



A Plan of “SHINE” In Search of Sustainable Synergy

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Applicability of the concept of sustainability is essential to all areas of human society; efficient synergies can be successfully searched if efforts are associated with responsible business practices. An attempt was extended to initiate marketing activities from a widespread network of District Industrial Homes, a non-profit government organisation projected for capacity building of the low-income class in underdeveloped countries. SHINE was designed for District Industrial Homes in Punjab, Pakistan. This product plan was an organised effort to acquire economic growth and self-sustainability, through establishing a marketing line by diversifying the current activities of the institute.

Keywords: *Income Generation, Economic Growth, Self-Sustainability, District Industrial Homes.*

A market plan of SHINE (female school uniforms for government sector) is planned for the network of District Industrial Homes (Sanatar) in Punjab, Pakistan. The plan is made to explore the viability of District Industrial Homes (Sanatar) for doing business to acquire economic growth leading to self-sustainability for institutes and of female workers who are trained by the institute and working here (Gowdy, 2005). This effort is extended to initiate marketing activities from this non-profit government organisation and this will result in the uplifting of the indulged unprivileged social class (Information System Unit, SPDC, 2007).

1.a) The Challenge

Mission Marketing

The overall mission of this plan is in broad societal terms rather than narrow product terms. This social mission has a clear sense of direction that will serve the best long term interests of the product, the workers and the consumers (Kottler & Armstrong, 2007). Trained managers and their team, with a passion for the economic growth of poor social class, are dedicated to build a viable, profitable business to fulfill the mission. The plan is formulated to act as a treatment of the present and future that places a positive value on long term returns both



qualitatively and quantitatively to both the institutes and skilled destitute females. “Economic empowerment for women has demanded that the government should create opportunities and educate women to become earning partners and lead a more balanced life” (Govt urged to educate women to be earning partners, 2002).

“Any change in a community that enables greater production, increased employment and a better distribution of goods and services is called economic growth” (American Planning Association). Economic growth means making profits which lead to self-sustainability, such a stage of income generation that the needs can be fulfilled internally. “Economic growth is never an accident” (New Economics, 2005). This plan is an organised effort to acquire economic growth and stability of the institute and the skilled labour, through establishing a marketing line by diversifying the activities of the institute.

1. To open ways for alternative methods of income generation for institutes rather than only relying upon the government funds thus building a framework for self-sustainability.
2. Economic and social support to the survivors who are not able to pursue their skills by themselves.
3. Formulise a strategic marketing plan that can be adopted in all institutes of Punjab.
4. Following the principles of societal marketing DIH will provide its customers with a “desirable product” that will give both the immediate satisfaction and also long term benefits.

2) Situation Analysis:

2. a) Company Analysis:

2. a. i) Profile:

District Industrial Homes (Sanatzar) is a network of skill imparting and capacity building organisations with a special focus on imparting income generation skills to the destitute, especially women belonging to low-income groups in Punjab. It is working under and funded by the District Government in all major districts of Punjab. It is controlled provincially by Punjab Social Welfare, Women Development and Bait Ul Mal Departments. Department of Social Welfare is running 34 District Industrial Homes (Sanatzar), one at each District headquarters.

Details regarding building, sanctioned staff, budget, courses arranged and beneficiaries are as follows (Social Welfare Department, 2009):



S No.	District	Status of D.I.H Building		No. of total rooms	Staff position			Total Budget for the Year 2008-09	Total No. of Trainings conducted in year 2008-09	Total No. of courses held in Year 2008-09	Total No. of trainees for the Year 2008-09
		Own	Rented		No. of Sanctioned Posts	Filled	Vacant				
1.	Lahore	✓	–	16	17	16	01	3311526	93		5100
2.	Gujranwala	✓	–	20	15	13	02	2611000	9	10	3009
3.	Faisalabad	✓	–	14	16	14	02	3956676	30		235
4.	Sargodha	✓	–	16	15	15	–	3032000	11		1509
5.	Rawalpindi	✓	–	09	15	11	04	2084000	36		963
6.	Multan	✓	–	16	17	14	03	3566900	10	40	1530
7.	Bahawalpur	✓	–	14	16	14	02	3468035	69		842
8.	D.G.Khan	✓	–	17	16	15	01	3391000	07		295
9.	Kasur	✓	–	05	15	11	03	2598000	10	04	265
10.	Okara	✓	–	18	16	13	03	2310510	30		1932
11.	Sahiwal	✓	–	20	16	12	04	2853000	86		786
12.	Layyah	✓	–	18	16	13	03	2454000	06	12	660
13.	Lodhran	✓	–	03	16	11	05	2037500	05	06	280
14.	Vehari	✓	–	12	15	11	04	2063594	12		372
15.	B.Nagar	✓	–	09	15	13	02	2117491	04		120
16.	Muzafargarh	✓	–	16	15	11	04	184510	06		785
17.	R.Y.Khan	✓	–	07	16	10	06	2431350	08	04	164
18.	Bhakkar	✓	–	07	16	10	06	1871000	08		62
19.	Khushab	✓	–	21	15	12	03	1961000	19		237



