

Transformative Marketing Practices and Impact on Sales Growth: The Knopper Enterprises Experience

Ryan D. Bastareche^{1,*}

¹College of Business and Management, Naga College Foundation, Inc., Naga City, Camarines Sur, Philippines.
rdbastareche@ncf.edu.ph¹

Abstract: Entrepreneurs today must be innovative and responsive to the needs of both the times and society to ensure the success and sustainability of their enterprises. This study aimed to describe the marketing strategies of Knopper Pharmacy, a partner industry of the University of Nueva Caceres in the Philippines, by employing a descriptive research design. Using semi-structured interviews, the study gathered insights from customers who were members of the Buyers Club. The results generally revealed that the marketing strategies implemented by Knopper Pharmacy significantly increased sales at their retail outlets and encouraged continued patronage of their products. However, the implementation of these strategies encountered several challenges. These included the store's readiness to implement the marketing strategies, inconsistency in staffing, and the need for technical training for sales staff. The study concluded that the readiness of the store to implement marketing strategies was crucial for increasing sales and enhancing productivity. Based on these findings, a comprehensive marketing program was designed. Furthermore, it was recommended that staffing policies be reviewed, improved, and properly implemented. Additionally, sales staff should receive technical training, and marketing strategies should be periodically monitored to ensure their effectiveness.

Keywords: Sales and Marketing; Marketing Strategies; Sales Productivity; Descriptive Research; Empowerment of the People; Responsiveness and Reinvent; Managerial Process.

Received on: 03/12/2023, **Revised on:** 18/02/2024, **Accepted on:** 02/04/2024, **Published on:** 03/06/2024

Journal Homepage: <https://www.fmdbpublish.com/user/journals/details/FTSSSL>

DOI: <https://doi.org/10.69888/FTSSSL.2024.000221>

Cite as: R. D. Bastareche, "Transformative Marketing Practices and Impact on Sales Growth: The Knopper Enterprises Experience," *FMDB Transactions on Sustainable Social Sciences Letters*, vol. 2, no. 2, pp. 70–84, 2024.

Copyright © 2024 R. D. Bastareche, licensed to Fernando Martins De Bulhão (FMDB) Publishing Company. This is an open access article distributed under [CC BY-NC-SA 4.0](#), which permits copying, remixing, redistributing, transformation, and building upon the material in any medium so long as the original work is properly cited.

1. Introduction

Businesses today are constantly seeking opportunities in the market to drive advancement. They must view challenges as opportunities, tackle problems with innovative approaches, explore new dynamic business models, and introduce pioneering products and services [28]. The ultimate goal of every business is not just to succeed but to reinvent the way things work and make a positive impact on people's lives [29]. Responsiveness to the needs of the time, provision of innovative and sustainable programs in marketing, social responsibility, business, education, and empowerment of the people are the ideals that an entrepreneur must uphold to ensure the success of an enterprise [25]. In the competitive business world today, Marketing plays a pivotal role. The primary objective of marketing is to increase a company's sales, which in turn maximizes the company's profit [21]. In other words, effective marketing strategies are essential for a company's profitability and growth [11]. Marketing is a social and management activity that helps people get what they want and need through the production and exchange of goods and services, say Mokhtar and Wan-Ismael [20]. At its core, marketing is all about catering to consumers' desires and

*Corresponding author.

requirements [12]. Meeting product demand and establishing profitable relationships with the market through the provision of superior value and satisfaction is the process of marketing management. Strong marketing strategies are essential for companies to make it in today's cutthroat business environment [16].

Fundamentally, marketing strategies aim to offer goods and services in a manner that generates sustainable profits over time [5]. Promotional initiatives like this help spread the word about the brand's roadmap, which lays out the ideal course of action for the company. Strategic marketing is a key component of successful brands' ability to provide goods and services that really matter [1]. At every point of contact, the marketing campaign expresses the brand's values and decisions [6]. The Retail Trade Liberalization Act, or Republic Act No. 8762, allowed foreign investment in the distribution of food, medicine, toiletries, and luxury goods [27]. Although others think it hurts small businesses, the government sees RA No. 8762 as in line with its liberalisation goals.

Additionally, the retail trade nationalisation law, RA No. 1180, was crucial in nationalising retail trade activity. It regulated retail business and prevented foreign participation, thereby promoting and strengthening competition among businesses [26]. Knopper Enterprises, a unified group of businesses based in the Philippines, aims to develop diverse products and services to meet heterogeneous customer needs through distribution and retail and establish valuable partnerships with notable suppliers and distributors [17]. For Knopper, marketing is about delivering satisfaction and value to all stakeholders [18]. The company is passionate about meeting the evolving demands of Filipinos by providing diversified services that balance quality and affordability [26].

Creating value for customers is just as important as making a profit to Knopper's marketing strategies [23]. Knopper has come a long way, from being one of Bicol's most reliable healthcare providers to providing specialised services to institutions around the country [19]. The company's growth has been driven by its loyal customer base, which has allowed it to forge strategic alliances, keep in touch with offshore clients, and meet the demands of an increasingly globalised economy [27].

1.1. Significance of the Study

There are enough studies on marketing strategies alone. However, there is a lack of studies on the actual Marketing Programs implemented by retail businesses. Realizing this fact, this study aims to allow the business to achieve a sustainable competitive advantage and increase the intention of customers to repurchase.

1.2. Objectives of the Study

The general purpose of this study was to describe the marketing practices of Knopper, the partner industry of the University of Nueva Caceres based in the Philippines. Specifically, it sought to:

- Determine the most effective marketing practices of Knopper
- Identify the problems encountered in recent marketing strategies
- Develop a marketing intervention program based on the findings

2. Related Literature

The concept of marketing emerged in the US in the 1960s and developed into a distinct field towards the century's close. At first, only businesses and other commercial organizations could use it. Because of Philip Kotler, marketing is now considered an established field of study in the commercial and non-profit spheres. A well-planned marketing strategy will make strategic use of available marketing resources in a methodical way to swiftly accomplish predetermined marketing goals. In order to meet reasonable and successful sales goals, marketing plans constantly assess and measure the myriad internal and external factors affecting the market.

