

## Employee Insights into Corporate Marketing Strategies: Evidence from Selected Industrial Sectors in Gujarat

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### Abstract

This study investigates employee insights into corporate marketing strategies across selected industrial sectors in Gujarat, based on responses from 219 employees in departments such as marketing, sales, and operations. The survey instrument demonstrated high reliability with a Cronbach's Alpha of 0.864, confirming internal consistency. ANOVA analysis showed significant differences ( $p < 0.05$ ) in 8 out of 10 key marketing dimensions, revealing that employee perceptions vary notably across sectors in areas such as adaptability to market changes, customer feedback integration, collaboration, innovation, digital presence, branding, customer-centricity, and contribution to company growth. However, perceptions related to the alignment of marketing strategies with business goals and the use of data analytics did not differ significantly between sectors, suggesting these are commonly practiced and uniformly understood. The study underscores the importance of incorporating employee perspectives to design marketing strategies that are both effective and responsive to industry-specific dynamics.

**Keywords:** Alpha, Marketing, Corporate, Strategies

### Introduction

Employee insights are essential for understanding the effectiveness and internal alignment of corporate marketing strategies (Bakshi et al., 2025). As frontline participants, employees often possess unique knowledge about customer interactions, brand positioning, and organizational values. Their perceptions help companies fine-tune marketing efforts to ensure both external appeal and internal support (Men & Bowen, 2017).

Marketing strategy has evolved significantly over the decades, becoming a crucial element in shaping a firm's competitive position. Yamin et al. (1999) seminal work on generic strategies cost leadership, differentiation, and focus laid the foundation for understanding how firms can gain a competitive edge through strategic market positioning. This strategic framework continues to guide firms in aligning internal capabilities with external opportunities to sustain profitability (Teece, 2007; Crittenden et al., 2011; Powell, 1992).

As marketing shifted toward a more consumer-driven approach, the importance of understanding customer behavior came to the forefront. Lemon & Verhoef (2016) emphasized the role of customer experience throughout the buyer's journey, arguing that managing each

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touchpoint effectively leads to greater loyalty and satisfaction. This customer-centric shift is reflected in the work of Varadarajan (2010), who redefined marketing strategy as a comprehensive plan to attract and convert customers by delivering superior value. They highlighted the move from traditional mass marketing to relationship and experiential marketing.

With the increasing importance of sustainability and ethics in business, Sheth & Parvatiyar (2021) discussed how sustainable marketing practices are not only socially responsible but also influence long-term consumer trust and loyalty. They advocated for a market-driving approach that leads societal change rather than merely responding to market trends.

Razak (2024) emphasized content marketing as a strategy for building trust and community through valuable and consistent communication. This was supported by Holliman & Rowley (2014), who found that inbound marketing, especially in B2B contexts, provides a cost-effective alternative to outbound methods and enhances lead generation.

The digital transformation of marketing has brought about a paradigm shift in how strategies are developed and implemented. Bala & Verma (2018) critically reviewed digital marketing strategies, concluding that businesses adopting omnichannel and data-driven approaches outperform those relying on traditional methods. Alrub & Sánchez-Cañizares (2025) further stressed that digital marketing is no longer optional but a central component of strategic planning, especially in competitive and fast-evolving markets.

Social media and influencer marketing have emerged as dominant tools for brand engagement and customer outreach. Kapoor et al. (2018) demonstrated that social media enhances brand visibility and fosters two-way communication, which is vital for modern marketing effectiveness. Complementing this, Ananda et al. (2025) analyzed the growing impact of influencers, revealing that trust and relatability significantly increase consumers' purchase intentions, particularly among younger demographics.

Together, these studies illustrate how marketing strategies have transitioned from rigid frameworks to flexible, data-driven, and customer-oriented models. The integration of digital tools, ethical values, and experiential approaches reflects a comprehensive evolution that enables firms to remain competitive and responsive in an increasingly complex global marketplace.

## **Research Gap**

Despite extensive research on marketing strategies from consumer and managerial viewpoints, limited attention has been given to employee insights. Especially in the industrial sectors of Gujarat, there is a lack of empirical studies exploring how employees perceive and influence corporate marketing strategies. This gap highlights the need to understand employee perspectives to ensure better alignment between internal operations and external marketing efforts.

