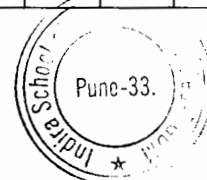


## INDEX

<b>Separator number</b>	<b>Particulars</b>
1	Roll Out
2	Attendance
3	Study Material/ Teaching Notes
4	Assessment Details
5	Assessment Marks

Sem - III

Indira School of Business Studies Session by session course roll-out (Batch 2019-2021), Sem. III													
Program	PGDM Marketing			Faculty	Professor Mangesh P Dande			Course/Subject	BUSINESS TO BUSINESS MARKETING				
Semester	III			Credits	3			Course Code	M-GC-306				
Division	C2M			Hours per week	2 hours (contact hours-45)			Nature of course	Specialization core				
Course Outcomes	CO1. To familiarize students with the terms, concepts, and nature of Business-to-Business Marketing. CO2 To expose the students to the industrial marketing functions of firms. CO3.To understand the specifics of marketing mix for Business-to-Business Marketing.												
Core Text Books	1. Business Marketing Management – Michael D Hunt: Cengage Learning. (11th Edition) 2. Business Marketing Text & Cases – Krishna Havaladar, Tata McGraw Hill Pvt Ltd. (2nd Edition)												
Reference Books	1. Industrial Marketing – Milind Phadtare; PHI (2nd Edition) 2. Industrial Marketing – Reeder, Brierly, Reeder; PHI (2nd Edition) 3. Global Marketing – Hollensen & Banerjee; Pearson (4th Edition)												
Unit no.	Topic	Subtopic	Teaching Learning Activity (TLA)	Details of TLA	Planned Count				Actual Count				
					L (Lecture)	T (Tutorial)	P (Practice)	Dates (no of lectures on a date are in bracket)	L	T	P	Dates	
1	Overview of Business-to-Business Marketing	What is Business marketing? Consumer V/S Business Marketing - Types of Customers in Business Marketing, Types of Industrial Goods, Types of Business Market Demand Organizational & Government Markets.	Interaction and PPT :	Study on building Customer value proposition, studying macro environmental factors for an organization	3	1	2	05/08/2020 (1) 07/08/2020 (1) 12/08/2020 (1)	3	1	2	4/08/2020 (1), 12/08/2020 (1), 09/09/2020 (1)	
2	Organisational Buying Behaviour	Organizational Buying Process, Forces Shaping Organizational Buying Behaviour, Buying Center / Decision Making Unit, Buying Situations, Buy grid Framework, Role of Buying Centre, Models of B2B Marketing - Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making.	Interaction and PPT :	1. Studying buying process for PCs by educational Institutions 2. Studying buying process for an Engg Organization	3	3	2	14/08/2020 (1), 19/08/2020 (1) 21/08/2020 (1)	3	3	2	11/09/2020 (1), 12/09/2020 (1), 16/09/2020 (1)	