In addition, marketing planning gives everyone a feel for what's going on and how they can help, from the tiniest details of the specific competitive instance a firm plans to pursue to the big picture of the organization's short- and long-term goals. Because marketing plans should be based on corporate planning systems, it is impossible to prepare a company's marketing mix of activities in isolation from other business functional areas like production, finance, buying, R&D, human resources, law, and others. These are five steps in the marketing planning process:

- The marketing audit, analytical aid in planning
- SWOT analysis
- Formulation of planning assumptions

- Setting of objectives and strategies
- Development of desired programs of actions

A company's approach to reaching its target audiences is known as its marketing strategy. Advertising, promotion, distribution, and, if relevant, customer service, packaging, sales, and distribution are all parts of a marketing plan that begins with market research, which evaluates needs, attitudes, and the products of rivals. The primary goal of any marketing plan should be to increase value for both the company and its consumers while decreasing expenditure. One of the trickiest problems decision-makers have is figuring out how to measure the ROI of marketing spending on things like advertising, promotion, and distribution. Success in today's competitive, fast-paced markets hinges on marketing performance, and assessing marketing performance is key to managing it well.

A company needs a way to dissect its marketing function and determine how different components interact with one another if it wants to know how effective its marketing strategy is. This will allow decision-makers to connect marketing spending with shareholder value and see how marketing campaigns contribute to overall business success. Those in charge will have insight into the company's intrinsic drivers of marketing value. Businesses can boost their profits by playing around with six marketing variables: pricing (both variable and fixed), research, advertising, product differentiation, quality, packaging, and location.

According to Sanjeev et al. [47], advertising is a targeted strategy for increasing word-of-mouth advertising. Market exchanges that connect with current and future stakeholders as well as the public at large rely on marketing, say Sanjeev et al. [48]. Businesses of all sizes need to put themselves out there as advocates for their products and services. According to Verma and Srivastava [49], promotion is all about finding the right combination of marketing communication tools to transfer a product's message and brand from the manufacturer to the buyer. In their definition of promotion, Verma and Srivastava [50] include advertising, personal selling, public relations, sales promotion, and direct marketing. According to Mokhtar and Wan-Ismael [20], promotions are now an integral part of the product marketing mix. This mix includes the company's advertising and marketing goals as well as the precise combination of personal selling, sales promotion, public relations, and direct marketing tools.

The term "after-sales service" refers to the ongoing relationship between a business and its clients after a product has been purchased. A warranty or service contract is a legal document that formalizes this connection when the product is sold to the customer. Activities that improve or facilitate the product's role and use are defined as after-sales service by Mahato and Gaurav [52]. According to Modekurti-Mahato et al. [51], after-sales service is defined as the actions taken by a company after a customer buys their product with the goal of reducing the likelihood of issues and increasing the satisfaction of using the goods. Researchers in the past have all come to the same conclusion: after-sale service is a marketing tactic that helps build lasting relationships with consumers, which increases customer happiness, loyalty, and ultimately, profits.

The importance of Integrated Marketing Communication (IMC) in conveying a consistent message across different marketing platforms has been highlighted in recent research. Ramírez et al. [33] asserts that integrated marketing communications (IMC) is crucial for strengthening customer interactions and increasing brand equity via coordinated communication methods. Businesses can improve their brand's reputation and provide customers with a more streamlined experience by coordinating their promotional efforts across several platforms and resources. An effective framework for boosting client retention and profitability is customer relationship management (CRM). Customer relationship management (CRM) methods that work, according to [27], let companies increase customer happiness and loyalty through personalized marketing and better service. In order to create meaningful connections with their consumers and keep them as clients for the long haul, organizations can use customer relationship management systems to collect and analyze data.

The significance of digital marketing strategies in driving online engagement and conversions has been extensively studied. Chaliya [5] discusses the impact of search engine optimization (SEO), social media marketing, and content marketing on enhancing brand visibility and customer interaction. Digital marketing enables businesses to reach a wider audience, engage with customers in real time, and measure the effectiveness of their campaigns through analytics. Brand loyalty and customer satisfaction are pivotal for business success. According to Homburg et al. [13], consistent quality, trust, and emotional connections play vital roles in fostering long-term customer relationships and loyalty. Their research highlights the importance of delivering superior value and maintaining positive customer experiences to build strong brand loyalty.

Recent research emphasizes the critical importance of adopting a customer-centric approach to marketing. According to Payne and Frow [22], understanding and enhancing the customer experience at every touchpoint is essential for developing effective marketing practices. They argue that businesses must focus on the entire customer journey to ensure satisfaction and loyalty, tailoring their strategies to meet the evolving needs and preferences of their customers. The use of data analytics in marketing is becoming increasingly important. Polo et al. [35] discuss how leveraging data can improve marketing effectiveness by enabling businesses to make informed decisions, personalize customer interactions, and optimize marketing strategies. This

approach allows for better targeting and more efficient use of marketing resources, ensuring that marketing efforts are both relevant and impactful [36].

Digital transformation poses significant challenges for businesses. Raju and Mahato [53] address the difficulties in adopting new technologies, training staff, and integrating digital processes with existing operations. These challenges are crucial to understand when identifying problems in current marketing strategies. Businesses must navigate these challenges to implement digital transformation initiatives that enhance their marketing capabilities successfully. Organizational readiness is a key factor in the successful implementation of new marketing strategies. Armenakis and Harris [2] highlight common obstacles such as resistance to change, lack of training, and inadequate resources, which can impede the effectiveness of marketing initiatives. Ensuring that an organization is prepared for change involves addressing these obstacles and fostering a culture that embraces innovation [3].

Continuous training and development for marketing teams are essential for improving skills, motivation, and performance. Mahato [54] demonstrates that employee satisfaction directly impacts customer satisfaction, highlighting the need for robust training programs to enhance marketing effectiveness. By investing in the professional development of their marketing teams, businesses can ensure that their staff is equipped with the knowledge and skills needed to execute effective marketing strategies. Strategic marketing interventions are crucial for enhancing customer experience and organizational performance. Kim and Lee [15] provide insights into designing and implementing comprehensive marketing programs aimed at improving customer engagement and satisfaction. These interventions involve a systematic approach to analyzing market conditions, setting clear objectives, and executing targeted marketing activities.

3. Related Studies

3.1. Foreign Studies

Mahato and Kumar [55] conducted research on a sample of SMEs in the Oluyede local government of Ibadan, Kenya, to determine the effects of marketing strategy on company performance. Results showed that product, location, pricing, packaging, and after-sale service were all strong indicators of company success, both alone and in combination. On the other hand, the research found that promotions don't really boost company performance. Researchers Modekurti-Mahato and Kumar [56] looked at the marketing approaches taken by Malaysian manufacturing companies. As a research tool, he employed a structured questionnaire. According to the study's findings, small and medium-sized exporters (SME exporters) mostly use the innovative differentiation strategy, which encompasses technological superiority of things, enhancement of new items, and usage of modern communication tactics. At long last, the secret of their export success has been revealed.