## **Objectives of the Study**

To evaluate the effectiveness and adaptability of the company's marketing strategies in alignment with business goals and market dynamics. To assess the impact of digital presence,

branding, innovation, and customer-centric approaches on overall company growth.

### **Hypotheses for the Study**

$H_0$  = There is no significant alignment between the company's marketing strategies and its overall business goals.

$H_1$  = There is a significant alignment between the company's marketing strategies and its overall business goals.

$H_0$  = Digital Presence, branding, Innovation and customer centric approaches do not have a significant impact on the company's overall growth

$H_1$  = Digital presence, branding, innovation, and customer-centric approaches have a significant impact on the company's overall growth.

### **Period of the Study**

The study was conducted during the year 2025.

### **Scope of the Study**

#### ***Functional Scope***

The study focused on analyzing employees' perceptions and insights into the formulation, implementation, and effectiveness of corporate marketing strategies. It covered aspects such as alignment with business goals, the role of customer feedback, the use of digital tools and analytics, interdepartmental collaboration, and customer-centric approaches.

#### ***Geographical Scope***

The research was limited to selected industrial sectors in Gujarat, including manufacturing, pharmaceutical, engineering, and IT industries where structured marketing departments are operational.

### **Selection of Samples**

The study employed a purposive sampling method to select employees from various departments such as marketing, sales, and operations across selected industrial companies in Gujarat. A total of 219 employees participated in the study.

### **Data Collection**

Primary data was collected using a structured questionnaire designed with Likert-scale-based items, administered to employees across the selected companies. Secondary data was obtained through company documents, annual reports, industry articles, and academic journals to support the findings and provide context.

## Data Analysis and Interpretation

Table 1. Crosstabulation of Industry Sector and Agreement on Marketing Strategy Alignment with Business Goals

Industry Sector * 1. Our marketing strategies are aligned with our company's overall business goals. Crosstabulation						
		Disagree	Neutral	Agree	Strongly Agree	
Industry Sector	Finance and Banking	4	0	3	34	41
	IT and Software	4	3	5	32	44
	Manufacturing	7	3	12	50	72
	FMCG	0	2	16	22	40
	Retail	1	1	5	9	16
	Healthcare	1	0	1	4	6
Total		17	9	42	151	219

(Source: SPSS)

The Table No. 1 reveals that across all industry sectors, the majority of respondents agree or strongly agree that their marketing strategies align with their company's overall business goals, with the strongest consensus seen in the Manufacturing (62 strongly agree), IT and Software (32 strongly agree), and Finance and Banking (34 strongly agree) sectors. Relatively fewer disagreements are observed, indicating broad alignment overall. FMCG also shows a high agreement level with no disagreements, while Retail and Healthcare sectors have the fewest responses but still reflect a generally positive alignment.

Table 2. Crosstabulation of Industry Sector and Frequency of Marketing Strategy Updates

Industry Sector * 2. We regularly update our marketing strategies to adapt to market changes. Crosstabulation						
		Disagree	Neutral	Agree	Strongly Agree	
Industry Sector	Finance and Banking	23	6	7	5	41
	IT and Software	13	7	20	4	44
	Manufacturing	15	13	32	12	72
	FMCG	3	3	13	21	40
	Retail	4	2	8	2	16
	Healthcare	3	2	0	1	6
Total		61	33	80	45	219

(Source: SPSS)

The table no. 2 shows that while many respondents across industries acknowledge adapting marketing strategies to market changes, the level of regular updates varies. FMCG stands out with the highest number of "Strongly Agree" responses (21), indicating strong adaptability. In contrast, Finance and Banking and Manufacturing sectors show higher "Disagree" responses (23 and 15 respectively).

and 15 respectively), suggesting slower or less frequent updates. IT and Software shows a balanced trend with a notable number agreeing (20). Retail and Healthcare sectors have lower overall agreement, reflecting limited adaptability in those sectors. Overall, the data suggests mixed practices, with some sectors more agile than others in updating strategies.