20.	Chakwal	✓	–	08	16	09	07	1141100	09		832
21.	M.B.Din	–	✓	05	10	06	04	1345000	09		135
22.	Mianwali	✓		04	15	12	03	2413160	06		342
23.	Jehlum	✓	–	07	15	10	05	1243000	07		377
24.	Attock	✓	–	08	16	11	05	2163000	04		150
25.	Sheikhupura	✓	–	19	15	12	03	2560480	07		1185
26.	Khanewal	✓	–	12	16	12	04	2714000	02	18	490
27.	Jhang	✓	–	20	16	14	02	2898000	04	08	2821
28.	T.T.Singh	✓	–	19	16	13	03	2871000	04		207
29.	Rajanpur	✓	–	20	16	16	00	2731724	05		344
30.	Narowal	–	✓	5	12	07	05	1580000	16	04	194
31.	Sialkot	✓		10	15	14	01	2297000	41		1122
32.	Gujrat	✓		9	12	10	02	1600090	04		1600
33.	Pakpattan	–	✓	4	12	07	05	1300450	05		145
34.	Hafizabad	–	✓	5	12			1402700	05		147



2. a. ii) Goals:

Vulnerable women are being provided facility of training in different crafts at these DIHs. The training is being given to the women in courses of different duration ranging from 3 months to one year in the field of dress making, domestic tailoring, hand embroidery, fabric painting, fashion designing, cooking, beauticians and computer skills (Social Welfare Department, 2009).

2. a. iii) Focus:

Each District Industrial Home has the responsibility to register 200 needy women as workers and arrange work for them. The orders of different work, which the DIH receive from the market, are completed through these registered workers (Social Welfare Department, 2009).

2. a. iv) Culture:

The workers have the facility to either work within the premises of the DIH or in their home. On completion of the work, they are provided wages of 90% of the profit earned. Each DIH is provided with an amount of Rs 50,000 through PLA/SDA account for the completion of Order Work which they receive from the market. This PLA/SDA account is operated by the Manager of the DIH (Social Welfare Department, 2009).

2. a. v) Strength:

As skill imparting is the main activity of DIHs there is ample availability of labour which has standardised, formal training of dress making and they are looking for ways to utilise their skills. The institutes have all the necessary equipment and space to start this venture. Initial funding is also available to every DIH. The check and balance systems are well defined. The suppliers for raw material are easy to contact centrally. The workers are willing to produce quality work at a much lesser rate than workers of local manufacturers. Both involved organisations, the DIH being producer and government schools being distributors, are government owned so providing outlet space inside schools to the SHINE will be a competitive edge.

2. a. vi) Weakness:

Any change in government policies or departments governing these DIHs can result in the discontinuation of marketing. As these are controlled by government, all decisions have to be taken centrally thus quick strategic adaptations and changes are not possible. Local manufacturers can exert political influences to change policy decisions.



2. b) Customer Analysis:

The need is felt for the availability of readymade government school uniforms in the market. This is a much-ignored segment of the available school uniform varieties. A large number of females are attending government schools in all districts of Punjab, following the same school uniform code. They are all potential customers.

2. b. i) Number:

Due to recent education reform programmes in Punjab, the enrolment of females in the target schools has increased. The number of schools is also increasing, widening the available targeted customer base.

2. b. ii) Type:

All over the province the customers are consistent and homogenous. Lower and middle social class children are attending government sector educational institutes. As centralised decisions about the uniform requirements are applicable to all the government schools, all customers can be offered the same product.

2. b. iii) Decision Process:

The concept of readymade female school uniforms for the government sector is comparatively new for marketing. In the recent past, most requirements were met by individually buying the fabric and getting it stitched, resulting in wide variation among the colour tone and styles of uniform, distorting the formal image of the school. There are a few local manufacturers in some districts offering the product but the price is too high, beyond the reach of the targeted social class. The quality of fabric and standards of sewing are also very poor. The buyers show “dissonance reducing behaviour” for this category of products. To initialise and speed up the decision process of buyers, promotional activities are planned to highlight convenience, availability, appropriateness of design, uniformity of colour, style and most of all the appropriate price.

