




B2B MARKETING

DR.V VISHNU VANDANA
Associate Professor
AGI, Hyderabad



Course File Index

S.No.	Item Description	Page Number
1	Course Information Sheet	3
2	Syllabus	4
3	Text Books, Reference Book, Web/Other Resources	5
4	Programme Educational Objectives(PEO's)	6
5	Programme Learning Outcomes(PO's)	6
6	Bloom's Taxonomy	7
7	Course Outcomes(CO's), Mapping & Articulation Matrix	8
8	Course Schedule	9
9	Lecture Plan	10
10	Minutes of Course Review Meeting	12
11	Unit Wise Questions	13
12	Case Study	18
13	Previous Question Papers	28
14	Tutorial Sheet	30
15	Course Assessment Report	31
16	Direct Assessment Sheet	32
17	Rubric Name & Number	34
18	Indirect Course Assessment Sheet	36
19	Add-ons , PPT's & Lecture Notes	37

ANURAG GROUP OF INSTITUTIONS
Venkatapur (V), Ghatkesar (M), Medchal Dist

SCHOOL OF BUSINESS MANAGEMENT

Course Name : B2B Marketing

Course Number **A93005M**

Course Designation : Marketing Elective

Credits : 4

Prerequisites : Marketing

II MBA – I Semester
(2018-20)

Name of Faculty	Academic Year/Regulation
Dr V Vishnu Vandana	R18

Dr.V Vishnu Vandana
Associate Professor
Course Coordinator

Reference Books

SYLLABUS

Unit – I	Introduction: Market Opportunity Identification, Analysis & Evaluation, Character of B2B Marketing
Unit – II	Customer Analysis: Organizational Buyer Behaviour, Customer Analysis, Customer Relationship Management Strategies for Business Markets
Unit – III	Market Planning: Assessing Market Opportunities, Environmental Changes Impacting Supply Chain Power, Strategic Market Planning.
Unit – IV	Marketing Mix I: Managing Products for Business Markets, Managing Business Marketing Channels, Pricing, Key Account Management.
Unit – V	Marketing Mix II: Business Marketing Communication, IMC, Advertising, Trade, PR, One to One Media, Business Marketing Communication-B2B Branding

1.	Vitale, Giglierano, & Pfoerstch, Business to Business Marketing: Analysis and Practice, Pearson/Prentice-Hall, NJ, 2011.
2.	Dwyer, F. Robert & Tanner, John F. Jr. Business Marketing, McGraw-Hill, 4/e., 2009
3.	Myers, Chris A., The Marketing Plan Companion: Analysis and Cases, Kendall Hunt Publishing, 2013
4.	Michael D Hutt, Dheeraj Sharma, Thomas W Speh, B2B Marketing: A South-Asian Perspective Cengage Learning, 11/e, 2014
5.	Sharad Sarin, Strategic Brand Management for B2B Markets : A Road Map for Organizational Transformation , Sage publications, 2010.

Journals:

1. Journal of Marketing Research
2. Journal of Business-to Business Marketing, Taylor & Francis Online.

Case References:

1. <https://www.marketingprofs.com/marketing/library/casestudies/27/market-research>

Websites References	
1	https://courses.edx.org/course_modes
2	Nptel.ac.in
3	https://www.managementstudyguide.com/business-to-business-marketing.htm

Learning Outcomes

The learning outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program.

1. ***Business Environment and Domain Knowledge:*** Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society.
2. ***Critical thinking, Business Analysis, Problem Solving and Innovative Solutions:*** Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.
3. ***Global Exposure and Cross-Cultural Understanding:*** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.
4. ***Social Responsiveness and Ethics:*** Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
5. ***Effective Communication:*** Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology.
6. ***Leadership and Teamwork:*** Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

Program Educational objectives

1. To impart the fundamentals of the key elements of a business organization.
2. To provide a critical perspective on theoretical knowledge and practical approach to various functional areas of management and decision making.
3. To develop analytical skills to identify the link between the management practices in the functional areas of an organization and business environment.
4. To establish and realize a creative research culture among the student community.
5. To provide insights into latest technology, business communication, management concepts and to build team work and leadership skills among them.
6. To inculcate the habit of inquisitiveness and creativeness aimed at self actualization and realization of ethical practices.

Bloom's Taxonomy Action Verbs

Definitions	Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
Bloom's Definition	Remember previously learned information.	Demonstrate an understanding of the facts.	Apply knowledge to actual situations.	Break down objects or ideas into simpler parts and find evidence to support generalizations.	Compile component ideas into a new whole or propose alternative solutions.	Make and defend judgments based on internal evidence or external criteria.
Verbs	<ul style="list-style-type: none"> • Arrange • Define • Describe • Duplicate • Identify • Label • List • Match • Memorize • Name • Order • Outline • Recognize • Relate • Recall • Repeat • Reproduce • Select • State 	<ul style="list-style-type: none"> • Classify • Convert • Defend • Describe • Discuss • Distinguish • Estimate • Explain • Express • Extend • Generalized • Give example(s) • Identify • Indicate • Infer • Locate • Paraphrase • Predict • Recognize • Rewrite • Review • Select • Summarize • Translate 	<ul style="list-style-type: none"> • Apply • Change • Choose • Compute • Demonstrate • Discover • Dramatize • Employ • Illustrate • Interpret • Manipulate • Modify • Operate • Practice • Predict • Prepare • Produce • Relate • Schedule • Show • Sketch • Solve • Use • Write 	<ul style="list-style-type: none"> • Analyze • Appraise • Breakdown • Calculate • Categorize • Compare • Contrast • Criticize • Diagram • Differentiate • Discriminate • Distinguish • Examine • Experiment • Identify • Illustrate • Infer • Model • Outline • Point out • Question • Relate • Select • Separate • Subdivide • Test 	<ul style="list-style-type: none"> • Arrange • Assemble • Categorize • Collect • Combine • Comply • Compose • Construct • Create • Design • Develop • Devise • Explain • Formulate • Generate • Plan • Prepare • Rearrange • Reconstruct • Relate • Reorganize • Revise • Rewrite • Set up • Summarize • Synthesize • Tell • Write 	<ul style="list-style-type: none"> • Appraise • Argue • Assess • Attach • Choose • Compare • Conclude • Contrast • Defend • Describe • Discriminate • Estimate • Evaluate • Explain • Judge • Justify • Interpret • Relate • Predict • Rate • Select • Summarize • Support • Value

