



**Examining the Need of SCRUM Project Management Technique for Improving the
Marketing of Newly Launched Pizza Varieties in the Food Sector**

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Abstract

Background- This research project is based on the contemporary working model; namely Agile Methodology that emphasises on the process efficiency and adaptation of changes, to meet customers' dynamic demand and customer satisfaction as a whole. Agile involves an iterative process to meet the expected level of customers' satisfaction because teams within agile marketing approach are significantly valued to the collective efforts to achieve objectives cooperatively in unification of the business objectives; such as sales growth, profitability, market share, as well as, continuous improvement in terms of product offerings and customers' expectations as per the market demands. Application of SCRUM technique in agile methodology improves marketing by providing a flexible framework to the marketers in a structured way with a breakdown of activities. This research is provided insight into SCRUM technique application to improve sales and marketing of newly launched Pizza Varieties in Ireland food market.

Aim and objectives- This research study has explored the need for a SCRUM project management technique for enhancing the marketing of newly launched pizza varieties in the food sector. In the alignment of this aim, this research project has embraced various objectives; including insight into the role of marketing in product promotion, agile methodology in project management, the role of SCRUM project management technique and marketing in food sector along with challenges and issues.

Research Question: What contribution can SCRUM project management technique make in improving the marketing of newly launched pizza varieties in the food sector?. In addition to the key question, the two sub-questions were also answered in this study.

Methodology- Survey was conducted in this research study to find agile methodology application particularly SCRUM in Apache Pizza; especially for the newly launched Pizza

Varieties. Marketing managers were surveyed to determine the role of marketing to increase sales of Pizza Varieties and their awareness with SCRUM technique of agile methodology to improve sales and marketing in the changing market environment. Graphical analysis of survey data was conducted in this research study to exhibit awareness about SCRUM for marketing effectiveness. Literature data were used to support primary evidence in this research study to find evidence-based valid results.

Findings and Conclusion- SCRUM project management technique application for the increment of sales is indicated significant positive effect although managers do not have knowledge of this technology as per the survey results. Managers are well aware of the positive impact of the marketing and usage of social media marketing to improve sales of pizza. Based on the subject knowledge from primary and secondary data, it can be concluded that SCRUM technique in marketing of the food items is not highly prevalent due to limited awareness of marketing managers, while its adoption will lead to effectiveness of marketing due to coherent process within which planning for marketing is initiated in a logical way including prioritised product backlogs, regular meetings, work allocation, performance review, providing accepted products to customers and changes in the existing practices.

Keywords- Agile Methodology, SCRUM project management, Pizza Varieties, Marketing, Product Promotion, Food Sector

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Chapter 1: Introduction

1.1 Introduction

The rise in the technological advancements has created a huge impact on the lives of people ranging from the lives of the individual people to the operations of the large business organisations. The technology and its impact can be seen in the changing business strategies and operations of the organisations. The businesses across a wide range of industries are embracing the power of technology to harness the opportunities available in the market. With technology, business organisations are focusing on gaining a competitive advantage in the market. The software is an integral part of technology which is extensively used in various fields of business such and to provide better products and services to the customers (Wadhwa, 2014).

The technological innovations have also garnered attention from the field of marketing, in which marketers and organisations are finding new ways to target and create an engagement with the customers. Apart from the large organisations, medium and small scale businesses are also using technology in their marketing department. One such area, where technology has an important role to play in marketing is the food sector, which is known for consumer demands and direct engagement with them. Customers are becoming more aware of the quality of food products and demand better products and services from the companies. With the help of technology, business organisations are able to cater to the needs of the customers. Organisations in the food sector are using social media websites and creating digital advertisements for engaging with customers (Galanakis, 2016). In the context of this research, the technological framework of the SCRUM project management technique will be examined in the marketing of newly launched food products. This research study will explore the application of SCRUM project management under the agile project management methodology in the improving the

efficiency of the marketing of food companies with a primary focus on improving the marketing of newly launched pizza varieties in the food sector.

1.2 Research Background

The rise in the accessibility to information has made customers more aware of the product offerings from food companies in the market and has become more decision regarding the marketing practices of the food companies. Customers now want to have a genuine engagement with the companies which are capable of cater to their needs. Contrary to product offerings made by the companies through their marketing campaigns, consumers choose organisations and their food products based on their offerings. Therefore, it has become highly necessary for the companies in the food sector to focus on creating marketing campaigns which are customer based and genuine (Sethna and Blythe, 2016). The food sector, in general, is using a variety of technological frameworks in order to improve the efficiency of the marketing of food products. The SCRUM project management technique is one such framework which is extensively used by the food organisations in the improvement of marketing of their food products. This framework is based on the agile project management methodology, which is crucial in the development and management of the software projects. It is an iterative project development approach which is used by organisations to align their organisational mission and goals with the customer requirements in the development of a product. It has also been used by the organisations to consider the feedback provided by the customers during the course of a project. It is, therefore, considered by the organisations across the industries, including the food sector, to take note of the customer preference and their feedback in the products offered by them (Waldock, 2015).

In the marketing of their newly launched products in the market, business organisations are using SCRUM project management technique. The SCRUM technique encourages working in a team environment and co-ordination between team members in the process of product development to gain and improve the efficiency of the entire team. The application of SCRUM technique extends beyond the product development as it can be used in digital marketing also. The SCRUM technique helps in making digital marketing campaigns of the food companies to make them more customer-centric and innovative. The flexibility of SCRUM technique is key for the marketing of the newly launched products in the food sector as it can it easily be integrated into the business model of the organisation with the consideration of problem-solving of the customers and contributes in the efficiency of the overall marketing process (Rubin, 2012). In a similar context, the business organisations, in recent times, are laden with excessive customers data and information through their digital marketing campaigns. The SCRUM project management technique assists the organisations in the proper analysis of that data so that it can be utilised in problem-solving of the customers and providing them with better food products and service offerings. The structural framework of the SCRUM technique makes it easier to be integrated with the conventional and innovative digital marketing strategies and approaches of the firms in the food sector (Smart, 2016).

1.3 Research Problem

The problems associated with the marketing of the food products as identified by the marketing managers will mainly be addressed in this research study. The challenges which are associated with the improvement of marketing results based on the application of the SCRUM project management technique will also be discussed in this research study. This research study is primarily based on the application of the SCRUM project management technique in order to

improve the marketing of food products and to make it more effective. In this context, the agile project management methodology and its application in the marketing of the product will be discussed in this research. With the rise in accessibility to the information, customers have become more aware of the product offerings from a wide number of companies so that they can choose the best option available in the market. It is becoming difficult for the companies to develop marketing strategies which are aimed at the individual needs of the customers and create genuine engagement with the customers. It has become highly necessary for the companies to create marketing campaigns which specifically addresses the needs of the customers. The need for personalised marketing strategies for specific customers can be addressed through the SCRUM technique (Sethna and Blythe, 2016). In the broader context, this research study will be highly regarded in addressing the challenges faced in the marketing of food products in the food sector.

1.4 Research Aim and Objectives

Research Aim

This research aims at exploring the need for a SCRUM project management technique for enhancing the marketing of newly launched pizza varieties in the food sector. It further seeks to examine the role of SCRUM project management technique in providing effective as well as customised marketing solutions to the business firms as well as to the consumers.

Research Objectives

The proposed research will mainly focus on examining the application of SCRUM project management methodologies in the marketing of products. In this context, the research will mainly focus on examining the significance of SCRUM technique in integrating and designing more customised marketing solutions to customers. Based on this, the use of the

methodology in the launching of new varieties of pizza products in the food sector will be examined. In the alignment of the research aims, the objectives that will be addressed through the research study are as follows:

- To gain insight into the role of marketing in product promotion
- To examine the concept and application of the agile methodology in project management
- To explore the role of SCRUM project management technique
- To analyse the role of marketing in the food sector
- To explore the challenges and issues that are faced by managers while marketing newly launched products in the food sector
- To examine the application of SCRUM project management technique for improving marketing practices of the food sector for newly launched products

1.5 Research Questions

The major focus of the research is to identify the role of SCRUM project management technique in the field of marketing and specifically to identify its application in enhancing the marketing of the newly launched pizza variant in the food sector. To address this aim and the objectives formulated for the research study, a research question has been formulated that the study intends to answer. The research questions for this study have been mentioned below:

“What contribution can SCRUM project management technique make in improving the marketing of newly launched pizza varieties in the food sector?”

Research Sub-questions

In order to address the proposed research question in a comprehensive manner, the following sub-questions will also be focused on the research:

- RQ1: What is the contribution of SCRUM project management technique to foster marketing efficacy of food companies?
- RQ2: How SCRUMS project management technique assists in providing more customised marketing solutions to customers?

1.6 Research Scope and limitations

The research work provides a significant to marketers and organisations in the food sector pertaining to the role of SCRUM project management technique in the improvement of marketing of the newly launched food products in the market, especially the varieties of pizza. In addition to this, the study helps the marketing managers and organisations in devising customer-focused marketing strategies with the consideration of the SCRUM project management technique. This research study signifies a great scope in shaping the marketing of the newly launched food products in the food sector. Furthermore, it also has a great scope in providing assistance in the application of SCRUM technique in the marketing of the food products with a special focus on the newly launched products (Layton, 2015).

The SCRUM technique has been extensively used in the field of project management, and it has been applied in marketing with a very general context. Therefore, this research has attempted to address the limitations posed by previous studies regarding the role of SCRUM project management technique in the improvement of marketing of the newly launched food products in the market. This research study also provides assistance to future researchers and acts as a building block in expanding their knowledge and in carrying out their future research work in the context of the area of the present research.

1.7 The Organisation of the Research

The organisation of the research outlines the research study and provides a brief introduction to the way the research has been organised in order to address the research aim and objectives. The outline of the present research and the way it has been framed is mentioned below:

Chapter 1: Introduction

This chapter provides the foundational basis for the entire research study as it explains the research aim, its objectives, the problem that is solved by this research and provides a significance of the research study and outlines the research organisation.

Chapter 2: Literature Review

This chapter provides the theoretical background to the research in the context of the aim of the research by presenting the views of various scholars and researchers from different sources relevant to the focus area of the research.

Chapter 3: Research Methodology

This chapter describes the research methodology which has been used in conducting this research. In addition to that, the research method which has used in preparing this research is also discussed in this chapter and mentions the strengths and weaknesses of the selected method.

Chapter 4: Data Analysis and Discussion

This chapter focuses on describing the findings of the research that is being conducted. The findings are further mentioned in alignment with the aims and objectives of the research. Additionally, the chapter discusses the findings of the research study in relations to the aims and objectives of the research with the support of literature. The works and results of the research are also discussed in this chapter.

Chapter 5: Conclusion and Recommendations

This chapter summarises the findings and results of this research and draws conclusions related to them. This chapter also provides the critical also provides recommendations for the future work that will be done in the context of this research study.

Chapter 2: Literature Review

2.1 Introduction

In order to accomplish the objectives of the project, it is essential to manage the project in an effective manner such that it gets timely completed with a limited investment in the project. For the purpose of reducing risks and accomplishing the organisational goals in regards to the project, it is very crucial to implement the project management techniques, which fulfils all those purposes of the project. Proper implementation of the project can be done by using the scrum framework, which is an essential part of the agile methodology. It provides the team with a better view of work and determines complexities and faults in the ongoing work. This helps the scrum team to overcome all defaults and present better products that have the power to meet external and internal customers' demands. Scrum team formulates criteria that will be followed in the work, which will be completed by team members. Scrum detects all errors in the system and tells the member to overcome it in future projects. This helps in achieving the fulfilment of business as well as customers' needs. In the views of Banerjee (2016), the iterative and growth-focused approach of Scrum project management is beneficial for the marketing of the new products in the food sector as it involves a dynamic way of addressing all the changes and challenges associated with the project.

2.2 Concept and Application of Agile Methodology in Project Management

In the views of Sharma, Sarkar and Gupta (2012), the agile methodology is a project management approach in which the unpredictability of projects such as changes in client requirements are addressed through the process of growth and iteration. The concept of agile methodology is adopted in project management because it helps in effective planning, constant growth, and timely completion of the project. The main objectives of Agile methodology in

regards to the project management consist of effective management of the project, scheduling of the project. The approach of agile methodology is applied in various industries such as Software & IT, manufacturing, consulting for the purpose of effective management of the project. The agile project management methodology is adopted by the organisations so as to give the highest preference to customer satisfaction and to fulfil their needs. In addition to that, Stare (2014) stated the principles of the approach of agile methodology which includes the collaboration with customers, preference to the interaction with individuals involved in the project, use of software, and the consistent response to change. Likewise, Cervone (2011) added that the agile methodology is beneficial to project managers in many ways, such as it gives priority to customer satisfaction and gives immediately addresses any changes in the requirements of clients. The approach of agile methodology is considered very important in the context of project management as it helps the project managers and the organisations to understand the market trends easily and anticipates those trends by speeding up the project and thus contributing to the goal of the organisation (Cervone, 2011).

In the view point of Hoda and Murugesan (2016), agile methodology in project management has gained a lot of popularity in every industry who wishes to operate from multiple locations for system development. Agile methodology is a software development methodology which as compared to other methodologies like waterfall and a few others is cheaper and time-saving. Since agile possesses the ability to adapt quickly to changing business requirements, market conditions and to the changes in technology, it is considered to be one of the best software development and application methodologies in project management (Hoda and Murugesan, 2016). In the viewpoint of Laanti (2017), specific steps need to be followed for software development and application using agile methodology. One such step to proceed with the

development and application of the agile methodology is collection of data. Some data collection techniques as emphasised by the scholars are interviewing the managers about the type of project management been required along with some common observations in the same industry. The second step is the analysis of data which has been collected. Review is to be done keeping in mind consumers as well as the managers. Research work and literature work if any done, should be emphasised by software developers for the project management. In continuation to this, the third step involves categorisation of this data so that it could be helpful for the team members (Laanti, 2017).

In addition to the above, Serrador and Pinto (2015) have researched that in the current world of technology, success and failure of a project depends on its software. Software if not developed properly, would result in failure of the project. The author emphasised the same by giving an example of Motorola, whose project was a commercial failure as it was not able to adjust itself to the changes in the business environment. Agile methodology is also one of the lightweight project management technique, as it requires less planning at the initial level and is more flexible with regards to designing and scope (Serrador and Pinto, 2015). Contrary to the above, Dingsoyr and Moe (2016) are of the opinion that in applying the agile methodology in project management, the developers have to deal with many challenges. Agile project methodology in the view of the author can be defined as an approach towards project management which is based on some pre-defined set of principles and where the goal is to be achieved with better performance and minimum management efforts keeping it more innovative and consumer-friendly and oriented. The major challenges faced in applying the agile methodology in project management are the identification of crucial factors such as tools and practices to be followed, the ways of developing the project and the vision of both management as well as consumers are

to be known by the developers (Dingsoyr and Moe, 2016).

