

**LITERATURE SURVEY ON POST WAR MARKETING STRATEGIES FOR THE
CONFLICT EFFECTED AREAS OF SRILANKA**

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Introduction

War is an overwhelming experience, leaving its mark on society, physical structures, legal systems, and almost every aspect of a country's social, political, economic, and business activities. For redevelopment to be effective, it requires a careful and concerted approach that draws on domestic resources, international donor assistance, and private sector participation, and marketing strategies for improving business success. Countries emerging from conflict typically face multiple challenges in rebuilding homes, schools, factories, banks, communications networks, and other key business infrastructures in the post war /conflict business environment. The currency is weak, human resources diminished, and key institutions seriously impaired, all factors leading to thoughtful, extensive poverty. Therefore, at the post war marketing environment challenge is to develop an integrated approach that will help countries mend their post-conflict wounds and move towards a path of long-term sustainable development in marketing and trade. The conflict between the armed forces of the Government of Sri Lanka and the Liberalized Tiger of Tamil Eelam began in 1983. It is characterized in part by its relative isolation from the rest of the country. Most of the fighting and war-related obliteration has occurred in the eight contested districts of the North and East, while other parts of the country have remained largely free of such direct destruction. In the high conflict areas, the conflict has taken on the character of a civil war, in that non-combatants, or civilians, are drawn in and suffer as a result. The conflict takes place within a highly contested tract of land that is still inhabited in parts. The thirty years of civil war in Sri Lanka, has effected, on Sri Lankan economy, business growth, internal business relationships, market infrastructures, supply chain, market access, local industries, marketing ethics, as well as the international marketing opportunities. The internal war has been ended in May 2009. This end has given many opportunities to Sri Lankan economy, as well as to the conflict effected provinces. New policy frameworks, business strategies, educational reformulation, and social harmony enrichment, business expansion, and infrastructure developments are focused by the government with the help of foreign direct and indirect investment.

Marketing environment in the war situation and the post war marketing environment is completely different, local marketers are now struggling to compete with the marketers, who newly entered into the war effected places. Good marketing practices, business ethics had not been followed by the marketers in the war scenario, traditional marketing approaches were only adopted by the marketers. Consumers also weren't conscious on the business perspectives. They were only concern about their sustainability of alive. But in the post war marketing environment consumers concern with all aspect in marketing. They have experienced and have knowledge on everything in business. The marketers, who adopt the traditional approaches, also struggle to survive in the market. Marketing has been identified as a strategic role rather than, supporting sales, so marketing strategies should be specially concerned in the postwar marketing environment, to support local marketers to survive in the market.

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Post war marketing environment in each country is unique. Characteristics of the consumers are different in context to context, according to their living pattern, consumption habits, spending behavior, and also the experienced gained at the war/conflict time. Marketing environment in the postwar context is unique, due to its uncontrollable external factors, such as political system, government regulations, tax system, social and economic conditions, market infrastructure, supply chain management, trade lines, intermediary role, delivery platforms, technological facilities, advertising medias, channels, as well as the business ethics, marketers have to concentrate more towards their unique market for survival and sustainability. Without the study related to the special context and the customers living in that context, survival and long term sustainability is questionable. Therefore, strategies should be created based on the features and the characteristics of consumers and the market themselves.

it is a need for developing marketing strategies for the unique postwar marketing environment based on the consumer and market characteristics. This study aims to see the current marketing strategies adopted by the local marketers and the marketers who have come to penetrate market, and the consumer responses towards the strategies and to formulate a new theory of marketing strategies which are well-matched with the current post war marketing environment.

Post war marketing environment in Sri Lanka

The conflict between the armed forces of the Government of Sri Lanka and the LTTE began in 1983. It is characterized in part by its relative isolation from the rest of the country. Most of the fighting and war related destruction has occurred in the eight contested districts of the North and East, while other parts of the country have remained largely free of such direct destruction.