3	Segmentation, Targeting & Positioning for B2B Markets	Market Segmentation Bases: Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria for choosing a target market. Positioning.	Interaction, PPT's, 2 videos	videos: 1. <a href="https://www.youtube.com/watch?v=ZxDXLWkZfbE">https://www.youtube.com/watch?v=ZxDXLWkZfbE</a> ; 2. <a href="https://www.youtube.com/watch?v=_ZhzeUfHBE">https://www.youtube.com/watch?v=_ZhzeUfHBE</a>	3	2	4	26/08/2020 (1), 28/08/2020 (1) 02/09/2020 (1)	3	2	4	18/09/2020 (1), 19/09/2020 (1), 25/09/2020 (1)	
4	Product Strategy for B2B Markets	Industrial Products: Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Importance of After Sales Service. Innovation, Competitiveness & Technology. Marketing of - Projects, Industrial Services, High technology products.	Interaction, PPT's, Case Study	Case study Automated Solutions Pvt Ltd Source: Indl Marketing Phadtare PHI	3	3	4	04/09/2020 (1), 09/09/2020 (1), 11/09/2020 (1)	3	3	4	30/09/2020 (1), 09/10/2020 (1), 16/10/2020 (1)	
5	Pricing Strategy for B2B Markets	Factors influencing Pricing Decisions, Pricing Strategies - Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing.	Interaction PPT's, 1. Case Study 2. Group Discussion	1. Case Study : Resistance welders Source Indl Marketing Phadtare PHI 2. Group Discussion on pricing strategy for a tyre manufacturer and power transformers	3	2	4	16/09/2020 (1), 18/09/2020 (1), 23/09/2020 (1)	3	2	4	04/11/2020 (1), 11/12/2020 (1), 11/12/2020 (1)	
6	Industrial Distribution Channels	Distinctive Nature of Industrial Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis.	Interaction, PPT's, Case Study	Case study on Brown Solar Pumps Ltd Source: Industrial Marketing – Milind Phadtare; PHI	3	1	2	25/09/2020 (1), 30/09/2020 (1), 07/10/2020 (1)	3	1	2	12/12/2020 (1), 17/12/2020 (1), 17/12/2020 (1)	
7	Personal Selling & Promotions for B2B Markets	Personal Selling: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers.	Interaction, PPT's, Role Play	Role Play on Personal selling & Decision making unit	3	2	2	09/10/2020 (1), 14/10/2020 (1), 16/10/2020 (1)	3	2	2	18/12/2020 (1), 19/12/2020 (1), 21/12/2020 (1)	
8	Case Studies	Guest Sessions & Assignment	1. Guest Sessions 2. Case study	Guest Sessions, Case study: Inter Air Ltd Source: Industrial Marketing – Milind Phadtare; PHI	2	2	2	21/10/2020 (1), 23/10/2020 (1)	2	2	2	19/12/2020 (1), 19/12/2020 (1)	
9	Business Communication	Advertising & Sales Promotion- Role of Advertising, Developing Integrated Communication Program, Managing B2B Advertising & Measuring Effectiveness, Role of Trade Shows.	Interaction, PPT's, Case Study	Case study on Johnson Controls Source: Business Marketing Management – Michael D Hunt: Cengage Learning	1	2	2	28/10/2020 (1)	1	2	2	22/12/2020 (1)	
Total L,T,P					24	18	24		24	18	24		