In the viewpoint of Dikert, Passivaara and Lassenius (2016), practices are usually dependent on the business atmosphere and environment, which is constantly changing. Identifying the change at a proper time, along with implementing the same in Agile methodology, is the greatest challenge that is faced by the developers in project management. Implementation of agile methodology is another challenge in front of the developer as it involves management's actions and reactions. Management needs to be clear in the product vision and the type of services they require, along with planning and proper monitoring and updating of the same (Dikert, Passivaara and Lassenius, 2016). Supporting the above views, Turk, France and Rump (2002) have also emphasized on various limitations in agile methodology. They are of the opinion that one such limitation in agile methodology is the numerous assumptions being made by the managers and the developers. One such assumption is that consumers are available easily and are located in a single area. Other assumptions being that software models prepared are least important when the development of actual software is being done (Turk, France and Rump, 2002).

Supporting the above views, Ferreira (2012) shared his opinion that the software development process being adopted by the organisation is a process which can easily adapt to the changing business environment. Another assumption states that software developed is capable of solving any problem that comes even after project development. Another assumption that prevails is that there is a minimum cost of changing software with the changing consumer demands. Another challenge is the development of software in stages. An assumption that changes if any, can be handled by the developers is the biggest reason for the failure of any project. Changes are usually integrated by the managers after software development, which involves more time and cost associated with it. The above assumptions are the biggest challenges

in project management as consumers' tastes and preferences change with evolving time, and also management's assumptions and expectations grow with the changes in the business environment (Ferreira, 2012).

Certain steps are to be followed to develop and apply the agile methodology in project development in the viewpoint of Spundak (2014), wherein project management is termed as a set of techniques, procedures and methods applied in a project. In the viewpoint of the author, agile project management is considered as one of the best project management approach as compared to the old traditional project management approaches. Continuous innovation, along with changing requests from the managers of the industry, has resulted in the development of a methodology which is cost-efficient and time-saving. Five steps involved in the application of the agile methodology in project development are envision, speculation, exploration, adaptation and closure. Envision defines the vision and scope of project management; speculation is to design the characteristics of the project along with time-saving and cost efficiency features. Exploration and adaptation, on the other hand, is to check and deliver the project management effectively. Closure can be termed as closing the project after achieving targeted results (Spundak, 2014).

2.3 Examining the Role of Scrum Project Management Technique

According to Neelima and Naga (2013), scrum is a framework or approach that is used in project management. Scrum Project management technique is one of the most widely used approaches of agile project management and in scrum project management technique, the customer requirements are appropriately addressed according to their priority in the project. It helps the project team to develop better policies and software for better functioning of the project (Neelima and Naga, 2013). In his views, Scrum technique removes the faults and errors in the

project as soon as they are identified and try to remove those errors in upcoming projects which help in minimising the errors from new projects. In a similar context, Permana (2015) explained that Scrum is a technique of project management which follows the principle of agile project management approach and it is a responsive development approach which is used in the management of the process of product development in the project. The Scrum project management technique take notes of specific areas of project management and focuses on them, such as flexibility of project, development of a product which addresses all the requirements of clients. In addition to that, the scrum technique also focuses on the teamwork and the participation of each individual in the project as a team so as to fulfil the purpose of the project (Permana, 2015). According to Gao and Rusu (2015), scrum is basically used by the software development team as it is the most famous agile methodology. Apart from software development, it is widely used in marketing. Scrum helps the project management team to develop better products that are free of errors and faults (Gao and Rusu, 2015). Scrum is considered a sub group of agile project management. Agile helps the project management team to describe their daily activities and interactions with reference to values and principles. The scrum, in return follows these principles and values of agile by further adding more details and specifications that enhance the value of the project (Gao and Rusu, 2015).

From the viewpoint of Ellis (2015), several benefits are retrieved by implementing scrum methodology in project management. Organisations have gained higher productivity, improvement in stakeholder's satisfaction level, increase in the number of happy employees, reduced time to market products and services, and better team dynamics (Ellis, 2015). In similar way, Rasnaxis and Berzisa (2017) stated that the scrum framework helps the project team in addressing the difficulties and complexities related to work by making subject matter transparent

and clear. This further helps people to work on actual and current conditions rather than working on uncertain and predicted situations. Scrum allows the project team to identify different errors, faults, and downfalls in work and by using the scrum approach, all the faults can be addressed properly (Rasnacis and Berzisa, 2017). In the view point of Dingsøy *et al.* (2018), by implementing scrum approach on a regular interval of work, project group can easily identify complexities that lead to fine and error-free work which leads to the overall satisfaction of the whole team. In scrum development, transparency of standards and common terms are necessary in order to comply with the expectations and to make sure that it is achieved in every manner (Dingsøy *et al.*, 2018). With early inspection, scrum can make necessary modifications and alterations so that it becomes easy for the team to work out on the errors and faults. The commonly used scrum events in the case of modifications and inspection are sprint planning, sprint review, daily scrum or “stand up” and sprint retrospective (Dingsøy *et al.*, 2018).

Furthermore, Mousaei and Gandomani (2018), described scrum as a framework of growth and iteration, which is used in the application of development of products in the projects of the organisation. They identified the importance of the structured way of project management in which the project is divided into work cycles, and each work cycle is called a sprint. However, the development cycle in each sprint takes three to four weeks of time. The project is divided into sprints so that the feedback of customers after the completion of each sprint can be incorporated in the coming sprints to reduce any potential errors in the project. With the adoption of scrum project management technique, the regular team meetings are conducted to discuss the progress of the project, and to share any vital detail in the project. The teamwork is any efficient way to address and identify the issues in the project and helps in the timely completion of the project (Mousaei and Gandomani, 2018).

From the viewpoints of Jugdev *et al.* (2013), scrum methodology is characterised by artefacts, team roles, events (ceremonies) and rules. Scrum artefacts basically consist of the sprint backlog, increments and product backlog. Sprint backlog is referred to a list which contains items from the product backlog that are to be achieved in a sprint. The product backlog is the most crucial document that helps in outlining every need and requirement for a project, product and system (Jugdev *et al.*, 2013). In other words, it can be named as a to-do list which involves work items that has a business value. Lastly, the increment is considered to be the total of all items in product backlog that have been achieved since the release of the last software. It is the responsibility of project team to ensure that every specification is ready to be released is included in the increment; however, the product owner mainly decides the release of an increment (Jugdev *et al.*, 2013).

Apart from above, the scrum team mainly consists of 7 members (+/- 2) and is basically without a leader who assigns tasks to the members and solves certain problems. The scrum team itself solves their problems and addresses all the issues effectively. Scrum team has mainly three majorly defined roles, the product owner, the scrum master and the development team (Sharif, 2014). The product owner is mainly referred to as the external as well as internal customers, and spokesperson on behalf of customers. They are the main stakeholders. The product owner is responsible for establishing mission and vision related to the product on which they are working. They are mainly responsible for managing the product backlog. Another one is the scrum master, who is considered as the serving leader to the development team, organisation and product owner (Neelima and Naga, 2013). The major role of a scrum master is to ensure that the team is following all the scrum theories, practices and rules. They provide their help and assistance to the team members so that they can perform their best. Lastly, the development team is a cross-

functional, self-organised group that has all the abilities and skills to deliver increments after completion of each sprint. Only the scrum master tells the development team, about leading product backlog into shippable increments (Neelima and Naga, 2013).

In addition to the above information, Usman, Soomro and Brohi (2014), scrum events (ceremonies) include the sprint, sprint planning sprint, the daily stand – up, sprint review and retrospective. A sprint is a definite time period after which a particular work is achieved and is ready for the review. It can be less than a week or could be 2- 4 weeks long (Usman, Soomro and Brohi, 2014). As per the opinion of Ponsteen and Kusters (2015), sprint planning is basically a planning event which ensures the time frame in which the product backlog items will be achieved and the way by which it will be completed. The daily stand – up is a meeting which is not more than fifteen minutes. It includes covering all the necessary topics regarding the progress of work since the last meeting. It also includes further planning for the next meeting and also overcoming any obstruction, which is hindering the completion of work (Ponsteen and Kusters, 2015).

The sprint review is a "show and tells" event in which the team members demonstrate their work after completion during the sprint. Then the product owner verifies all the credentials with the specified criteria, and after proper verification, he might reject or accept the work. They also provide necessary feedback to the team for accomplishing set criteria in order to meet business needs (Jugdev, 2013). The retrospective or in other words, the retro is the final meeting with the team members in order to explore the things that either didn't go well or the factors that did well while working. It also tells the team about the ways to improve in the further sprint. It is an important event for the scrum master and team that allow them to focus on overall performance and explore further procedures for continuous improvement in upcoming work. In the view

points of Gao and Rusu (2015), development of scrum rules is dependent on the scrum team. They formulate rules which allow the project team to achieve their work in an effective manner. Every member of the scrum team is responsible for achieving all the set targets. With proper implementation of scrum approach and teamwork, the scrum team can delete all their fault and can develop effectively and error-free work that will comply with all the set parameters (Gao and Rusu, 2015). In order to maximise their efficiency, new approaches are implemented by the company to enhance the effectiveness of products.

In addition to that, Lalsing, Kishnah and Pudaruth (2012) have stated that any business process is successful when it accomplishes or meets the requirements of customers and business and in return, customers are also fully satisfied with the product offered by the company. Any software or strategies used by a company cannot satisfy 100% needs and demands of customers until it is totally free from bugs and errors. In order to attain full satisfaction at the level of end-user, the company implements the agile methodology of software development (Lalsing, Kishnah and Pudaruth, 2012). There are many agile methodologies that follow different practices but share common principles. Some of them are scrum, crystal, lean development, and extreme programming. This review has mainly focused on scrum framework. As described above, scrum is an integrated process which is developed in order to identify common errors and counter them as soon as possible (Lalsing, Kishnah and Pudaruth, 2012). From the above literature view, it can be analysed that scrum approach is a necessary tool which helps companies to achieve targets in a better manner, and it also helps in satisfying customers' needs. By implementing the proper framework, the team can offer error-free products that comply with all the set criteria.

2.4 Analysing the role of Marketing in Product Promotion and Food Sector

According to Wirtz, Tuzovic and Kuppelwieser (2014), the company's overall performance

and overall sales are greatly influenced by the marketing department of the company affecting it in a straight and positive manner. The marketing departments allow the companies to directly connect to the customers with their products and make the customers aware of the quality and benefits of their products. For new products introduced in the markets, marketing allows them to reach to the customers easily and create an interest among customers due to the adoption of various marketing strategies. For the existing products, marketing allows having a great influence on the new products by creating a barrier for them in the already established markets (Wirtz, Tuzovic and Kuppelwieser, 2014).

According to Terkan (2014), marketing plays a great role in the promotion of the product by acting as a medium through which the customers get to know the details of the product. If the products being manufactured by the companies are not sold, they will suffer great losses and therefore, the companies will soon be out of business. Therefore, the marketing of a product plays a great role in increasing the sales and demand for the product in the market. Marketing influences and persuades the customers to buy particular products, as customers might be well aware of new products in the market but might not be willing to purchase them. Therefore, marketing plays a great role to appeal the customers and persuade them to buy the products (Terkan, 2014).

In the views of Novak (2011), promotion of products is one of the significant constituents of marketing processes as it involves a regular sharing of information within the organisation and outside the organisation. Promotional activities in marketing include a great deal of communication between the company and the consumers in order to create a positive image of the product in the minds of consumers to make that product favourable for buying. Marketing is a broader concept which constitutes different activities including promotion and advertisement,

while the goals of marketing, as well as product promotion, might overlap but the main objective of product promotion is to target the consumers who want to buy the product (Roep and Wiskerke, 2012).

In addition to this, Odunlami and Emmanuel (2014) elaborate that the promotion of the products combines all the tools which are involved in the marketing strategy whose main goal is to facilitate effective communication. Promotion of a product encompasses advertisement of the product, selling of the product, sales and promotion and other tools used for selling. Promotion is a word that is frequently used in marketing and the tools used for promotion contains five major sub-categories which are publicity of the products, advertising, promotion of sales, personal selling and direct marketing. Promotional mix clarifies the amount of money and attention that should be spent on each of these sub-categories. A plan for promotion of the products encompasses a wide range of objectives to be fulfilled which includes increasing sales, acceptance of products, corporate image creation, and competitive retaliations. While choosing a product for marketing, a product that is easily identifiable with the people living in a certain region is used (Odunlami and Emmanuel, 2014).

According to Terkan (2014), promotion is a marketing tool that is used by the firms to invite customers to buy or try their products. The promotion of the products by way of providing a free sample to the customers helps them to use and try the product personally. Providing a free sample of products to the customers has a direct effect on the buying behaviour of customers. Promotion in terms of reduction of price increases sales as customers are more attracted towards the products with a reduced price. Promotion in terms of providing a discount on products motivates the customers to purchase products to a great extent. Therefore, the promotion of products plays a vital role in persuading customers to purchase products that help to increase

sales and profit (Terkan, 2014).

Williams, Babatunde and Jeleel (2012) stated that the famous companies like Nestle promote their products by using T.V commercials and ATL marketing. Customers are also provided with bonuses and discounts from time to time to keep their interest in the product maintained. Nestle also gives discounts on trades so that the distributors keep purchasing the products from them in bulk. Nestle follows the distinctive pricing strategy because the main target of the company is middle-class families so it always tries to keep its price as low as possible. After the re-launch of Maggi, to regain its customers, Nestle planned to increase its investments on advertisements through social media and change its marketing strategy, because of which it was able to bounce back in the markets with the same influence it had earlier. Therefore, marketing plays a vital role in the promotion of food in the food industry (Williams, Babatunde and Jeleel, 2012).

In the context of marketing in the food industry, Belz and Schmidt-Riediger (2010) explained that in the continuously growing food industry, it is crucial for the companies in the industry to include effective marketing strategies for the marketing of the food products. A complete analysis of the market and consumer is conducted before designing the marketing strategy for the food product so that the planned marketing strategy achieves its desired results. In addition to that, Nycz (2017) asserted that the marketing of food products must target the right customers to meet its goal. An effective marketing campaign is the result of many factors such as the attractive packaging, eye-catching advertisement and an optimized supply and distribution network of food products to the customer which will result in the success of that product in the market (Nycz, 2017).