War is a devastating experience, leaving its mark on society, physical structures, legal systems, and almost every aspect of a country's social, political, and economic fabric. According to Nishantha and Nihal (2010), business development enhances the strength and capabilities of the true potentials of the conflict affected places, business investment can also enhance confidence in a country as an investor to take advantages of the opportunities presented by the rebuilding process. Anushka (2012) confirmed that particular private sector is bullish and actively seeking joint ventures and foreign investment, this researcher further studied, that there is a direct correlation between conflict and poverty, which can be eliminated through the business development. With few exemptions among the conflict effected countries, most of them are least developed war/conflict affection is the main source for the poverty and less economic development. The needs of the post war countries are many. Basic infrastructure such as school, homes factories, communication networks, roads and trade links. Therefore, without any policy frame work on infrastructure developments, diversification of the industrial structure and its heavy concentration of value added industry categories are the main for sustainability for redeveloping the society as well as the country (Sasanayake, 2009).

The economic reconstruction of the post-conflict countries requires a variety of interventions from both international donor community and the private sector. The lack of local human resources, private finances, and the institutional capacity make reconstruction difficult, especially in the absence of official development assistance, as well as domestic and foreign private capital are essential for rebuilding economic activity. According to the

national council for economic development (2011), there is a need for the integration of the principle of sustainable development on achieving millennium development goals. Nishantha and Nihal (2010) stated that innovative measures to measure business interests in the displaced places are the strong indicators to the sustainable development in the postwar environment. The recovery in consumer and business confidence are expected to stimulate economic activities in the war effected places (ACTED country strategy 2011/2013), tourism has been identified as a fund raising business activity especially in the environment after war ended period (Business economy essay, 2010).

Nishantha, and Nihal (2010), identified that balances development in all provinces specially in the North and East, encourage for the contribution to Group Domestic Product of the country, and it will reduce the economic disparities in the undeveloped regions, and they further mentioned that technology which was used to do war in the war time can be transferred to develop infrastructure in the development perspectives. Further they have mentioned that starting Small Medium Enterprises, which offer best perspectives for putting people back to work and generating income and contributing to rebuild the society. Sarvananthan (2007) proposed that starting industry sector gives more returns in the conflict affected places because this economy get benefit, and become the center for tourist in long run. This point was also supported with the findings of the business economy (2010). They mentioned tourism has been identified as fund raising business and need for marketing strategy at the end of war economy of Sri Lanka. Nishantha, and Nihal and (2010) mentioned that more commercial activities more scattered in urban areas during war-time, this is the one of the reasons for economic disparities which can be eliminated by establishing industrial based marketing activities in the regions, where the new development and reconstruction activities are taken place.

Decades of blockades and the access of restriction in the former conflict effected areas, combined with poor roads, limited striges, storage facilities and high transportation cost, has prevented the information of extensive local, national regional, market linkages and the marketing activities in the war situated time period (ACTED country strategy 2011/2013). Therefore, this country strategy reports further mentioned that labor intensive industrialization, encourages a business friendly environment which promotes trade link with local marketers as well as foreign investors.

In the post-war marketing environment international marketing opportunities for locally produced agriculture products had been identified to utilize this opportunities, strategy should be developed based on market linkages, marketing information system strategies, storage facilities, value addition base strategies, and strategies to develop business skills (ACTED country strategy 2011/2013).

In the war situation small and medium business creation and market linkages were needed, but due to the prevailing situation investment on to this facilities had not been made, some of the facilities were destroyed, but in the postwar marketing environment, marketers in the North and East precedence their first need as the marketing strategy formulation, because during the war environment, consumer behavior, business legislation, government policies on marketing activities are totally different, but now consumer awareness raising and demand for each products are high in the conflict effected places therefore promotion of green entrepreneurship, cleaner production by introducing technical innovation and the possibility with indigenes/locally produced technically and improved resource are essential

in this environment further green issues in supply chain strategy , market push pull mechanism in this environment also to be encouraged (ACTED country strategy2011/2013).

Kotler (2011) argued that at the big meeting commenced in Sri Lanka, when talk with the government and the marketers of Sri Lanka, he identified that oftentimes mistakes are made due to the lack of marketing research and lack of education on the part of government to test before mass production, this is a need for Sri Lankan government to design 4Ps strategy for public offerings and government sector opportunities. Sri Lankan central bank uses marketing strategies, but in the post-war marketing environment marketing strategies should focus on drivers of customer value that enables organizations to create as sustainable advantages.