Assessment details					
Assessment no.	Type of Assessment	Maximum Marks	Tentative Date	Actual Date	Course Outcome
1	Assignment Online	10	August Week IV	27-09-2020	CO1
2	Mid semester exam	20	October 2nd week	30-10-2020	CO1,2
3	End semester exam	60	December 2nd week	09-01-2021	CO1,2,3
	Attendance	10	NA	NA	NA
	<b>Total Marks</b>	<b>100</b>			

Planned Contact Hours			
L/T/P	Count	Contact hours	Remarks
L	24	24	1 L = 1 Hr
T	18	18/2=9	2 T = 1 Hr
P	24	24/2=12	2 P = 1 Hr
<b>Total contact hours</b>		<b>45</b>	

Actual Contact Hours		
L/T/P	Count	Contact hours
L	24	24
T	18	9
P	24	12
<b>Total contact hours</b>		<b>45</b>



*MPDale*

INDIRA SCHOOL OF BUSINESS STUDIES ATTENDANCE SHEET

Batch : 2019-2021

PGDM, 3rd Semester

Div: C2M

Subject:-

*B2B Marketing*

Attendance for the period - August 2020 - December 2020

Name of the Faculty:-

Roll No	Session No →	1	2	3	4	5	6	7	8	9	10	11	12
	Date(dd/mm)→	4/8	12/8	9/9	11/9	12/9	16/9	18/9	19/9	25/9	30/9	9/10	16/10
	Session Start Time→	3:15-4:45	2:45	2:45	2:45	2:45	2:45	2:45	2:45	2:45	2:45	2:45	2:45
1921C2-1	ABHISHEK GUPTA	1 P	1 P	1 P	1 P	1 P	1 P	1 P	1 P	1 P	1 P	1 P	1 P
1921C2-2	ADARSH PANDEY	2 P	2 P	2 P	2 P	2 P	2 P	2 P	2 P	2 P	2 P	2 P	2 P
1921C2-3	AKANKSHA	3 P	3 P	3 P	3 P	3 P	3 P	3 P	3 P	3 P	3 P	3 P	3 P
1921C2-4	AKANKSHA URKUDE	4 P	4 P	4 P	4 P	4 P	4 P	4 P	4 P	4 P	4 P	4 P	4 P
1921C2-5	AMAN KUMAR	5 P	5 P	5 P	5 P	5 P	5 P	5 P	5 P	5 P	5 P	5 P	5 P
1921C2-6	VIRAT ANIKETSINGH MAHENDRASINGH	6 P	6 P	6 P	6 P	6 P	6 P	6 P	6 P	6 P	6 P	6 P	6 P
1921C2-7	ANUJ GUPTA	7 P	7 P	7 P	7 P	7 P	7 P	7 P	7 P	7 P	7 P	7 P	7 P
1921C2-8	ARPIT JAIN	8 P	8 P	8 P	8 P	8 P	8 P	8 P	8 P	8 P	8 P	8 P	8 P
1921C2-9	ASHISH KUMAR JHA	9 P	9 P	9 P	9 P	9 P	9 P	9 P	9 P	9 P	9 P	9 P	9 P
1921C2-10	ATHARVA YASHWANT GADWAR	10 P	10 P	10 P	10 P	10 P	10 P	10 P	10 P	10 P	10 P	10 P	10 P
1921C2-11	CHAND MARANDI	11 P	11 P	11 P	11 P	11 P	11 P	11 P	11 P	11 P	11 P	11 P	11 P
1921C2-12	DARSHIT PACHORI	12 P	12 P	12 P	12 P	12 P	12 P	12 P	12 P	12 P	12 P	12 P	12 P
1921C2-13	DINKAR KUMAR	13 P	13 P	13 P	13 P	13 P	13 P	13 P	13 P	13 P	13 P	13 P	13 P
1921C2-14	DISHA MIREN SHAH	14 P	14 P	14 P	14 P	14 P	14 P	14 P	14 P	14 P	14 P	14 P	14 P
1921C2-15	DHILLON GURJEETSINGH MANGALSINGH	15 P	15 P	15 P	15 P	15 P	15 P	15 P	15 P	15 P	15 P	15 P	15 P
1921C2-16	GEMNANI HARSHA PAHILAJRAI	16 P	16 P	16 P	16 P	16 P	16 P	16 P	16 P	16 P	16 P	16 P	16 P
1921C2-17	HARSHBHARATI ASHOK SINGH	17 P	17 P	17 P	17 P	17 P	17 P	17 P	17 P	17 P	17 P	17 P	17 P