Course Outcomes:

1. Identify various marketing concepts involved in organizational buying.
2. Comprehend the buying process of business markets.
3. Analyze the opportunities for business to business marketing
4. Apply the marketing mix concepts to B2B markets
5. Apply the communication strategies for B2B markets

After completion of the course the students will be able to:

MAPPING OF COURSE OUT COMES WITH PO's & PEO's

Course Outcomes	PLO's	PEO's
CO1	1,2,3	1,2,5
CO2	1,2	2,3,5
CO3	3,4,6	3,4,5
CO4	3,5,6	3,5
CO5	3,5,6	3,5,6

Articulation matrix of Course outcomes with PO's & PEO's

	Program Learning Outcomes						PEO'S					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PEO 1	PEO 2	PEO 3	PEO 4	PEO 5	PEO6
CO1	3	3	2				3	3			3	
CO2	3	3						3	3		2	
CO3			3	2		2			3	2	3	
CO4			3		2	2			3		2	
CO5			3		3	2			3		2	2

Course Schedule

Distribution of Hours in Unit – Wise

Unit	Topic	Book 1	Book 2	Total No. of Hours
		Vitale, Giglierano et. al.	Dwyer, Tanner et.al	
Unit – I	Introduction: Market Opportunity Identification, Analysis & Evaluation, Character of B2B Marketing	Ch 1,	Ch1, 2	10
Unit – II	Customer Analysis: Organizational Buyer Behaviour, Customer Analysis, Customer Relationship Management Strategies for Business Markets	Ch 2,3	Ch 3, 4, 6	10
Unit – III	Market Planning: Assessing Market Opportunities, Environmental Changes Impacting Supply Chain Power, Strategic Market Planning.	Ch 4,5,	Ch 5	10
Unit – IV	Marketing Mix I: Managing Products for Business Markets, Managing Business Marketing Channels, Pricing, Key Account Management.	Ch 8,9,10,14	Ch 8.9,14	9
Unit – V	Marketing Mix II: Business Marketing Communication, IMC, Advertising, Trade, PR, One to One Media, Business Marketing Communication-B2B Branding	Ch 12,15,16	Ch 11, 12	9
Total				48

Number of hours / lectures available in Semester / Year: 60

Lecture Plan:			
S.NO	TOPIC	Classes	Teaching methodology
1.	Unit - I : Introduction	1	Class activity – Discussion
2.	Market Opportunity Identification	3	Activity –student presentations
3.	Analysis & Evaluation	2	Chalk & Board , Discussion
4.	Character of B2B Marketing	2	Discussion
5.	Review & Case	2	Case study & Presentations
6.	Total	10	
7.	Unit - II: Customer Analysis: Organizational Buyer Behaviour	3	PPT
8.	Customer Analysis	2	Chalk & Board
9.	Customer Relationship Management Strategies for Business Markets	3	PPT
10.	Review & Case	2	Presentations & Case study
11.	Total	10	
12.	Unit – III: Market Planning: Assessing Market Opportunities	3	PPT & Group Discussion
13.	Environmental Changes Impacting Supply Chain Power	2	Chalk & Board
14.	Strategic Market Planning.	3	PPT & presentations on various company strategies
15.	Review & Case	2	Discussions & Case study
16.	Total	10	
17.	Unit - IV: Marketing Mix I: Managing Products for Business Markets	2	PPT
18.	Managing Business Marketing Channels	2	PPT
19.	Pricing	2	Chalk & Board
20.	Key Account Management.	1	Chalk & Board
21.	Review & Case	2	Student presentations
22.	Total	9	

23.	Unit –V: Marketing Mix II: Business Marketing Communication,	2	PPT
24.	IMC, Advertising, Trade, PR, One to One Media	3	Presentations
25.	Business Marketing Communication-B2B Branding	2	Chalk & Board
26.	Review & Case	2	Activity - Plan a b2b communication strategy
27.	Total	9	
28.	Total Classes	48	

Minutes of Course Review Meeting

Details of Meeting No -	
Date of Meeting	
Member's Present	
Signature of Members	
Remarks	
Details of Meeting No -	
Date of Meeting	
Member's Present	
Signature of Member's	
Remarks	
Details of Meeting No -	
Date of Meeting	
Member's Present	
Signature of Member's	
Remarks	

Unit Wise Questions

B2B Marketing

Unit I:

Short Answer Questions:

1. Explain the characteristics of B2B markets. – L2
2. Differentiate between characteristics of B2B and Consumer Markets.- L4
3. Illustrate the importance of B2B marketing. – L2
4. What are the different types of B2B customers? Describe their characteristics. – L2
5. Discuss recent trends of B2B marketing. – L2

Essay type questions:

6. What is Derived Demand? Explain various factors affecting Business markets demand. L2
7. How does Industrial Market differ from Consumer Market ? Give examples. – L4
8. Business-to-business marketers are making increasing use of social media, such as LinkedIn, Facebook and Twitter. Comment. L4
9. Explain the process of B2B market opportunity identification. L2
10. How do you evaluate the B2B market opportunities. Explain with an example. – L4
11. Elaborate with examples the characteristics of B2B markets and their implications to marketing mix. – L5
12. Discuss the importance of market analysis of B2B markets – L2
13. Explain the concept of relationship marketing and its phases – L2
14. How can B2B marketing manager make use of the changing technology to increase the customer base. Discuss. – L4
15. Briefly explain target market selection strategies in an industrial market- L2
16. Briefly explain the different types of competition in B2B marketing with examples. – L2

Unit II :

Short Answer Questions:

1. Discuss briefly about buying roles in B2B buying. – L2
- 2.. Discuss the nature of B2B customers. – L2
3. Critically evaluate the factors influencing industrial customers. – L4
4. . Explain the customer relationship management strategies for business markets.
– L2
5. . Describe the requirements for effective B2B market segmentation. L2

Essay Type Questions:

1. What is the role of various strategic business units during the industrial marketing strategic planning process?- L2
2. What different Purchasing Systems are used in Industrial Buying ? What are the merits and demerits of each of them? – L2
3. Discuss the major buying center roles in an organization.-L2
4. Differentiate between consumer buying behavior and organization buying behavior. – L4
5. Explain the concept of value chain.- L2
6. Elaborate the role of the different publics in the industrial marketing environment-l2
7. Outline the major the major buying situation in an industrial market-L2

Unit III:

Short Answer Questions:

1. Illustrate with an example the opportunity identification in the B2B markets.
2. Describe the various stages of marketing research. –L2
3. How do you assess market opportunities in B2B markets. Discuss - L2
4. Discuss different types of decisions in B2B marketing. – L2
5. Discuss the characteristics of B2B marketing and consumer market research. – L2

Essay Type questions:

1. How to develop strategies for success in B2B markets? Explain – L4
2. Explain the various factors environmental changes impacting supply chain power
– L2
3. What are the challenges faced in value creation in Supply Chain of B2B

markets. Discuss. – L4

4. How does market research help B2B markets in assessing opportunities. Discuss. – L3
5. Differentiate Consumer market research and B2B market research. L4
6. Elaborate different types of sources of competition to B2B marketing.-L2
7. Explain various types of forecasting types and techniques in B2B marketing. –L2

Unit IV:

Short Answer Questions:

1. How do you classify industrial products. – L2
2. Explain the process of new product development. – L2
3. Explain the process of managing products for business markets. – L2
4. Discuss the importance and factors influencing pricing in B2B markets.
5. Why is it important for firms to nurture relationships with key accounts. Discuss. – L4

Essay type questions:

1. Explain the stages of Key account management. – L2
2. Explain factors which affect Channel Decision for Industrial Products. – L2
3. Discuss different approaches in developing new products. – L2
4. How does channel management influence various metrics in B2B marketing. – L3
5. Explain various stages of PLC and how can a company identify the stage of PLC. – L3
6. Discuss the functions and bases of power in marketing channels. – L2
7. With an example of any organization discuss the concept of PLC in B2B marketing.
8. Describe the relationship between pricing and value to the customer. How can you differentiate through value addition. Give example– L3
9. Discuss the various components of price setting decision process. – L2
10. Elaborate on the value based approach for pricing. – L2
11. Explain various factors influencing the pricing decisions. –L 2
12. Discuss different pricing strategies with examples – L2

13. Explain the process and strategies while evaluating competitive threat to an organization. – L2

Unit V:

Short Answer Questions:

1. What is IMC. Why is it important for B2B markets. – L4
2. Explain various elements of IMC in Business marketing communication and their significance. – L2
3. Discuss the need and importance of B2B branding. – L2
4. How does Business marketing communication influences B2B branding. Discuss – L4
5. Explain the concepts of i) Advertising ii) Trade iii) One to One Media

Essay type questions:

1. “Advertising and Sales Promotion are not the major techniques of Promoting Industrial Products.” Do you agree ? Justify your answer. – L5
2. Illustrate the model of communication process and what are the communication methods other personal selling in B2B marketing. – L2
3. Sales promotion can be targeted to different customer categories in B2B marketing. Comment.- L3
4. Explain buying decision process and relevant non personal communication methods. – L2
5. Why do organizations use corporate advertising. Explain. L4
6. Discuss the role and purpose of web communication in B2B marketing – L2
7. The role and mechanism of B2B branding is different from consumer markets. Do you agree? Justify. L5
8. Explain any success stories of B2B branding. – L3

CASES:

Case 1:

Rising Sun Toyo Ichiura had recently been transferred from the Consumer Electronics to the Business Solutions Division of Rising Sun Electronics. The firm is a US \$10-billion company, manufacturing every kind of electronic product from TVs to portable CD players. Rising Sun is a household name throughout the world, known for quality consumer electronics products. Recently they have also become interested in serving business markets and established the Business Solutions Division to take their electronic know-how into business markets. Their first segments will be related to business communications and on-site security. Last year they sold about \$500 million in products and services to business markets but top management expects these markets to grow in excess of 20 percent per year. In addition, the margins on business products are at least double those in the consumer markets. After only about three months on the job as vice president of marketing for Business Solutions, Ichiura was wondering how he could carry out his assignment from the CEO. When the CEO hired him, he had said “the marketing in our B2B operations just isn’t what it should be. Since you have extensive experience in marketing for consumer electronics products, I assume you will be able to determine what we can do to improve our marketing for Business Solutions.” As Ichiura began to study the Business Solutions Division, he came to a few tentative conclusions. First, advertising and promotion received little emphasis in this division. Second, marketing for each business seemed to be relevant only to that business, a self-contained unit. Third, the product managers in these businesses were deeply involved with their customers, sometimes spending weeks at a time working on one large customer rather than focusing one common appeal to the largest number of consumers. Ichiura decided to discuss his observations with some of his more experienced B2B colleagues at RSE. When he described his tentative conclusions, his colleagues surprised him by disagreeing with them. So he decided to speak to a fellow graduate of Tokyo University he knew was now working in a B2B position in the steel industry. He was in for another surprise. After some reminiscing, Ichiura broached his subject with his friend Yoichiro Watanabe. He reiterated his three major conclusions and asked for advice. Watanabe took a moment to look at the busy traffic in the Tokyo streets below before responding. “Well, it is difficult. While marketing is called marketing with consumers and is also called marketing in the B2B world, there are so many differences it is hard to know where to begin. The kinds of tools you used in your previous position are just the opposite in many cases to what should be done in your current position. It might be prudent to put off your deadline for reporting to your CEO and spend some time with

the major cus - tomers of your division. I believe I know you very well and I know you will be able to learn the nuances of this new field.”

CASE STUDY QUESTIONS:

1 Was Watanabe wrong? Were the B2B marketing executives at RSE just protecting their past decisions?

2 What major differences do you think Ichiura will find if he follows Watanabe’s advice?

3 Is it a good idea to promote consumer marketing executives to senior B2B marketing positions?

4 Why do advertising and promotion play a subsidiary role in B2B marketing?

5 What are the major differences between B2B buyers and consumer purchasers?

Case 2:

Case study: Tullow Oil PLC Tullow Oil is a bit of a maverick in the oil exploration business. The company was founded in 1985 by an Irish accountant, Aidan Heavey, who thought there might be potential in small oil fields in Africa that large companies had overlooked. Heavey named the firm after the small town about 35 miles south of Dublin where he began the company. He started by talking to a friend at the World Bank who knew about a project in Senegal where he could rework some old fields. Tullow has been remarkably successful ever since. They strike oil in about 70 per - cent of their exploration and appraisal wells, double the industry average. In 2006 the firm discovered a more than 1-billion barrel field in the Lake Albert region of Uganda and now has operations in more than 20 countries. Tullow’s geologists use their discoveries to look for similar geological areas for further exploration. For instance the firm drilled a well off French Guiana because they believe there are similar oil deposits in Latin America to those in West Africa, since the two continents once made up a single landmass. Tullow involved two major European oil firms in that exploration, Shell and Total, and announced that they had discovered a large quantity of oil. Their 2011 financial results are impressive (2010 results are shown in brackets): ■ Sales revenue (\$m) 2,304 (1,090): Up 111

percent ■ Operating profit (\$m) 1,132 (262): Up 332 percent ■ Profit before tax (\$m) 1,073 (179): Up 499 percent ■ Profit after tax (\$m) 689 (90): Up 670 percent ■ Basic earnings per share (cents) 72.5 (8.1): Up 795 percent ■ Full year dividend per share (pence) 12 (6): Up 100 percent As the company grows, it faces political, cultural, and environmental challenges. For instance, Uganda's government wants Tullow to join with other firms to build a refinery within the country. And the Ugandan government sent a \$472 million tax bill to the firm. As the company begins to explore in Kenya it is moving into a location where there are many early hominid sites. Richard Leakey, the well-known anthropologist, says Mr. Heavey has a very good attitude toward the responsibilities an oil company should have in that area. Tullow issues an annual corporate social responsibility report measuring its CSR efforts. Some problems have been discussed in the press. Oil industry analysts at Oxfam America, the global relief and development organization, said safety and environmental concerns weren't fully addressed before the project was approved. Even though Jubilee field production has started, Ghana has yet to update environmental laws governing extractive industries that were written a generation ago. Ghanaian officials said new legislation will be considered this year. Some are concerned that this first oil project was Ghana's first major one of any kind. One report says the following:

For Tullow Oil and its partners, corporate social responsibility is no more business as usual. They appear bent on departing from the tokenistic approach of providing various forms of services needed or not, to local communities. Some say, the company is only responding to increased media attention, pressure from non-governmental organizations, and rapid global information sharing, which have led to a surge in demand from civil society, consumers, governments, and others for businesses to adhere to sustainable business practices. But, Tullow says it is here to demonstrate that it is possible to conduct oil business in a way that benefits all, both companies and resource owners. The company recently organized a free health screening exercise for local people who were screened for diabetes, HIV, hypertension, breast cancer, dental care, ear, eye, nose, and throat infections. Mr. Ken McGhee, the Corporate Social Responsibility Manager for the Jubilee partners [the operators of the large oilfield in Ghana], said the screening exercise was aimed at offering free medical services to inhabitants residing within its operational area adding that "the health needs of the people within their catchment area would remain paramount to the company and never be relegated to the background." A total amount of \$1.6 million has been committed by the Jubilee partners to develop six coastal districts of the Western Region. Under a project tagged "Town Planning: an Imperative for