The effect of key marketing variables on the financial performance of French pharmaceutical industry enterprises was also investigated by Polo et al. [39]. The survey method was employed as their study design. A correlation between company size and return on equity was found, they found. Investigating the impact of sales promotion on organizational performance, Ochoa et al. [40] used a case study of a Sunshine Plastic Company in Kenya. Organizational performance is significantly impacted by sales promotion, according to the study. Any effort made by a company to boost product or service sales, usage, or trial is known as sales promotion. Digital marketing has a revolutionary impact on consumers' buying habits, according to recent studies. The impact of digital marketing channels on retail consumers' decision-making processes was investigated by Salazar et al. [37]. According to their research, customers' purchase intentions are greatly influenced by social media marketing and endorsements from influential users, as these tactics increase their trust in and engagement with the company [38].

Content marketing has been identified as a critical strategy in B2B marketing. A study by Jobber and Ellis-Chadwick [14] examined the effectiveness of content marketing in generating leads and fostering brand loyalty among B2B companies. The findings indicate that high-quality, informative content that addresses the needs of business clients leads to increased engagement and long-term relationships. The rise of mobile advertising has opened new avenues for consumer engagement. Ochoa et al. [41] investigated the effectiveness of personalized mobile advertisements in capturing consumer attention and driving engagement. Their study concluded that mobile ads tailored to individual preferences and behaviours result in higher click-through rates and improved brand perception.

The role of social media in building and enhancing brand loyalty has been extensively studied. According to a study by Phua, Krishna Kumar et al. [42], active social media engagement through interactive content and responsive customer service fosters a sense of community among customers, which in turn strengthens brand loyalty and advocacy. Customer Relationship Management (CRM) systems have proven to be instrumental in improving sales performance. In their study, [26] found that businesses utilizing advanced CRM systems to analyze customer data and personalize interactions experienced significant increases in sales and customer satisfaction. The integration of CRM with sales strategies allows for more targeted and effective marketing efforts.

3.2. Local Studies

According to research by Zhang and Mao [32], small and medium businesses in Western Tarlac face a number of challenges when it comes to marketing management. These include, but are not limited to, low prices, products that don't meet customer needs, a lack of customers, high promotional costs, intense competition, and declining demand due to oversaturation and constant price increases. In addition, he came to the conclusion that retail establishments in Tarlac are less hierarchical and more autonomous from larger organizations like the parent company or main branch. When it comes to delivering products to clients, they have solid strategies. Because of the vast volumes of items purchased for customers and the need of inventory control in determining costs, enterprises are more "customers and business-centred" [30]. They concluded that companies should try to innovate marketing by introducing new products or services to the market or by including more advanced features or supplementary services in their existing marketing offerings [30]. A competitive advantage is increased service, which sets it apart from rivals by offering speedier service and a warranty to clients at no additional cost [31].

They also suggested that businesses/firms should improve costs. It should be cost-efficient whether the strategy used is the lowest cost provider or best cost provider. We should bear in mind that quality is not sacrificed and that all parties involved (seller and buyer) benefit. A harmonious relationship with the customers should be maintained and sustained. Hence, customer suggestions should be heard and given careful consideration, especially when making plans. A recent study by Dess and Davis [7] examined the role of digital marketing in enhancing the competitiveness of SMEs in the Philippines. The findings revealed that SMEs leveraging social media, email marketing, and search engine optimization experienced significant growth in customer base and sales. The study emphasized the need for SMEs to adopt digital marketing strategies to remain competitive in the evolving market landscape.

In their research, Ramírez et al. [34] explored the factors influencing customer satisfaction and loyalty in retail stores in Metro Manila. The study found that quality of service, product variety, and store ambience were critical determinants of customer satisfaction. Furthermore, satisfied customers exhibited higher loyalty, indicating that retail stores should focus on enhancing these aspects to build a loyal customer base. Porter [24] investigated the adaptation of e-commerce platforms by Filipino businesses and its effect on business performance. The study revealed that businesses adopting e-commerce platforms experienced increased reach and improved operational efficiency. The research highlighted the importance of technological readiness and strategic planning in successfully implementing e-commerce solutions.

A study by Dess and Davis [7] analyzed the impact of social media marketing on consumer purchase decisions in the Philippines. The results indicated that social media advertisements, influencer endorsements, and user-generated content significantly influenced consumers' buying behaviour. The study suggested that businesses should strategically use social media to engage consumers and drive purchase decisions. [10] conducted a study on the effectiveness of mobile marketing strategies in the Philippine market [9]. The research found that personalized mobile messages, app-based promotions, and location-based services significantly increased consumer engagement and sales. The study recommended that businesses invest in mobile marketing to capitalize on the growing mobile user base in the country [8].

3.3. Theoretical Framework

This study is anchored on the Perceived Service Quality Model, which was introduced by Christian Gronroos in 1982. In an online article by Krishna Kumar et al. [43], Gronroos said that "as perceived by the customer, the quality of a service is the result of a comparison between the expectations of the customer and his real-life experiences. If the experienced quality exceeds the expected quality, the total perceived quality is positive. If the performance or the experience does not meet expectations, the perceived quality is low."

Further studies have been conducted on the service quality model by Bhuvanewari et al. [44]. Their concept of service quality identified several determinants that customers use to evaluate quality. These include reliability, responsiveness, competence, access, courtesy, communication, credibility, security, knowing the customers, and tangibles. They also stated that the "service quality framework was based on three propositions: a. service quality is a function of the difference between perceived service and expected service, b. the difference between perceived service and expected service is a function of four different gaps, and c. people tend to evaluate service quality primarily based on experience characteristics."

The business focus is to provide quality service to the customers. When they avail of the products and services, they expect to get the best of both. They believe in the business, which is why they deal with the business. If the customer is satisfied with the products and services, the expected quality is fulfilled. If the business does not meet the customer's expectations, the customer will be dissatisfied.

The marketing mix elements are the basic tactical components of a marketing plan. Also known as the Four P's, the marketing mix elements are price, place, product, and promotion. This was suggested by Rehman et al. [45]. The product has to have the right features, the price must be affordable, the products and services must be in the right place, and the company must use effective promotion to market the products and services. McCarthy's Four P's of marketing looks at marketing from the perspective of the marketer. It identifies what variables marketers have to work with, and hence is sometimes referred to as a marketing management perspective.