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 M.C. J. R.  
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Roll No	Session No →	1	2	3	4	5	6	7	8	9	10	11	12
	Date(dd/mm)→	4/8	12/8	9/9	11/9	12/9	16/9	18/9	19/9	25/9	30/9	9/10	16/10
1921C2-18	THAKRAL JASMEETSINGH	18 P	18 P	18 P	18 P	18 P	18 P	18 P	18 P	18 P	18 P	18 P	18 P
1921C2-19	KRISHNA CHANDRA CHAUHAN	19 P	19 P	19 P	19 P	19 P	19 P	19 P	19 P	19 P	19 P	19 P	19 P
1921C2-20	KSHITIJ YADAV	20 P	20 P	20 P	20 P	20 P	20 P	20 P	20 P	20 P	20 P	20 P	20 P
1921C2-21	MOHD SAKHEB KHAN	21 P	21 P	21 P	21 P	21 P	21 P	21 P	21 P	21 P	21 P	21 P	21 P
1921C2-22	NILESH VYAS	22 P	22 P	22 P	22 P	22 P	22 P	22 P	22 P	22 P	22 P	22 P	22 P
1921C2-23	NISHIKA SETH	23 P	23 P	23 P	23 P	23 P	23 P	23 P	23 P	23 P	23 P	23 P	23 P
1921C2-24	ONKAR GAWANDE	24 P	24 P	24 P	24 P	24 P	24 P	24 P	24 P	24 P	24 P	24 P	24 P
1921C2-25	PALAK JAIN	25 P	25 P	25 P	25 P	25 P	25 P	25 P	25 P	25 P	25 P	25 P	25 P
1921C2-26	PRABJOT SINGH	26 P	26 P	26 P	26 P	26 P	26 P	26 P	26 P	26 P	26 P	26 P	26 P
1921C2-27	GADHE PRAFULLA GOVINDRAO	27 P	27 P	27 P	27 P	27 P	27 P	27 P	27 P	27 P	27 P	27 P	27 P
1921C2-28	PRAKHAR MAHESHWARI RAJENDRA	28 P	28 P	28 P	28 P	28 P	28 P	28 P	28 P	28 P	28 P	28 P	28 P
1921C2-29	PRANSHU TIWARI	29 P	29 P	29 P	29 P	29 P	29 P	29 P	29 P	29 P	29 P	29 P	29 P
1921C2-30	PRIYANK GUPTA	30 P	30 P	30 P	30 P	30 P	30 P	30 P	30 P	30 P	30 P	30 P	30 P
1921C2-31	RAHUL RATHORE	31 P	31 P	31 P	31 P	31 P	31 P	31 P	31 P	31 P	31 P	31 P	31 P
1921C2-32	RENIL RAJ SIMON	32 P	32 P	32 P	32 P	32 P	32 P	32 P	32 P	32 P	32 P	32 P	32 P
1921C2-33	RITIK GUPTA	33 P	33 P	33 P	33 P	33 P	33 P	33 P	33 P	33 P	33 P	33 P	33 P
1921C2-34	ROHIT KUMAR SINGH	34 P	34 P	34 P	34 P	34 P	34 P	34 P	34 P	34 P	34 P	34 P	34 P
1921C2-35	SACHIN KUMAR	35 P	35 P	35 P	35 P	35 P	35 P	35 P	35 P	35 P	35 P	35 P	35 P
1921C2-36	SAGAR DEBNATH	36 P	36 P	36 P	36 P	36 P	36 P	36 P	36 P	36 P	36 P	36 P	36 P
1921C2-37	SARTHA SONKAR	37 P	37 P	37 P	37 P	37 P	37 P	37 P	37 P	37 P	37 P	37 P	37 P
1921C2-38	GORE SATYAJIT RAMCHANDRA	38 P	38 P	38 P	38 P	38 P	38 P	38 P	38 P	38 P	38 P	38 P	38 P