Sustainable Oil economy in Western Region” the capacity of the six districts to professionally craft development plans to serve as the basis for both structural and human development in the short to medium term will be enhanced. The company’s website offers much information about its Vision and strategies. Vision To be the leading global independent exploration and production company. Strategy Tullow pursues a consistent and repeatable strategy which seeks to deliver sustainable long-term growth with a balance between funding, exploration and production spend, and major activities in core areas. Strategic Priorities 1 Execute selective, high-impact exploration programmes funded by surplus cash flow or equity. 2 Deliver major projects, with a significant focus on increasing bankable reserves. 3 Manage our assets to high-grade the portfolio, replenish upside, and assist funding needs. 4 Ensure safe people, procedures and operations, and minimizing environmental impacts. 5 Build long-term relationships with governments, local communities and key stakeholders. 6 Continue to develop a strong team with excellent commercial, technical, and financial skills. Overall, Tullow’s approach seems responsive to the needs of the twenty-first century

CASE STUDY QUESTIONS

- 1 Do Tullow’s vision and strategies meet the requirements described in the chapter?
- 2 How is Tullow’s lack of a mission statement important to the future success of the firm?
- 3 How do resources, industry, and institutional considerations affect Tullow’s strategy?
- 4 What type of globalization strategy do you think Tullow has adopted

Case 3: Segmentation, Targeting and positioning

Northern Portugal is the cradle of the nation’s entrepreneurial spirit. Business people in the region consider themselves to be the real wheeler-dealers of the Portuguese economy, running mainly small- to mediumsize businesses, and having a certain air of contempt for their counterparts in Lisbon and further south. According to the northern Portuguese, Lisbonites are mere employees of multinationals who spend their time on politics and parties while the real deals are done in the North. Of course, in common with most other capital cities, Lisbon is where the power and money gravitates; like the multinationals, banks have a strong presence there. However, the Portuguese have a saying that banks are born in Oporto and die in Lisbon, where deal-making skills become blunted and attention to detail becomes lax. For this reason, Banco Portugues de Investimento keeps its headquarters in Oporto. BPI is an exclusive merchant bank set up in 1981 by Artur Santos Silva; Senhor Silva subsequently set up or acquired a string of

subsidiary banks between Oporto and Lisbon. Two of these, Banco de Fomento e Exterior and Banco Fonsecas & Burnay, have head offices in Lisbon, while a third, Banco Borges & Irmao, remained in Oporto. Borges & Irmao was focused toward Northern Portugal, which is where the bulk of its branches were, and Fonsecas & Burnay was focused in the south. Later these banks were subsumed into the overall brand of Banco BPI, but since Allianz Bank (a German bank) bought part of the bank, BPI has also traded as Allianz Portugal. Bank managers have been briefed to develop consumer lending niches such as credit cards and car purchase loans, segments where BPI claims it has developed key products. The business in the North has the added bonus of using its retail activities to scout for corporate finance – so many of its retail customers are business people running small and medium enterprises. Typically, banking groups in Portugal divide their markets into three main segments; small and medium enterprises, universal banking, and large corporations. BPI believe that the delivery of tailor-made services to specific segments is the key to success in domestic banking. Banking executives are painfully aware that there is a lot of work to be done in restructuring the industries of Northern Portugal – they talk in terms of identifying products and standardizing them, of joint marketing projects, and of pooling companies together for research and testing of projects. Aiding management buy-outs and merger and acquisition deals are seen as ways of ensuring continuity in businesses, and banks are looking toward cross-border transactions with companies in Northern Spain as a way of consolidating businesses. So far progress has been slow – obviously the economic problems faced by Portugal have called a halt to business expansions, but also there have been few large enterprises emerging from the spate of mergers and acquisitions. Most firms are still engaged in traditional industries such as leather production, agriculture, and textiles, all of which face stiff competition from lower-cost producers in other countries. Meanwhile, BPI has developed a strong position in Africa: the former Portuguese colonies of Angola and Mozambique are among the economic powerhouses of Southern Africa, and BPI has a stake in their growth through shareholdings in local banks there. This has helped cushion the bank from the 2008 world financial crisis: Mozambique is among the world's fastest-growing economies, with burgeoning chemical and manufacturing industries as well as traditional agriculture and mining, and Angola has great mineral wealth (including diamonds) which will eventually catapult the country into becoming one of the wealthiest in Southern Africa. BPI is well-placed to take advantage of this, once the current political troubles are over, and in November 2010 the bank signed an agreement with the Bank of China under which BPI will assist China in creating

inward investment by Chinese companies in Portugal and Portuguese Africa. The two banks will also cooperate on cross-border trade settlements, funding of major projects, and day-to-day banking issues such as letters of credit, documentary collections, and capital management.

Questions:

1 How does BPI appear to have segmented its market? a. What variables have they used?

2 Why should an investment bank look to have a foothold in the consumer market?

3 What do you think are the drivers behind Bank of China's interest in BPI?

4 How might the company segment the African market? 5 Which segments should BPI avoid? 6

What could an effective positioning strategy be for BPI?