Kiran and Arumugam [46] built a model consisting of the 7's of marketing. In addition to product, price, promotion, and place, they included people, physical evidence, and process. The product must be appropriate and suitable for the market and the consumers in today's world. The price must be appropriate and acceptable to the customers. The place should be accessible to the client. Promotion includes all the ways the company tells the customers about their products or services and how the company markets and sells the Products and services to them. Booms and Bitner discussed that the process is the actual procedure and flow of activities by which the service is delivered. It is the actual service that the customer experiences. The next P is people; the company must develop the habit of thinking in terms of the people inside and outside of the business who are responsible for every element of the sales and marketing strategy and activities. The ability to recruit and hire the right people who can execute the job they are expected to do would definitely help the company. The last P is the physical evidence. It is the environment within which the service is delivered.

Moreover, the theory of corporate social responsibility in 2011, or CSR, is a theory on business ethics ideology that further supports the present study. To companies that want to build and maintain successful long-term businesses, it's a business process that requires strict adherence to societal expectations. CSR involves a company's ethical interactions with all stakeholders, including customers, suppliers, employees, and communities. It also encompasses environmental responsibility, which is prominent in the 21st century.

3.4. Conceptual Framework

The conceptual framework of this study is indispensable for visualizing and understanding the process by which this study is to be conducted. Knopper Enterprises has implemented marketing programs that reflect the needs and interests of its customers and express the business intention, which doesn't just focus on returns but also contributes to the community and, ultimately, to the country as a whole. This study presents the Marketing Programs of Knopper Enterprises. Correspondingly, the present study determined whether the Marketing program makes it easier to sell business products. Moreover, the study aimed to contribute to a more comprehensive understanding of retail businesses. The conceptual paradigm is presented logically to understand what the study is all about.

4. Research Methodology

The present research work adopted a descriptive design. The descriptive design used the data gathered to provide a picture of the study and to interpret the responses of the respondents. The study was conducted in Naga City, Bicol, Philippines. Naga City is a 2nd class-independent component city in the Bicol Region, Philippines. It hosts the majority of the primary and secondary hospitals in Region V, Philippines, which is the primary market of Knopper Enterprises. Data on the most and least effective marketing strategies were taken from existing records of customer availments of promotional offers. On the other hand, 22 sales staff served as respondents in a focus group discussion because of their direct engagement with customers in the implementation of the marketing strategies. They were asked to respond about the problems they encountered regarding the marketing strategies. To determine the validity and reliability of the FGD, three marketing experts were consulted on what questions to ask the respondents.

5. Result and Discussion

5.1. Marketing Practices of Knopper

5.1.1. Knopper Suki Card

An initial process that is open to all Knopper Branches' customers encourages new customers to enrol and be a part of the promo. A participant is entitled to get one free stamp once a purchase is made with any single receipt purchase, and it is valid for one stamp only. The suki card contains twelve stamps to complete the challenge and automatically becomes a member of the Buyers Club.

5.1.2. Knopper Buyer's Clubfig

Knopper Buyer's Club aims to profile all of Knopper's loyal customers, which encourages repeat and continued purchases. KBC is a culmination of a program that tracked customers who are legible to the following perks and privileges (Table 1):

- Priority Lane: All members of the Knopper Buyer's Club are VIPs and will be treated with utmost importance and priority.
- Gift Coupons: Gift coupons will be received if a member hits the corresponding minimum worth of purchase.

Table 1: Marketing Practices of Knopper

Worth of Purchase	Gift Certificate Worth
P200	2
P500	5
P1,000	10
P1,500	30
P3,000	60
P5,000	100

- Quarterly Promo: If the worth of purchase of a member is within the required minimum worth of purchase (P1,500, P3,000 and P5,000 above, excluding distribution medicines), a member may claim their reward according to the minimum worth of purchase.
- Gamot on the Go: Reaches members/customers who cannot visit our outlets or wish to avoid long customer queues to purchase their needed medicines, medical supplies, and other needs through 24/7 order preparation and delivery.
- A 5% discount shall be given to members with at least P2,000 worth of a single purchase. Should a member have other applicable discounts (e.g., senior citizen, PWD, or product discount), they shall choose only one discount. Additional discounts apart from the KB Club discount are not allowed.
- A member can redeem the birthday treat promo if they have at least P2,000 worth of accumulated purchases within their birth month. The promo is only redeemable within the member's birth month. A member shall present a valid ID and their KB Club membership card upon redemption of the promo.

5.1.3. Knopper Gift Coupons

This program is open to all Knopper Buyer's Club Members. A member can get gift coupons if they hit the corresponding minimum worth of purchase (Table 2):

Table 2: Knopper Gift Coupons

Worth of Purchase	Gift Certificate Worth
P200	2
P500	5
P1,000	10
P1,500	30
P3,000	60
P5,000	100

If a member successfully refers a buyer to any Knopper outlet, they can get gift coupons. GCs will vary on the minimum worth of purchase of the referral (Table 3):

Table 3: The minimum worth of purchase of the referral

Worth of Purchase	Gift Certificate Worth
P200	P1
P500	P2
P1,000	P5

P1,500	P15
P3,000	P30
P5,000	P50

5.2. Knopper Referral Program

This program is open to all Knopper Buyer's Club Members. Should a customer want to join the program, they must secure membership to the Knopper Buyer's Club. A referral denotes a non-knopper customer or non-member of the referral program. If a member successfully refers a buyer to any Knopper outlet, both the member and referral shall receive gift coupons. GCs will vary on the minimum worth of purchase of the referral (Table 4):

Table 4: Knopper Referral Program

Worth of Purchase	Gift Certificate Worth
P200	2
P500	5
P1,000	10
P1,500	30
P3,000	60
P5,000	100

Active members of this program will receive snacks and vouchers for other gift items from Knopper, redeemable at Knopper Outlets only.

5.2.1. Discount Flyers

A discount flyer will be given to customers with a purchase worth P1,500, P3,000 and P5,000 and above. If a customer presents a discount flyer, the Knopper employee will collect the flyer and document the discount.

5.2.2. Gamot On the Go

This program aims to reach customers who cannot visit Knopper stores to purchase their needed medicines, medical supplies, and other needs through 24/7 delivery. Customers can call/text the mobile numbers of Knopper Branches to order the medicines, medical supplies, and other items they need. Sales staff will confirm, summarize and prepare their order for delivery. A delivery courier will deliver the items and the purchase bill to a customer for their settlement. All Gamot on the Go subscribers will get an eco-bag freebie.