The firm initiates strategic actions, which are influenced by external and internal environment, boosts benefit to them, Institutional theory suggests that actions of the firms are influenced by knowledge, system, beliefs, and rules that characterized the context of the organizations (Varadarajan, Rajam, & SatisJeyachandran, 1999). According to the findings of those researchers, Brain (1956) suggested that the structure conduct performance model is more appropriate to develop strategies in the post-war marketing environment. Demstz (1973) indicated that the efficiency perspectives should be there when designing marketing strategies in the post-war marketing environment, because structural characteristics of the industry and the competitive strategy pursued by the business jointly determine the performance (Porter 1980/1985). Innovative theory suggested that, marketers should adopt new and innovative strategies for competing in a changing environment, it is based on the characteristics of the particular environment (Jacoban, 1992).

According to Baarney, Rumelt, & Wernefelt (1991), marketing strategies in the post war context should be based on resource available in the particular market. Peter and Waterman (1982) suggested factors effects the long term performance of the business, can be evaluated through matrix approaches to portfolio analysis (BCG matrix).The Game theory suggested that, in a competitive environment, it is a play with a competitors to win and get the competitive advantages, compete with the players in a competitive environment in a difficult task, therefore the players should have a better strategy (Zagare, 1984). The companies located in the post war marketing environment, needs innovative strategy (Kotler, 2011). He further mentioned in his research, consumer research should focus on listening for insights of focus groups consumer panel. Kotler's view also was already studied by Kohlin and Jaworski (1990), they proposed that companies in the post war environment should have a view of customer rather than market, because the behavior of the customer is totally changed, due to the devastating experience in the war situation.

Every country which seeks for economic development and this requires a combination of good institution investment, laws of commerce, trade and outstanding marketing directed to the customers in the domestic market and abroad that, company which has an orientation towards the green production, to reduce waste, pollution and water shortages companies that go green early will establish a strong reputation (Kotler, 2011).

End of war is the opportunity for direct investment and the potential for market entry and research development. Procter and Gamble (P&G) entered into German market and developed consumer strategies as innovative strategies and succeeded (Susanne Hilger, 2006).P&Gs marketing strategies and outstanding market success in the postwar Germany was the guide for the other marketers (Charles Decker, 1989).Innovative branches such as electric industry, petroleum, food/machine buildings and the firms, such as General

Electricals, standard oil of New Jersey, Mergenthaler Linotype, National cash register, Singer, Otis/International Harvester, entered into the European post war market (Ralph Muriel, 1984). World War I changed the American position in the world economy and brought an even stronger direct economic engagement in the European market (Mary Nolan, 2004). Seeking new markets, American firms were very much attracted by the process of political and economic integration taking place in the post war Europe. Economic integration taking place in the post-war marketing environment (Heinz Hartmann, 1963). German market was the attractive, because of the marketing and cost consideration (Labor), advantages of local manufacturing, positive perspective towards the war affected places in the post-war Germany encourages the marketers into the environment (Strandke, 1965).

Because of the political instability exists in the world war situation in European country, no investors were attracted and the tax wall blocked the foreign entry, the same situation it can be seen in the Sri Lankan Marketing environment since war, no investors were in the market due to war risk. First mover advantage strategy for "Tide" by Procter & Gamble doubled the consumption of detergent at the end of world war II in European market (Dyer, 1953). Market leadership by branding, consumer research, on postwar community, were the marketing strategies. Packaging strategy for consumer goods (soups, condensed milk, beer, cornflakes), brand revolution, super market contributed to changing marketing techniques were identified as most powerful marketing strategies in the post war marketing environment (Decker, 1989).