Case Study 4: Toshiba – Product Management

are extremely useful anywhere where weight and size are a problem. The company has a policy of running regular research sessions with customers to uncover new needs and refine existing products. This research ranges from inter - views to questionnaires, and the results are taken very seriously indeed – as a direct result of Toshiba's discussions with customers, the following changes were made in recent years: ■ Exposure to X-rays from Toshiba medi - cal equipment was halved. ■ Shock-resistant mobile PCs were de - veloped following observation of how people handled the equipment. ■ A 0.85-inch hard disk drive was de - veloped for use in miniature computers (palm tops) and portable GPS units. Recently, the company has started to use questionnaires sent to mobile telephones of customers. This has increased response rates dramatically – often several thousand responses come in from each questionnaire, giving the company some extremely rapid feedback on new products. As in its new product development, Toshiba wants to be at the forefront of technology in its customer research. For the past 130 years, Toshiba has maintained engineering excellence without losing sight of customer needs. are extremely useful anywhere where weight and size are a problem. The company has a policy of running regular research sessions with customers to uncover new needs and refine existing products. This research ranges from inter - views to questionnaires, and the results are taken very seriously indeed – as a direct result of Toshiba's discussions with customers, the following changes were made in recent years: ■ Exposure to X-rays from Toshiba medi - cal equipment was halved. ■ Shock-resistant mobile PCs were de - veloped following observation of how people handled the equipment. ■ A 0.85-inch hard disk drive was de - veloped for use in miniature computers (palm tops) and portable GPS units. Recently, the company has started to use questionnaires sent to mobile telephones of customers. This has increased response rates

dramatically – often several thousand responses come in from each questionnaire, giving the company some extremely rapid feedback on new products. As in its new product development, Toshiba wants to be at the forefront of technology in its customer research. For the past 130 years, Toshiba has maintained engineering excellence without losing sight of customer needs.

Case questions:

- 1 What type of innovation strategy is Toshiba pursuing?
- 2 What is the role of customer input in developing new products?
- 3 How might Toshiba improve its innovation strategy?
- 4 What have been the main drivers of innovation at Toshiba?
- 5 What is the role of the brand in Toshiba's success?

Case 5: Pricing

Czech glass is a particularly attractive product in the chandelier industry. In northern Bohemia, glassworks have been in existence since the mid-fourteenth century and Czech crystal, which is colorless and ideal for engraving and cutting, has been particularly attractive to chandelier makers. In 1724, Josef Palme began making chandeliers in northern Bohemia. These chandeliers were acquired by King Louis XV, Maria Theresa, and the Russian Czarinas and some have been placed in La Scala in Milan and Versailles. Thomas Klaus, president of Crystal Components, had established his firm as a major supplier of Czech glass components to the chandelier makers in the Czech Republic. Now, he was thinking of moving into foreign markets. Preliminary research showed large numbers of chandelier makers in the EU, the US, and China. While they were quite capable of making chandeliers to equal the quality of those made in the Czech Republic, they would need the Czech glass to make these chandeliers world class in quality. So, he is most interested in establishing relationships with chandelier manufacturers as quickly as possible. A key question in his mind is the proper pricing for these components. He has established costs for spheres and ovals in the crystal formations used in the chandeliers and also has determined the import duties into each of the target markets. These are seen in Exhibit 10.1. He knows that final prices of chandeliers range from €500 up to many thousands and each chandelier uses anywhere from 10 to 100 spheres, ovals or a combination of both. Since Crystal Components is a small firm, he also knows that he will need distributors to import the product into each of these markets and may have to provide some type of technical expertise to the chandelier manufacturers in their own languages. A quick analysis of the marketplace shows

existing suppliers providing alternative product (not from the Czech Republic). Klaus has determined that competitors in general have the following prices for a 1 centimeter sphere – US\$ 4.25, EU€ 4.50, China 30 yuan – and, in most cases, these firms are located within the markets he is concerned about.

Costs (all labor and materials)		
Size:	Spheres:	Ovals:
1 cm	3.00 euro	4.00 euro
3 cm	5.00 euro	6.00 euro
5 cm	7.00 euro	8.00 euro

Import Duties
EU 15%
US 10%
China 25%

CASE STUDY QUESTIONS

- 1 Which market(s) should Klaus move into first?
- 2 How should Klaus price his product in each of these markets based on the final pricing for his products?
- 3 How will this pricing affect the rest of Klaus’s marketing strategy?

Case study 6 : Supply Chain

Eddie Stobart is something of a household name in the UK. The company’s distinctive trucks, each with its smartly-dressed driver (they are required to wear shirts and ties) appear on motorways throughout the coun - try, and in Continental Europe. Each truck is individually named (after real women) and each one is spotlessly clean. The company even has a dedicated fan club, with its own website, merchandize, and £18 membership fee (£20 for members outside Europe, which of course implies that there ARE members outside Europe). The company’s rise has been rapid, for a transport company. The original firm was started as an agricultural supply company in the 1950s, but in 1970 Eddie Stobart took over the family business and turned it into a haulage company. Operating from Cumbria, a rural area in the north of England, the company rapidly grew: the low costs associ - ated with its location, plus being fairly central for the UK as