2. c) Competitor Analysis:

Female school uniforms for the government sector is a comparatively new concept for marketers. There are few local manufacturers in some districts but they are providing the product at higher price. The available products are inferior in quality and do not meet the standards of sizes, colour and style. The stitching quality is also very poor. There are some firms offering this product for the private education sector and are producing high quality goods but at very high costs. The segment to be served by SHINE is very different and large in number so the small local manufacturers will soon be wiped out.

Competitive analysis through Porter's 5 forces model suggests that although the bargaining power of buyer and supplier are not high, SHINE is setting foot in a competitive environment. Indirect competition comes from companies doing business in private sectors for the same product and substitute methods offer competitive threats.

Porter's Five Force Model:



2. c. i) Threat of New Entrants:

Strong market potential to invest in this area exists in all districts of Punjab due to the increasing number of schools and increasing enrolment in each school. As new schools are emerging, broadening the base of potential customers, many companies might appear in future after recognising the unmet demand of this segment. Thus, a major threat lies in this area.

2. c. ii) Threat of Substitutes:

There is a trend of getting the uniforms custom made individually. The change in lifestyles in every segment of society has occurred in recent years, reducing the existing trend, which is a longer and time consuming process. The present practice is resulting in a wide variation of uniform colour and styles. SHINE will make possible the easy availability of the uniforms at a very reasonable price. One day delivery of “made to order” for problem sizes and free alteration services will strongly reduce the previous trend. SHINE will also help to bring the uniforms to standards of colour and style all over the targeted government education sector

2. c. iii) The Bargaining Power of Customers:

Since the DIH will offer the lowest price the customers will not bargain any lower.

2. c. iv) The Bargaining Power of Suppliers:

The suppliers of all raw materials will also exert limited bargaining power due to the lowest cost operations philosophy of SHINE. Suppliers with the lowest market bid but adequate quality standards will be selected. Suppliers realising the basic objective of this mission

marketing, the uplifting of the unprivileged class, will participate by becoming a partner to accomplish the desired marketing objectives

2. c. v) Strength:

The competitive firms have advantage of taking quick decisions for their strategic plans. SHINE, being controlled by government, has to rely upon the central decisions for each adaptation.

2. c. vi) Weakness:

Local manufacturers are charging high prices due to the overhead expenses these firms are bearing. The competitor outlets are out of school premises. New entrants will have to invest a lot in the purchase of equipment and place which will be reflected in the price of the product.

DIHs should try to diversify services and differentiate the product to bring additional value to customers. SHINE should work on building relationships with customers and try to build a loyalty toward brand and company. All these observations provide the reason for repetitive evaluation and careful observation of the market to be able to react to changes in time.

2. d) Collaborators:

SHINE will make all efforts to maintain strong bonds with all the links in its value-delivery chain. All functions of purchase, operation and distribution aim at providing the product at the lowest cost to the consumer. So a value delivering network is established between the SHINE, its suppliers its distributors and the customers by developing partnering relationships to all in a chain (Kotler & Armstrong, 2007).

2. e) Climate:

2. e. i) Macro Environment PEST Analysis:

The PEST analysis (table 1.0, 1.3) concludes that the wide network of DIHs all over Punjab, a stronghold of district government on the infrastructure of DIHs, and ongoing reforms in social sector make up an ideal situation for the launch of SHINE. The increasing number of schools and higher enrolment rates provide a secure and promising demand (Kotler & Armstrong, 2007).

Table 1.0

1. Political And Legal Environment

- Same infrastructure among all branches of DIHs
- Stronghold of district government on the infrastructure.
- Government incentives to the DIH showing better performance.
- Tax free income
- A similar governing body in all districts to keep a check on activities and give recommendations
- Sound and similar uniform policy all over Punjab in the government education sector
- Increasing reforms in the education sector by government.

Table 1.1:

2. Economic Environment

- Provision of initial working budget as revolving fund at every DIH
- Many reforms are made in the education sector to increase the enrolment rate thus increasing potential customer base.
- Pre-established structure of DIH will provide less overheads to SHINE, a strong factor in keeping the prices low.

Table 1.2:

3. Social and Cultural Environment

- All the DIHs are known for a prestigious reputation since these started to work
- Increased trend of purchasing ready to wear products among the targeted customers.

Table 1.3:

4. Technological Environment

- All DIHs are provided with a good supply of sewing equipment
- Workers get proper formal training of pattern-making, cutting and sewing

2 . e . ii) SWOT Analysis (Internal and External Environment Influence):

SWOT analysis (Kotler & Armstrong, 2007) (table 1.4 1.7) shows that DIHs are resourcefully rich with innovative ideas and dedicated and skilled management teams working under a highly motivated and inspirational Social Welfare Department. The institute is already offering its services and skills imparting authority. This new venue of marketing will unfold its hidden capacity building potential.