Marketers thought that Better marketing strategy maximize the difference between cost and price, improve product image/functionality better communicate value, and they adopted good strategies and won in the market (Josephs, 2008). Packing of goods, advertisement and sales strategies were focused on common consumer decision, well defined brand names, which are easy to remember, emotional colorful packages, good design look, use of dominant image, in advertisement to stress the product were used by the marketers (Decker, 1989). Poor competition, brand cannibalism were identified as better strategies in the post-war market (Keller, 1996). Different price-ranges strategies were identified as better strategies in the post war marketing environment (Strandke, 1956). Extra ordinary advertising budgets, following an extensive survey on the post-war market, all embracing advertising campaign, enormous amounts in promotion measures, special supplements in magazine, TV commercials and Radio commercials to mobilize housewives, Full page four color ads in popular magazines were identified as more powerful strategies in the post-war German market (Daily minutes, 1954).

Aftermath of world-war II single agency was being engaged for each brand. Procter & Gamble was being engaged for each brand and P&G become one of the world's largest advertisers, because they followed one brand for one manager strategy for sales and advertising. Marketing research was an important pillar of sales, research division was started to observe the price movement, aimed at foreseeing shifts of the market and consumer wants, to improve the product and marketing concept. Innovative research techniques as giving samples to private households, running tests of new products, intensify field research, by door to door interviews about consumer's habits, telephone survey, were used as promotional strategies in the post war environment. First TV commercial for P&G's Ivory soap was produced in the aftermath of World War II (Dyer, 1953).

Entertaining and celebrating advertisement on house hold products, TV commercials, cooking conservation, radio house wives club, Hollywood star /entertainers acted in involving emotional family story advertisements, feather length program and shows in prime time were used as marketing strategies (Schigall, 1965). Advertising commercials carried social pressures, it explains the cause marketing on the advertising commercials, which encourage the customers on social benefits and to purchase more (Keller, 1995). Penetration marketing strategy (Kobold, and Kolvenbach, 1961). Price slashing, influencing of market participants (Hinekel, and Manchot, 1959). Consumer goods for mass marketing were captured by innovative advertising measures as incentive promotional measures (Daily minutes, 1953).

Post war marketing environment in other countries

The Somaliland economy has undergone important structural changes since the war. In a deregulated free market economy, the private business sector has grown rapidly. The dissolution of state monopolies and rigid economic controls, together with private sector expansion, has significantly contributed to the growth of Somaliland's economy in the aftermath of war, providing employment opportunities and capital investment for the process of reconstruction, The service sector has experienced rapid growth in the post-war period, with a proliferation of companies providing the latest communication facilities, airlines and financial services. Small enterprises like bakeries, restaurants, convenience stores and office supplies have returned to the marketplaces of the Urban centers (Saman, 2011).

Livestock marketing in Somaliland has gone through important changes since the early nineteenth century. Until the collapse of the last regime, livestock marketing was based on an arrangement known as the `merchantable system this involved a middleman purchasing animals from remote areas, trucking them to the major local markets and selling them for a profit to export merchants. Since the war, new developments in the livestock trade have weakened this old arrangement. A new breed of large export-import merchant had emerged to dominate the market. Traders had a greater impact on local livestock marketing practices than their pre-war predecessors (Samater, Salisbury, & Bascom, 1988).

When Mozambique gained independence from Portugal in 1975, its economy was agriculture-based, with very little industrial development. For more than 17 years, a prolonged civil war raged in the country, leaving Mozambique one of the poorest and most debt-ridden places on earth. Starting in 1987, the country embarked on a massive economic reform and privatization program, considered the most active in Africa. Peace and political stability have reigned for the past decade, and the country is now considered a post-conflict graduate (Nourse, Gerstle, Snelgrove, Rinck, &McVay, 2007).Merchant and agent seller relationships strategies, price reduction by moving one market from other market, had been used as strategies in Burco (Drysdale, 2000).

From 1991 to 1995, Bosnia-Herzegovina was rocked by a bitter war that resulted in tens of Thousands of deaths and the displacement of more than one million people. A once ethnically mixed area of Croats, Serbs, and Bosniaks, the country endured ethnic cleansing on all sides. Infrastructure was destroyed and the health system was seriously weakened, affecting even the most basic services. The war brought a complete collapse of the local banks, one after the other, leading to a total loss of people's lifesavings and widespread mistrust, and making the operation of most banks completely unviable. The banking system suffered. Investments have helped signal to the international community that Bosnia-

Herzegovina is a viable place to do business. This large-scale investment has encouraged other foreign firms to follow suit. Coca-Cola Beverages was the first multinational company to register its operations in both entities of Bosnia and Herzegovina (the Federation and the Serb Republic), and the first to invest in a privatization project (Samoter, Salisbury, & Bascom, 1988).