a whole, gave the fledgling company some advantages but the main thrust of its success came from Stobart's unique vision of what a haulage company should be like. Stobart insisted that his trucks and drivers should be immaculate: the vehicles themselves were always spotless, and any driver caught not wearing a tie would face disciplinary action. Stobart also insisted that drivers should wave back and honk the horn should they be greeted by any passing motorist – an instruction which may have seemed bizarre to the average tough-guy truck driver, but which paid off in establishing word of mouth about the brand. Eddie Stobart was also fortunate in that the new M6 extension motorway was built during the early 1970s, completing the connection between the Midlands and Scotland and passing close by Cumbria. As the company grew, Stobart established depots nearer to the customers, in the industrial Midlands (in 1987). During 2002, the company suffered a setback due to the fuel crisis, and Eddie sold out to his brother William (who already held 45 percent of the company) through a holding company owned by William and his brother-in-law. During the early part of the century, the directors considered moving everything to Warrington in Lancashire, to be nearer to the major Northern cities of Liverpool and Manchester, but dropped the idea because it would mean job losses in their beloved Cumbria: instead, the company bought Carlisle Airport with a view to turning it into an air freight center. In a somewhat complicated deal, Eddie Stobart Limited was launched on the London stock exchange and became independent of its original parent company, eventually buying out the parent company (as well as acquiring other hauliers). In 2008, a spate of acquisitions created the Stobart Group, which now owned the inland ports of Widnes and Runcorn, London Southend Airport, Carlisle Lake District Airport, and several logistics companies. In 2010 Stobart bought a share in Irish airline Aer Arann, shortly after which Aer Arann announced that it would commence flights from Southend to Dublin and Galway. In 2009, Stobart agreed to open a new depot in the East Midlands, near Leicester, in collaboration with chocolate manufacturer Nestlé. Stobart now distributes 75 percent of Nestlé's products throughout the UK and Ireland. The company is now able to operate a full logistics service: it has 40 depots around the UK and Ireland, offers warehousing and cross-docking facilities, has a rail division, a ports division and an air freight division, and (importantly) it owns at least part of the infrastructure – inland ports and airports, as well as vehicles and warehouses. Despite the company's size, it still retains a family-business style: the tradition of naming trucks dates back to Eddie Stobart himself, who named his first trucks Twiggy (after the model), Dolly (after Dolly Parton), Tammy (for Tammy Wynette), and Suzi (after Suzi Quattro). Stobart died of heart

failure at the age of 56, in 2011, but the business he and his brother built from scratch still carries on..

Case questions:

1. How does the relationship with Nestlé help Nestlé's supply chain management?
2. How has Stobart moved from being a haulage company to being a logistics company?
3. What is the purpose of owning ports and airports?
4. What advantages might a customer see in dealing with a family business?
5. Why might Stobart have sought a joint venture with Nestlé

Case : Distribution channels:

General Sales Agents (or GSAs) act for airlines in places in which the airline does not have, and perhaps cannot afford, its own direct presence. GSAs typically act for several airlines, and are responsible for all types of sale within their geographical region – passenger tickets, air freight, and onward ticketing through other airlines. A GSA will charge between 3 and 5 percent commission for all business it brings in. Airlines use GSAs for several reasons. First, if the airline does not want to establish its own offices in the GSA's country the GSA will provide a presence. For airlines this is a common occurrence – airlines fly to a great many different countries, but may only have a few flights a week, making it extremely inefficient to maintain an office in that country. Second, GSAs will often have local contacts with freight forwarding and logistics companies, making it easy for them to sell air freight – note that the GSA will welcome the opportunity to offer more choice to potential customers, both in terms of destinations and of flight times. One such GSA is Aviareps. Founded in Germany in 1994, Aviareps now has 40 subsidiaries worldwide. Each office is operated as an independent company, incorporated in the host country, but each reports back to corporate headquarters in Germany. During the 1990s the company grew rapidly, not only in terms of expanding its direct business with airlines but also diversifying into tourism representation. Aviareps is able to represent hotels, cruise lines, railway companies, car rental companies, tourist attractions, and tourist resorts, and even tourist boards, as well as airlines, and is thus able to offer a seamless service to any company wanting to make bookings or provide services for most travel options. There are, of course, countries where Aviareps does not have a presence. The company has therefore concluded reciprocal agreements with GSAs in those countries, so that through bookings can be made and organizations such as tour operators can do business through Aviareps without needing to contact separate GSAs in each country where they want to do business. For a relatively young

company, Aviareps has done extremely well – it has 80 airlines and 90 tourism entities in its portfolio, and operates in every continent. Turnover in 2010 was €82 million, and the company handled over a billion euros’ worth of business for its clients in that year. Equity in the company amounts to €14 million. The company remains in private hands, with 46 percent of the equity held by its founder and chief executive, the rest being held by the other directors and a small amount by the investment company that helped finance the firm in its early days. The company does not allow clients or potential clients to hold shares: if Aviareps was publicly traded, it might happen that an airline would buy into the company, which would compromise its independent and impartial status. The company’s vision is to “bring people to the world, and bring the world to people.” This they are achieving by acting as the catalyst that brings together many players in the travel industry – moving far beyond what most GSAs can do.

Case Study Questions

- 1 What are the advantages of using Aviareps rather than other GSAs?
- 2 What sources of channel power does Aviareps have?
- 3 What advantages, from a customer’s viewpoint, are there in the fact that Aviareps has its own offices in 40 countries?
- 4 What might an airline expect from a German agent such as Aviareps?
- 5 Why should a major airline such as Delta or KLM use a GSA?

