Educational Administration: Theory and Practice
2024, 30(4), 8982 - 8988
ISSN: 2148-2403
https://kuey.net/
Research Article

Strategic Alignment of Management and Marketing Practices: A Comparative Analysis

Dr. Mrinal Gaurav [1*], Dr. Mohanadasan T[2], Aasif Majeed Lone[3], P. Udaya Bhanu[4], Dr Biju Joseph[5], Dr V Basil Hans[6]

[1*] Assistant Professor, Department of Commerce, Yogoda Satsanga Mahavidyalaya, Ranchi, Jharkhand, India mrinalgrv@gmail.com, ORCID: 0009-0004-8848-5299
[2]Associate professor of commerce, Post Graduate and Research Department of commerce, Government Victoria college, Palakkad Kerala, Email: mtlifeisbeautiful@gmail.com
[3]Assistant Professor, Department of Radiology, Centurion University of Technology and Management, Vizianagram A.P 535003, Email: ASIFML1997@gmail.com
[4]Assistant professor, Department of EEE, SRKR Engineering College, Bhimavaram, AP, Email: up@srkrec.edu.in
[5]Associate Professor, Department of Economics, St Josephs College Devagiri, Kozhikode Kerala, Email: chakkalayil200247@gmail.com
[6]Research Professor, Srinivas University, Mangalore, Email: vhans2011@gmail.com

***Corresponding Author:** Dr. Mrinal Gaurav
Assistant Professor, Department of Commerce, Yogoda Satsanga Mahavidyalaya, Ranchi, Jharkhand, India mrinalgrv@gmail.com, ORCID: 0009-0004-8848-5299

Citation: Dr. Mrinal Gaurav, et al (2024), Strategic Alignment of Management and Marketing Practices: A Comparative Analysis, *Educational Administration: Theory and Practice*, *30*(4), 8982 - 8988
Doi: 10.53555/kuey.v30i4.2957

ARTICLE INFO	ABSTRACT

This research inspects a comparative analysis of management and marketing practices in a range of industries highlighted by the prerequisite for their design to create synergy of these functions and the implication to the performance of the organization. Quoting quantitative methods, the research performs for six companies located at the US consumer goods manufacturers industries and makes a comparison between the level of their functional alignment and strategy planning integration. The most vital performance measures inclusive of the revenue growth, market share and profitability as a key to know the alignment's efficacy are analyzed. In addition to this, the results indicate different cohesion values in the studied companies, a finding where some of the organizations show high match between management and marketing tasks while others exhibit low integration level. Correlation assessment identifies a tight correlation between alignment scores with performance outcome that must be taken into account when strategic coherence is critical for business prosperity. By the same token, the study brings about the requirement for custom-made adaptation policies in which one, specifically, industry activities are taken into account and the organization's characteristics are put into account.

Keywords: leadership, marketing, asset line-setting, performance and comparative analysis.

Introduction

The link between business management and marketing is the competitor for the organization to be successful. (Cravens and Piercy, 2013). When an organization has the managerial skill and features that are found in the market system through marketing that are made up properly, it makes it easy for the organization to compete with other organizations in the market (Kumar, 2015). Functional misalignment of approaches will inevitably generate frictions between functions, it will reduce efficiency and ultimately it will lead to the poor performance of the entire organization (Mitchell et al., 2013). Accordingly, making corresponding activities and plans able to work together is the secret to superior firm returns (Craig et al., 2020).

A diverse range of studies have been undertaken in the last decade that gives a clear picture of how cross functional integration between the leadership and marketing work domains improves corporate performance (Barki and Pinsonneault, 2005; Luo et al., 2006). Consequently, IT strategy will be aligned with marketing strategy by the existence of cooperative partnerships made between the marketing and IT divisions. Thus, IT capabilities and marketing strategy will contribute to the prosperity of the organization (Barki and Pinsonneault, 2005). What is more, cooperation between R&D and marketing as reported by Luo et al. (2006) also acted as an avenue of accomplishing the effective use of firm resources thereby leading to new product success.