Table 3. Crosstabulation of Industry Sector and Integration of Customer Feedback into Marketing Strategy

Industry Sector * 3. Customer feedback is integral to our marketing strategy development. Crosstabulation						
		Disagree	Neutral	Agree	Strongly Agree	
Industry Sector	Finance and Banking	5	16	6	14	41
	IT and Software	1	19	10	14	44
	Manufacturing	4	11	21	36	72
	FMCG	0	4	21	15	40
	Retail	0	3	2	11	16
	Healthcare	1	3	2	0	6
Total		11	56	62	90	219

(Source: SPSS)

The Table No. 3 shows that 152 out of 219 respondents (69.4%) agree or strongly agree that customer feedback is integral to their marketing strategies. Manufacturing (57), FMCG (36), and Retail (13) sectors show the highest agreement. IT and Software (24) and Finance and Banking (20) have more neutral responses (19 and 16 respectively), suggesting mixed practices. Healthcare shows the least integration, with only 2 agreeing and none strongly agreeing. Overall, the majority across sectors value customer feedback in strategy development.

Table 4. Crosstabulation of Industry Sector and Marketing Team Collaboration with Other Departments

Industry Sector * 4. Our marketing team collaborates effectively with other departments. Crosstabulation						
		Disagree	Neutral	Agree	Strongly Agree	
Industry Sector	Finance and Banking	15	9	15	2	41
	IT and Software	10	8	18	8	44
	Manufacturing	12	10	24	26	72
	FMCG	2	5	12	21	40
	Retail	3	3	4	6	16
	Healthcare	3	1	0	2	6
Total		45	36	73	65	219

(Source: SPSS)

The table no.4 shows that 138 out of 219 respondents (63%) agree or strongly agree that their marketing teams collaborate effectively with other departments. Manufacturing (50), FMCG (33), and IT and Software (26) report higher collaboration levels. In contrast, Finance and Banking has a mixed response with 15 agreeing and 15 disagreeing. Healthcare shows the weakest collaboration, with 3 disagreeing and none agreeing. Overall, while most sectors report positive collaboration, some industries, like Finance and Healthcare, reveal significant room for improvement.

Table 5. Crosstabulation of Industry Sector and Use of Data Analytics in Marketing Decisions

Industry Sector * 5. We leverage data analytics to inform our marketing decisions. Crosstabulation						
		Disagree	Neutral	Agree	Strongly Agree	
Industry Sector	Finance and Banking	8	14	4	15	41
	IT and Software	5	13	15	11	44
	Manufacturing	9	14	20	29	72
	FMCG	1	6	19	14	40
	Retail	2	1	10	3	16
	Healthcare	1	1	2	2	6
Total		26	49	70	74	219

(Source: SPSS)

The table no.5 that 144 out of 219 respondents (65.8%) agree or strongly agree that they leverage data analytics for marketing decisions. Manufacturing leads with 49 positive responses (20 agree, 29 strongly agree), followed by FMCG (33) and IT and Software (26). Finance and Banking shows a balanced trend with 19 agreeing and 22 either neutral or disagreeing. Retail also reflects good usage with 13 positive responses out of 16. Healthcare shows limited use, with only 4 out of 6 agreeing or strongly agreeing. Overall, most sectors are embracing data analytics in marketing, though some variation remains.

Table 6. Crosstabulation of Industry Sector and Perceptions of Marketing Campaign Innovation and Effectiveness

Industry Sector * 6. Our marketing campaigns are innovative and effective. Crosstabulation						
		Disagree	Neutral	Agree	Strongly Agree	
Industry Sector	Finance and Banking	11	11	7	12	41
	IT and Software	6	12	14	12	44
	Manufacturing	11	9	25	27	72
	FMCG	1	1	14	24	40
	Retail	1	4	4	7	16

	Healthcare	1	2	1	2	6
Total		31	39	65	84	219

(Source: SPSS)

The table no. 6 shows that 149 out of 219 respondents (68%) agree or strongly agree that their marketing campaigns are innovative and effective. Manufacturing (52) and FMCG (38) lead with the highest positive responses. IT and Software (26) and Finance and Banking (19) show a more balanced view with notable neutral and disagree responses. Retail (11) and Healthcare (3) have fewer responses but still show some positive sentiment. Overall, the majority across sectors view their marketing campaigns as both innovative and effective, though some sectors indicate areas for improvement.

