

5.4 Directions for the future

1. Exploring New Export Markets:

Future studies can focus on identifying untapped international markets for glass products, especially in regions with growing construction and interior design sectors.

2. Sustainability in Glass Exports:

Research can be directed towards eco-friendly packaging, reducing breakage during transit, and sustainable shipping practices to align with global environmental standards.

3. Technology Integration in Export Process:

There is scope to study how digital tools such as ERP systems, AI-driven demand forecasting, and blockchain-based documentation can make export processes more efficient and transparent.

4. Customer Relationship Management in Exports:

Future research could focus on building stronger long-term relationships with overseas buyers by analysing their buying behaviour, feedback, and satisfaction levels.

5. Policy and Trade Regulations Impact:

Further study can evaluate how changes in government policies, tariffs, and international trade agreements affect glass export operations and strategies.

Declaration of Conflicting Interests

The authors declare that there are no conflicts of interest related to the research, analysis, authorship, or publication of this study titled “**a study on the strategic role of operations in supporting marketing performance in the building materials industry in saint-gobain**” The research was conducted independently and objectively for academic purposes, without any influence from external organisations, technology providers, or commercial entities.

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