Majority of the banks, in the Bosnian Federation, and offers a variety of services, including corporate and private banking, individual lending, and international deposits. New leasing and consulting branches are also being developed. Local banks have joint ventures with foreign banks since they do not have access to capital and are still struggling to survive. Banks helped bring interest rates down, making reconstruction more affordable to everyday citizens and helping to restore the production base by offering lower-interest, longer-term capital to local investors. The bank's corporate clients are engaged in a variety of sectors, including the production of food, furniture, and construction materials. With most of Bosnia's production facilities destroyed in the war and almost all goods imported at a higher cost, these loans are critical to the country's economic reconstruction (ibid).

Characteristics of post-war marketing environment

The following characteristics of the marketing in the post war marketing environment were identified from the literatures.

Unstable or changing population base

Countries emerging from conflict are often characterized by large movements of people refugees returning home, displaced persons attempting to resettle, and urban migration. In most villages were populated by approximately 10-20 percent of their original populations for the first three or four years after the end of war (Samoter, Salisbury, & Bascom, 1988).

Growth of the Grey Economy

Not all informal economic activity is likely to involve illegal goods. To the contrary, a significant proportion of informal economic activity will involve licit goods trafficked through informal or, in the case of smuggling, even illegal channels. While few studies have been done regarding the extent of such "grey economies", it has been estimated that throughout much of the developing world, the informal economy matches or exceeds the size of the formal economy. This is particularly true of conflict-affected areas, where formal economic mechanisms, institutions and regulatory bodies may not be functioning. Thus, in post-war contexts, much or most of the population is likely to be engaged in "grey" or informal economic activities as the only available means for survival.

In Angola as little as 10 percent of the country's estimated Gross National Products is produced through conventional legally established and publicly regulated economic practices. In Mozambique, the conventional economy accounts for only half of the country's Gross National Product. Somalia has no official economy at all. Often, the informal economy is able to respond more quickly than the formal economy to the demands and needs of local markets and thus may provide important economic opportunities, while serving as an indicator of opportunities for more formal livelihood support activities. That said, the danger inherent in such "shadow" economic activities is that even where they may involve licit goods, powerful criminal elements or local warlords often support or profit from such activities. In Novi Pazar, in southeastern Serbia, an important socially-owned garment factory closed down due to the wand economic boycott. Former employees applied their skills and technical knowledge and launched small spinoffs, very often as (informal) family

businesses, making jeans and other clothes for the Serbian, Kosovar and foreign markets (MIGA: Multinational Investment Guarantee Agency, 2003).

Low consumer purchasing power

The breakdown of markets and the development of non-monetary economies, the non-payment of wages by public and private employers, use of non-sustainable coping strategies during the conflict such as the use of savings and selling of luxuries and assets, result in diminished global demand in the local economies. Low purchasing power is a major constraint in the recovery of local economies (TilmanBruck, 2001).

Distortions to agricultural markets

Wars can significantly undermine commercial fishing and agricultural activities. The presence of landmines may render large portions of arable land unusable. 35 per cent of the land in Cambodia is unusable because of landmines. A similar situation exists in Angola, Mozambique, Afghanistan, and Sri Lanka. Damage to ports, boats and supplies undermines access to fish. Diminished consumer purchasing power may lead to severe price drops. Ruined transportation infrastructure and continued outbreaks of violence on transportation routes can restrict access to agricultural inputs and markets, as well as causing supply cuts in some areas matched with high prices and scarcity in others.

The result is that farmers who succeed in producing cash crops may be unable to transport them to the markets where they are needed. The “aid economy” balancing between urgent needs and long-term sustainability: Post-war aid efforts often involve tensions between meeting urgent short-term needs and engendering sustainable growth. To meet urgent post-war needs, a large influx of humanitarian aid may be directed to communities. While its contribution may be vital in the short term, it can also lead to distortions of the local economy and development of dependency. Food aid can depress prices of locally produced food, putting some producers out of business.