Table 1.4:

1. Strengths

- A well-defined network of DIHs all over Punjab
- All institutes are controlled centrally
- Every DIH has an established structure
- All DIHs have similar courses, taught to the workers
- Each DIH is provided with equipment which is required for manufacture of SHINE.
- Every DIH has a list of registered workers who are essentially pass outs of the institute so share the same skills
- Bulk production will result in lower per piece cost
- Many overheads are not included in the cost of product e.g. rent of space utilised for storage of raw material and finished product
- DIHs are capable of extending customer services such as rapid delivery of made to order and free alteration services for problem sizes

Table 1.5:

2. Weaknesses

- All decisions are to be made centrally by the proposed department of the Punjab Government

Table 1.6:

3. Opportunities

- New government schools for girls are being opened by the Punjab government under Education Reform Programs
- Existing female government schools are focusing on increasing their enrolment. Thus, a broader base of potential customers is produced
- Increasing trend of using readymade uniforms is seen which is also supported by school authorities to maintain oneness of colour and style
- Availability of SHINE inside the premises of school
- All participants of the value delivery chain work together for the underlying mission of the launch of SHINE

Table 1.7:

4. Threats

- Existing trend of getting school uniforms stitched individually by customers
- Threat of new entrants in manufacturing
- Suppliers do not provide quality raw material at the negotiated price
- Suppliers fail to supply according to the schedule and can result in cardinal failure.

3) Marketing Objectives:

SHINE will engage a segment of the skilled population in productive activity and save them from becoming vulnerable to negative forces of fundamentalism, extremism and terrorism. SHINE will create awareness about the necessity of collective positive action for Pakistan's development.

3. a) Quantitative Objectives:

1. To achieve 10% sales growth within 1 year of operation
2. To capture 15% market share in the uniform industry
3. To generate 48% return on sale
4. To generate 5% return on investment

3. b) Qualitative Objectives:

The market planning for SHINE is purely for mission marketing and has 3-fold qualitative objectives

1. To provide the lowest cost price, high quality readymade school uniforms to the students of government schools, belonging to the low and middle income groups
2. To provide opportunities for employment generation for workers of DIHs.
3. To provide opportunities for economic growth leading to self-sustainability to the network of skill imparting and capacity building DIHs (sanatzar) in Punjab

So, it will be easier to initiate, implement, maintain and sustain SHINE.

4) Marketing Strategy:

4. a) Alternative Marketing Strategy:

Before reaching the decision of the marketing of female government school uniforms many other products were also under consideration. There were strong proposals for taking up marketing of one piece lawn kurtas for men, infant garments, preschool girl's frocks and two



piece white shalwar kurta for young boys from age 5 to 8. But after deep considerations the following marketing strategy was selected.

4. b) Selected Marketing Strategy:

The decision about the marketing of the suggested product line under the brand name of SHINE was made after detailed deliberations in the meetings of the management committees of DIHs due to following benefits:

1. The mission associated with marketing of SHINE is its competitive advantage.
2. There is unmet need recognised in the area for which product line is developed.
3. The colour and style of female government school uniforms all over Punjab is the same, so the purchase of raw materials in bulk will result in a lower cost of production.
4. SHINE has a broad and consistent customer base in the target market.
5. Creating a sale point inside the schools is a competitive edge as both organisations involved in the act of marketing are under the control of the government.
6. The product line developed is such that the surplus of one production cycle is easily marketed in the demand time.
7. The design and colour of female uniforms of government school does not change quickly.

4. b. i) Market Analysis:

Availability of government school uniforms for females is low in almost all districts of Punjab. There are firms doing profitable business in school uniforms for private schools as the profit margins are very high in this sector There is a need to offer the same products to the government sector schools also.

4. b. i. 1) Market Segmentation:

The potential customers belong to low and middle socio income groups. So, the mission of this marketing is not only to extend support to the DIHs and workers but also to provide customers with quality products at the lowest possible price

4. b. i. 1. a) Segment identification using segmentation variables for consumer markets.

Table 1.8

Geographic.
Cities: All districts of Punjab.

Table 1.9

<p>Demographic.</p> <hr/> <p>Age: All school going children.</p> <p>Gender: Female (initial stage). Male (expansion stage).</p> <p>Occupation: Students.</p> <p>Income: Low-income group. Middle income group.</p> <p>Nationality: Punjab.</p>
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Table 1.10

<p>Psychographic.</p> <hr/> <p>Lifestyle: Simple (desiring cheap and durable readymade uniforms).</p> <p>Social Class: Lower lower class. Lower class. Middle class.</p> <p>The Val's Framework: Low resource groups with modest income.</p>
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Table 2.0

Behavioural.

