

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,
Vidyavihar, Mumbai- 400077
Program: MMM (Batch 2017-20) II Sem
Subject: B2B Marketing
(End Term Examination)

Maximum Marks: 50

Duration: 3 Hours

Date: 11th April 2019

Instructions

- 1. Q 1 is compulsory. Attempt any 3 questions from rest**
- 2. Reference material NOT ALLOWED**
- 3. Start every Question from Fresh Page**
- 4. Use of examples, flow charts, tables etc. is recommended wherever applicable.**
- 5. Content and Presentation of content, both are important criteria for assessment.**

QUESTION 1

(20 marks)

‘Protech’ is a firm that provides process technologies for the metals and mining industries. Its most important customer organization operates in India, Zambia and Australia, with its HQ located in India. Up until 2003, Protech had not seen the Indian market as strategically important, and made limited equipment sales to the customer, all of which had been handled by a variety of local agents. From that year, however, the firm appointed a Global Customer Relationship Manager (GCRM) to start working actively in India in order to enhance Protech’s involvement in what it realised was an increasingly important marketplace.

From the start the GCRM noted that, while the reputation of his firm appeared to ‘open doors’, it did not create sales. Thus he actively sought to make contacts within the Indian customer organization. Before any project business had begun to be negotiated, he created new personal relationships, and thereby gained knowledge of decision makers and their behaviours. As the IOR between Protech and the customer organization has developed, these relationships have multiplied to embrace a number of different hierarchical levels and different business units.

According to the GCRM, the IOR has evolved through personal meetings and working together, resulting in several successful projects being implemented. The projects that Protech manages are large (worth tens of millions in Euros) and thus successful relationships are important to ensure good profits, claims the GCRM. He states that some cultures appear to demand a more personalised approach to conducting business that in Western countries. Such cultures accentuate the role of individual contacts and actions as opposed to corporate ones. Protech has found that in India things are discussed ‘between persons, not between companies...even though there are fancy instruments and advance knowledge...and complicated legal text’.

The GCRM represents an example of how a single individual’s perceptions and subsequent actions can facilitate the development of a whole IOR. He explains: ‘If we have a big deal under discussion and it doesn’t progress, than I can ask for an audience (with the customer’s CEO)’. Also, when the customer believes that ‘a project is not working as it should and they are unsatisfied, the idea is that I take the message to our CEO and top presidents of the divisions’. He concludes that ‘it is important that the customer organization and our own organization have a person in between who can meet the top management of each company’.

Indeed, when in 2005 negotiations stalled between one of Protech’s business units and one of the key customer’s business units in Zambia, the customer called out their Indian manager who had previously conducted project negotiations with the GCRM. Final negotiations were then made between these two individuals, with the Indian manager ultimately giving free rein to the GCRM to decide a fair deal.

Questions

1. How have the actions and influence of the GCRM changed as the IOR between Protech and their key customer has evolved?
2. How might the GCRM’s role differ if Protech decided to target organizations in a different geographical market, such as Germany?
3. Why do long term relationships play an important role in Business to Business (B2B) Marketing, how do relationships differ with respect to Business to Consumer (B2C)?

QUESTION 2 **(10 marks)**

What is Perceptual Distortion and Politicking in Industrial Buying Behavior, explain which factors affect the same, give relevant examples?

Explain the difference between New Task Buying, Straight Rebuy and Modified Rebuy in B2B Marketing? State relevant examples?

QUESTION 3 **(10 marks)**

Classify different types of Buyer Behavior and explain the differences? How to understand voice of customer? Which tool will you use? Describe the tool with diagram used to understand voice of customer ?

QUESTION 4 **10 marks)**

The background of individuals in the Decision Making Unit (DMU) is governed by which 3 factors, explain ? Explain , Product Specific Factors in Industrial Buying Behaviour (IBB) are affected by which 3 factors as per Jagdish Seth’s model of IBB?

QUESTION 5 **(10 marks)**

Explain with diagram Segmentation in B2B Marketing related to Pharma. industry? How does segmentation differ in B2C and B2B ?

QUESTION 6 **(10 marks)**

What is a Decision Making Unit (DMU).? Explain the role of Initiator, Gatekeeper, Influencer, Decider, Purchaser and User by giving a relevant example where all of the above are involved in the Buying process?

QUESTION 7 **(10 marks)**

How do we define Value in B2B ? Explain with B2B product or service example Point of Parity, Point of Difference, Customer Value Proposition and Documented Evidence ?

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