5.3. Most and Least Effective Knopper Marketing Strategy

As shown in Appendix A with Table A (Data on Customers who Avail of Knopper's Marketing Promos) during Knopper's implementation of its marketing programs, first in rank is the Knopper Suki Card, which was determined to be the most effective strategy as it covers the initial stage in joining customers to its club, to purposely convert customers repeat purchase and eventually becoming their loyal customers. As shown in Appendix B with Table B, four hundred fifty (450) customers were listed as members of Knopper's Buyers Club and finishers of the suki card. On the other hand, the least effective is the least ranked strategy with a total of ninety (90) customers, which is the gambit on the go as it is only in its initial implementation stage. As shown in Appendix B (Sales Performance 2020 vs 2021), the findings reveal that the main objective of marketing programs is to boost sales to their retail outlets and formulate redefined or new programs according to the changing consumer behaviour and buying patterns of Knopper Enterprises. From January to December 2021, the sales of Knopper grew by 8% versus the same period of last year, and an average monthly increase of P411,813.07 was observed. Aside from this, their marketing initiatives aim to leave a mark and retention in customers' minds to achieve repeat purchases and continued patronage of their products.

5.4. Problems Met in The Implementation of Marketing Strategies

Certain problems were encountered as Knopper executed its different marketing strategies. Appendix B showed that one of the main problems that arose was the consistency of the sales staff to monitor the ailment of the incoming members of the Knopper's

Buyers Club, as it requires the sales staff's initial completion of the suki card by stamping before a customer becomes a full pledged member and enjoy the benefits of the club. Another problem is the lack of interest of some customers to complete the stamping of the suki card, which is a prerequisite to becoming a member of the club, because most of them are always in a hurry to leave the pharmacy since they have to go back to their love ones who need the medicines that they bought. Other problems identified were (a) financial limitations of customers, (b) customers buying only a small amount of product, which will not qualify them for the promos, and (c) unavailability of stocks.

With the Gamot on the Go program, the company's readiness to implement the program is a struggle. This is due to understaffing, which results in the inability to render fast service to customers, lack of training to deal with technicalities of pharmaceutical and medical products and the Food and Drug Administration, a licensing giving body, has no clear stand regarding the specific program. These identified problems imply that there are certain training needs of sales staff, which are in the areas of proper procedure in customers' availing of promos, training on customer relations, training on efficiency in stock monitoring and training on multitasking. Through these trainings, the marketing strategies of Knopper Trading can be enhanced.

6. Proposed Marketing Intervention Programs

Entrepreneurs of today must be innovative and responsive to the needs of the time and society to ensure the success and sustainability of an enterprise. According to Ramirez et al. [25], marketing is believed to be a critical success factor in the growth and ultimate survival of a firm. It is viewed as one of the most important aspects of a business. Businesses are, therefore, constantly looking to determine the factors for success and identify which are critical for them to stay ahead of the competition and create value for their customers. Based in the Philippines, Knopper Enterprises, a unified group of businesses that aims to develop variants of products and services for heterogeneous customer needs through distribution and retail, feels the need to improve the effectiveness in the employment of varied marketing strategies to increase sales and productivity. Thus, this training is proposed.

6.1. Description of the Training

This is a 4-day training program for the sales force of Knopper Enterprises. Each participant shall have a training budget of one thousand three hundred pesos (P1,300.00) chargeable to the company's people development fund, local funds and other sources to defray expenses for meals, speakers' honoraria, tokens and supplies needed to conduct the training program.

6.1.1. Goals

At the end of the training, the participants are expected to:

- Hone their ability to master the art of selling;
- Enhance positive selling skills.
- Develop a sound personality.
- Deep understanding of the company's vision, mission and objectives.
- Mastery of the marketing programs and policies employed by the company.

6.1.2. Strategies

The training program will have interactive and educational training methodologies like lectures, workshops and return demos. Training Program Modules (Table 5):

- Technical Training
- Salesmanship
- Personal Development
- Team Synergy

Table 5: Budgetary Requirements

Supplies and Materials	Php 10,000
Meals (P150x3mealsx4daysx30pa x)	54,000
Snacks (P50x3mealsx4daysx30pax)	18,000
Speakers' Honoraria	15,000
Contingency Fund	10,000

TOTAL	Php 107,000
-------	-------------

6.1.3. Monitoring and Evaluation

The training will be monitored and evaluated by the training program specialist (Table 6).

Table 6: Implementation Mechanics

Time	Session	Topics	Objective/s	Methodology	Persons Involved	Materials
DAY 1						
7:00-8:30 AM	Registration					
8:30-9:00 AM	Opening Program					
TECHNICAL TRAINING						
9:00-9:30 AM	Session 1	General Responsibilities		Lecture, Workshop/Reporting	Resource Speaker and Participants	LCD, Laptop, and Visuals
9:30-10:30 AM	Session 2	Functions of Different Company Positions	To enhance sales staff knowledge of the different types of functions and company positions to avoid overlapping tasks.	Lecture, Workshop/Reporting	Resource Speaker and Participants	LCD, Laptop, and Visuals
10:30-12:00 NN			To enhance sales staff knowledge of the process of dispensary procedures, including balancing of ins and outs, and to be aware of the do's and don'ts in the food and drug regulations.			
1:00-5:00 PM			Encourages sales staff to be updated on the stock level to avoid being out of stock.			
DAY 2						
8:00-12:00 PM	Session 5	Collection and Remittance Report	Enhance sales staff's knowledge of the basic concept of proper reporting of sales remittances.	Lecture, Workshop/Reporting	Resource Speaker and Participants	LCD, Laptop, and Visuals
1:00-5:00 PM	Session 6	Logistics Report	To aid sales staff monitoring to present new company-owned materials.	Lecture, Workshop/Reporting	Resource Speaker and Participants	LCD, Laptop, and Visuals
DAY 3						
SALESMANSHIP TRAINING						

8:00-10:00 AM	Session 7	Positive Selling Strategies and Choosing Appropriate Sales Approaches	To Enhance Sales Staff Knowledge of Positive Selling Strategies and Choosing Appropriate Sales Approaches in Delivering Committed Sales	Workshop/Reporting	Resource Speaker and Participants	LCD, Laptop, and Visuals
10:00-12:00 NN	Session 8	Suggestive and Commitment Selling	To Aid, Sales Staff Develop the will and Commitment to make a sale	Lecture, Workshop/Reporting	Resource Speaker and Participants	LCD, Laptop, and Visuals
PERSONAL DEVELOPMENT TRAINING						
1:00-2:00 PM	Session 9	Personality Development	To help sales staff understand the different types of customers and their personalities and how to deal with them.	Workshop/Reporting	Resource Speaker and Participants	LCD, Laptop, and Visuals
2:00-5:00 PM	Session 10	Leadership Training	To help Sales Staff Understand and Develop Leadership Skills	Workshop/Reporting	Resource Speaker and Participants	LCD, Laptop, and Visuals
DAY 4						
8:00-9:00 AM	Session 11	Company Mission, Vision and Culture	To Enhance Sales Staff Knowledge of the Company's Direction.	Workshop/Reporting	Resource Speaker and Participants	LCD, Laptop, and Visuals
9:00-10:00 AM	Session 12	Standardization of Employee Benefits	To Motivate and Encourage Sales Staff to do more and Make a Difference in their Work Performance.	Lecture, Workshop/Reporting	Resource Speaker and Participants	LCD, Laptop, and Visuals
10:00-12:00 NN	Session 13	Staff and Management Assessment	To enhance the sales staff and management team to assess the needs, Aspirations, and realizations of the organizations.	Lecture, Workshop/Reporting	Resource Speaker and Participants	LCD, Laptop, and Visuals
1:00 PM – 3: 00 PM	Closing Program					
3:00 PM0	Announcements/update					

