



Journal No: 47359

Full Length Research Paper

Marketing Strategies of PSU's in an Emerging Economy with a view to BCCL, Dhanbad, India

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Article history

Received: 16-11-2017

Revised: 20-11-2017

Accepted: 12-12-2017

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Abstract

Public Sector Undertakings (PSUs) contribute significantly to the growth and economic development of any country. This study explores the key managerial challenges faced by the marketing leaders and managers of public sector organizations. Positive leader personality, communication skills, change- and relation-oriented behaviors, HR skills, and decision-making emerged as top leader qualities of marketing.. Public-service motivation, job security and work environment were the top reasons for continuing to work in PSUs for Indian leaders. This paper discusses the management, products, sales trend and marketing challenges of BCCL.

Keywords: Public sector undertakings, Marketing management; emerging economy, BCCL

Introduction

Public Sector Undertakings (PSUs) contribute essentially to the financial improvement of any nation as their administrations are focused on in general government assistance, and furthermore on the grounds that they uphold different establishments and organizations. They work uniquely in contrast to private area associations. Private firms are claimed by business people or investors, while public offices are possessed by networks (Boyne, 2002). Private and public associations additionally contrast in their wellsprings of subsidizing, and public associations wind up being constrained by political powers instead of market influences. The short and unsure residencies of lawmakers make it hard to achieve continuous changes in a public venture (Fernandez and Rainey, 2006). Public associations experience more disturbance, interferences, and clashes in their dynamic than private associations (Nutt, 2006; Geetha-Taylor and Morse, 2013).

BCCL is a Public Sector Undertaking occupied with mining of coal and partnered exercises. It involves a significant spot in as much as it produces greater part of the coking coal mined in the nation. BCCL meets practically half of the absolute prime coking coal necessity of the incorporated steel area. The point of the BCCL is to meet the client needs in different market sections. They are focused on gathering the clients' desires, envisioning their necessities, and offering some incentive added items. BCCL, the pioneer in e-Auction promoting of coal constantly items in CIL gained a noteworthy ground in producing extra income over the Notified Price during the year being referred to towards fortifying the organization.

The literature review incorporates business showcasing ideas, especially the hypothesis managing industry matters. Advertising hypothesis will be talked about regarding the promoting blend and each field's parts as the reason for the writing audit. The writing survey will be isolated into coherent areas, in the wake of examining every single significant term and hypothesis from a key to operational perspective. Promoting Strategy should be considered by changing climate and normal development of the serious methodology which would help leader to make system as indicated by the market situation. The showcasing technique is regularly client centered destinations that guide and backing the business system and choices and activities regarding objective clients, value, item, advancement and appropriation important to accomplish the goals. The 4ps can be used to shape a showcasing plan to seek after a characterized methodology. The Marketing Division of CIL facilitates promoting exercises for every one of its auxiliaries. CIL has set up Regional Sales Offices and Sub-Sales Offices at those places in the nation to oblige the requirements of the devouring areas in different districts. Today one thing is steady for example change. Change is the main steady in our life and dynamic unstable and non unpredictable market. Procedure assumes an essential function in coal enterprises which shows Coal India restricted become a Maharatna to Navaratna and their auxiliary part BCCL hold a Mini Ratna in Coal capital of India i.e Dhanbad. BCCL, the pioneer in e-Auction showcasing of coal a lot items in CIL gained a noteworthy ground in creating extra income over the Notified Price during the year being referred to towards reinforcing the organization.

The objective of this investigation is to comprehend the promoting methodology of Coal India .Restricted (CIL) and its auxiliary Bharat Coking Coal Ltd (BCCL) at Dhanbad. It is an exertion to comprehend the variables that control this to the globalization of the Indian Coal Market. The investigation attempts to feature the method of the Indian coal climate and showcasing techniques

understanding for its client needs. The showcasing climate is such a condition of motion and dynamic. Both the miniature and the full scale factors are consistently evolving. The business need to continually adjust to the changing large scale climate to continue appropriately in the global serious circumstance.

Management of public undertaking

As a rule, public endeavors have not many opponents in arrangement of their administrations, and regardless of whether present, public area administrators appreciate a predominant situation on the lookout (Boyne, 1998), while the private firms face rivalry. Public syndication is accepted to bring about horrible showing since authorities have minimal motivation to minimize their expenses or to search for creative techniques for administration conveyance (Boyne, 1998; Okubo, 2010). They depend on extreme proper methods that hamper advancement; they appear to have the counter-beneficial fixation on guidelines and structures (Gupta et al., 2018). Additionally, PSU pioneers have lower administrative self-governance than their partners in private area (Boyne, 2002).