2.5 Explore the Challenges and Issues Faced by Managers while Marketing newly Launched Products in the Food Sector

According to the Cleveland, Laroche and Papadopoulos (2011), there are several factors which leads to the challenges and issues for the project managers while marketing the newly launched products in the food sector. Those factors generally include the choice of target customers for the marketing campaign, choosing a demographic location for the marketing, content of the food products, and creating awareness about the new food product in the market. In addition to that, the choice of demographic locations plays a vital role in the marketing of new products as the needs of people vary from location to location. The marketing of low-cost food products in the low-income area will not do any benefit for the company, so it creates a massive problem for the manager to decide a perfect demographic location for the marketing (Cleveland, Laroche and Papadopoulos, 2011).

According to Bhuiyan (2011), consumer acceptance of the product is a great issue while launching a new product in the market. When a product is finally launched in the market, the taste and need of the customers may have changed by that time, therefore, companies working in the food sector should try to shorten the development time of the product so that the product when launched in the market, does not lose interest of customers due to the change in needs. It becomes a challenge for the firms to verify the performance of the product and design it according to the current specifications of customers. Therefore, acceptance of the product by customers is a great challenge that is faced by the firms when a new product is launched in the market, in view of the changing taste of customers (Bhuiyan, 2011).

In addition to this, Adelaja, Nayga and Schilling (2000) stated that the issue of selecting a proper marketing strategy for firms is a great challenge. Choosing a marketing strategy that

would influence the target customers to buy the products is very challenging. For example, McCain is one of the largest producers of chips in the world and some of the marketing strategies used by McCain are advertisements through T.V shows that brings McCain in the eyes of a wide audience and by the use of initiatives like The potato Story which helps in teaching the small children about the ways of growing potatoes and their nutritional value. These strategies help in the promotion of their brand at a great scale among customers. Therefore, while launching a new product, it is a challenge to use the most relevant strategy that would influence the customers to buy their product (Adelaja, Nayga and Schilling, 2000).

According to Wong (2012), competitor orientation also influences the launch of new products in the food sector. As the needs of the customers pertaining to the taste of food changes from time to time, competitors available in the market try to launch new products according to the changing taste of customers which acts as a hindrance to the new product launches. Therefore, while launching a new product, firms should not only keep in mind the needs of customers, but also the strategies that the competitors are using to meet those needs of the customers. Competitor orientation can be defined as the first attempt to understand the market, monitor the success and failures of its competitors so that the product they are launching can be better than the products launched by their competitors. A firm that does not keep in mind about the competitor orientation might face difficulties as its competitors might be developing and launching better products than them which can change the mode of competition completely (Wong, 2012).

According to The Economic Times (2007), while marketing functional foods, it becomes a challenge to the marketers to launch their products with a clear idea about the added benefits in them without confusing the customers with the scientific names present in it. Nowadays, food

firms are adding extra health benefits in their products to make their products more innovative and stand out amongst the mundane products. For example, Unilever announced the plan to transform its products into functional foods, to create vast opportunities for the products in the food sector. Coca Cola has launched diet coke plus which targets young women to drink carbonated and vitamin-packed drink. As there are several functional foods available in the market, it becomes difficult to appeal the customers and it remains confusion among the marketers as well. Therefore, learning to communicate the health benefits of the new products remains a challenge when a new product is launched (The Economic Times, 2007).

In the viewpoint of Ledwith and O'dwyer (2008), the major barrier faced while launching a product is the retrieval of the information from the market. The next major barrier is getting out and reaching to the target customers who would be interested in this particular product. It is a very major issue after identifying the target customer, to analyse the way of reaching the target customer. A firm might have great ideas and an innovative product but if it does not know the way to communicate about its product in an effective manner, it will face great losses while launching as the customers will not know the uses of the product (Ledwith and O'dwyer, 2008).

In addition to that, Colby, Scheett and Hoverson (2010) argued that the false claims regarding the content of the food products might create problems for the managers as the food and consumer watch bodies are continuously looking for the false claims made by the companies in the marketing of the food products. To avoid any such problems by the consumer watch bodies, the companies and the managers must not make any false claims regarding the contents of the food products in the marketing (Colby, Scheett and Hoverson, 2010).

2.6 Examination of the Application of SCRUM Project Management Technique for Improving Marketing Practices of the Food Sector for newly Launched Product

According to the perspective of Woodside and Sood (2017), the scrum technique was initially designed for the development of software project, but its characteristic such as its flexibility and ease in providing the solutions to the problem can be used by digital marketing teams while strategising the marketing campaigns for the newly launched products. However, it is essential for the project team members to consider all the prerequisites and needs before adopting the scrum technique for the management of the project. In regards to solve the challenges that arise in the project, the participation of team members and every stakeholder of the project are necessary for the practical solution of those challenges (Woodside and Sood, 2017).

In the context of the marketing practices for the newly launched products in the food sector, Gellynck *et al.* (2012) have reviewed that the companies that are operating in the food industry are looking at new ways of marketing to market their newly launched products. Much of this is the result of the ineffectiveness of the old marketing strategies which are no longer significant for the marketing of the new products in the food industry. This led to the application of agile project management methodology and especially the Scrum technique of project management to improve the existing marketing approaches in the food sector. The extensive features of Scrum project management technique such as its adaptiveness, flexibility, and the participation of all the team members to contribute in the project made it perfect for its implementation in the marketing of the new products of the food industry. The adoption of scrum project management technique has enabled the companies to test and iterate their products to maximize customer satisfaction and helped them in incorporating a safe investment practice of

their operations. In addition to that, the scrum technique of project management helps the organisations in effectively handling the different social media marketing campaigns and providing the best marketing practices for the marketing of the newly launched food products to the companies (Nallusamy *et al.*, 2015).

Scrum project management technique is a methodology to deliver innovative marketing strategies which are digital. Izvercianu and Buciuman (2012) have defined it as an approach in which teams identify and focus on their collection along with marketing and focus on the tasks done, measure their impact on the organisation and react accordingly. Scrum also compares the way things were done traditionally and even suggest the ways to do it in the present times. This even helps in launching a new product in the market as a new product development team works upon planning the development of the product. It not just plans but also takes customer feedbacks and works accordingly. This is a very efficient technique in the food industry for launching a new product. After receiving feedback in the food industry, scrum helps by keeping product backlog from the beginning, which helps in efficient product marketing (Izvercianu and Buciuman, 2012).

Supporting the above views, Schwaber (2017) has opined that scrum can also be called as a framework which can enhance transparency and business adaptability in the system. This helps the food industry to keep a check on food wastage and to know consumers' preferences. Scrum concept is about incremental delivery, which gives marketing team the ideas for improving their marketing strategy. Since scrum is entirely transparent, it encourages the food industry to analyse from their past records and work accordingly to improve their marketing techniques. People usually involved in the scrum team are the product owner, development team and scrum product head. Product owner maintains a backlog of the food product, which contains data like the

inventory available, along with the cost and sale price of the product. This helps in framing appropriate market selling price of inventory available. A scrum product head usually provides marketing techniques along with proper coaching and advice to check if the proper framework is applied or not. Scrum does not provide instant success to the companies, and it takes time for the managers to frame an appropriate marketing strategy (Schwaber, 2017).

In the same context, Permana (2015) has opined that scrum project management techniques help in improving speed and flexibility, along with marketing in project management. In the view of the author, specific steps are included in scrum methodology for project development and marketing. One such step includes the project owner to prepare the plans, including product marketing. Backlog data is usually available in scrum stating price at which product is to be sold. The first step starts with the development of the product, and the last step includes marketing. In the opinion of researchers, scrum can said to be a part of the approach for agile delivery. It helps in decision making and in improving the delivery, thereby impacting the marketing of the organisation. Scrum helps marketing individuals of the organisation as it helps them in quick evaluation and effectiveness of their marketing strategy applied (Permana, 2015).

In the viewpoint of Vassileva (2017), certain programs in scrum help food industry not only in marketing but also in quick cooking. It even shows some quick food recipes to the users. Scrum helps in benefiting right from the manufacturers in the food industry to the heavy metal industries. It helps in efficient and effective planning, which can be executed even in complex situations. Apart from marketing, it helps the food industry by means of a reduction in food wastage along with fast delivery, which would meet customer's requirements, thereby, improving marketing and profits of the organisation. It even allows the managers to keep the proper balance between planning and available resources. It helps them to identify the manufacturers of raw

material along with the prices at which raw material is available nearby. This would not just impact product planning and maintenance, but also affect the marketing of the product (Vassileva, 2017).

2.7 Conceptual Framework

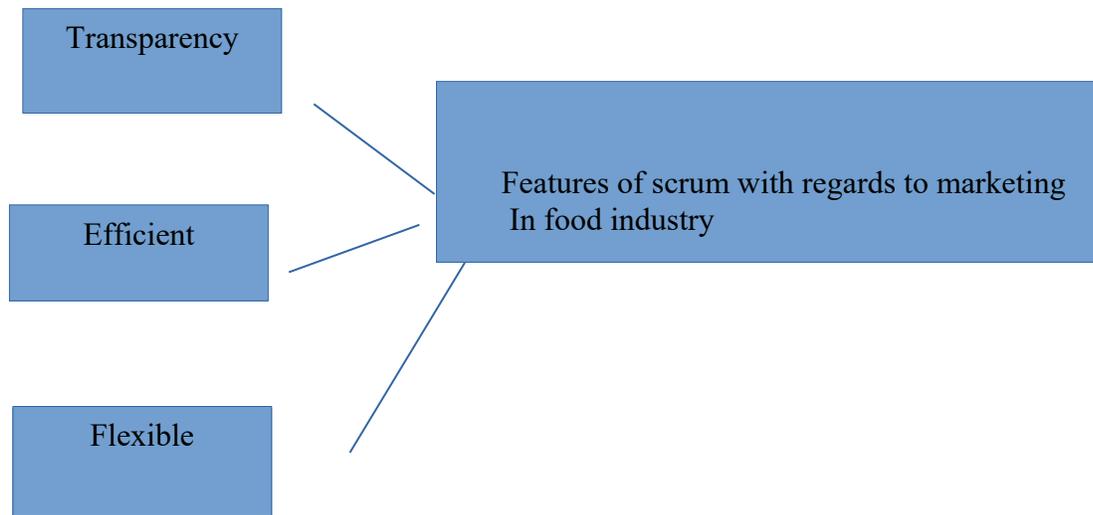


Figure 1: Conceptual Framework

The above conceptual framework is about features of the scrum with regards to marketing in the food industry. The first element is transparency; the scrum framework provides transparency in work and helps the scrum team to identify different errors and faults in the work process. Another element is efficiency, as this process allows team members to overcome all their mistakes in ongoing and future projects, which helps them to produce 100% error free products to customers. It allows members to focus on their marketing framework and achieve the highest quality in every manner. They work on practical situations rather than predictable conditions. This helps them to measure their success in real-time and refining it in their next project. Scrum is flexible as it has the ability to change itself with the changing consumers' demands and preferences.

2.8 Summary

The literature review in the context of the topic of research proposal supports the adoption of the Scrum project management technique for the improvement in the marketing of newly launched Pizza Varieties in the Food sector. This section has covered the review of literature related to the agile methodology, scrum project management technique, the role of marketing in the promotion and food sector. Along with that, the application of scrum project management technique is also reviewed in this section. However, the lack of proper literature regarding the use of Scrum project management technique in the marketing of newly launched food products created some discrepancies in the research of the subject. It is signified from this study that the scrum project management technique has a vital role in the improvement of the marketing of the newly launched food products in the food industry.

Chapter 3: Research Methodology

3.1 Introduction

The methodology is a prominent phase which allows users to acknowledge as well as understand the tools, approaches and process flow used in the study. Along with it, the methodology also explores justification or significance pertained by the incorporated approaches for establishing their appropriateness for the study. The prominent methods explored and justified in this section involve research design, paradigm, data collection process, ways of sample selection, approach, the technique of data analysis. Moreover, the approach based limitations are further identified within this section, along with some considerable ethical norms to which the research is adhered (Bell, Bryman and Harley, 2018).

3.2 Research Design

The design determines a research work's overall structuring as well as it correctly directs the research for systematic attainment of the planned research intents or agenda (Bryman, 2016; Gravetter and Forzano, 2018). In this project, the design of descriptive form is integrated because this design performs specific role in describing the beliefs, behavioural aspects, individual attributes and characteristics of the engaged population to directly emerge them to derive the results with no alterations so as to achieve realistic outcomes regarding actual need related to SCRUM technique of project management in enhancement of marketing and promotion of newly launched varieties of Pizza in food sector. This design also has relevance for the study as it covers the scientific observations with high accuracy to obtain reliable findings related to the current project management regarding issues and the possible benefits that are to be brought by SCRUM technique in the successful marketing of Pizza varieties in the food sector (Bryman, 2016; Gravetter and Forzano, 2018). Along with it, the causes, needs and impacts of SCRUM

technology's usage are focus-fully described with this design by putting insight into behavioural settings and activities concerned with marketing strategies and their issues specifically in food based sector of Ireland. The reason for exploratory design's rejection has been that it only tends to explore and assess the questions of research and is ineffective in offering a focused solution for research oriented problems' solution. Moreover, exploratory design pertain weakness in terms of exploring wider distinct aspects and concepts of research subject due to which the attainment of single and pertinent conclusion becomes complex and difficult (Forrester and Sullivan, 2018).

3.2.1 Research Paradigm

Research paradigm term is explored as the thought patterns which guides specifically on the valuable phenomenon regarding the subject that is to be used and integrated to serve the research purpose (Wildemuth, 2016; Gravetter and Forzano, 2018). The paradigm associated with research holds value in terms of emerging relevant norms and philosophical instances about the focus area of the research to create a base on which the entire project is to be performed or executed. In terms of paradigm, the immediate research adopted positivism because this paradigm facilitates scientific evidence based philosophical ideas to integrate sensory knowledge along with statistical facts for satisfying the intents or purpose of research (Engel *et al.*, 2014). Further, the positivism type paradigm also has numerous applications for the research as it denies probabilities or intuitions regarding certain aspect instead it engages factual and true experience based phenomenon in ultimate findings to give veritable and authentic results (Bell, Bryman and Harley, 2018). Thus, in relation to the SCRUM technology's needs in new pizza varieties' promotion, the positivist philosophy gave factual and honest evidence for acquiring or getting reliable results. Interpretivism philosophy was avoided as it gives subjective interpretations of a

social phenomenon that was not desired in the study and that might comprise the possibility of the derivation of unreliable findings (Gravetter and Forzano, 2018).