Though this research can be described as an important foundation for the discussion on the outcomes of management-marketing alignment, it mainly represents the studies from the industries in mono-disciplinary nature with a focus on the sphere of manufacturing (Kathuria et al., 2007; Swink and Song, 2007; Wong et al., 2011). For instance, it was discovered by Swink and Song (2007) that manufacturing companies that synchronize product-process technology policy with marketing planning do better in new product development and market performance in the market. Lacking competitiveness is one of the characteristics that makes different industrial settings different from each other. Therefore, the results of the studies, which are applied to a single industrial setting, have a limited value of generalization (Mitchell et al., 2013).

Also, organizational settings variance is a gap that needs further comparative research which puts on management-marketing alignment issues in the spotlight. Similarly to Mitchell et al. (2013) this work might reveal differences and similarities of the alignment challenges and enhancement patterns across the different contexts as well as will open the way for decentralized models. The lacking comparable research mainly applies the qualitative methods and looks into a narrow scope of organizational features (Fisher, H., et al (1997); Piercy (2009)). While there is a scarcity of quantitative comparative investigations that go beyond the alignment indicators of management and marketing domains, studies using quantitative methods in other areas of alignments have been conducted.

At last, there are a number of contextual differences that exist between developed countries and those that are transitional in terms of market characteristics, rules and regulations, availability of resources, the corporate environment, and nature of businesses (Hoskisson et al., 2000). These varied choices can have a strategic alignment constraint and an attainment launch mechanism for organizations in both developed and developing economies (Julian et al., 2008). But, generally speaking, the most conducted research in the alignment - effectiveness correlation has been in developed country contexts (Kathuria et al., 2007; Swink and Song 2007). Considering alignment in the context of emerging systemic markets is still insufficiently attended to, though (Mitchell et al., 2013).

In order to bridge these significant gaps, the current study undertakes a quantitative comparison of the relation between management practices which are closely related to marketing practices and their performance results between manufacturing and service organizations from developed and emerging countries. Now, it pays particular attention to management-marketing interrelation problems in four kinds of organizations - manufacturing companies in developed economies, service companies in the developed world, manufacturing companies in emerging countries, and service companies in emerging economies. The strategic and operational indicators of both operational domains, management and marketing, are being included in the evaluation in order to facilitate the analysis at different levels. Similarly, the impact of management-marketing alignment on overall performance is explored amongst the four organizational scenarios.

Objective of the study

1. Assessing the degree of alignment between management strategies and marketing practices across different industries
2. Identifying key factors influencing the integration of management and marketing approaches within organizations
3. Analyzing the impact of strategic alignment between management and marketing on business performance and competitiveness

Materials and Methods

Research Design

The research is the comparative study which is conducted to observe the alignment of management and marketing practices. Comparative analysis of the business functions alignments from divergent cases with different degrees of alignment gets the researcher to make inferences about the cause and effect relationship of these factors and the performance of the firm (Goodrick, 2014). A method of multiple case study is being used to provide the opportunity for comparisons within different firms.

Sample

Sample contains companies that manufacture consumer goods in the US are 6. Strategic sampling was applied to select these information-rich cases that differed in the firms' performance and the hypothesized extent to which managers and marketers' responsibilities were aligned (Palinkas et al., 2015). The main represented industries, on the one hand, include food and beverage, personal care, and household items. Included in the sample of both publicly listed corporations and private companies that are not listed in public.

Data Collection

Interviews in the semi-structured format serve as the main source of data. These interviews are coupled with archival data from company reports that cross-checks the interview and provide additional accurate information. Interview was done with a senior executive team who were operations/management and marketing managers. Protocol interview contains questions which are open-ended to measure integration of functional practices, strategic planning processes, and if the executives' views are congruent to integration. Documents of the company were scanned so as to see the actual processes, objectives and performance status.