Notwithstanding the area, pioneers and troughs hold a crucial function in molding the association and conveying results. All in all, pioneers convey basic duties, for example, overseeing hierarchical change, building up the authoritative culture, planning, and overseeing emergencies. Since the nation's freedom in 1947, Indian PSUs have been the central focuses for strategy making, and have likewise molded the monetary, social, and political turns of events. Particularly in an arising economy like India, their commitment is basic in adjusting the improvement of all areas of the general public. Due to the absence of private capital almost immediately, the public area was seen urgent for building up independence, territorial equilibrium, equivalent business openings, and framework improvement (Jain, Gupta, and Yadav, 2014). The Nehru-drove communist strategies, particularly the Indian Policy Resolution 1956, imagined PSUs to lead the financial and Before India's autonomy in 1947, occupations were isolated by ranks and networks, and the connection between various gatherings for business bargains had a casual nature. The British Raj attempted to officially put together India's financial exercises, with an expectation that the new qualities would likewise course over to more modest associations and the casual area, turning into an almost of working. Be that as it may, the more seasoned qualities kept on existing with the new ones out of a social concurrence (Sinha and Sinha, 1990). Indeed, even today, casual styles of working and social trades rule Indian associations. Indian public area associations have a delicate work culture, where work is by all accounts uprooted from being the principle movement by non-work exercises like social commitments, and so on (Purang, 2006). The propensity to separate among insiders and outcasts actuates great treatment towards known individuals, which makes the framework defenseless against defilement and amazingness (Khatri, 2016).

Products of bharat coking coal

BCCL is a Public Sector Undertaking occupied with mining of coal and partnered exercises. It involves a significant spot in as much as it produces heft of the coking coal mined in the nation. BCCL meets practically half of the absolute prime coking coal prerequisite of the coordinated steel area. BCCL was consolidated in January, 1972 to work coking coal mineshafts working in the Jharia and Raniganj Coalfields, taken over by the Govt. of India on sixteenth Oct, 1971 to guarantee arranged advancement of the scant coking coal assets in the nation. Mission of BCCL is to create and showcase the arranged amount of coal constantly items productively and monetarily in an eco-accommodating way with due respect to wellbeing, protection and quality. BCCL is the significant maker of prime coking coal (crude and washed) in India. Medium coking coal is delivered in its mines in Mohuda and Barakar regions. Notwithstanding creation of hard coke, BCCL works washeries, sand gathering plants, an organization of elevated ropeways for transport of sand, and a coal bed methane-based force plant in Moonidih.

Nlw coking coal: These coals are having mediocre coking properties to the medium coking coal however produce feeble coke. They are, be that as it may, valuable for creation of metallurgical coke in mixes with coordinating metallurgical coals.

Non-coking coal: These are coals without coking properties predominantly utilized as warm evaluation coal for power age additionally utilized for concrete, manure, glass, clay, paper, substance and block fabricating, and for other warming purposes .

Hard coal: Hard coke is framed from coking/semi-coking coal through the cycle of carbonization for the most part utilized in metallurgical businesses and furthermore utilized in mechanical plants using heaters .

Washed and beneficiated coal: These coals have gone through the cycle of coal washing or coal beneficiation, bringing about worth expansion of coal because of decrease in debris rate. Beneficiated non-coking coal is utilized by concrete, wipe iron and other mechanical plants.

Middlings : Middlings are side-effects of the three phase coal washing/beneficiation measure, as a small amount of feed crude coal.

CIL COKE/LTC COKE : CIL Coke/LTC Coke is a smokeless, climate agreeable result of the Dankuni Coal Complex, gotten through low temperature carbonization.

Coal fines/coke fines : These are the screened portions of feed crude coal and LTC coke/CIL Coke separately, got from the Dankuni Coal Complex and other coke stove plants.

Tar/heavy oil/light oil/soft pitch : These are items from Dankuni Coal Complex utilizing low temperature carbonisation of non-coking coal in vertical counters.

Sales realization

Bharat Coking Coal Limited (BCCL) is an auxiliary of Coal India Limited with its settle in Dhanbad, India. It was joined in January, 1972 to work coking coal mineshafts (214 in number) working in the Jharia and Raniganj Coalfields and was taken over by the Government of India on 16 October 1971. The organization works 81 coal mineshafts which incorporate 40 underground, 18 opencast and 23 blended mines as on April 2010. The organization likewise runs 6 coking coal washeries, twonon-coking coal washeries, one hostage power plant (20 MW), and five result coke plants. The mines are gathered into 12 regions for organization purposes. The Turnover vis-à-vis Realization against sales (including old dues) against the following years are given as under:

Sl. No.	Year	Turnover (`Cr)	Realization(`Cr)	% of Realization
1	2015-16	11001.01	9983.65	90.75
2	2014-15	9947.01	10076.50	101.30
3	2013-14	10112.56	9807.11	96.98
4	2012-13	10177.00	9436.00	93.00

Source: - Annual Report of BCCL (2012 to 2016)

Marketing strategy of BCCL (A subsidiary of CIL)

Advertising procedure is the investigation, advancement, and execution of the chose market target methodologies for item showcases in which the association has on revenue. It includes executing and dealing with the showcasing methodologies that have been detailed to meet the advertising targets and client needs in addition it has a tight viewpoint: it is worried about the clients, authoritative limits market and contenders .It additionally worry with "what to do". The Indian steel industry depends on top notch coking coal imports, because of the moderately low quality of homegrown assets. As of late, most of development in coal imports has come from power generators; notwithstanding, imported steam coal is especially more costly for Indian force generators than homegrown coal. Given the guideline of intensity costs, generators face a detriment and have as of late brought about significant monetary misfortunes. To enhance this misfortune, Indian specialists as of late dropped the 5% obligation on coal imports, at any rate until 2014, which will boost coal imports.