3.2.2 Research Approach

The specific processes of data acquisition, its logical interpretations as well as evaluation are decided by approach followed and adopted in a study. In this research, the incorporated approach is inductive because this approach has valuable implication in terms of supplying truth or facts in the derived results (Gravetter and Forzano, 2018; Bell, Bryman and Harley, 2018). Thus, the truthful evidence has been used in this study to support the results about the actual need or requirement of SCRUM technology in relation to conduct effective marketing by food sector to promote and sell pizza's new varieties. Moreover, this approach also has advantages for the study in terms of initially determining the specific significance of SCRUM based marketing for the food sector and reaching up to generalised theories regarding technological implications and value additions for marketers (Bryman, 2016). Thus, the flexible findings have also been retrieved by inductive type approach in the presently executed project. However, the deductive approach was denied to be incorporated in this work because it pertains limitation that in case the initially set statements got proved as wrong then the entire conclusion cannot be applied (Wildemuth, 2016).

3.3 Research Methods

The research method decides the technique and strategies adopted for data retrieval and emerging evidence in its analysis for evaluating research project oriented issues or problems (Bell, Bryman and Harley, 2018). This project undertook a quantitative method for problem assessment regarding SCRUM technology's need for new pizza products' marketing. This method is justified with the norm that it follows the principle of numeric data patterns gathering

for accurately determining and deciding the results aligned with objectives created for the research (Wildemuth, 2016). Therefore, the reliable data from authentic sources could be attained with the quantitative method regarding SCRUM technology's requirement for efficacious marketing of pizza's new varieties. However, qualitative strategy or method was ignored because this method covers broader subjective patterns of data which are not only difficult to assess but also complex in reaching accurate, conclusive statement because of having different probabilities regarding the subject area. Thus, the quantitative method has been proved as significant as it does not have above determined problem and it investigates the problem with statistical data to find exact solutions about the need of SCRUM technology for managing project of new pizzas' marketing in the sector of food (Wildemuth, 2016; Litosseliti, 2018).

3.4 Data Collection Strategy

Data collection or acquisition, in research, is an unavoidable or mandatory procedure for which distinct strategies such as observation, personal interview, focused group as well as experiments are generally utilised (Bryman, 2016). In this work, for data retrieval and acquisition, the survey has been found to be extremely suitable because for identifying the current marketing issues and need of technology (SCRUM) based marketing strategies, it was required to obtain existing behaviours and opinions of marketers which could be only provided by survey method. Further, it has also been perceived that as survey gives numeric or statistical observations, it could facilitate highly authentic, true and reliable results for properly addressing the problem linked to the contemporary project (Engel *et al.*, 2014). Furthermore, the secondary information involving theoretical findings has also been acquired from scholarly data sources, for example, peer reviewed articles, books, official websites and journals. These secondary findings were necessary because they help in giving support to the primary data and facilitating

the theoretical base in alignment with research based purpose as well as objectives. The literature sources have provided valuable contribution in obtaining theoretical dimensions regarding marketing field, associated issues and strategies that gave assistance in investigating the research problem. Interview or observations were rejected because, with these methods, the probability of bias in the findings could be generated (Wildemuth, 2016; Bryman, 2016). Instead, the survey involved random participants who provided impartial and bias from findings to make the research trustworthy. In addition, one to one interview could be huge time consuming, which might have affected the research schedule. Thus, with consideration of cost-efficiency and data accuracy, the survey was suitably applied and utilised in this work (Engel *et al.*, 2014).

3.4.1 Access to Participants

For participants' recruitment, their business ids were identified from Ireland based food businesses' official websites. Sub-sequentially, a formally developed consent letter is delivered to all the participants so as to make them aware of the research project's area and request them to take participation in the survey for sharing their valuable knowledge for supporting research agenda. After convincing participants to get involved in the survey, a meeting was arranged wherein they all were invited to get informed about survey scheduling and research's practical benefits' for them. Moreover, the participants' own prospects and suggestions for research were also received in this meeting. Post to this, at the time of the survey, the online questionnaire was mailed on the ids of participants, and as soon as they filled the questionnaire, they resend or revert it. All the responses were carefully saved in the tight security based data storage and used purposively and only for the research (Litosseliti, 2018; Bell, Bryman and Harley, 2018).

3.5 Sample Size and Sampling Method

The sample formation is important prior to carrying out the primary process of data

gathering in the research (Gravetter and Forzano, 2018). In this project, probability (random) sampling has been used or applied with which 55 marketing managers from Ireland oriented food sector were hired and selected. The reason for this technique's selection has been that it provided random participants (marketing managers) which could facilitate relevant and impartial data about the real issues and individual opinions on marketing issues and SCRUM technique's needs for overcoming them. Thus, for conducting a fair, transparent and bias free survey, the sample chosen from random sampling is observed as highly adequate and suitable in this study (Bryman, 2016). Non-probability or purposive form of sampling was entirely avoided because this technique is appropriate for the focus group or interview wherein specific knowledge are to be retrieved from some experts in the selected field of research. Moreover, this technique also has weakness of probability regarding partial or biased data attainment, which raises research authenticity related questions. Thus, the random form of sample selection method was used to execute the survey for receiving fair outcomes to resolve query and issues of the current project (Litosseliti, 2018).

3.6 Technique of Data Analysis

The selection of the technique of data analysis is based on the type of research and data collected in the research study, to explore pertinent data in order to address research questions. Data analysis in the research is undertaken using qualitative and quantitative analysis as per the collected data; such as survey, interview and focus group discussion responses (Ary *et al.*, 2018). The survey questionnaire is used, which is a quantitative data collection method, to collect managers' views in the context of increasing sales of pizza varieties to understand the role of marketing and need for SCRUM project management technique.

In the integration of this, a quantitative analysis method is used to present survey

responses in the understanding way to deduce valid inferences addressing research purpose. In this research study, the graphical method is used to summarise survey responses recorded in the quantifiable data. The pattern of the data is easily presented under the graphical method that makes interpretation easier (Anderson, 2007). In this research study, the design of the pie graphs using managers' responses that gathered in answer to the survey questions make it easier to interpret the agreement of the majority respondents. The number of questions asked to the marketing managers during the survey is indicated their thinking in specific to the Likert Scale of 'Yes', 'No' and 'Don't Know' and some questions based on the subject-specific options. With using the graphical method, it is easy to depict a number of managers, who replied 'Yes' or 'No', so as to reach the concluding remarks. Overall, graphical analysis in this research study is provided clear information of managers' views about the application of SCRUM project management for pizza marketing and their awareness with this advanced technology.

3.7 Ethical Considerations

In the research studies, ethical aspects have a very valuable place in term of maintaining and securing the research work for validity and reliability aspects of the research work. For the researchers and scholars, universities have defined specific ethical codes of conduct that they need to have keep abidance within the research studies (McConville, 2017). There is a range of ethical considerations that are defined by the universities as academic codes of conduct which are compiled in this research work. The main ethical considerations applied in this research study are defined below:

Information confidentiality

In research studies, information confidentiality is the most prominent and essential ethical consideration. As per this consideration, none of the information and data collected in the

research study can be exposed to any other third party for the personal use. Other than this, the personal identity of the respondents is also kept anonymous. In this research study, both aspects of ethical consideration are secured to a good level (Cowburn, Gelsthorpe and Wahidin, 2016).

Voluntary Participation

In the research studies, ensuring voluntary participation of the respondents is the most crucial ethical consideration. In this research study, for the primary data collection process involvement of the respondents in the data collection process is secured as voluntary through having their informed consent through providing them with the cover letter of the research and the initial draft (Litosseliti, 2018; McConville, 2017).

Originality

In the research study, data originality is the most important aspect. For the maintenance of the data originality, it is essential to have a presentation of all the information in the original form without copying any information in the research work. The maintenance of the data originality is vital in order to secure the research work against the issue of plagiarism, which is considered as a practice of academic misconduct (Litosseliti, 2018).

Credibility

In the research work, giving credibility to the authors and respondents, who took participation in the data collection process, is considered. In order to give credibility to the authors whose literature work has been used for the reference purpose in the research study, proper references are given to the authors. The credibility to the respondents who took part in the data collection process is given through the cover letter of the survey questionnaire. Other than this, it has also been ensured in the research work that its final outcomes will not harm the personal interests and values of any social group or individuals, and it will not be used for any

illegal purpose (Wildemuth, 2016).

3.8 Summary

The need for SCRUM project management technique to improve marketing of pizza to increase net revenues is identified and examined by using quantitative data that gathered through survey method. Survey method is chosen in preference to the other data collection methods because it fulfils the need for knowing views of large sample and responses in particular of the structured questionnaire to interpret prevalence of SCRUM technique for marketing purpose. Total 55 marketing managers were filled survey questionnaire to share their experiences about marketing strategies and awareness with SCRUM. Selection of the managers is carried by following random sampling strategy to avoid intervention in the participants' selection. The graphical method is selected to exhibit marketing managers' responses in the next chapter of results, analysis and discussion. Methodological aspects, including pragmatism philosophy, deductive philosophy and descriptive design, are applied in this research study during the process of data collection and analysis. The ethical guidelines for the research are considerably followed in this study to prevent issues due to unethical conduct and practices. The responses of the managers (quantitative data) and literature data accumulated at this stage of the research study are presented and analysed in the next chapter along with discussion.

Chapter 4: Data Analysis and Discussion

4.1 Introduction

Data analysis and discussion is a crucial process in the research work as it determines the attainment of the final research outcomes of the study. The data analysis process in the research work is accomplished in the alignment of the data collection process (Ary *et al.*, 2018). The data analysis in the research work is governed with the selection of the appropriate data analysis method according to the nature of the data collected. In this research study, the data is collected through a survey method which has rendered quantitative data. Hence, the graphical quantitative data analysis method is applied in this research study for analysis purpose.

The need for SCRUM project management technique in the context of marketing of newly launched pizza varieties in order to increase sales is evaluated. The responses of 55 managers in specific to the structured questionnaires are analysed in support of the literature evidence. Marketing views about marketing to promote pizza varieties is primarily explored about the sales growth and their opinions about changes in the marketing and adoption of SCRUM technique for agile marketing strategy. The following chapter covers data analysis and findings, as well as discussion, in corresponding to the aforementioned research objectives and questions. Overall, this chapter is presented new knowledge of SCRUM technique to improve marketing and sales of pizza in Ireland food sector on the basis of quantitative data along with previous studies data as supportive evidence.

4.2 Data Analysis and Findings

1. Do you think that the marketing of pizza varieties helps to improve the pizza sale?

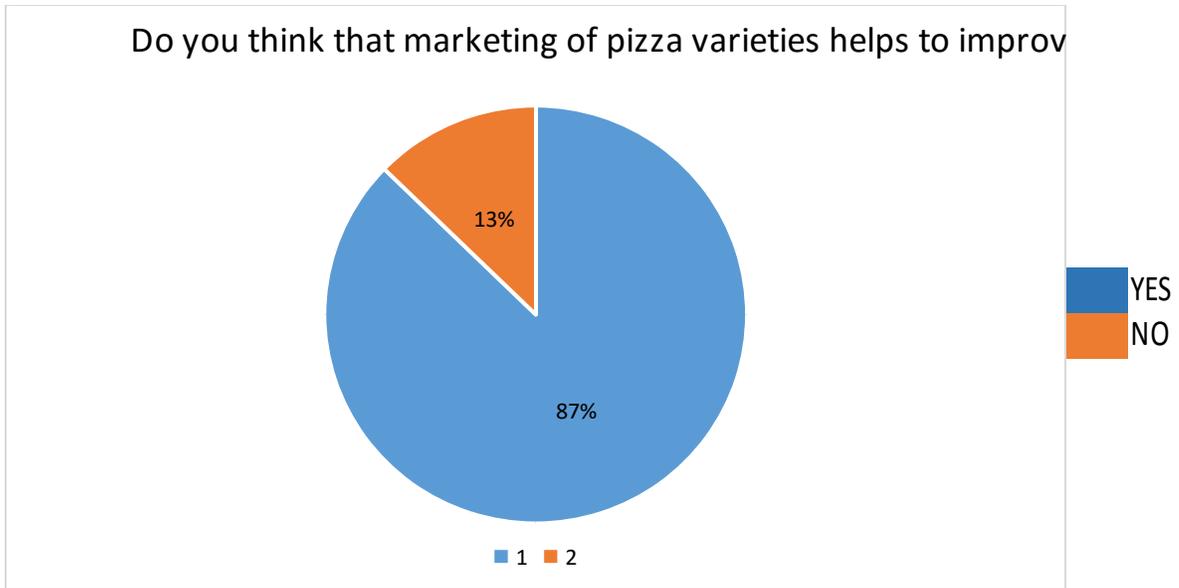


Figure 1: Role of Marketing of Pizza Varieties in Improving the Pizza Sale

The marketing managers associated with in the food sector are initially asked to share their views regarding the role and impact of marketing or promoting pizza varieties in boosting sales of pizza and explain the link between sales of pizza, pizza varieties and marketing or advertising practices. It has been interpreted from survey responses that highlighting about different pizza varieties and showcasing various ingredients utilised in different pizza through marketing and advertising tactics entire customers to a significant extent, thereby increasing sales of pizza and driving revenue growth of food companies functioning in Ireland. It is indicated in the survey results that out of a total of 55 marketing personnel, 87% of participants agreed about the contribution of marketing of pizza varieties in increasing sales of pizza. On the contrary, 13% of participants denied any impact of advertising pizza varieties on sales growth of food companies and increased sales of pizza. The same perspective is supported in the literature wherein it is described that highlighting unique features of food products and using effective marketing methods such as social media marketing, direct marketing, and print advertising can

positively influence customers' buying decisions and instigate their purchase tendencies that further lead to increase company sales (Castronovo and Huang, 2012). Overall, the combined findings; primary and secondary reflect the close link between effective marketing practices and sale of new products.