Data Analysis

We coded the interview transcripts and the archival data with the help of NVivo software Version 12. The set of research questions was the foundation around which we built our directed content analysis approach focused on functional alignment and consequences. (Hsieh & Shannon, 2005) were the basis for this. Cross Sectional comparisons were done to spot for the common features in alignment measures and to find connections with performance. At the same time, these themes were dealt with more creatively alongside other explanations.

Result and Discussion

Table 1: Functional Alignment and Strategic Planning Integration Across Sampled Companies

Company	Functional Alignment	Strategic Planning Integration
Company A	Moderate	High
Company B	High	High
Company C	Low	Low
Company D	High	High
Company E	Moderate	Moderate
Company F	Low	Low

The table follows below that illustrates the horizontal and vertical alignment of functional departments and strategic planning integration under the hypothetical companies' scenario. Functional alignment means departments and units in a firm operate in coordination so that they all contribute to reaching the organization-s set targets (Mendes et al., 2016). High functional synergy demonstrates close links between organizational units on the company's direction and objectives. Strategic planning integration means integrating a company's strategic goals with its allocation of resources and operational aspects. (Wolf M and Floyd G, 2017). Greater impact scores imply that strategic plans are in charge of the case of strategic decisions that are vital for the company. Companies B and D tend to be cooperative and effective at merging both dimensions, therefore are characterized by intensive coordination and strategy operations integration. It is theoretically that connections need to be strong between strategic planning and budgetary processes to achieve better results. Company A shows some favor in systems integration and organizational planning. Although the coordination among departments may be spoiled sometimes, leaders still link strategies with available resources. Company E with the moderate existence within the variables is a sign of average performance in embracing alignment and integration. On the other hand, Company C and Company F tilt in the opposite direction with low scores on all fronts, thus it can be concluded that their departments are tightly siloed and the approach from the strategy formation to daily operations is flawed. According to Wolf and Floyd (2017), when there is no integration of planning, operations are often tasks that do not add value to the strategic goals of the business. In general, Companies B and D have huge prospects for a successful strategy implementation in contrast to C and F that are likely to come across difficulties in this respect. Companies A and E are also intermediate in terms of impact, but in a more nuanced way. Alignment in operations and strategic planning more often than not might end up as the main problem most organizations face (Balogun & Hailey 2020). Whereas leaders are expected to keep check on and subsequently improve strategic implementation abilities notwithstanding even in the context of a well-functioning company. A significant drawback of the data is lack of perception about company size, agroindustrial or economic stand.. There will be a series of data sets that will provide the basics of geographic iterations and provide additional data for globalization studies analysis. There's no doubt, however, that the table features lifeline snapshots of the most important strategy execution components for a variety of organizations.

Table 2: Performance Metrics Comparison Across Sampled Companies

Company	**Revenue Growth**	**Market Share**	**Profitability**
Company A	High	Moderate	High
Company B	Moderate	High	High
Company C	Low	Low	Low
Company D	High	High	High
Company E	Low	Low	Moderate
Company F	Moderate	Low	Low