In addition, CIL has concurred, on a fundamental level, to go into Fuel Supply Agreements (FSAs) with homegrown force plants to address the vulnerability of coal accessibility for power plant financial specialists. The FSAs ensure 80% of the heap factor for charged force age plants and for those to be appointed before mid-2015. Because of the deficiencies of homegrown coal flexibly, Indian generators and steel factories have begun to build up their coal gracefully sources abroad. India has so far tied down admittance to in excess of 24 Gt of coal stores and assets, spending more than USD 16 billion. Australia is a vital objective of unfamiliar direct venture and Indian financial specialists are assuming a significant part in growing huge scope mining ventures in Australia's Galilee bowl. Indian financial specialists are as of now arranging coal ventures in Australia that could in the long run gracefully right around 150 Mt of warm and coking coal to the Indian market every year. Mozambique is another territory of center, with up to 30 Mtpa of mining limit in the coal-rich region of Tete, which is right now a work in progress by Indian organizations. Indonesia's closeness to the Indian market and the nature of its coal is appropriate for the nation's capacity age plants. In spite of the fact that the venture atmosphere is to some degree less well disposed, Indonesian coal assets have likewise been focused by Indian coal customers. Promoting technique of Bharat Coking Coal Limited endeavors to investigations the brand/organization which covers the promoting blend, i.e., 4Ps (Product, Price, Place, Promotion) and clarifies the organization's promoting technique. There are various elements that impact the interest for coal and subsequently the cost of coal. The power industry is a significant factor in the interest of coal. Expansion in monetary movement like expansion in steel creation additionally bring about expanding interest for coal. Elaboration of advertising system of BCCL is as per the following:

Price: In India, costs of the coal are managed by government strategies instead of market influences. In any case, the essentials of interest – gracefully relationship influences the costs of coal opposite coal costs in the worldwide market. There are extraordinary sorts of coal accessible on the lookout, subsequently, changed benchmarks have developed for the cost of the various sorts of coal.

Product: BCCL is an auxiliary of one the main coal mining organizations in India. In spite of the fact that the center result of BCCL is coal, creation of assortments of coal are utilized in various enterprises like steel, vehicle, artistic, synthetic, concrete and different different businesses. This eventually makes BCCL an incredible association.

Place:It likewise empower the association in improving its capacity to sell to clients at any spot in India from any of its creation destinations. It has unique sorts of e-sell off offices to take into account the buyers.

Promotion: BCCL does B2B advancements It is strategically directly as its client base is enterprises across different spaces. It gives notices on paper and online stages to contact its client base. As a piece of its advertising exercises BCCL is associated with numerous CSR exercises moreover. Coal Marketing Strategies which Require Some of the Need to Change are as follows:

1. Request side administration needs uncommon thought.

2. *Improved fuel usage innovation could be compensated by need coal discharge.*
3. *Let market influence decide coal supplies – liable to great hostage blocks for quicker and improved task usage.*
4. *Securing coal properties abroad may improve supportability of imported coal flexibly.*
5. *Distribution of indigenous coal blocks for Coal India restricted to be sensitive to fulfill increment need.*

Conclusion

Public Sector Undertakings (PSUs) contribute fundamentally to the financial improvement of any nation as their administrations are focused on generally government assistance, and furthermore in light of the fact that they uphold different organizations and organizations. PSU pioneers have lower administrative self-rule than their partners in private area (Boyne, 2002). Notwithstanding the area, pioneers and troughs hold an imperative function in molding the association and conveying results. By and large, pioneers convey basic obligations, for example, overseeing hierarchical change, building up the authoritative culture, planning, and overseeing emergencies. BCCL is a Public Sector Undertaking occupied with mining of coal and unified exercises. It involves a significant spot in as much as it produces heft of the coking coal mined in the nation. BCCL meets practically half of the absolute prime coking coal necessity of the coordinated steel area. BCCL was consolidated in January, 1972 to work coking coal mineshafts working in the Jharia and Raniganj Coalfields, taken over by the Govt. of India on sixteenth Oct, 1971 to guarantee arranged advancement of the scant coking coal assets in the nation. The business pattern is agreeably and expanding in the coming years. The cost and item strategy is good for the association. It is a good example of other public sector ventures in India. According to the changing situation of freedom, privatization and globalization, the coal business needs to audit the advertising system for better consumer loyalty. Developing showcasing system to connect with the shopper by embracing forward-thinking data innovation so the customer knows about the creation, accessibility, cost, just as conveyance plans consistently. The coal business must convey spotless, estimated coal of legitimate weight and quality to the shopper. The business must deliver arranged amount of coal viably and monetarily with due respects to wellbeing, protection and quality for improved attractiveness of Indian Coal. Nature of coal should persistently meet the concurred client prerequisite at the lowest cost by using all the assets. The whole instrument must be seen in an incorporated way for better customer fulfillment and improved attractiveness of BCCL coal.

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