2. Which one of the following is more effective in pizza marketing?

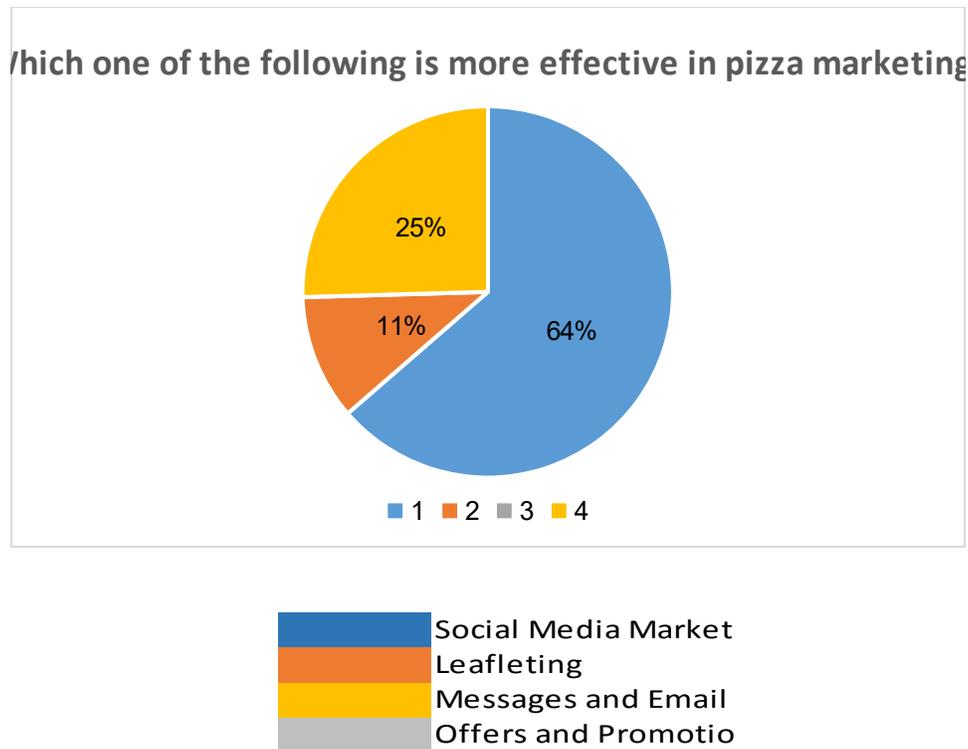


Figure 2: Effectiveness of different marketing methods in pizza marketing

Survey participants were enquired about different marketing methods and their respective effectiveness in pizza marketing in Ireland food sector for determining the accurate impact of different marketing practices for food companies. The participants were given four prominent alternatives; social media marketing, offers and discount based promotion, leaflet based promotion, Email and messaging and they were asked to select the most effective marketing approach for pizza marketing. In this respect, out of the total 55 participants, 64% of

participants indicated that social media marketing approach is highly effective in attracting customers, popularising new pizza varieties, highlighting taste and ingredient related information of pizza and increasing awareness about newly launched food products. In the same context, around 11% of survey participants mentioned that leaflet promotion plays a crucial role in attracting local audience base and fostering mouth promotion. Leaflet promotion is considered to be a quick marketing approach that rapidly spreads the information about new pizza varieties and new food options offered by the company. However, the literature suggests that leaflet promotion does not have a lasting impact on the sales growth and maintaining the popularity of new pizza options introduced by the food companies in the market (Kwok and Yu, 2013).

It is deduced from the survey outcomes that messaging and Email is also effective pizza marketing approaches in this internet era as the majority of users tend to buy food products when they receive personalised messages and Email from the company. Messaging and Email immediately grab the attention of customers, and they intend to take prompt action. The survey reflects that around 25% marketing managers prefer using messaging techniques and customised messages to customers for promoting their food products as they perceive that customers' respond in a better way when personalised Email and messages are sent to them. However, none of the participants considers offers and promotion as effective methods for pizza marketing. It has been assessed from the survey output that social media marketing and messaging or Email are the two most effective marketing approaches for pizza marketing.

3. Which social media marketing tool do you use?

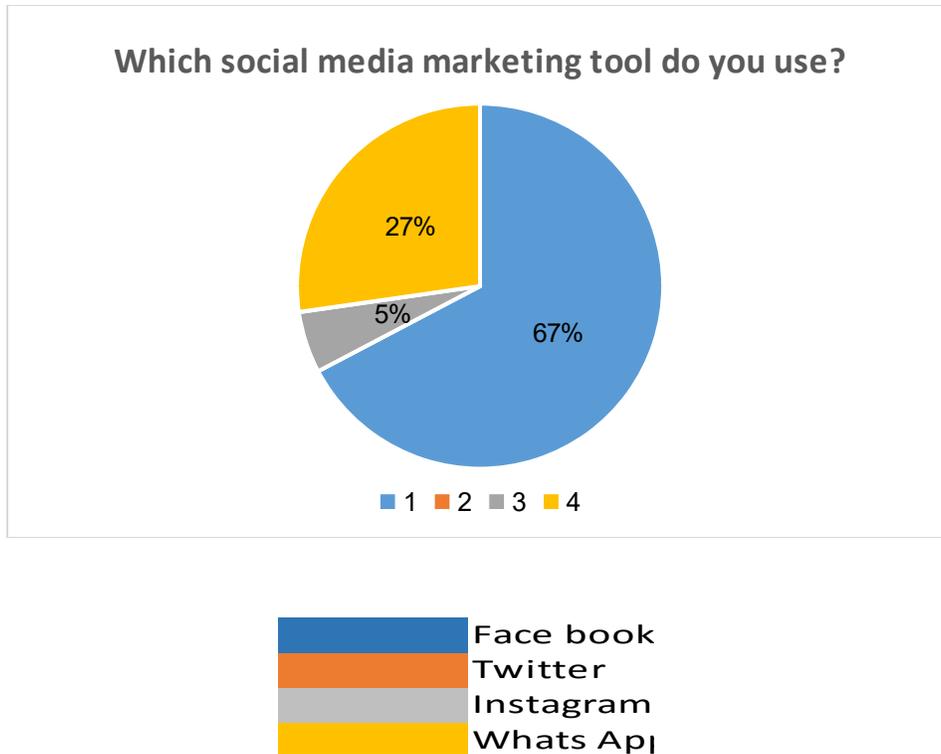
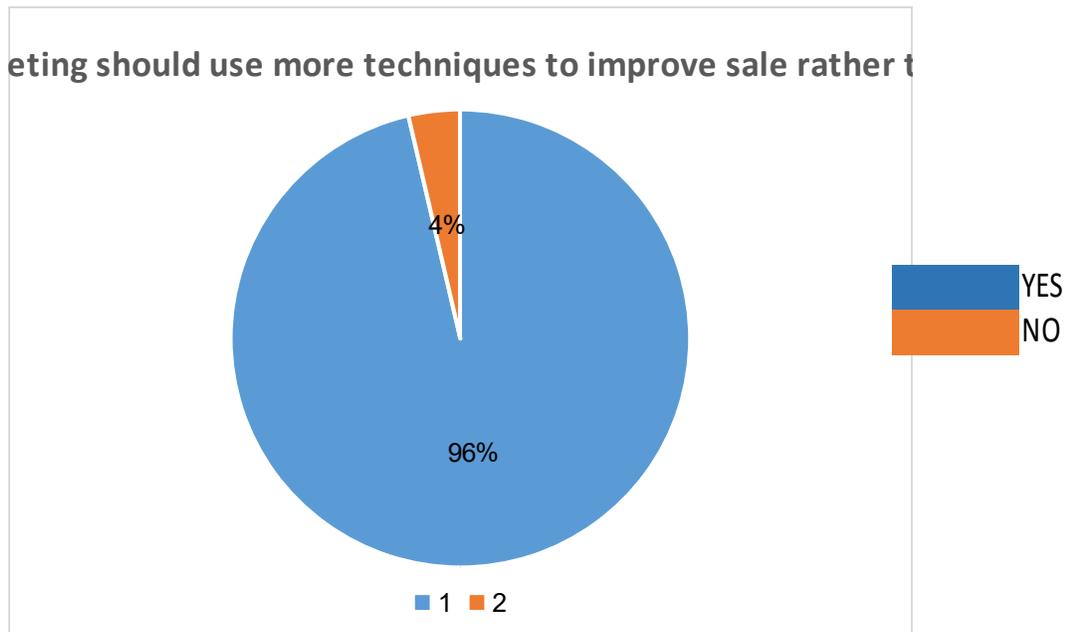


Figure 3: Social Networking Platform

In order to identify social networking sites used by food companies in Ireland for approaching customers, increasing awareness of new products and enhancing their sales, marketing personnel's were asked about the social networking platform majorly used by them. It is found from the results of the survey that the majority of marketers prefer using Facebook for advertising food products; wherein they post appealing pictures and persuasive content to engage users on a wide basis. Apart from this, Whatsapp is also another networking platform that is highly preferred by marketers to interact with target customers and to make them aware of newly launched food products and discount coupons. It is evident from figure 3 that around 67% of participants out of total participants use Facebook as the main social networking platform for engaging users and advertising pizza varieties. In contrast, Whatsapp is used to a limited extent for pizza marketing and advertising food products by Ireland based companies. In this sequence,

approximately 5% of participants mentioned the use of Instagram for marketing food products and new varieties introduced by the company in the market. However, none of the participants mentioned the use of Twitter for food products promotion and advertising that indicates the minimum relevance and usefulness of this social networking platform for marketing companies. In this context, the secondary sources highlights that business organisations make aggressive social media marketing strategies and they advocate the use of various social networking sites such as Facebook, Instagram and Youtube for reaching customers; wherein they make their official account and regularly post about new food products, varieties and special offers (Castronovo and Huang, 2012).

4. Do you think that food marketing should use more techniques to improve sale rather than



conventional methods?

Figure 4: Techniques for Improving Sales other than Conventional Methods of Marketing

The relevance and efficacy of various marketing methods for food companies and the overall food sector can be examined by asking a suitable question to the marketers associated with the food sector. It is signified and evaluated from the survey output that food companies require shifting their focus to novel marketing approaches instead of just relying upon traditional or conventional marketing methods for sustaining amid fast-changing market conditions. In this relation, 96% of participants stated that it had become a necessity to use novel marketing approaches to boost sales rather than just depending on the conventional methods and their usefulness and efficacy is decreasing with the advent of digital marketing and popularisation of social networking platforms. Only, 4% of participants out of 55 participants presented that food marketing domain does not need to use more techniques for accelerating their sales apart from the conventional approaches. Moreover, majority of participants are in favour of devising new strategies of food marketing for increasing sales of food companies and integrate new aspects of digital and social media advertising into pre-existing marketing domain to drive the growth and sustainability of food companies.

An integrated and an all-inclusive marketing strategy is considered to be beneficial for food marketers as it enables them to market their products among internet users, professionals, individuals residing in the locality, adults, and non-internet users (Kwok and Yu, 2013). An integrated approach to marketing advocates the combination of print advertising such as leaflet, magazine and newspaper advertisements, direct selling, and online promotion with the aid of Facebook, Whatsapp and other prominent social media tools to enhance customer reach, create new communication channel and boost sales. It is implied through a literature review that conventional marketing approaches have limited impact on sales growth and awareness of food products and its prominent features (Holliman and Rowley, 2014). Thus, the adoption of social

media marketing platforms is essential for food marketers to entice customers and make them aware of new product offerings.

5. *Do you think that your company needs a better action plan for newly launched pizza marketing?*

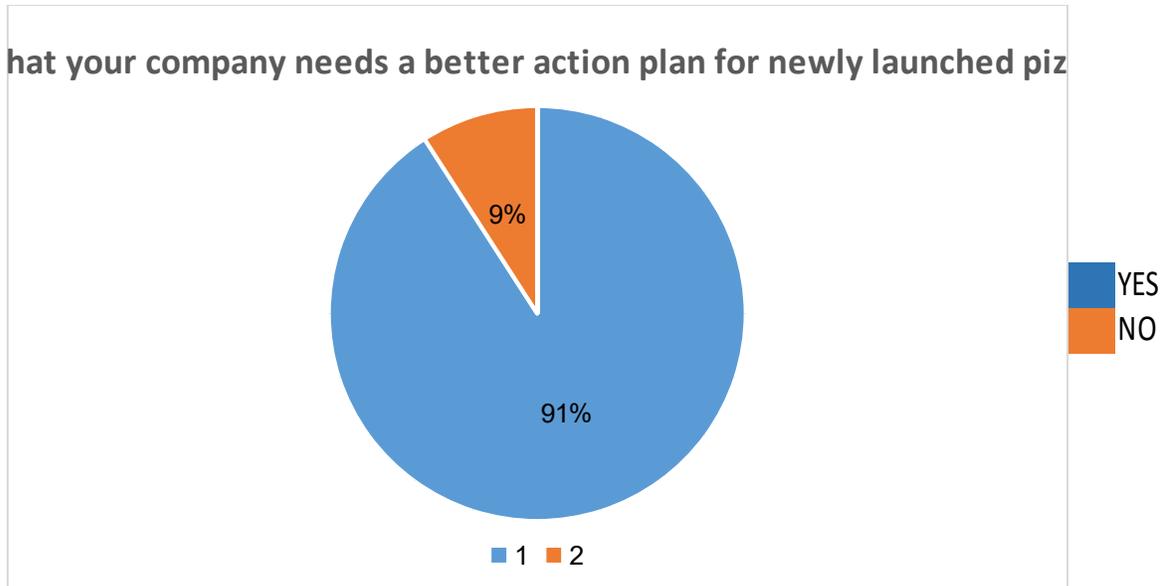


Figure 5: Action Plan for Newly Launched Pizza Varieties

Survey respondents were enquired about the need for a robust action plan for marketing newly introduced pizza and food varieties, to which majority of marketers explained that an effective plan and adequate marketing strategies are required for ensuring that pizza varieties are properly promoted. Approximately 91% of participants expressed the need for proper planning and a comprehensive strategy for the marketing of food products and pizza. On the other hand, 9% of participants mentioned rejected the need for a proper action plan for newly launched pizza varieties and food products. Overall, the need for a proper action plan for the marketing of pizza varieties is reflected in the responses. Similarly, it is revealed in the literary sources that

marketing plan needs to be designed with due consideration to the aspects of place, price, promotion, product; wherein marketing channels need to be selected tactfully (Holliman and Rowley, 2014). Customers' needs and likes are taken into consideration by companies for launching products in accordance with their preferences and increasing customer engagement that further contribute towards strengthening the chances of success of new products. However, the launch of a new product is a long process that requires sequential steps and a systematic methodology of determining product need, finding out preferred communication channels, setting pricing strategy and then selecting suitable platforms for marketing new products (Holliman and Rowley, 2014).