In 1982, Northeastern region of Aru (Democratic Republic of Congo), 50% of the local producers had been dropped out form the market due to the depressed in price. UNHCR provided its aid to the refugees, then the demand for the good reduced, and the surplus of supply causes the local marketers to withdraw the business from the market. Same situation also observed in Sri Lanka since war, many non-government organizations provided goods to the war effected peoples it increases the local supply and reduces the demand, it caused some producers to leave the market (Nourse, Gerstle, Snelgrove, Rinck, &McVay, 2007)

Theories in marketing strategy

Each company that has competitors must have a strategy. The purpose of the strategy is to create competitive advantage. A marketing strategy is a plan for how the organization will use its strengths and capabilities to match the needs and wants of the market (Ferrell &Hartline, 2002). According to Porter (1985), to reach a successful strategy all focus should lie on the industry dynamics and characteristics. He meant that some industries were more attractive than others and that the factors driving the industry competition were crucial for profitability. According to Wernerfelt (1984) and Prahalad& Hamel (1990), performance was mainly driven by the resource profile of the firm. Hooley, Piercy &Nicoulaud (2008), considered that both requirements of the market and the company’s ability to serve and the primer goal is a long-term fit between these two.

If marketers want to reach their goals, they need to develop a plan or “road map” how to get there (Ferrell & Hartline, 2002). Marketing strategy begins with changing

environment. It is important that companies find the right combination of marketing mix when developing their strategies. As it is known that the marketing combination of marketing is 4ps that stands product, price, place and promotion (Wang, 2006). When it comes to creating a strategy in a changing environment, differs between companies that are market leaders and those which are challenging the established brands (Nilson, 1995). Leading organizations have to go with the flow and slowly adapt to the new situation, whereas challenging companies should use their ability to change fast and so strengthen their position on the market

In order to know what the market wants and what the company can offer them, they first of all have to analyze the current situation that they are in. The issues to look at are: the internal environment- including the organizational structure, resources and the company's performance, further the customer environment- including current- and potential customers, purchase of products and the external environment- the competition, economic growth and stability, political trends. The marketing strategy is supposed to develop effective responses to changing market environments by defining market segments and developing and positioning product offerings for those target markets (Hooley et al., 2008). To be successful in a market, especially a changing one, companies have to use proactive strategies and shouldn't react on others events, but creating them (Nilson, 1995). It's a very complex and difficult task for companies to understand buying behavior of the consumers. Firms will have a perspective that will help them to develop products and marketing programs that will satisfy customers' needs and wants in a better way. The companies should never forget that the recipients of their actions, and the final decision makers, are human beings (Nilson, 1995).

The marketing firm operates within a complex and dynamic external environment. It is the task of the marketing-orientated company to link the resources of the organization to the requirements of customers. This is done within the framework of opportunities and threats present in the external environment. Change is an unequivocal fact of life, and organizations have to adapt. Sometimes change occurs very slowly – indeed, almost imperceptibly. At other times it occurs quickly and, although it is obvious to everybody at the time, it can be so rapid that organizations might find it difficult to react quickly enough. Charles Darwin (1980) author of the classical work *Origin of the Species*, put forward a theory that is widely accepted, that living organisms have been able to survive in a constantly changing and potentially hostile world because of their ability to adapt to changing environmental conditions. Firms operate in an ever changing business environment. They too, in order to survive, need to take account of and adapt to changing economic and technological, and political conditions.

The ability of companies to understand and react to environmental forces is of vital importance to marketing success. In fact an individual organization's new technology may be the external environmental force of technology that is affecting other organizations. Zeithaml and Zeithaml (1984) give examples of environmental management strategies that firms can use to influence the largely uncontrollable environment. The general marketing environment is made up of all factors and forces that affect or influence the marketing function. These include interdepartmental relationships and all other external factors (Kotler 2008).

The macro-environment can, in turn, be broken down into two broad categories: The marketing company's immediate environment is the marketing function itself, consisting of

the 'Four Ps' plus an extra People 'P', the latter being those who are there to ensure the smooth operation of the marketing function. This leads to the 'intra-firm' environment, consisting of other departments in the company such as finance, production, human resource management, and research, design and development. The next layer is called the 'micro-environment', and this consists of suppliers, customers, competitors, distributors and marketing intermediaries like advertising agencies and marketing research companies (Kotler, and Keller, 2011).