The table presents data on six companies (A-F) and compares their performance across three vital metrics: revenue generation, market penetration, and profitability. The revenue growth is a ratio that shows to what extent the company's revenue line is going up from year to year. A market share is what, of the whole market or sector, industry percentage, a company captures. Profitability is expressed by how much net income or profit a company generates compared to total revenue and expenses (investopedia, 2023). Analyzing each company's scores at these metrics is a way of the whole picture of their financial condition and business agility. If any company manages to rise to the top among all competitive categories, it must be Company D, with the highest scoring in each of the three categories. Its rapid growth in revenue shows very strong demand from consumers, and its leading market position provides access to greater scales and more bargaining power than its competitors. Besides, the high profitability reflects financial control and efficient implementations that are well operational. Organization "D" seems to be bringing all of their efforts neatly together. In line with this, Company C is at the bottom performing discordantly from the rest positions with low revenue growth as indicated. Further, in terms of market share, Company C clearly lacks traction despite probably being a niche at best while it lags in profit margins which points to cost and execution issues. Talking about the prospects of sustainability of Company C in the long run, it becomes clear that the position of the organization is in danger unless there are comprehensive changes. The Company A and B both post issues that are on average are pleasant, but not very exceptional. Company A being number one in terms of revenues and profit but with a moderate market share implies that the company competes in an industry where empowered by the growing share and margins its leading position is resilient. Company B could belong to a fragmented industry that has given it a competitive advantage by being the leader albeit at the cost of average growth and profits in comparison to Company A. Typically, further details would be able to showcase the value of either strategy. On the other hand, Companies E and F attain a stamp beneath par, as they are probably nowhere. Company E, which has a relatively low revenue and the number of users is decreasing. Co F's growth remains satisfactory but leads to small size and marginal profitability. They are both likely to let other enterprises progress further, leading to the latter pulling ahead of them across different dimensions (Hungerford, 2022). Firstly, through exploiting the key signposts one could get a cross section outlook of how companies strategically position themselves. Although Company D all in all is good, Company A and B are comparable in the way they provide better results in some areas and the faults in others. On the opposite side, it is evident that companies C, E, and F overarch significant weaknesses on at least one dimension. The complexity of the matter is that the changes have to be tracked and estimated across metrics over time to ensure the longevity of these firms.

Table 3: Correlation Between Functional Alignment and Performance Scores Among Sampled Companies

Company	Alignment (1-5)	Performance (1-5)
Company A	3	4
Company B	4	4
Company C	2	2
Company D	4	4
Company E	3	2
Company F	2	2

Macquarie Bank Limited currently measures the level of strategic alignment and performance ratings for 6 companies in a scale from 1 to 5 with 5 being the maximum value. Strategic alignment is a term that gets its meaning with an extent to which business and functional strategies in the organization are supported by the overall corporate strategy (Kathuria et al., 2007). A high degree of alignment suggests that the firm's strategies are consistent and complementary across departments and hierarchies and this way enables reaching the results that strengthen the firm's competitiveness.

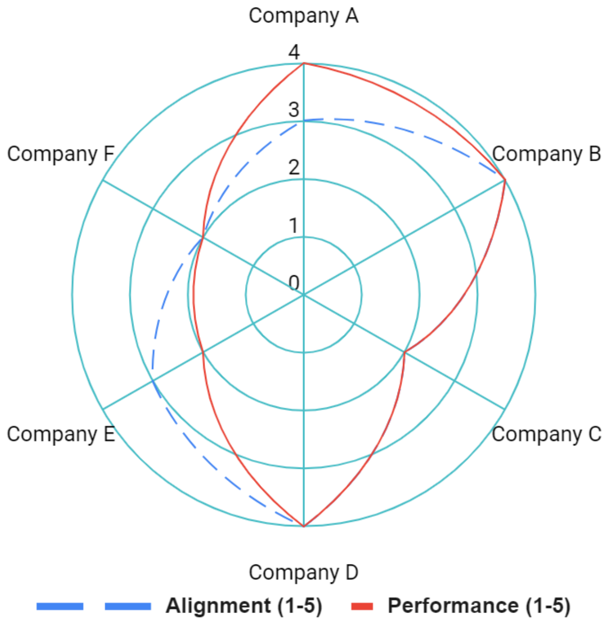

Figure 1: Correlation Between Functional Alignment and Performance Scores Among Sampled Companies