Occasions:

Beginning of new academic session.
End of summer vacations.
Beginning of winters/summers.

Benefits:

Low cost.
Good quality.
Uniformity of colour and style.
Free and speedy alterations.
Easy and constant availability.
Custom made facilities on same rates.

User Status:

Potential Users.

User Rates:

Heavy users.

Loyalty Status:

Strong.

Readiness Stage:

Aware.
Interested.
Ready to buy.

Attitude Toward Product:

Positive.

4. b. i. 2) The Appropriate Targeting Strategy:

A product specialisation strategy is adopted which is designed to cater to segment needs.

SHINE focuses on the government school uniforms especially for females of high classes. At the beginning stage of this plan size variation is comparatively low among this age group as compared to lower classes and the aim is to keep the operations simple in initial stage. During the expansion stage, the segment of smaller sizes of female and segment of male government school uniforms of all sizes will be included

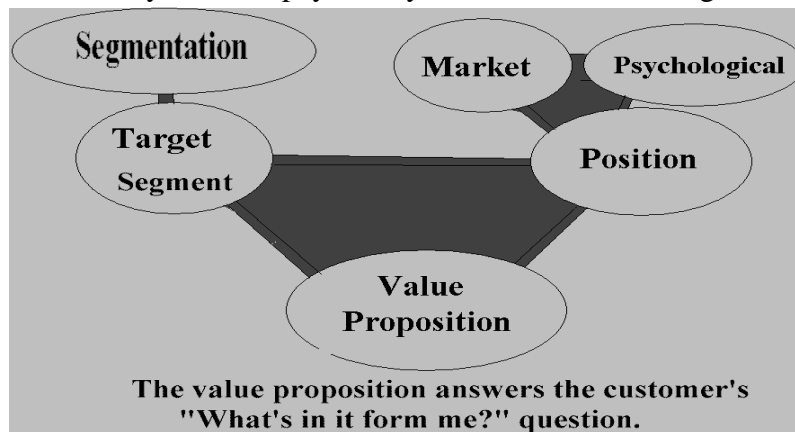
SHINE is adopting a concentrated marketing strategy as company resources are limited, so instead of going after a small share of a large market the company is going after a large share of a few smaller segment or niches.

4. b. i. 3) Positioning Strategy:

4. b. i. 3. a) Value Propositions:

The Value Proposition is that customer's perceive of SHINE offering is the answer to the question: What's in it for me?

Alternatively stated as, "Why should I pay what you ask for this offering?"



SHINE says:

“Let’s join hands to eradicate poverty”

4. b. i. 3. b) Key to Success:

The main key to success is making the product positioning clear. Many potential buyers would much prefer the offering of this mission marketing, if only they knew the objectives well. Word of mouth is critical in this segment. It will be made sure that once a customer is gained, they are never lost. It must always be remembered to sell the SHINE objectives, not the product.

4. b. i. 4) Differentiation:

SHINE will develop its focus to differentiate itself from local manufacturers and improve the business by filling the real need of low and middle income groups of school children of the government sector by providing durable products at the lowest possible prices.

Emphasise Service and Support:

SHINE needs to establish its business offerings as a clear and viable alternative for the target market, by providing better, cheap and quick services to satisfy customers.

Emphasise Relationships:

Customers have to understand they are taking on a relationship with SHINE, playing an important role in the uplifting of destitution buy indulging in the act of the purchase. So, they are not just buying uniforms but joining hands to eradicate poverty.

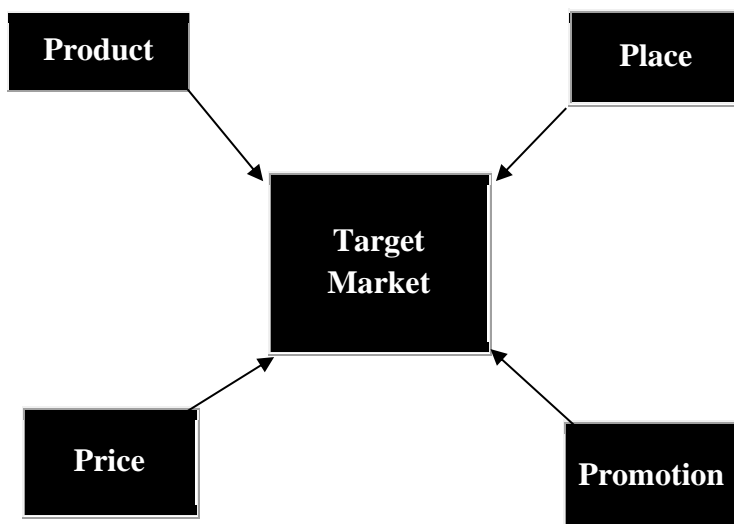
4. b. i. 5) Positioning Statement:

“SHINE is the first of its kind of school uniforms for the government sector among the array of private firms with a unique mission to eradicate poverty both by offering the lowest possible price of the best possible quality to customers and extending support to workers and the institute, for all those who want the worth of their spending as individual gain and societal improvement.”

Point of Parity (POP) = School uniforms for the government sector

Point of Difference (POD)=Lowest price, durability, availability in the schools, free and quick alterations, customised services for problem sizes without additional charges, mission of the business.

4. b. 2) Market Mix:



SHINE attempts to generate a positive response in the target market by blending these four marketing mix variables in an optimal manner.

The Marketing Mix

A Summary Table of the Marketing Mix:

The following table summarises the marketing mix decisions taken during planning of SHINE, including a list of some of the aspects of each of the 4Ps (Internet Center For Management and Business Administration, 1999).

Summary of Marketing Mix Decisions:

Product.	Price.	Place.	Promotion.
Product Decision	Price Decisions	Channel members	Advertising
Product Market Offering	Pricing Objectives	Channel motivation	Public relations
Brand Name	Determining Demand	Locations	Message
Quality Scope Of Product Line	Pricing Method	Logistics	Media
Packing			

4. b. ii. 1) Product Strategy:

4. b. ii. 1. a) Product Decision:



The Three Levels of a Product
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The basic mission of SHINE is also at the core of the product decisions. The physical product selected is such that it remains in demand, with rare chance of change with respect to colour



and style. The demand is higher after the annual examination and after summer vacations. By using quality raw materials (purchased centrally), professional patterns of all required sizes, and better sewing techniques, SHINE will create better customer value (Kotler & Armstrong, 2007).

4. b. ii. 1. b) Product Market Offering:

In the initial stage of the marketing of SHINE the complete uniform in standard small, medium and large sizes according to the recommendations of the Education Department of Punjab with respect to the colour and the style, for females of high schools of the government sector will be prepared.

4. b. 1. c) Brand Name:

It is proposed to give these marketing offerings a brand name. The efforts are made to position the brand in the target customers on bases of strong beliefs and values (Kotler & Armstrong, 2007). SHINE is the proposed name which not only goes with the use of the product, as children of target social class will shine while receiving education wearing SHINE but also as the brand sells, chances are provided to the workers of unprivileged social classes to shine in the society

4. b. ii. 1. d) Quality:

A lot of considerations are given to maintain the quality of all types of raw materials required in manufacture, appropriateness of patterns of standardized sizes for cutting and best assembling and sewing operations to deliver high customer value and maintaining the best quality of product.

4. b. ii. 1. e) Scope of Product Line:

For the development of SHINE in near future the product line extension strategy is adopted. SHINE will start manufacturing uniforms for female sizes for junior sections and then it will start to manufacture a size range of male school uniforms of the government sector.

4. b. ii. 1. f) Packing:

The product will be offered to be marketed as a one-piece priced article. This will give a better range of selection among the required articles to the target customers. Customers can choose and make their uniform sets according to their own individual preference. This will also be beneficial for recording the demand for future production of each specific article and for managing back up storage in the DIHs.



4. b. ii. 2) Price Strategy:

4. b. ii. 2. a) Price Decisions:

Customer oriented pricing decisions will be made involving effective understanding of how much value customers place on the societal benefits they receive from the product. A price is set that captures this value.

4. b. ii. 2. b) Pricing Objectives:

The proposed plan is for mission marketing, so no effort is made to achieve high profits. “Survival” is the initial objective (Kotler & Armstrong, 2007).

4. b. ii. 2.c) Determining Demand:

For the target group, price sensitivity is high and demand is elastic. A major segment seeks lowest prices so they might go for alternatives like getting the uniforms made by themselves.

4. b. ii. 2. d) Pricing Method:

Cost based pricing decisions are adopted to acquire a fixed percentage of profit after cost is deducted from price (Kotler & Armstrong, 2007). As a policy decision, 12% profit after the cost is recommended in fixing the price. The major part of the profit will be given to the workers and a smaller part of profit is kept for the self-sustainability of the institute. The whole process is detailed in the infrastructure of the DIHs to keep all activities transparent (Social Welfare Department, 2009).