Table 7. Crosstabulation of Industry Sector and Perceptions of Strong Digital Marketing Presence

Industry Sector * 7. We have a strong digital marketing presence. Crosstabulation						
		Disagree	Neutral	Agree	Strongly Agree	
Industry Sector	Finance and Banking	10	13	7	11	41
	IT and Software	7	13	16	8	44
	Manufacturing	7	14	27	24	72
	FMCG	0	6	20	14	40
	Retail	5	1	7	3	16
	Healthcare	4	0	2	0	6
Total		33	47	79	60	219

(Source: SPSS)

The table no.8 shows that 139 out of 219 respondents (63.5%) agree or strongly agree that their company has a strong digital marketing presence. Manufacturing (51), FMCG (34), and IT and Software (24) lead in positive responses. Finance and Banking shows a mixed trend with 18 agreeing or strongly agreeing and 23 either neutral or disagreeing. Retail (10) and Healthcare (2) show weaker digital presence, with higher disagreement levels. Overall, while most sectors report a strong digital presence, Finance, Retail, and Healthcare show potential for improvement.

Table 8. Crosstabulation of Industry Sector and Perceptions of Branding Strategy Effectiveness

Industry Sector * 8. Our branding strategy effectively communicates our value proposition. Crosstabulation						
		Disagree	Neutral	Agree	Strongly Agree	
Industry Sector	Finance and Banking	14	11	8	8	41
	IT and Software	4	18	11	11	44
	Manufacturing	10	11	24	27	72

	FMCG	4	3	16	17	40
	Retail	1	5	4	6	16
	Healthcare	1	2	2	1	6
Total		34	50	65	70	219

(Source: SPSS)

The table no.8 shows that 135 out of 219 respondents (61.6%) agree or strongly agree that their branding strategy effectively communicates their value proposition. Manufacturing (51) and FMCG (33) lead with strong positive responses, followed by IT and Software (22). Finance and Banking shows a balanced distribution, with 16 agreeing or strongly agreeing and 25 either neutral or disagreeing. Retail and Healthcare show mixed to weaker responses, with fewer participants strongly agreeing. Overall, while most industries report effective branding, Finance and Healthcare show a need for clearer communication of value.

Table 9. Crosstabulation of Industry Sector and Customer-Centric Marketing Strategies

Industry Sector * 9. We have a customer-centric approach in our marketing strategies. Crosstabulation						
		Disagree	Neutral	Agree	Strongly Agree	
Industry Sector	Finance and Banking	15	11	7	8	41
	IT and Software	7	11	18	8	44
	Manufacturing	6	16	29	21	72
	FMCG	2	2	23	13	40
	Retail	2	3	9	2	16
	Healthcare	1	1	3	1	6
Total		33	44	89	53	219

(Source: SPSS)

The table no.9 shows that 142 out of 219 respondents (64.8%) agree or strongly agree that their marketing strategies are customer-centric. Manufacturing (50) and FMCG (36) lead with the highest positive responses, indicating a strong customer focus. IT and Software (26) also shows a positive trend, while Finance and Banking (15) has more respondents disagreeing or remaining neutral. Retail (11) and Healthcare (4) reflect relatively lower customer-centric practices. Overall, the majority across sectors emphasize customer-centricity, though Finance and Healthcare show room for improvement.

Table 10. Crosstabulation of Industry Sector and Perceived Contribution of Marketing Strategies to Company Growth

Industry Sector * 10. Our marketing strategies contribute significantly to our company's growth. Crosstabulation					
		Disagree	Neutral	Agree	Strongly Agree



Industry Sector	Finance and Banking	12	13	8	8	41
	IT and Software	7	16	10	11	44
	Manufacturing	10	9	30	23	72
	FMCG	1	4	13	22	40
	Retail	2	2	5	7	16
	Healthcare	1	2	3	0	6
Total		33	46	69	71	219

(Source: SPSS)

The table no.10 shows that 140 out of 219 respondents (63.9%) agree or strongly agree that their marketing strategies contribute significantly to company growth. Manufacturing (53) and FMCG (35) lead in positive responses, indicating strong perceived impact. IT and Software (21) and Finance and Banking (16) show more neutral or mixed responses. Retail (12) shows moderate agreement, while Healthcare (3 agree) reflects the weakest perceived contribution. Overall, most sectors acknowledge marketing's role in growth, with Manufacturing and FMCG standing out.