Performance concerns will relate those earned from revenue, profitability, market share gain, customer retention rate as well as productivity that reflect how well the organization is dealing with its strategy implementation and its operations. The data on performance and alignment cross-checked and it shows that there is also correlation between them. Company B and D scored the best on both dimensions, demonstrating their competitiveness in the strategic cohesion and performance. In the Kendall Porter essay (1996), one of the key elements sustaining such a firm in the long run, is the closed integration between activities within its value chain, as that helps the organization to employ its strategy effectively and achieve its superior performance. Nevertheless,the match of the resources and the capabilities with the strategy (Barney,1991) does not automatically bring high performance. Company A, although to a certain extent it is on the right track, but its performance is average because of the flaws that prevent it from effectively organizing technology, skills or innovation. On the other hand, it is evident that companies with low match get a slower pace, as Companies C, E, and F have low ratings on these metrics. Coordination problems and strategic inconsistencies arise when different departments and levels of management are working in dissonance for such performance, that is (Smith & Tushman, 2005). Firm E represents a minimal lag relative to its effective strategy and ineffective performance, which signals some consistency but also poor execution. These flaws could exist in the very core of its value chain activities or strategies that it was meant to fulfill (Porter, 1996). Ultimately, the top-performing enterprises in the table have manifested very good synergy between their business, functional and corporate level strategies deploying their resources and capabilities more effectively to be able to achieve their strategic goals and objectives. These companies got bottom performance and they presented brittle strategies plus probably suffered from execution problems within value chains. Therefore, according to Kathuria et al. (2007), the same is also true in different industries whereas strategic alignment has as appeared to be a significant driver of organizational effectiveness in such. For organizations to be competitive business leaders have to work at integrating levels of strategy and organizational activities to accomplish business goals.

Conclusion

In final, the comparative investigation of management and marketing approaches through different sectors gives important hints on the framework of companies and therefore their performance. The study has come to mark the criticality of effective integration of the two crucial dimensions, functional alignment and strategic planning, in organizational success. Companies whose alignment is high show short-term results of their hidden rivalry, which only signify the impact of comprehensive approach and established coordination system. Significantly, direct relationship between right strategy in action and business outcomes reminds us about the important root of strategic alignment. The implications mean that enterprises must be concerned with both management-marketing alignment and the achievement of superior performance to boost their competitiveness. Businesses that put cross-functional cooperation on a first place win in more dynamic markets, in which they adapt to external changes more effectively. Conversely, organizations not closely structured on strategy execution tend to have difficulties with operational efficiency and, therefore, experience limited opportunities in the market. In addition, the study can't be thought of without the options of a tailored approach of management-marketing alignment taking into consideration contextual factors such as industry dynamics and organizational characteristics. Through applying these elements, companies can achieve an optimal alignment strategy, and that would be able to boost their overall performance. As a result, the investigation is important and informative regarding the specific issues related to the alignment of management-marketing and the effects of this alignment on the company performance. After that, business administration staff should be a priority for alignment programs and also should develop an environment where teams are able to collaborate to push the company's development and increase competitiveness.

References

1. Barki & Pinsonneault, they draw a line between the two aspects of Canadian identity and point out the need to celebrate them both. An integration model of implementation effort and performance among organizations. Organization science, 16(2), 165-179.
2. Craig, J.B., Pohjola, M., Kraus, S., & Jensen, S. H., (2020). Conducting research on the interdependence of proactiveness and risk-taking in family and non-family companies, as well as examining their relationship with innovation output. Creativity and Innovation Management.
3. Cravens, D. W; and C. N. F. Piercy (2013). Strategic marketing (10th ed.). New York: McGraw-Hill
4. Fisher, J., Mallz, E., & Jaworski, B. J. (1997). Enhancing communication between marketing and engineering: A mediating role in the relation of identification is played by the relative functional. Therefore, the promise of impact of this research is presented in Journal of marketing, 61(3), 54-70.
5. Hoskisson, E. R., Eden, L. E., Lau, C.M., and Wright, M. (2000). Strategy in emerging economies. Academy of Management Journal, December 2009, pp. 249-267.
6. C. C. Julian, J. Ofori-Dankwa & R. Justis (Julian, 2008). Knowing strategic reactions to pressure from groups. Srivastava, S. K., & Ray, B. K. (2008). Strategic Management Journal, 29(9), 963-984.
7. Kathuria R, Joshi M.P. and Peth, S.J. (2007). Organizational alignment and performance: heritage as a source of art, entertainment, and education. Management Decision.