Break Even Analysis and **Return on Investments** are calculated carefully.

4. b. ii. 3) Place Decisions (Distribution):

Distribution channels will be managed by the DIH’s own worker force.

4.b. ii. 3. a) Distribution Channel:

A direct selling technique is adopted. Through government policy decisions, a retail outlet is established inside every government school premises. The outlet space is provided, without any overhead cost. It is a contribution from the school management to the mission objectives of SHINE.



4. b. ii. 3. b) Motivating the channel:

At all levels the real objective of the marketing of SHINE is so much felt that all part of the value chain willingly contributes to the underlying societal welfare. The objective's challenges are integrated to match client expectations of low price and high quality.

4. b. ii. 3. c) Channel Alternatives:

Selective distribution of the product would be done directly through DIH contact numbers.

4. b. ii. 3. d) Location:

SHINE products will only be available at the school outlets and at the DIH itself. Customers will be encouraged to visit the DIH to get better insight of the mission.

4. b. ii. 3. e) Logistics:

The premises of DIH will be used for storage of the raw materials which the suppliers will provide. After production, the inventory of the SHINE products will also be maintained at the DIH. The supply to the outlets will be made by the official vehicle provided to every DIH.

4. b. ii. 4) Promotion Strategy:

4. b. ii. 4. a) Integrated Marketing Communications:

The target audience, identified through segmentation would be subjected to the communication strategies in order to attract customers.

4. b. ii. 4. b) Communication Objectives:

1. To establish recognition of SHINE
2. To develop purchase intention of potential customers

4. b. ii. 4. c) Communication Design:

A combination of message strategies incorporating catchy tag lines has been designed for SHINE. Adverts are kept minimal with a rational theme using the informational appeal for notifying the potential customers amazingly low rates, good quality and the nobleness of the underlying mission. Tag lines have been designed to hit the market with the brand name.



4. b. ii. 4. d) Advertising:

Leaflets containing appropriate information of the brand, its offerings and its mission with the DIH address and contact numbers will be published locally for every DIH and will be made available to the potential customers by being attached with the school circulars and essentially with the result cards. Prominent banners inside the schools will make people aware of the presence of SHINE. Print media like local newspapers will also be used for advertisement.

4. b. ii. 4. e) Public Relations:

DIH management would visit the potential schools to deliver speeches to make consumers aware of the brand. Representatives will be sent periodically for promotional messages. These activities will seek to make its signature as the best low-cost solution for school uniforms.

5) Short and Long-Term Projections:

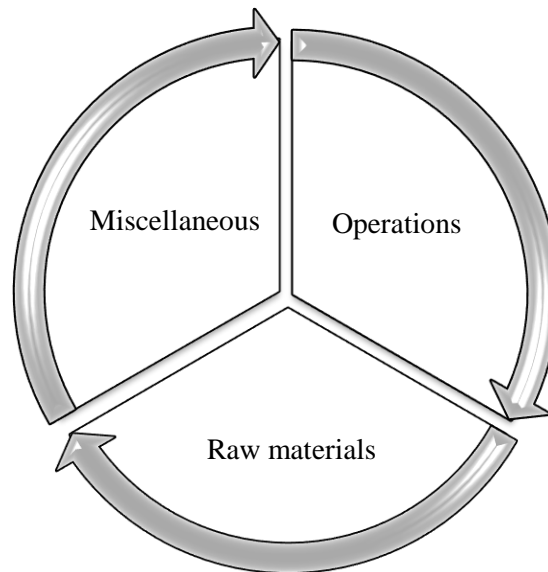
The selected strategy's immediate effects will be measured, expected long-term results will be forecasted, and any special actions required to achieve them will be revised. This section also includes forecasts of revenues and expenses as well as the results of break-even analysis.

5. i) Budget Allocations:

Budgets are planned after deep consideration to serve two functions:

To project profitability

To plan for expenditures scheduling operations related to each action programme



Budget allocated as a revolving fund to each DIH for SHINE = Rs.50000.00, initially.

This is further broken down as suitable percentages kept for different areas of work.

5. ii) Implementation (Action Plan):

The due timings when each activity will take place to develop the marketing plan are planned by using a Gantt Chart. The 3D Gantt chart is a project management tool used in graphing the progress of individual project tasks. The chart compares project task completion to the task schedule in a three-dimensional format (Ali, 2008).

Phase 1=Acquiring and finalising bids of all raw materials, preparation of all paper patterns of all recommended standard sizes.