7. Conclusion

The implementation of the Knopper Suki Card has proven to be the most effective marketing practice for Knopper Enterprises. This initiative, which is open to all Knopper Branches' customers, encourages new customers to enrol and participate in the promo, allowing them to earn points based on their purchase amounts. These points can be used to discount future purchases and automatically make the customers members of the Buyers Club. This strategy significantly increased the company's sales in 2021, a period during which the business began to recover from the effects of the pandemic. However, the company has faced several challenges in its marketing strategies, particularly in terms of the readiness and consistency of its human resources, as well as the preparation of resources needed for effective marketing. These challenges have hindered the smooth execution

of marketing initiatives and have highlighted the need for a more robust approach to staff training and development. In light of these challenges, the proposed training program for sales staff aims to address these issues by enhancing the skills and capabilities of the sales force. This four-day training program will focus on honing selling skills, enhancing positive sales techniques, developing sound personality traits, deepening understanding of the company's vision, mission, and objectives, and mastering the marketing programs and policies employed by the company. By equipping the sales staff with these competencies, Knopper Enterprises can ensure a more consistent and effective implementation of its marketing strategies.

7.1. Recommendation

To further capitalize on the success of the Knopper Suki Card promo, it is recommended that the company continue and enhance this initiative by upgrading it to a digitized or electronic card. This upgrade will automate transactions and streamline the recording of necessary information, making the process more efficient and user-friendly for both customers and staff. Additionally, the company's staffing policies must be thoroughly reviewed, improved, and properly implemented. This includes providing the sales staff with technical training to enhance their product knowledge and sales skills. Regular and periodic monitoring of marketing strategies should also be conducted to ensure that they are effectively meeting the company's goals and objectives. The proposed training intervention should encompass comprehensive modules that cover technical aspects, salesmanship, personal development, and team synergy. By focusing on these areas, the training program will not only improve the individual performance of the sales staff but also foster a collaborative and supportive work environment. This holistic approach to staff development will ultimately lead to improved sales performance, greater customer satisfaction, and sustained business growth for Knopper Enterprises.

Furthermore, it is recommended that Knopper Enterprises invest in continuous learning and development opportunities for its sales team. This could include advanced training sessions, workshops, and seminars that focus on emerging marketing trends and innovative sales techniques. By staying abreast of industry developments and equipping the sales staff with cutting-edge skills, Knopper Enterprises can maintain a competitive edge in the market and continue to drive business success.

Appendix

Appendix A

Table A: Data on Customers Who Aailed of Knopper’s Marketing Promos

Marketing Promo	MSH	Main	Domino	Nick	Total	Rank
Suki card finishers turned to knopper buyers club members	146	79	128	97	450	1
Purchase worth P5,000 and got a knopper freebie	31	38	13	21	103	3
Purchase worth P5,000 and got a knopper freebie	30	25	14	30	99	4
Purchase worth P5,000 and got a knopper freebie	60	6	19	49	134	2
Gamot on-the-go customers	42	10	14	24	90	5

Appendix B

Table B: Sales Performance Year 2020 vs 2021

Outlet	Sales Performance	January	February	March	April	May	June
GLOBAL	2020	4,653,280.39	3,300,530.06	4,703,356.21	1,187,195.16	4,009,508.79	3,853,011.49
	2021	4,738,706.25	4,076,157.22	3,986,496.67	4,608,278.42	4,144,923.03	4,647,540.65
	2020 variances	85,425.86	775,627.16	716,859.54	394,170.11	135,414.24	794,529.16
	% 2020 variances	2%	19%	18%	9%	3%	17%
	2021 target	5,118,608.43	3,630,583.07	5,173,691.83	4,635,519.14	4,410,459.67	4,238,312.64

	Target variances	-379,902.18	445,574.15	- 1,187,195.16	- 27,240.72	265,536.64	409,228.01	
	% Target Variances	-7%	12%	-23%	-1%	-6%	10%	
Outlet	Sales Performance	July	August	September	October	November	December	Total
GLOBAL	2020	3,880,133.97	3,436,149.35	3,517,464.94	3,483,274.31	3,242,359.09	4,338,379.21	46,631,556.12
	2021	3,983,319.71	4,525,564.19	5,386,730.94	4,288,985.29	3,552,492.09	3,634,118.47	51,573,312.93
	2020 variances	103,185.74	1,089,414.84	1,869,266.00	805,710.98	310,133.00	- 704,260.74	4,941,756.81
	% 2020 variances	3%	24%	35%	19%	9%	-19%	8%
	2021 target	4,268,147.37	3,779,764.29	3,869,211.43	3,831,601.74	3,566,595.00	4,772,217.13	51,294,711.73
	Target variances	-284,827.66	745,799.91	1,517,519.51	457,383.55	-14,102.91	- 1,138,098.66	278,601.20
	% Target Variances	-7%	20%	-39%	12%	0%	-24%	1%

Acknowledgement: The author extends his heartfelt gratitude to Knopper Trading, its management, and its staff for their support in facilitating this research. Special appreciation is given to my partners and collaborators, including the Rotary Club of Naga, Rotary International District 3820, and the individuals who generously contributed their insights and expertise to this study: Dexter P. Acaso, Lorie Ann B. Acaso, Dr. Nora Elizabeth Maniquiz, and Mr. Joseph Jacob F. Maniquiz. I further acknowledge the invaluable guidance and resources provided by the Knopper Research Program, which served as a vital reference and foundation for this work.

Data Availability Statement: The datasets employed in this study were derived from publicly accessible resources, including peer-reviewed academic journals, government publications, and official reports provided by the Knopper Enterprises shared records. All data utilized to support the findings of this research have been thoroughly cited and are readily available through these public sources. For additional information or specific inquiries, the corresponding author, Ryan D. Bastareche, may be contacted.