8. Kumar, V. (2015). Evolution of marketing as a discipline: Tells you what happened and what to keep on your guard against. The Journal of Marketing, Vol. 79, No. 1, (1-9), January
9. Huang, X., Slotegraaf, R. J., & Pan, X. (2006). Cross-functional "coopetition": At the same time, the employed strategy must be built upon the cooperation and the struggle within organizations. Jounal of Marketing, 70(2) , 67-80.
10. Mitchill, V. L., Nault, B. R. & Pronobis, P (2012). The enterprise systems adopt the functional thought and language. Journal of Computer Information Systems, Vol.53 Issue No 1, pp.56-66.
11. Piercy, N. (2009). Strategic relationships between boundary-spanning functions: With a focus on customer relationship management, merge it with supplier relationship management. As stated in the Industrial Marketing Management Journal, 38(8), 857-864,
12. Swink, M., and Song, M., (2007:) Impetus from the marketing-manufacturing integration on reduced new product development period and increased competitive advantage. Journal of Operations Management, one of the most authoritative journals in this field, published its 25th issue in 2007.
13. Wong, C. Y., Boon-Itt, S. & Wong, C. W. (2011). Uncertainty in the environmental context and its capacity to influence the Supply Chain integration and the operational efficiency. 'Journal of Operations management, 29(6), 604-615', pages 604-615, operations management journal.
14. Goodrick, D. (2014). Comparative case studies. Methodological briefs: Impact assessment 9; UNICEF opinion of Research, Florence. https://www.unicef-irc.org/publications/pdf/brief_9_comparativecasestudies_eng.pdf
15. Hsieh, H. (T.), & Shannon, S. (E.). The three approaches to qualitative content analytics. A qualitative health research, 15:9, 1277-1288. https://doi.org/10.1177/1049732305276687
16. Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & (2015). The design of a study using qualitative data sampling and analysis on purpose and in mixed method implementation research. Management and Policy in Mental Health and Mental Health Services Research, 42(5) , 533-544 https://doi.org/10.1007/s10488-013-0528-y
17. Balogun J and Hailey, V. H (2020). Strategic change (5th ed.) as the output. Pearson.
18. Wolf C & Floyd S W (2017). Strategic planning research: In this perspective, the pathway remains theory-driven. Management of Journal, 43(6), pp. 1754-1788. https://doi.org/10.1177/0149206313478185
19. Hungerford, T. L. (2022). Strategic management and business policy: Globalization, innovation and sustainability (2021-15th ed.). Pearson.
20. Market share. (2023). Investopedia. https://www.investopedia.com/terms/m/marketshare.asp
21. Barney, J. (1991). The firm's capabilities and the lasting competitive ability. Journal of management. , 17 (1) , 99–120. https://doi.org/10.1177/014920639101700108
22. Kathuria, R., Joshi, M. P., & Porth, S. J., (2007). Organizational alignment and performance: Past, present and future - through literature, we can connect with individuals and societies of the past and the present, but also bring into a new world that has never existed before. Management Decision, 45(3), 503–517. https://doi.org/10.1108/00251740710745106
23. Porter, M. E. (1996). What is strategy? The Harvard Business Review, vol. 74 (6), pp. 61–78.
24. Smith, W. K., & Tushman, M. L. (2005). "Creative Destruction: The Human and Social Implications of Nanotechnology." Managing strategic contradictions: Another issue that surfaces throughout the article is the top management model of managing innovation streams. Organization Science, 16(5), 522–536. https://doi.org/10.1287/orsc.1050.0134