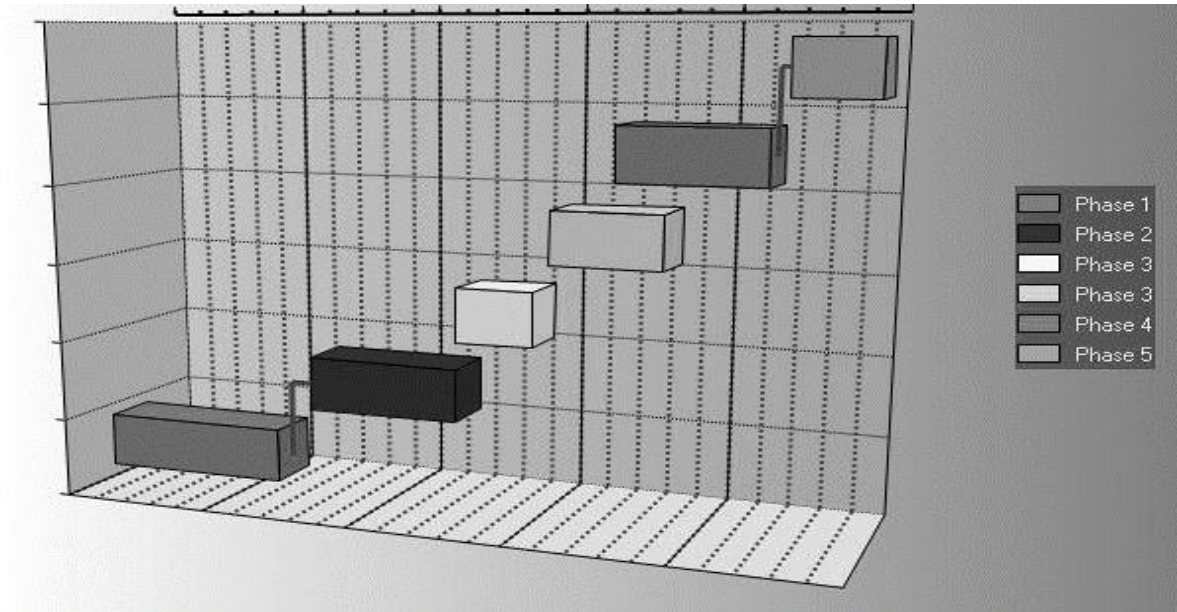
Phase 2= Receiving raw materials, distribution of raw materials among workers for manufacture, visits to school for promotional activities, estimation of initial demand of production.

Phase 3=Construction procedures

Phase 4=Beginning of the collection of finished products of SHINE, publishing of leaflets for promotional activities.

Phase 5=End of collection of finished articles of initial production of SHINE articles, finishing and packing after quality control checks.

Phase 6=Distribution to target schools. putting up banners for the promotion of brand and advertising in local newspapers.



5. iii) Control:

Tight control measures are planned to closely monitor quality and customer satisfaction. This will enable a quick reaction in correcting any problem that may occur. Other early warning symptoms will be monitored for signs of deviation from the plan

5. iii. 1) Marketing Plan Tool:

5. iii. 2) Sale Analysis:

Sales will be checked every three months to investigate factors which might be causing lower income generation than estimated (Kotler & Armstrong, 2007). Changes in market action plan can be made accordingly.

5. iii. 3) Market Share Analysis:

Annual overall served and relative market shares would be calculated to check performance. Corrective actions in promotion and pricing would be taken if shares show critical estimates. Pie charts would be used to show overall market share (Kotler & Armstrong, 2007)

6) Summary:

The following parameters can identify SHINE's success factors and suggest their application in future expansions.



Relevance:

The mission marketing approach, especially in addressing the needs of poor women, has great potential and can and should be replicated. SHINE's marketing plan has been made most relevant to beneficiaries by including them in plan design and implementation, and by conducting thorough market research prior to the formulation of strategies.

Effectiveness:

The plan in its early stages can identify possible weaknesses or issues that can arise in the future, and ensure their mitigation.

Impact:

The mission marketing for the particular product being considered is workable, tried and tested, so that the impact is maximized. The preparation and dissemination of case studies through the life of the product plan would be effective in showing impact.

Efficiency:

In future SHINE should maximise cost benefit ratios by communicating with suppliers for lesser rates. The indicators for ensuring that cost benefit analysis takes place during the plan's implementation should be identified

Sustainability:

The plan aims to create sustainability for the workers and the institute itself at the very beginning and follow it closely throughout the action plan, making modifications based upon experience. The plan is designed for eventual sustainability and to make the needed adjustments/interventions a part of the indicators to be monitored through the process.

Gender:

SHINE is developed as working directly for women and shows a solid understanding of their needs.



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