The wider external environment is termed as 'macro-environment', and this includes political, economic, socio-cultural and technological factors (remembered through the well-known acronym 'PEST'). Lately, 'legal' factors have been isolated from 'political' factors, making the acronym 'SLEPT'. More recently still the acronym has become 'PESTLE', with the extra 'E' standing for 'environmental'. Its latest incarnation is now 'STEEPLE', with yet another 'E' standing for 'ecological' (Kotler, 2011).

In order for organizations to be in a position to adapt successfully to changing conditions, their management requires an appreciation of the many factors and forces influencing such changes. Firms would like to be in the position of being able to adapt to changes as they occur. Ideally, management would like to be able to adapt in advance of change by anticipating events. By identifying environmental trends early enough, management should be able to anticipate the likely outcome of such trends. Unless firms are able to identify and react to changes quickly, they run the risk of being dictated to by circumstances beyond their control; firms are then forced into being 'market followers' rather than playing a part in the changes occurring, influencing events and 'leading' the market.

Sequencing of marketing activities is crucial to the relief-to investment continuum, but must be set based on the specifics of the post-conflict situation. Enterprise development should be considered as a core activity from the start. Sequencing and timelines for reconstruction need to be grounded in the specific conditions. The length, nature, and impact of the conflict as driving determinants of how quickly the economy and its enterprises can re-establish themselves. Risk management is a driving factor of success for enterprises in a post-conflict environment. Viable post-conflict business models may have less emphasis on maximizing returns and more emphasis on diversifying and mitigating risk. Operating in a post-conflict environment raises the operational and financial risks of business.

The ability of the businesses to diversify and mitigate the risk in the business environment (sourcing, financing, and end market) was a key factor in their long-term success. Business models should fit the immediate conditions on the ground, but be flexible enough to anticipate and adapt to changing production and market conditions. Unique post-conflict conditions will create new demand or distort previous market demand for goods and services. A local entrepreneur's knowledge of the business environment and ability to tap into social networks often positions the enterprise as the best suited to fill the immediate needs of the economy. However, as the society rebuilds itself, demand will shift and will require enterprises to be flexible in adapting to the changing needs of the market (Saman , 2010).

Enterprises can be a powerful catalyst for rebuilding social capital in an economy. With broken infrastructure and an uncertain policy environment, many post-conflict enterprises are forced to rely on their social capital to rebuild and do business. As a result, business can

be a powerful catalyst in rebuilding relationships. Enterprises which were damaged can be developed and rebuilt by the development of positive post conflict marketing environment (Nishantha and Nihal, 2010).

Crisis affects the customers not only economically but also psychologically. People start to worry about their future, and do not enjoy shopping anymore in the crisis environment (Ang 2000). They do not want to spend money on premium products anymore, they are becoming more money minded. (Ferrell and Hartline, 2002). They only buy necessities, switch to cheaper brands and have a more rational view on promotion. According to Roberts (2003) and Hiller (1999), marketing is the solution in a crisis period, because cost and price reductions affect the long-term relationships that companies have, and in many cases, even the quality process is seriously affected. The authors realize a study in which they show that companies that increased their marketing expenses in crisis, didn't lose money, and even gained profits. Furthermore, companies that increased their marketing spending gained market share three times as quickly after the downturn. The principles of the mix are controllable variables, which have to be managed in the correct way, to meet the needs of the defined target group (Kotler, 1996).

Pricing is the marketing variable that is easiest to change, it can be done fast and does not cost much (Ferrell & Hartline, 2002). This is recognizable by the studied companies since they all, in one way or another, made some changes in the pricing. Further, Ang et al. (2000) explain in their literature, two different pricing strategies to use in recession. One is about maintaining quality through charging normal prices for products of higher quality. The second strategy should help the company to keep or increase their market share, through low prices on normal products. It cannot be said that any of these companies are following any of these strategies fully, but they have used some parts of them. Customers aim is to be the cheapest and not the most qualitative (Nistorescu, Tudor Puiu, & Silvia, 2009).