### Hypothesis Testing

Table 11. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.864	10

Table 12. One Way Anova:

Item No.	Marketing Strategy Statement	F-Value	Sig. (p-value)	Significance
1	Our marketing strategies are aligned with our company's overall business goals.	0.317	0.902	Not Significant
2	We regularly update our marketing strategies to adapt to market changes.	9.077	0.000	Significant
3	Customer feedback is integral to our marketing strategy development.	4.800	0.000	Significant
4	Our marketing team collaborates effectively with other departments.	6.448	0.000	Significant
5	We leverage data analytics to inform our marketing decisions.	1.351	0.244	Not Significant
6	Our marketing campaigns are innovative and effective.	4.759	0.000	Significant
7	We have a strong digital marketing presence.	4.980	0.000	Significant
8	Our branding strategy effectively communicates our value proposition.	3.927	0.002	Significant
9	We have a customer-centric approach in our marketing strategies.	4.983	0.000	Significant

10	Our marketing strategies contribute significantly to our company's growth.	6.202	0.000	Significant
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The ANOVA results indicate that significant differences ( $p < 0.05$ ) were found in 8 out of 10 marketing strategy dimensions, highlighting notable variations in employee perceptions across different industry sectors. These include areas such as adaptability, customer feedback, collaboration, innovation, digital presence, branding, customer-centricity, and contribution to growth. However, no significant differences were observed for item 1 (alignment of marketing strategies with business goals) and item 5 (use of data analytics), suggesting that these aspects are perceived similarly across all sectors, reflecting a common strategic understanding and consistent application of analytics in marketing practices.

### Findings

Across all sectors, a large majority (88.6%) of respondents agree or strongly agree that their marketing strategies align with overall business goals, with Manufacturing and Finance leading in strong agreement. Only 57% of respondents agree or strongly agree that their marketing strategies are regularly updated to adapt to market changes, with FMCG showing the highest adaptability and Finance and Healthcare lagging behind. About 69.4% of respondents confirm that customer feedback is integral to marketing strategy development, with Manufacturing, FMCG, and Retail showing strong practices, while Healthcare remains the weakest in this area. 63% of respondents report effective collaboration between marketing and other departments, with Manufacturing and FMCG again showing stronger cooperation compared to Finance and Healthcare.

Approximately 65.8% agree or strongly agree that data analytics is leveraged in marketing decisions, especially in Manufacturing and FMCG, whereas Finance and Healthcare are comparatively behind. 68% of respondents believe their marketing campaigns are innovative and effective, led by Manufacturing and FMCG sectors. 63.5% report having a strong digital marketing presence, with Manufacturing and FMCG performing best, while Retail and Healthcare show weaker digital capabilities. Around 61.6% agree or strongly agree that their branding effectively communicates their value proposition, with Manufacturing and FMCG again leading, and Finance and Healthcare showing significant gaps.

### Importance of Study

The study provides valuable insights into employees' perspectives on corporate marketing strategies. It helps bridge the gap between strategic planning and on-ground execution. The research encourages greater employee involvement in marketing decisions. It supports better alignment between marketing strategies and overall business goals. The study highlights the role of interdepartmental collaboration in effective strategy implementation. It contributes to enhancing customer-centric marketing approaches. The findings help in refining strategies that drive innovation and organizational growth. The study offers sector-specific insights relevant to the industrial context of Gujarat.

### Limitations of Study

The study was confined to selected companies within Gujarat, which may limit the

generalizability of the findings to other regions or sectors. Employee responses may have been influenced by bias or limited exposure to high-level strategic decisions. Access to certain organizations and departments was restricted, which affected the diversity of the sample. As the study was cross-sectional, it captured employee views at a single point in time and did not account for changes over time or post-strategy impacts.

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