Source: http://charsoomarketing.com/wp-content/uploads/downloads/2015/07/Alan_Zimmerman_Jim_Blythe_Business_to_Business_.pdf

Model Question paper:

ANURAG GROUP OF INSTITUTIONS
SCHOOL OF BUSINESS MANAGEMENT
B2B MARKETING

Answer all questions:

5x5= 25 Marks

1. Differentiate between characteristics of B2B and Consumer Markets
2. Critically evaluate the factors influencing industrial customers
3. Describe the various stages of marketing research
4. Discuss the importance and factors influencing pricing in B2B markets
5. How does Business marketing communication influences B2B branding. Discuss

Answer all questions;

5x10= 50 Marks

6A . Business-to-business marketers are making increasing use of social media, such as LinkedIn, Facebook and Twitter. Comment.

Or

6B Briefly explain target market selection strategies in an industrial market

7A. What different Purchasing Systems are used in Industrial Buying ? What are the merits and demerits of each of them?

Or

7B. Elaborate the role of the different publics in the industrial marketing environment

8A. How to develop strategies for success in B2B markets? Explain

Or

8B. What are the challenges faced in value creation in Supply Chain of B2B markets.

Discuss

9A. Explain factors which affect Channel Decision for Industrial Products

Or

or

9B. Explain the process and strategies while evaluating competitive threat to an organization.

10A. “Advertising and Sales Promotion are not the major techniques of Promoting Industrial Products.” Do you agree ? Justify your answer

Or

10B. Explain buying decision process and relevant non personal communication methods.

Tutorial Sheet

Unit-I Topics Revised
Topic Name
Unit-I Topics Revised
Topic Name
Unit-III Topics Revised
Topic Name
Unit-IV Topics Revised
Topic Name
Unit-V Topics Revised
Topic Name

Course Assessment Report

Batch:

Academic Year/Sem:

Course Name:

Course Number:

Course Attainment (75% of Direct + 25% of Indirect) on a scale of 1 to 3.

Remarks and suggestions:

Course Coordinator

Direct Course Assessment Sheet (As per IonCudos)

a) Internal Examination

Course assessment sheet Ass1

Hall Ticket No	S1	S2	TOT
1			
2			
3			

Course assessment sheet Mid1

Hall Ticket No	S1	S2	S3	S4	S5	L1	L2	L3	L4	L5	TOT
1											
2											
3											

Course assessment sheet Ass2

Hall Ticket No	S1	S2	TOT
1			
2			
3			

Course assessment sheet Mid2

Hall Ticket No	S1	S2	S3	S4	S5	L1	L2	L3	L4	L5	TOT
1											
2											
3											

b) External Examination

Hall Ticket No	Total Marks

Rubric

--	--

		RUBRIC	
S.No.	Criteria	LEVEL (Level: 3-Excellent Level: 2-Good Level: 1-Poor)	
1	Oral Communication	3	Student speaks in phase with the given topic confidently using Audio-Visual aids. Vocabulary is good
		2	Student speaking without proper planning, fair usage of Audio-Visual aids. Vocabulary is not good
		1	Student speaks vaguely not in phase with the given topic. No synchronization among the talk and Visual Aids
2	Writing Skills	3	Proper structuring of the document with relevant subtitles, readability of document is high with correct use of grammar. Work is genuine and not published anywhere else
		2	Information is gathered without continuity of topic, sentences were not framed properly. Few topics are copied from other documents
		1	Information gathered was not relevant to the given task, vague collection of sentences. Content is copied from other documents
3	Social and Ethical Awareness	3	Student identifies most potential ethical or societal issues and tries to provide solutions for them discussing with peers
		2	Student identifies the societal and ethical issues but fails to provide any solutions discussing with peers
		1	Student makes no attempt in identifying the societal and ethical issues
4	Content Knowledge	3	Student uses appropriate methods, techniques to model and solve the problem accurately
		2	Student tries to model the problem but fails to solve the problem
		1	Student fails to model the problem and also fails to solve the problem
5	Student Participation	3	Listens carefully to the class and tries to answer questions confidently
		2	Listens carefully to the lecture but doesn't attempt to answer the questions
		1	Student neither listens to the class nor attempts to answer the questions
6	Managerial and analytical Skills	3	The managerial analysis process and presentation is well organized with appropriate use of technologies and methodology. Concept is easy to understand and well documented.
		2	The managerial analysis process and presentation is well organized with appropriate use of technologies and methodology. Concept is difficult to understand and not well documented. Analysis is accurate.
		1	The managerial analysis process and presentation is not well organized with mistakes in usage of appropriate technologies and methodology. Concept is difficult to understand and student is not able to explain the decision making process.
7	Practical Knowledge	3	Independently able to understand and relate the managerial concepts covered in theory to contemporary business environments.
		2	Independently able to understand the concepts covered in theory but not able to relate the concepts to contemporary business environments.

		1	Not able to understand the concepts and not able to relate concepts to contemporary business environments.
8	Understanding of Management Science	3	Student uses appropriate methods, techniques to model and solve the problem accurately in the context of multidisciplinary managerial concerns.
		2	Student tries to model the problem but fails to solve the problem in the context of multidisciplinary managerial concerns.
		1	Student fails to model the problem and also fails to solve the problem in the context of multidisciplinary managerial concerns.

Indirect Course Assessment Sheet

Tools:

a) Case Study

S.No.	Hall Ticket Number	Rubric Assessment
1		
2		
3		

b) Course End Survey Report

Add-ons (Guest Lecture/Video Lecture/Certification/Training Program/Poster Presentation....
etc.)

Unit Wise PPT's & Lecture Notes

-----*****-----