Post World War II and marketing strategies

In 1945 as World War II was drawing to a close, New York Governor Thomas Dewey implemented an inventive strategy for economic recovery and postwar reconversion. The program, which focused on small business as the key to the state's future prosperity, sought to spur new enterprises by offering a host of training and counseling services to entrepreneurs (State of New York, 1944-1953). In the direction of this effort, the Women's Program ran a series of small business clinics across the state throughout the late 1940s and 1950s, where women could bring proposals or product samples to be reviewed for marketability by business experts. The Women's Program also produced pamphlets on how to start a business, counseled women by phone or mail on finding suppliers or developing marketing strategies, and used the media to showcase women who achieved success as business owners with the help of the clinics (Todd Papers, 1950).

The U.S. Chamber of Commerce and the National Association of Manufacturers, in their bid to preserve the free enterprise system and remove wartime government regulations from business practices, frequently articulated this vision of the consumer economy in their public appeals, including those made to women (NAM Papers; U.S. Chamber of Commerce Papers). Converting wartime factories to manufacturing consumer goods was only part of the postwar economic agenda; equally important were efforts to branch new small businesses that would encourage consumption, trigger demand, and create jobs (State of New York, 1944-1953; NAM Papers; U.S. Chamber of Commerce Papers).

The Women's Program not only fit neatly into this ideological state of flux, but it also demonstrated prevailing ambiguity about the nation's future as well as women's place in the postwar economic order. On the one hand, leaders like Governor Dewey expected women to create legitimate, competitive small businesses that would rebuild the postwar economy. At the same time, however, women were enticed to commercialize domestic skills as their entry & to private enterprise.

In the rush to achieve the consumer economy that leaders envisioned, reconversion strategists argued that there were commercial prospects even in areas like the home which had once been overlooked. In fact, Governor Dewey and his staff frequently urged women to see the home as an untapped reservoir of potential business ideas (Todd Papers). Decorating services, catering, apparel manufacturing, and other functions women normally provided to their families free of charge were suggested at war's end as products or services others would be willing to buy (Todd Papers; State of New York 1945-1953).

Within this argument, there was a tacit recognition of the emerging category of working mothers, who would now purchase products, such as home-made sauces or desserts; they would be too time-pressed to prepare themselves. There was also recognition of pent-up demand during the war years for even the most basic products, such as mayonnaise, which had been in scarce supply, and which women could manufacture for a profit in the postwar economy (Todd Papers). By linking women's business enterprises to their domestic skills, the Women's Program could keep women both in the economy and in the home at the same time. As such, women's businesses from the start, and in the decades that followed, occupied a liminal space, simultaneously within the broader economy and outside it in a separate feminized realm.

Conclusion

This paper summarized the literatures related to the topic such as post war marketing environment in Sri Lanka, Post war marketing environment in other countries, economy and business situation in war time, business potentials in the conflict affected areas, and theories in marketing strategies. The section of Post war marketing environment in Sri Lanka summarized the comparison between marketing in the war situation and the post war environment, constraints faced by the marketers in the selected areas of the study since war, and how new marketing opportunities are handled in the situation, and how these marketers are entering into the conflict affected areas after end of war.

Post-war marketing scenarios in other countries reviewed the Somaliland market development in the post war environment, how the Mozambique was called as a post conflict graduate in the post war environment, marketing strategies adopted in the local markets of Barco, Livestock marketing in Somaliland, how the Bosnia and Herzegovina were changed as a visible business places, and the European, German, and American market. Economic desolation in the North and East provinces explained the main products of the areas and their contribution towards the total Gross Domestic Products and the economy development during the war and the pre-war situation, and the impact of the civil war on the economy and the market of the North and East.

Section of marketing in the war situation explained the market restriction and the constraint in the war environment. Marketing strategies in the post conflict market reviewed the market development in the post conflict areas, copying strategy in the post war markets. Based on the reviewed literatures in this research, researchers could formulate the research problem to

explore the marketing strategies which are appropriate for the post war marketing environment for the conflict effected areas of Sri Lanka.

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