6. *Do you believe that companies should change strategy whenever it's needed?*

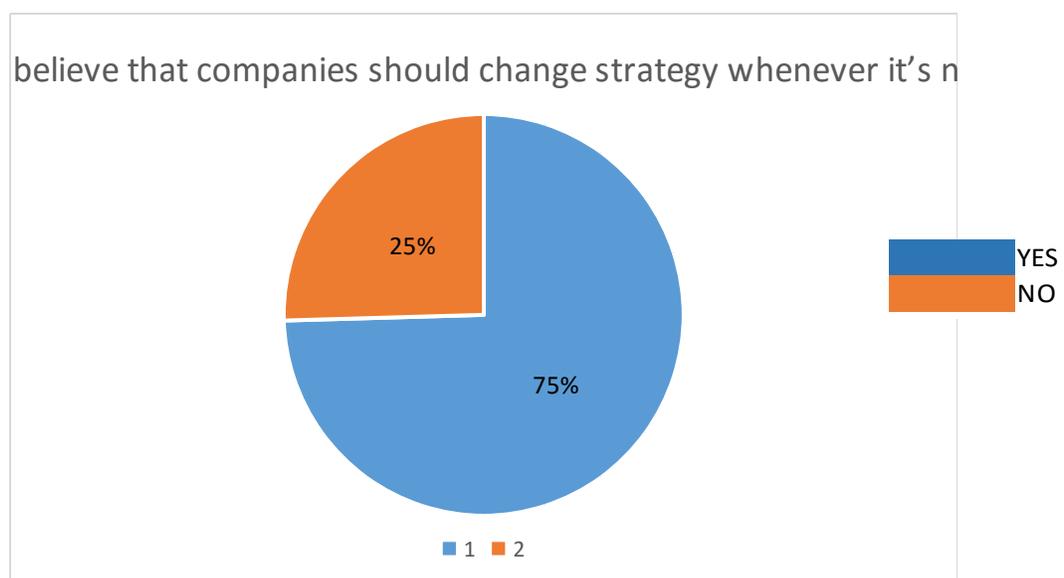


Figure 6: Need of Changing Strategy

The marketing managers of the food sector of Ireland were inquired to present their views on the aspect that whether they believe the change in strategy essential for their organisations or not. On asking, the respondents have presented distinct views on the question. In regard to the asked question, 75% of the surveyed respondents have opined "Yes", whereas 25% of the total

surveyed respondents have said directly "No" to the question. The review and analysis of distinct views have revealed that the companies in the food sector are pro-actively looking for changes in its strategies, which is depicted with the inclination of the majority of views towards "Yes" and this has been witnessed and supported by the primary research findings also. The report published by Deloitte (2017), has claimed that casual dining or food sector is implementing diverse strategies to deal with the challenges linked to changing consumer tastes, engagement of diners with the restaurant and proliferating technological use. In order to embrace all these changes, it has become imperative for the food sector of Ireland to make required and effective changes in the strategies. Along with this, the future of changing demographics encompassing increasing spending of millennial and Generation Z consumer segment that also created pressure on food organisations to integrate the consumer trends effectively in the business strategies (Deloitte, 2017). From the review of primary and secondary both the evidence, it has been analysed that to sustain in the present dynamic era, wherein the demands of customers are rapidly changing, it has become highly essential for companies to bring significant improvement to strategies, and the contemporary food sector organisations or restaurants are positively implementing it (See figure 6).

7. Do you think that your marketing department is fast enough to adapt to changes?

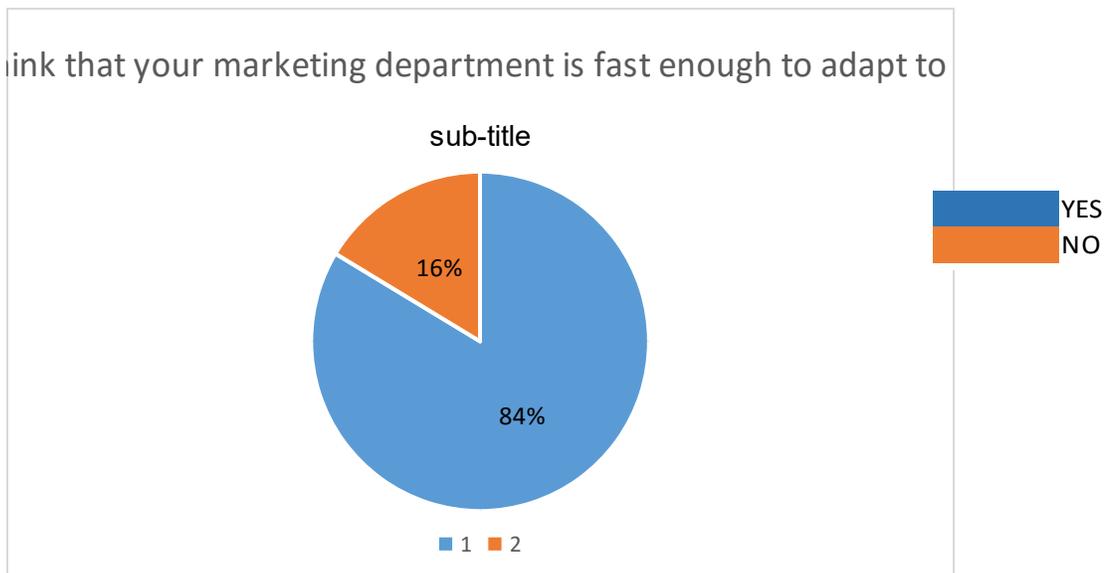


Figure 7: Effectiveness of Marketing Department in Adopting Changes

In the contemporary era, agility is witnessed as the key approach to sustain significant foothold in the industry. In order to assess it, the respondents of the survey asked regarding whether their marketing department is effective and fast enough to adopt the changes. The designing of strategies remains inefficient until unless it is not implemented well in the organisation. On asking this question, it has been investigated that 84% of the total respondents' have asserted "Yes" means they are fast enough to implement the changes; whereas, 16% of the total surveyed managers have claimed "No", means they are inefficient in adapting the changes at a faster pace. The views highlighted a substantial segment of the managers' organisation is ineffective in adapting the changes at a faster pace. However, the majority of the views have highlighted that in their organisations, the marketing managers are efficient enough to adapt the market changes at a faster pace in their marketing department. The report by KPMG LLP (2016) has highlighted the marketing department of restaurants are making significant attempts to influencing the patterns of consumption positively by deploying effective marketing techniques and pricing strategies. Apart from this, FCRN (2014) report has highlighted that the marketing

departments of the wellness and health food products organisations' are pro-actively looking for selling food products through online platforms, with the aim to reduce cost and time. In this relation, the marketers are making dedicated efforts to gain a deeper insight into the motivations, behaviours, practices and habits of the people for developing effective strategies and adapt them effectively. The findings drawn from both the sources have claimed that in the present era, the marketing department of the food sector is making significant efforts to assess and adopt the environmental changes in respect to customers demands (See Figure 7).

8. *Is it beneficial if your marketing department can adapt to the marketing strategy changes?*

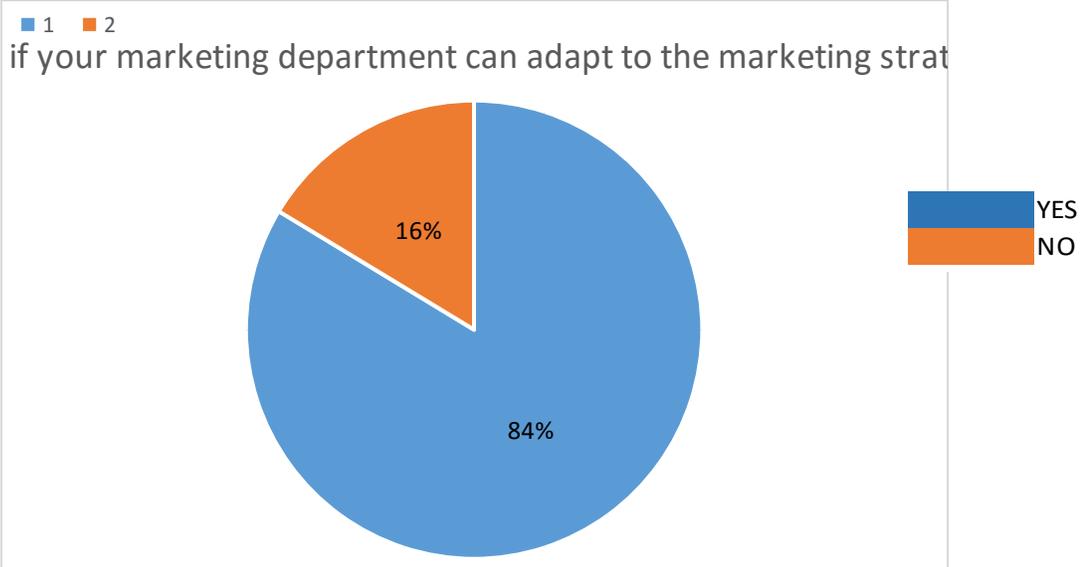


Figure 8: Benefits of Marketing Strategy Changes

The implementation of changes in an organisation is a must to sustain and stay competitive in the present era. The marketing department has also not remained untouched with the need of implementing required changes in the department to stay updated and peculiar in this competitive era. In order to gauge insightful information in this context, the surveyed respondents were asked in regard to providing their views on the aspect that the adoption of marketing strategy changes is beneficial for the marketing department of the fast food sector. On

this question, the surveyed managers have enquired wherein 84% of the managers said "Yes" which has signified that the implementation of strategic marketing changes is pivotal for the marketing department of the food sector. In contrast to this, 16% of the total surveyed managers said "No" which has revealed that the adoption of changes in the marketing strategy would not be beneficial for the marketing department of the food sector. On analysing the views, it is examined that the majority of the managers believes the adaptation of changes in the marketing strategies is beneficial for the marketing department of the food sector. In support this, Belz and Schmidt-Riediger (2010) have asserted in the rapidly proliferating food sector, the adoption of effective marketing strategies by the marketing department plays the crucial role in designing an effective marketing strategy and performing segmenting, targeting and position of products effectively in the market (Belz and Schmidt-Riediger, 2010). Both the findings of the evidence have claimed high significance of the adoption of changes in marketing strategies for the marketing department (See above figure 8).

9. Have you ever heard about SCRUM Project Management?

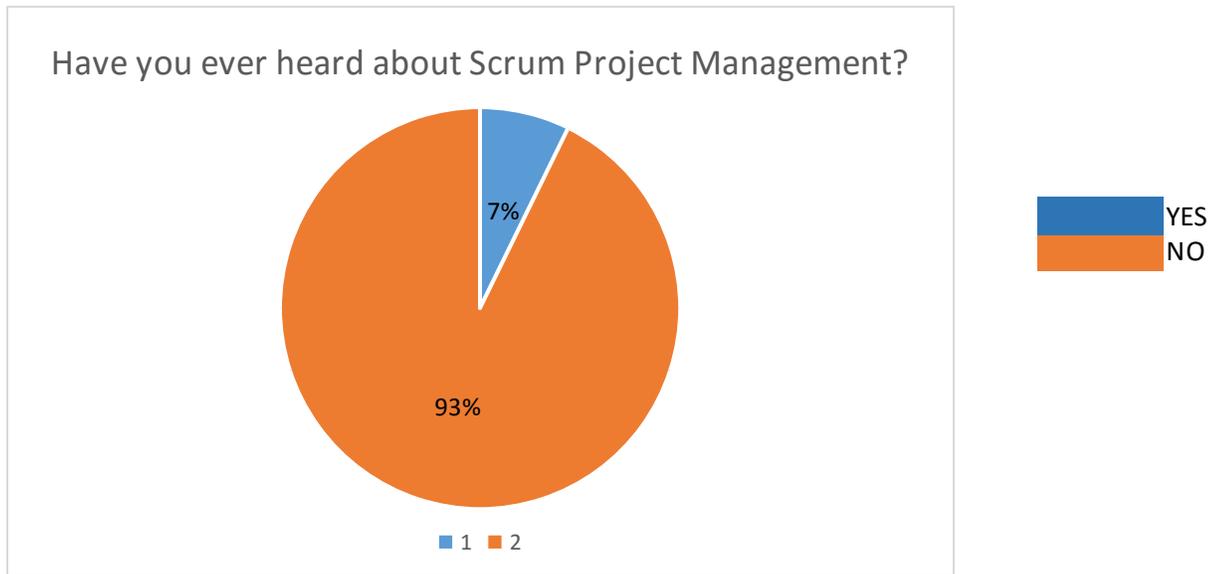


Figure 9: Awareness of SCRUM Project Management

For adapting the business environment changes to ensure delivery of high value to customers, by facilitating an effective development process and the team members, there is a need for effective use of agile values and strategies. In this, SCRUM provides an effective agile framework, using which the changes can be implemented in an organisation by taking advantage of the right orchestration of process and techniques existed in an organisation. In order to examine the awareness level of marketing managers of food sector organisations, the marketing managers were asked to provide their views in regard to their knowledge of SCRUM project management methodology. On this, 93% of the total surveyed restaurants have claimed "No" to the question, whereas, 7% of the total respondents have only said "yes". The analysis and interpretation of the views of the surveyed managers have claimed that the majority of the food sector of Ireland have either no or lack of knowledge of SCRUM project management technique. This highlights the scope and need for raising awareness of the technique among the marketing managers of the fast food sector (See Figure 9).

10. If yes then, do you think that Scrum Project Management in pizza marketing will help to

improve the sale?