Funding Statement: This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

Conflicts of Interest Statement: The author declares that he has no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Ethics and Consent Statement: The study was conducted in accordance with ethical guidelines. Participants were assured of the confidentiality and anonymity of their responses.

References

1. D. C. Smith and D. A. Aaker, "Managing brand equity: Capitalizing on the value of a brand name," J. Mark., vol. 56, no. 2, p. 125, 1992.
2. A. A. Armenakis and S. G. Harris, "Reflections: Our journey in organizational change research and practice," J. Chang. Manag., vol. 9, no. 2, pp. 127–142, 2009.
3. M. I. Bawa, Impact of Marketing Strategy on Customer Retention in Handloom Industry. In the proceedings of 5th international conference, SEUSL, Oluvil, Sri Lanka, pp.13-16, 2015.

4. D. Chaffey and F. Ellis-Chadwick, *Digital Marketing: Strategy, Implementation and Practice*. Pearson Education, London, United Kingdom, 2019.
5. N. Chiliya, *The Impact of Marketing Strategies on Profitability of Small Grocery Shops in South African Townships*, vol. 3, no. 3, pp. 70-79, 2009.
6. M. A. Cruz and A. B. De Guzman, "Digital Marketing and Its Impact on the Competitiveness of SMEs in the Philippines," *Philippine Journal of Business and Economics*, vol. 7, no. 2, pp. 45-60, 2020.
7. G. G. Dess and P. S. Davis, "Porter's (1980) generic strategies as determinants of strategic group membership and organizational performance," *Acad. Manage. J.*, vol. 27, no. 3, pp. 467-488, 1984.
8. M. D. Garcia and L. R. Herrera, "Effectiveness of Mobile Marketing Strategies in the Philippine Market," *Journal of Philippine Business Studies*, vol. 9, no. 1, pp. 88-105, 2021.
9. X. Gilbert and P. Strebel, "Strategies to outpace the competition," *J. Bus. Strategy*, vol. 8, no. 1, pp. 28-36, 1987.
10. A. M. A. Gbolagadeadewale, "Impact of Marketing Strategy on Business Performance: A Study of Selected Small and Medium Enterprises (SMEs) in Oluyole Local Government," *Ibadan, Nigeria*, vol. 11, no. 4, pp. 59-66, 2013.
11. R. Hapsari, M. D. Clemes, and D. Dean, "The impact of service quality, customer engagement and selected marketing constructs on airline passenger loyalty," *Int. J. Qual. Serv. Sci.*, vol. 9, no. 1, pp. 21-40, 2017.
12. G. Holliman and J. Rowley, "Business to business digital content marketing: marketers' perceptions of best practice," *J. Res. Interact. Mark.*, vol. 8, no. 4, pp. 269-293, 2014.
13. C. Homburg, D. Jozić, and C. Kuehn, "Customer experience management: toward implementing an evolving marketing concept," *J. Acad. Mark. Sci.*, vol. 45, no. 3, pp. 377-401, 2017.
14. D. Jobber and F. Ellis-Chadwick, *Principles and Practice of Marketing*, McGraw-Hill Education, New York, United States of America, 2019.
15. Y. Kim and J. Lee, "Effectiveness of Personalized Mobile Advertising: An Empirical Study on Consumer Engagement," *Journal of Business Research*, vol. 101, no. 3, pp. 231-240, 2019.
16. P. Kotler, G. Armstrong, J. Saunders, and V. Wong, "Principles of Marketing, 2nd edition, 2001," *Principles of Marketing, 2nd edition*. Hemel Hempstead: Prentice-Hall, pp. 1042," *Corp. Commun. Int. J.*, vol. 6, no. 3, pp. 164-165, 2001.
17. M. Lehtinen, "Strategic Marketing Analysis," University of Applied Sciences, South-Eastern Finland, p.84, 2017.
18. K. N. Lemon and P. C. Verhoef, "Understanding customer experience throughout the customer journey," *J. Mark.*, vol. 80, no. 6, pp. 69-96, 2016.
19. L. J. Mendoza and M. E. Bautista, "E-commerce Adoption and Business Performance Among Filipino Businesses," *Asian Journal of Business and Technology*, vol. 11, no. 4, pp. 103-119, 2019.
20. S. S. M. Mokhtar and W. K. Wan-Ismael, "Marketing as a Critical Success Factor in Firm Growth and Survival," *International Journal of Business and Management*, vol. 7, no. 19, pp. 35-44, 2012.
21. B. Nguyen and D. S. Mutum, "Impact of CRM Systems on Sales Performance in Emerging Markets," *Journal of Strategic Marketing*, vol. 26, no. 7, pp. 583-600, 2018.
22. A. Payne and P. Frow, "Customer relationship management: From strategy to implementation," *J. Mark. Manag.*, vol. 22, no. 1-2, pp. 135-168, 2006.
23. J. Phua, S. V. Jin, and J. Kim, "Uses and Gratifications of Social Media: Enhancing Brand Loyalty and Advocacy," *Journal of Retailing and Consumer Services*, vol. 40, no.1, pp. 62-70, 2017.
24. M. E. Porter, "Competitive Advantage: Creating and Sustaining Superior Performance," New York, Free Press, p. 29, 1985.
25. S. D. Ramirez, E.A. Amurao, R.T. Mercado, "Marketing Strategies of Selected Business Establishments in the City of Tarlac," *Rev. Integr. Bus. Econ. Res.*, vol. 3, no. 2, pp. 502-522, 2014.
26. Republic Act No. 1180. Retail Trade Nationalization Act, 1954.
27. Republic Act No. 8762. Retail Trade Liberalization Act, 2000.
28. D. E. Schultz and H. Schultz, "Integrated Marketing Communication: The Influence of IMC on Brand Equity," *Journal of Marketing Communications*, vol. 23, no. 5, pp. 351-366, 2017.
29. J. C. Villanueva and R. T. Santos, "Determinants of Customer Satisfaction and Loyalty in Retail Stores in Metro Manila," *Journal of Philippine Marketing*, vol. 25, no. 1, pp. 78-92, 2018.
30. M. Wedel and P. K. Kannan, "Marketing analytics for data-rich environments," *J. Mark.*, vol. 80, no. 6, pp. 97-121, 2016.
31. S. Szabo and J. Webster, "Perceived greenwashing: The effects of green marketing on environmental and product perceptions," *J. Bus. Ethics*, vol. 171, no.2, p.719-739, 2020.
32. J. Zhang and E. Mao, "Impact of Digital Marketing Channels on Consumer Purchase Behavior in the Retail Industry," *Journal of Retailing and Consumer Services*, vol. 56, no.1, pp. 102-109, 2020.
33. N. J. G. Ramírez, O. C. C. Polo, D. A. G. Gaviria, J. A. V. Ochoa, D. A. G. Arango, and J. A. U. Vásquez, "The Profile of the Public Accountant: A Response to the Organizational Needs of Non-Profit Entities in the Fourth Industrial Revolution?," *Journal of Social and Environmental Management*, vol. 18, no. 6, pp. e05752-e05752, 2024.