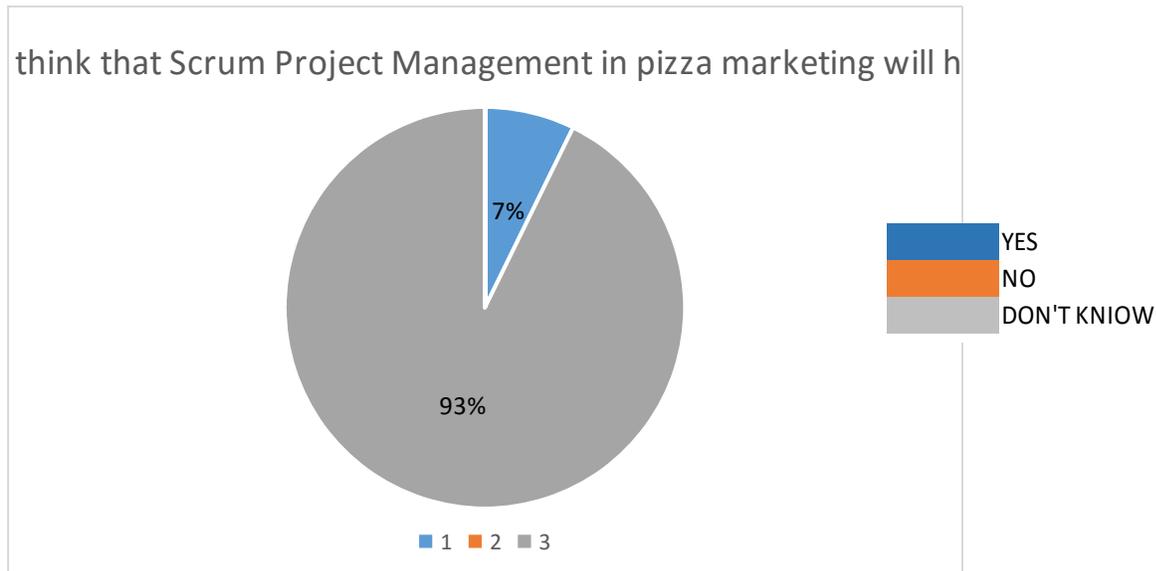


Figure 10: Significance of Scrum Project Management

In order to explore the significance of Scrum Project Management technique in the marketing arena, the managers were asked with respect to the role of the technique in improving sales of the products. In this context, the respondents were asked to present their views on the aspect that the adoption of the SCRUM project management technique is beneficial in pizza marketing for improving the sales of pizza in the country. On asking, 7% of the managers said "Yes" which has signified that the implementation of SCRUM project management technique is pivotal for the marketing of the pizza products, which would help significantly in raising sales of the products. In contrast to this, 93% of the total surveyed managers said "Don't Know", which has revealed that significant array of managers do not know about the Scrum Project Management in pizza marketing and its role in improving sales of pizza products. The analysis and interpretation of views have revealed that majority of the managers are unaware of the significance of the SCRUM project management aspect is examined in pizza marketing for improving the sales of the products in the pizza sector. In arguing to this, van Solingen,

Sutherland and de Waard (2011) have opined that SCRUM helps in predicting and influencing the sales number and final order intake, which creates a direct positive impact on escalating sustainable competitive advantage and high revenues. It makes the sales team more focused, define causality between distinct variables and supports in dealing with sales unpredictability (van Solingen, Sutherland and de Waard, 2011). The analysis of both findings has revealed that the adoption of SCRUM is significant for improving the sales of the products or pizza in the food sector by building marketing efficiency (See Figure 10).

4.3 Discussion

In business management, marketing is the critical function that leads to spreading product or service awareness to the target customers in the market. Marketing promotes brand identify that influences customers' choice in the market, to increase market share. It has been discussed in align of the first research objective that role of marketing in product promotion is only limited to the spread product awareness, but it is a way to persuade customers that increases sales and market share as a result (Roep and Wiskerke, 2012; Nyzc, 2017). In majority, managers are agreed that marketing of pizza aids to improve sales of pizza.

The evolution in the marketing strategies has been changing the way of marketers' interaction with the customers. In the traditional marketing, one-side communication exists that uses by the marketers to communicate with the customers, while in the contemporary marketing; channels of communicates aids to foster interaction between marketers and customers, such as social media marketing. Social marketing, in the present time, promotes engaging communication (Zarella, 2009). The different platforms of social media; such as Facebook, Whatsapp, Instagram and Twitter are allowing customers' to share own experience and access to the product reviews given by the other customers that directly influence their buying behaviour

and brand reputation as a whole (De Vries, Gensler and Leeftang, 2012). The responses of the managers in the context of increasing sales of pizza indicated Facebook is one of the preferred platforms for more effective pizza marketing.

Agile methodology in project management is the contemporary technique to work in a more collaborative way (Accardi-Petersen, 2012). In the field of marketing, agile methodology supports an improvisation in marketing by following agile principles; such as act in accordance of market changes, rapid iterations, work breakdown, small experiences and interactive communication among people and collaborative work culture (Permana, 2015). It has been discussed that agile methodology in marketing function or agile marketing is leading significant changes in the traditional marketing function through enhancing transparency, predictability, reactivity and adaptability, to meet business priority of offering expected products for higher customer satisfaction. The dynamic customers' demand is valued to sustain competitive brand positioning and brand loyalty that eventually increases sales of a product (Accardi-Petersen, 2012).

It has been discussed that SCRUM technique or process in agile marketing is not largely preferred by the marketers due to lack of awareness and limited knowledge. However, the SCRUM process in marketing supports aligning business objectives and product marketing by encouraging employees' to work collaboratively to increase their responsiveness to the changing customers' demand that contributes to sales increment thereof (Leffingwell, 2010). SCRUM is the coherent and iteration process that divides and sub-divides project activities along with allows doing marketing experiments on the customers' feedback, so as to react to the customers' demand effectively (Mousaei and Gandomani, 2018). SCRUM project management technique contributes to the marketing of pizza varieties in the food sector at the utmost extent by aligning

sales and marketing function with the market changes, to keep high customers' satisfaction by reacting to the changes with high speed and adaptability (Permana, 2015).

The customised marketing solutions are relatively feasible with the application of a SCRUM project management technique because changes are feasible as per the customers' demand. On the basis of primary investigation, it has been analysed that the marketing of pizza varieties is helpful in improving the sales of the product. It has been observed that social media marketing is the most effective tool for marketing the variety of Pizza in the market place. From the secondary research, it has been analysed that promoting the product plays an important role in the marketing practice, and it also involves the sharing of information regarding the product on a regular basis. Marketing has a wider scope, and it is related to different market activities that include promotion and advertisement (Novak, 2011).

In addition to this, the secondary research depicts that the product promotion and goals of marketing might overlap, however, the main objective of the project promotion is to target the audiences or customers who want to buy the product. There is a need for a complete analysis of the consumer and market before designing the marketing strategy for the food product; then the planned activity leads to achievement of the organisational goals (Bezawada and Pauwels, 2013). It has been observed that for marketing the food products, the organisations need to focus on the right customers for achieving the goal. It has been observed that for developing a positive image of the product among the customers, promotional activity has been quite beneficial in nature.

On the basis of primary investigation, it has been analysed that when the marketing departments are adopting the changing marketing strategy, then it is beneficial for the organisation to achieve the organisational goals and it also leads to an improvement in the marketing practices. With consideration of secondary research, it has been found that before

designing the market strategies for the food product, there is a need to plan the activities for achieving the desired goals. It has been analysed that there are certain factors that lead to the effective marketing process such as, advertisement, attractive packaging of the product and effective distribution network of the food products to the customers that help in achieving the product success at the marketplace (Kee and Yazdanifard, 2015). It has been observed by the primary research that the food industry has to use a better action plan for marketing the newly launched Pizza to the customers that help to increase their profit margin and sale of the product. From the secondary research, it has been found that managers have faced challenges while launching the new product in the food sector. There are certain factors that might pose an issue for the project managers such as choosing a demographic location for marketing the product, problem regarding the choice of target audiences for the marketing campaigns, and creating awareness towards the new food product in the marketplace.

The secondary study has depicted that the marketing of low-cost food product in the areas with people having low-level income is becoming a disadvantage for the organisation. As a result, it creates a problem for the project manager to decide the adequate demographic location for marketing the food product (Fan, Lau and Zhao, 2015). It has been examined that the false claims towards the food products has created a problem for the project manager because consumers are continuously observing that the companies give false information regarding the content of food product.

On the basis of primary investigation, it has been examined that there is no information regarding the scrum project management technique in marketing pizza whether it helps to improve the sales of the product or not. It has been analysed from the primary research that for marketing the food product there is a need of using more techniques for improving the marketing

procedures and for improving sales rather than the conventional methods. Moreover, the primary research investigates that companies need not change their strategy and adopts the scrum technique just because it is affecting the marketing practices that have been used to market their food products.

On the other hand, according to the secondary investigation, it has been found that the companies are looking for new methods and ways for marketing the newly launched product in the market. It has been analysed that scrum technique is designed for managing the software project. It provides an effective framework to the organisation that embraces incremental and iterative practices that help the organisation to deliver the software related work more frequently. Digital marketing teams are using the scrum techniques for increasing the flexibility in the marketing practice for the newly launched products (Hoogveld and Koster, 2016).

It has been observed from the secondary research that the companies operating under the food industry are using new marketing strategies for improving their marketing practices in the food industry to launch a new product. It has been found that the application of scrum techniques in project management helps to improve the existing marketing approach. The scrum techniques in the project management are related to the flexibility in the work operations and participation of all the team members in the process of project management.

It has been analysed that the scrum techniques are appropriate to be implemented for marketing the new product in the food industry (Woodside and Sood, 2017). It has been observed by the primary research that there is less knowledge among the people regarding the scrum project management or they are not aware about that particular kind of technique. On the contrary, the secondary research study investigates that the scrum project management technique is helpful for the food industry to test their products to meet the expectations of the customers

and to satisfy their needs. It has also been analysed that the technique of scrum project management leads to a safe and secure investment practice for marketing operations.

Additionally, secondary research found that the scrum technique in project management is beneficial for the organisation because through this, they are able to handle the different social media marketing campaigns. Moreover, it also provides the effective and best marketing practices to the organisations to market the newly launched food products to the customers (Dulock and Long, 2015).

4.4 Summary

Quantitative data analysis in this research chapter is reflected that marketing managers are agreed with the effective role of marketing to increase sales of newly launched pizza varieties. They perceived that the use of social media marketing via Facebook is the best way to market and promote pizza varieties, to attract a large market share of customers in Ireland. As per the responses, it has been inferred that managers are willing to be adopted as a new technique for marketing effectiveness and a better action plan. The companies in Ireland can adopt changes as per the market demands, but marketing demand is found less support to adopt new strategies as per their views. It is also summarised that marketing managers are not aware of SCRUM technology and their application to improve sales.

In support of this, literature evidence has indicated the adoption of SCRUM technique in agile marketing to promote sales and marketing of pizza is the effective way. This use of SCRUM project management technique in the promotion and marketing of pizza helps in building team cohesion and collaborative environment in which entire activities are sub-divided and further set out priority to attain profitable outcomes. The regular meetings between project team under SCRUM technique lead to achieving the goal of continuous improvement to keep

high customers' satisfaction. The product backlogs consideration in SCRUM technique contributes to serving expected customers' demand through effective production and marketing management. Next chapter is the conclusion and recommendations that answer research objectives and questions in relation to the collected data.

Chapter 5: Conclusion and Recommendations

5.1 Conclusion

In every research project, a particular aim is addressed with the motive of making a contribution and new additions to the research field. The presented research work has also addressed a particular aim to ensure the research process in an appropriate direction. In this research, the chief motive is to explore the vitality of SCRUM project management tactic to stimulate and enrich the marketing of newly introduced pizza varieties in the food industry. The research project intends to assess the role of SCRUM project tactic in regard to facilitating customised and efficacious marketing solutions. In order to reasonably proceed to attain the stated aim, the research has followed six objectives. The first objective is centred on gaining insight into the importance of marketing function in promoting products. In this context, it is evaluated that the promoting any existing and new product or service requires the application of adequate marketing measures as propagating offering related information is not attainable without circulation of pertinent details among the targetted customer base, which is assured by the marketing function. Promotional activities within marketing entail detailed, informative and appealing communication between an organisation and customers with the prime goal of developing a positive brand image in the market and instigate potential customers to make instant purchases. Marketing actually acts as a bridge between the customer and the product.

The second research objective is to explore the concept of agile methodology and its application in the field of project management. It is deduced that agile methodology in the light of project management is a process with the aid of which project teams can systematically administer a project through dividing it into numerous stages and entailing constant collaboration with important stakeholders and constant improvement, as well as repetition at every phase. The

adoption of agile methodology enables business entities to build and construct products that are actually needed by customers using shorter work cycles that permit swift production and continual revision in case essential. It is advantageous for organisations tending to advance customer satisfaction by immediately adapting changes demands by potential customers.

With the focus on the third objective, the research emphasises on exploring the relevance of SCRUM project management tactic, and concerning this purpose, it is analysed that SCRUM project management is basically a methodology to manage the delivery of software that is covered within the wide-ranging umbrella of agile methodology. With its application, a light-weighted method framework embracing incremental and repetitive practices can be attained, which in turn enables an organisation to deliver working software very routinely. The SCRUM enables organisations to prioritise the work that is most vital and break the same into easily manageable chunks. SCRUM is the most frequently used agile management approach with the help of which the requirement of customers is properly addressed, thus igniting worth of marketing strategies. Moreover, with the consideration of SCRUM, the errors or lacking dimensions can be easily identified at the point of occurrence instead of the completion phase and this trait of SCRUM driver overall efficacy in terms of project management.

The fourth research purpose is focussed on examining the role of marketing within the food industry and in the light of this aspect, it is evaluated that today the food industry is expanding at a swift rate due to which the level of competition has become very intense. This scenario has made it integral for companies within the food sector to look for all-inclusive, attractive and highly impactful marketing strategies to appeal current and prospective pupils. In order to affirm success within the food segment, it is necessary to be considerate for customer taste and requirements, and reflect such elements in the marketing efforts to capture an enormous

customer base. In this relation, the results indicate that in Ireland, many pizza outlets have been able to increase the sale of pizza variety and automatically drive revenue with the aid of suitable marketing approaches. Within varied marketing techniques such as leafleting, email and messages, social media marketing, promotion and offers used for marketing pizza varieties in the country, social media marketing is the most prominent one. This clearly reflects the importance of social media marketing for promoting an elongated range of pizza in the digital era, where more and more customers can be approached and appealed over social networking sites. It is evident that Twitter, Facebook, Whatsapp and Instagram are widely used for attracting customers via constant circulation of eye-catching promotional content.

The fifth motive of the research is to explore the critical issues and challenges witnessed by managers while marketing newly introduced food products and the outcomes portray that there are multiple factors which impose issues and raise challenges for project managers indulged in the marketing function in the food ventures. Such factors mostly include the determination of the target market to be approached via marketing campaign, identification of high potent demographic locations, ingredients of food varieties, and developing awareness concerning new food launches. A key problem encountered in the marketing process of food variants includes false claims about the authenticity and quality of food ingredients, which drastically affects consumer mindsets. Most of the leading food firms are tripping over for spicing up mundane offerings with additional health benefits. Apart from this, it is inferred that defining foods with clinically claimable and assured health benefits via promotional strategies is not easy for food marketers in Ireland. Thus, it is identified that in the new few years, innovation will be integral to the promotion agenda of food companies. In respect of this predetermined objective, it is recognised that still, the food companies functioning in the Ireland need to look

for more impactful and worthy marketing measures to escalate sales instead of continuing total dependency on conventional approaches. In addition to this, it is examined that presently followed action plan by most of the food companies in Ireland are not comprehensive in offering sustainable competitive advantages. It is extremely important for companies to embrace changes in the currently followed strategies as today customers are becoming excessively demanding, and for holding such customers, it is inevitable to make needful alterations within the marketing framework. Another major issue detected in the food segment of Ireland is that marketing departments are not quick enough in adapting indispensable changes concerning marketing strategy.

In the light of determined research goal; that is assessing the incorporation of SCRUM project management strategy for the purpose of improvising marketing practices of the food entities for the newly launched product range. Enforcement of SCRUM is acknowledged as the structured and well-ordered way of managing projects by fragmenting it into work cycles wherein every work cycle is denoted as a sprint. However, it is explored that the development of each sprint requires considerable time, approx 3 to 4 weeks. With such sprint, the feedback of customers is accessible after fulfilment of each sprint and the suggested points can be embraced in the upcoming sprint, thus reducing the probability of potential faults. In respect of this research purpose, it is analysed that the concept of SCRUM, a technique related to project management is not popular enough as most of the marketers have even not heard of this concept. However, integrating SCRUM project management for marketing pizza varieties can sufficiently assist in accelerating the speed of converting potentials into an actual sale.

The adoption of SCUM by food ventures, especially ones looking for promoting pizza varieties can help in meeting customer demands and preferences in a very rational and structured

way, thus enabling the development of a robust market. Apart from this, with its consideration, regular meetings will be organised among the managerial and executive-level people working on a project for the purpose of discussion progress level, thus ensuring timely completion with exclusive priority to customer needs. Overall, the detailed research infers that embracing SCRUM project management technique can substantially foster sales of food firms in Ireland by ensuring adaption of the changing market trends, especially high need of customised products by customers. However, it is observed that till now, marketing managers in the food sector possess very limited knowledge about the concept of SCRUM, and potential benefits it can offer for enriching promotional activities. Managers have significant awareness about the positive effects of marketing, particularly marketing over social media channels in popularising newly introduced varieties of pizza. It is deduced that SCRUM holds sufficient potential to improvise and refine marketing approaches of food segment, however, till now, its adoption is very low. Adoption of SCRUM can accelerate marketing effectiveness because of articulated and comprehensible processes which facilitate logical initiation of marketing plans in terms of prioritising product backlogs, consist meeting, allocation of tasks, and track over project performance and adapting changes within the prevalent marketing practices.

5.2 Recommendations

From the overall study regarding the Need of SCRUM Project Management Technique for Improving the Marketing of Newly Launched Pizza Varieties in the Food Sector, there are following recommendations that are being undertaken for improving the marketing practices in the food industry for the newly launched product:

- For enhancing the marketing technique there is need to build quality in the process of project that includes Test Driven Development (TDD) that can helps in reducing the bugs in the

production and also improves the quality. Moreover, it also leads to give ability to the organisation to update their software for addressing the new requirement of business and according to that the organisations are able to market their newly launched Pizza in the food sector (Ngo and Larsson, 2017).

- There is need of setting workshops with the stakeholder to for a product vision or backlog that can be important artifacts, which are used in the SCRUM and it would be a good practice for the organisation. The team should have to work together or all the stakeholders should have to align their vision and established a mutual understanding for increasing the effectiveness of SCRUM Project Management Technique in regard to marketing the variety of Pizza in food industry (Dissanayake, 2017).
- There is need to visualise the sprint burn down that would be good practice that helps to shows the sprint progress. The sprint burnout leads to ensure that the progress of work has performed according to the schedule. It helps to detect any issues regarding the planned task because it can be tracked time to time. In this regard, for marketing the newly launched Pizza the sprint burnout which is used on the SCRUM techniques can leads to resolving the issues in marketing product at the early stage. Moreover, it also helps to identifying the marketing behaviour and good strategic approach to achieve the marketing goals (Mahnic, 2018).
- For improving the marketing process stakeholders and product owners have to define the functional dependencies that are related to market research, product management, set price of the product. Furthermore, the product owner should ensures that the product backlog is transparent and development teams should have to understand required items used in the product backlog. In this regard, it can be an effective for implementing SCRUM in the

marketing of newly launched Pizza varieties in the food industries (Nidagundi and Novickis, 2017).

- There is need to provide the training courses and certification to the organisational members for speed up the process of SCRUM project management. It means that the Certified SCRUM Master or Professional SCRUM Master courses are helpful for the people in the organisation because through this they are getting the knowledge regarding the SCRUM. Moreover, when the organisational team are get experience towards the SCRUM technology then it can lead to enhance the marketing practice in the food sector for the Pizza (Tavares, da Silva, and de Souza, 2019).
- For the smooth flow of work operations there is need to avoid the miscommunication through keeping the SCRUM team small that helps to keep track for all the activities. In the organisation there should have to divide task into the subtask and the burnout chart which shows how much work is remaining that has to be done in the project management has to be update on a regular basis. In addition to this, it will help to optimise the work process and make it more effective (Conboy and Carroll, 2019). In this regard, this process of work can also leads to improving the marketing practices of newly launched pizza variety because all the people knows their task and according to that they work towards it, that helps to improve the marketing procedure in the food sector.
- Marketers need to keep morale of employee high in the organisation because demotivated employee brings difficulty in the organisation and decrease the ability to achieve the success. In relation to this, Team building events and SCRUM games such as, marshmallow meeting, starfish exercise, kudos card and lean coffee leads to increase the team productivity and it helps to attain good marketing practice in the food industry (Lamiras, 2017). In this regard,

these activities helps to improve the marketing practice of newly launched Pizza varieties in the food industry.

- There is need to implement the better marketing solution for increasing the SCRUM team velocity. There are some productivity boosters which are being beneficial for the SCRUM team members such as, Zapier, StepShot, and LastPass. These tool are help to increase the employee efficiency towards the work through automate the repetitive task that helps to save time. The marketing practices has performed effectively and enhanced through these tools and employees are also able to achieve the marketing goals in the food sector (Hosseinabadi and Tirkolae, 2018).
- The marketers need to make sprint goals that exist in the SCRUM process that helps to ensure that the team members are align with the objectives. Sprint goals are designed for accomplish goals and it also creates flexibility in the project management. Moreover, during the sprint planning the teams has chosen the items for the sprint according to the goals. In this regard, in the marketing practice it can be helpful because all the team members are aware about their goals in regard to explore the varieties of Pizza in the food sector (Cooper and Sommer, 2018).
- In the SCRUM process the best practice that has been set is the daily meeting which is called stand ups and through this the team members are participate in the meeting. Most of the meetings regarding marketing of product and for the project are time taking but this stand up practice is effective because in this the people stands and which takes less time. In this regard, it can be a good SCRUM project approach that helps to meet the marketing goals in effective and efficient manner. Moreover, it also helpful in improving the Marketing of Newly Launched Pizza Varieties in the Food Sector (Amollo and Omwenga, 2017).

5.3 Theoretical and Managerial Contribution

Detailed knowledge over the contribution of SCRUM project management for marketing by food companies in Ireland can assist food marketers in realising the merits of SCRUM in augmenting and reinforcing marketing. In addition to this, the research project can be worthy for the marketers of food entities in understanding and thinking over the issues and challenges in the field of marketing, especially in promoting newly supplied food products. This, as a result, can inspire them to look for more productive, profitable and supportive marketing tactics that can help them in reaping environmental opportunities to develop competitive benefit. The research presents detailed and elaborated description of the application of SCRUM, and benefits it extends in increasing sale of recently introduced food products. This in-depth information can expand the knowledge base of the marketing professionals associated with the food industry, and make them more proficient, supportive in the brand position of new products, which is not easily attainable in the current scenario featured by robust competition. Therefore, the research can be read and implied by the food marketers, especially ones working for new products as it illuminates a range of strategic measures for food promotion. The findings drawn can also enable marketers of other sectors, apart from the food sector; in realising the capability of SCRUM, for augmenting marketing measures. Apart from this, the research can be a useful source concerning the marketing field for future scholars. Moreover, academicians looking for regular updates in marketing philosophy, especially in regard to innovation in alignment with SCRUM management tactic, can also consider this research project.

5.4 Future Research

This particular research project has specially concentrated on exploring the necessity of

SCRUM project management technique to build marketing competency in the food domain, especially in popularising newly introduced pizzas. In order to draw precise and particular results, Ireland has been selected as the research setting, which has although offered specific insights but obstructed application scope of the final results. In future, scholars having an intention to continue further investigation over SCRUM technique in respect of the marketing function can undertake a comparative research wherein the case of two countries can be studied. The presented work has explored the prevalence, contribution and application of SCRUM in food sector only; however, this technique can lend benefits to other industries as well. Thus, researchers can now study SCRUM in the marketing and promotion of other industries as well, such as the retail sector or the fashion industry. In addition to this, generalisations can be focussed in the near future whereby only the relevance of SCRUM technique, its advantage and application process concerning marketing. In this manner, findings concerning SCRUM project administration can be extensively used by marketers of several industries in upgrading efficacy and delivering customer satisfaction through the proper accomplishment of diverse demands.

Further, this particular study employs quantitative methodology which provided an objective perspective of the research context concerning the broader population base. Now the upcoming scholars desirous of investigating the relationship between SCRUM approach for administering projects, and marketing solutions, can implement a mixed methodology to extract a holistic knowledge in accordance with subjective, and objective inferences. In theoretical aspects, in future, the role of SCRUM within agile marketing, sprint review meeting, agile product planning, sprint retrospective and pertinent marketing tools can be studied to furnish complete research over this novel marketing tactic.

Personal Reflection

In this section of the research study, a detailed discussion and reflection over overall research experiences, knowledge and learning are presented. This has specifically been presented in regard to overall data collection and its inclusion process, which is the key step of the research process. In this research, a detailed study on "Examining the Need of SCRUM Project Management Technique for Improving the Marketing of Newly Launched Pizza Varieties in the Food Sector" is made, which is a part of my Master's degree. Being the crucial element of my degree course, I have completed the research on the chosen topic with utmost dedication and motivation. The beginning of my research was made with the selection of a precise and crucial topic to research, which was a bit challenging task for me as it demanded crucial thinking and brainstorming, wherein my supervisor's support has helped me a lot in deciding a pertinent topic to study and explore. However, initially, I faced challenges due to my weaknesses of low intelligence level, understanding of the chosen research context, confidence and decision making skills. But the interaction and frequent meeting with my supervisor has helped me significantly in reaching to the end discussion of the selection of a precise topic. After this, with my searching ability, interpretation skill and positive attitude towards exploring the existing information and investigating new one has assisted me in designing the final aims and objectives, under the guidance of my supervisor.

The main part of the research work for me involves the searching of pertinent theoretical evidence by inquiring into suitable literature, with the help of applying keywords. Initially, searching updated and pertinent articles on the research topic was a difficult task for me, but with my interpretation and analytical skills, I was able to comprehend the literary findings accurately in the light of the designed aims and objectives. During the research process, I faced a drastic

change in my feelings as in the beginning I was very confused and have limited knowledge of SCRUM Project Management Technique, which I was able to cope up with the assistance and guidance of the supervisor.

My weaknesses are mainly witnessed in the process of data collection, as I have ineffective communication and interpersonal skills. While interacting with survey participants, this is the key weaknesses that have created several barriers in the collection of primary data.

The complete process of performing this dissertation work and undertaking the degree coursework enriched my academic knowledge and learning experience. The dissertation work improved my understanding of the primary data collection process and the correct use of the survey method. I had limited knowledge about marketing strategies and the impact and role of social media marketing and conventional marketing on promotion and advertising of new products before undertaking this course, but this dissertation work enhanced my practical knowledge and sharpened my professional skills. I have used survey method for collecting data from the marketing managers of the food sector to record their experiences and obtain accurate information about the usefulness of different marketing platforms and determine the most effective and widely used social networking platform for new product promotion. During the survey, I observed that I lack confidence in interpersonal communication as I hesitated while approaching participants and asking for their permission to take part in the survey. Moreover, I managed to gather their consent and collect their responses, but I strongly felt the need to improve my interpersonal skills and persuasive skills.

I faced difficulties in preparing the survey and creating questions in accordance with the main research problem and central objectives. However, my good interpretation and critical thinking competencies enabled to produce comprehensive results and combine survey results

with findings extracted from reviewing secondary sources. I have understood the importance of integrity, reliability and authenticity in a research study by means of different ethical norms that were thoroughly followed during data collection and contacting human participants. I realised the importance of data encryption and data protection measures in protecting the confidentiality of participants' personal information and responses. As a whole, my time management skills and organisational skills helped me to collect data in a timely manner, draw pie charts and then prepare a written report.

Before working on this thesis, I had a brief knowledge about key phases of research and role of different research phases in completion of a study, but this dissertation work allowed me to gain detailed practical knowledge about the research process which will further enable me to nurture my professional skills. The research work improved my professional competencies and extensively supported in my professional development, which would facilitate me to secure a competitive position at my desired workplace. I think I can perform effectively in a business environment that requires adequate planning, quick decision making and timely execution of various business projects. Additionally, I feel I uncovered weak areas of my skills along with learning about strong aspects of my personality during the execution of this dissertation work; wherein knowledge of improvement areas in my skills would enable me to prepare a personality development plan. The dissertation work can prove to be a milestone in my career as my academic knowledge, search skills, decision-making skills, time management skills, organisational skills and management skills are improved during this study. I would be able to execute my ambitions and reach at the heights of my career with improvement in my professional competencies and by working on the improvement areas identified during this research. Overall, the complete experience of performing this research and pursuing the degree

course facilitated in my capacity building, skill-enhancing and gaining practical knowledge about marketing and business aspects.

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Appendix: Survey Questionnaire

1. Do you think that the marketing of pizza varieties helps to improve the pizza sale?
 - a. Yes
 - b. No
2. Which one of the following is more effective in pizza marketing?
 - a. Social Media Marketing
 - b. Leafleting
 - c. Messages and Email
 - d. Offers and Promotions
3. Which social media marketing tool do you use?
 - a. Face book
 - b. Twitter
 - c. Instagram
 - d WhatsApp
4. Do you think that food marketing should use more techniques to improve sale rather than conventional methods?
 - a. Yes
 - b. No
5. Do you think that your company needs a better action plan for newly launched pizza marketing?
 - a. Yes
 - b. No
6. Do you believe that companies should change strategy whenever it's needed?

a. Yes

b. No

7. Do you think that your marketing department is fast enough to adapt to changes?

a. Yes

b. No

8. Is it beneficial if your marketing department can adapt to the marketing strategy changes?

a. Yes

b. No

9. Have you ever heard about SCRUM Project Management?

a. Yes

b. No

10. If yes then, do you think that Scrum Project Management in pizza marketing will help to improve the sale?

a. Yes

b. No

c. Don't Know