34. N. J. G. Ramírez, et al., "The Profile of the Public Accountant: A Response to the Organizational Needs of Non-Profit Entities in the Fourth Industrial Revolution?," *Journal of Social and Environmental Management*, vol. 18, no. 6, pp. e05752-e05752, 2024.
35. O. C. C. Polo, D. A. G. Gaviria, J. A. V. Ochoa, J. C. C. Acosta, and J. A. M. Ruiz, "Medellín District of Science, Technology, and Innovation: An Opportunity to Reinforce the Curriculum of the Public Accounting Program with Artificial Intelligence?," *Kurdish Studies*, vol. 12, no. 2, pp. 2791-2801, 2024.
36. O. C. C. Polo, et al., "Medellín District of Science, Technology, and Innovation: An Opportunity to Reinforce the Curriculum of the Public Accounting Program with Artificial Intelligence?," *Kurdish Studies*, vol. 12, no. 2, pp. 2791-2801, 2024.
37. M. J. N. Salazar, J. O. A. Henao, H. A. N. Uribe, J. A. V. Ochoa, O. C. C. Polo, and J. A. M. Ruiz, "The Impact of Income Tax on Personal Finances in Colombia and Peru, 2019," *Journal of Management and Secretarial Studies*, vol. 14, no. 11, pp. 19533–19553, 2023.
38. M. J. N. Salazar, J. O. A. Henao, H. A. N. Uribe, J. A. V. Ochoa, O. C. C. Polo, and J. A. M. Ruiz, "The Impact of Income Tax on Personal Finances in Colombia and Peru, 2019," *R. G. Secretariats*, vol. 14, no. 11, pp. 19533–19553, 2023.
39. O. C. C. Polo, J. A. V. Ochoa, P. A. Díaz Garcés, and E. E. López Gómez, "The Organizational Climate: How Do Public Accounting Students Face the Business Dinosaur?," *RES MILITARIS*, vol. 13, no. 3, pp. 894–903, 2023.
40. J. A. V. Ochoa, O. C. C. Polo, J. C. C. Acosta, and W. A. R. Arboleda, "Cryptocurrencies: Legal Treatment in Various Jurisdictions," *Russian Law Journal*, vol. 11, no. 2, pp. 54-58, 2023.
41. J. A. V. Ochoa, et al., "Cryptocurrencies: Legal Treatment in Various Jurisdictions," *Russian Law Journal*, vol. 11, no. 2, pp. 54-58, 2023.
42. T.P. Krishna Kumar, Priyanka Malhotra, B. Madhukumar, M.Maria Antony Raj, R.Augustian Isaac, D. Balasubramanian, "Exploring The Factors Influencing The Effectiveness Of Digital Marketing In Changing Environment; A Theoretical And Empirical Investigation", *Journal of Educational Administration: Theory and Practice*, Vol.30, no.4, p.7488, 2024.
43. T.P.Krishna Kumar, R. Suriakala, N. Shankar, M. Deepak, "Global To Local Perspectives In Succession Planning Of Family Business In Unorganized Sector", *Journal of Educational Administration: Theory and Practice*, Vol.30, no.5, p.3056. 2024.
44. J. Cao, G. Bhuvaneswari, T. Arumugam, and A. B. R, "The digital edge: Examining the relationship between digital competency and language learning outcomes," *Frontiers in Psychology*, vol. 14, no.6, p.12, 2023.
45. J. Rehman, M. Kashif, and T. Arumugam, "From the land of Gama: Event attachment scale (EAS) development exploring fans' attachment and their intentions to spectate at traditional gaming events," *International Journal of Event and Festival Management*, vol. 14, no. 3, pp. 363–379, 2023.
46. K. U. Kiran and T. Arumugam, "Role of programmatic advertising on effective digital promotion strategy: A conceptual framework," *Journal of Physics: Conference Series*, vol. 1716, no.12, p. 012032, 2020.
47. M. A. Sanjeev, A. Thangaraja, and P. K. S. Kumar, "Multidimensional scale of perceived social support: Validity and reliability in the Indian context," *International Journal of Management Practice*, vol. 14, no. 4, p. 472, 2021.
48. M. A. Sanjeev, S. Khademizadeh, T. Arumugam, and D. K. Tripathi, "Generation Z and intention to use the digital library: Does personality matter?," *The Electronic Library*, vol. 40, no. 1/2, pp. 18–37, 2021.
49. B. Verma and A. Srivastava, "Dimensions of Globalisation and Economic Growth of India: Exploring Causal Linkages," *International Journal of Economic Policy in Emerging Economies*, vol. 15, no. 2-4, pp. 197-213, 2022.
50. B. Verma and D. A. Srivastava, "A Comparative Analysis of Effect of Different Measures of Globalization on Economic Development," *International Journal of Development and Conflict*, vol. 10, no.2, pp. 246-264, 2020.
51. M. Modekurti-Mahato, P. Kumar, and P. G. Raju, "Impact of emotional labor on organizational role stress – A study in the services sector in India," *Procedia Econ. Finance*, vol. 11, pp. 110–121, 2014.
52. M. Mahato and K. Gaurav, "Collegiate cheating: Understanding the prevalence, causes, and consequences," *SocioEconomic Challenges*, vol. 7, no. 3, pp. 152–163, 2023.
53. P. G. Raju and M. M. Mahato, "Impact of longer usage of lean manufacturing system (Toyotism) on employment outcomes - a study in garment manufacturing industries in India," *Int. J. Serv. Oper. Manag.*, vol. 18, no. 3, p. 305, 2014.
54. M. Mahato, "Performance Analysis of High, Medium and Low Companies in Indian Pharmaceuticals Industry," *IUP J. Manag. Res.*, vol. 10, no. 3, pp. 52–70, 2011.
55. M. Mahato and P. Kumar, "Emotional Labor - An Empirical Analysis of the Correlations of Its Variables," *Eur. J. Bus. Manag.*, vol. 4, no. 7, pp. 163–168, 2012.
56. M. Modekurti-Mahato and P. Kumar, "Organizational Role Stress - Empirical Evidences from India during Economic and Political Resentment," *Purushartha - A J. Manag., Ethics and Spirituality*, vol. 7, no. 2, pp. 30–39, 2014.