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Roll No	Session No →	1	2	3	4	5	6	7	8	9	10	11	12
1921C2-39	Date(dd/mm)→	4/8	12/8	9/9	11/9	12/9	16/9	18/9	19/9	25/9	30/9	9/10	16/10
1921C2-40	SATYAM KUMAR	39 P	39 P	39 P	39 P	39 P	39 P	39 P	39 P	39 P	39 P	39 P	39 P
1921C2-41	MAURYA SATYENDRA KUMAR AMARJEET	40 P	40 P	40 P	40 P	40 P	40 P	40 P	40 P	40 P	40 P	40 P	40 P
1921C2-42	SHAKTIDAN SINGH CHOUHAN	41 P	41 P	41 P	41 P	41 P	41 P	41 P	41 P	41 P	41 P	41 P	41 P
1921C2-43	SHALIN S VARGHESE	42 P	42 P	42 P	42 P	42 P	42 P	42 P	42 P	42 P	42 P	42 P	42 P
1921C2-44	SHIVANGI GAVANE	43 P	43 P	43 P	43 P	43 P	43 P	43 P	43 P	43 P	43 P	43 P	43 P
1921C2-45	CHOUHAN SHIVANI SARWAN	44 P	44 P	44 P	44 P	44 P	44 P	44 P	44 P	44 P	44 P	44 P	44 P
1921C2-46	SHIVANSH KHADELWAL	45 P	45 P	45 P	45 P	45 P	45 P	45 P	45 P	45 P	45 P	45 P	45 P
1921C2-47	SHIVENDRA VIKRAM SINGH BHADAURIA	46 P	46 P	46 P	46 P	46 P	46 P	46 P	46 P	46 P	46 P	46 P	46 P
1921C2-48	SIMRAN RAI	47 P	47 P	47 P	47 P	47 P	47 P	47 P	47 P	47 P	47 P	47 P	47 P
1921C2-49	ATKALIKAR SUKHAD ARUN	48 P	48 P	48 P	48 P	48 P	48 P	48 P	48 P	48 P	48 P	48 P	48 P
1921C2-50	SUKRITI SINGH	49 P	49 P	49 P	49 P	49 P	49 P	49 P	49 P	49 P	49 P	49 P	49 P
1921C2-51	SURAJ KUMAR DUBEY	50 P	50 P	50 P	50 P	50 P	50 P	50 P	50 P	50 P	50 P	50 P	50 P
1921C2-52	SUSMITA PRIYADARSHINI	51 P	51 P	51 P	51 P	51 P	51 P	51 P	51 P	51 P	51 P	51 P	51 P
1921C2-53	SWATI CHANDRAKAR	52 P	52 P	52 P	52 P	52 P	52 P	52 P	52 P	52 P	52 P	52 P	52 P
1921C2-54	SWATI YADAV	53 P	53 P	53 P	53 P	53 P	53 P	53 P	53 P	53 P	53 P	53 P	53 P
1921C2-55	SWETA KUMARI	54 P	54 P	54 P	54 P	54 P	54 P	54 P	54 P	54 P	54 P	54 P	54 P
1921C2-56	TANMAY	55 P	55 P	55 P	55 P	55 P	55 P	55 P	55 P	55 P	55 P	55 P	55 P
1921C2-57	VARUN VISWAMBHARAN	56 P	56 P	56 P	56 P	56 P	56 P	56 P	56 P	56 P	56 P	56 P	56 P
1921C2-58	VISHAL KUMAR PRAJAPATI	57 P	57 P	57 P	57 P	57 P	57 P	57 P	57 P	57 P	57 P	57 P	57 P
1921C2-59	YASH MATHUR	58 P	58 P	58 P	58 P	58 P	58 P	58 P	58 P	58 P	58 P	58 P	58 P
1921C2-59	PATLE YOGESH TIKARAM	59 P	59 P	59 P	59 P	59 P	59 P	59 P	59 P	59 P	59 P	59 P	59 P



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Roll No	Session No →	1	2	3	4	5	6	7	8	9	10	11	12
1921C2-18	Date(dd/mm)→	4/11	11/12	11/12	12/12	18/12	18/12	18/12	19/12	19/12	19/12	20/12	21/12
1921C2-19	Jasmeet Singh Thakral	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-20	Krishna Chandra Chauhan	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-21	Kshitij Yadav	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-22	Mohd Sakeeb Khan	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-23	Nilesh Bhagwandas Vyas	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-24	Nishika Seth	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-25	Onkar Gawande	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-26	Palak Jain	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-27	Prabjot Singh	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-28	Prafulla Govindrao Gadhe	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-29	Prakhar Maheshwari	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-30	Pranshu Tiwari	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-31	Priyank Gupta	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-32	Rahul Rathore	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-33	Renil Raj Simon	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-34	Ritik Gupta	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-35	Rohit Kumar Singh	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-36	Sachin Kumar	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-37	Sagar Debnath	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-38	Sarthak Sonkar	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-39	Satyajit Ramchandra Gore	P	P	P	P	P	P	P	P	P	P	P	P



Signature  
Date

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Roll No	Session No →	1	2	3	4	5	6	7	8	9	10	11	12
1921C2-39	Date(dd/mm)→	4/11	11/12	11/12	12/12	18/12	18/12	18/12	19/12	19/12	19/12	21/12	22/12
1921C2-40	Satyam Kumar	P	-	-	-	-	-	-	-	-	-	-	-
1921C2-41	Satyendra Kumar Amarjeet Maurya	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-42	Shaktidan Singh Chouhan	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-43	Shalin S Varghese	-	-	-	-	-	-	-	-	-	-	-	-
1921C2-44	Shivangi Gavane	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-45	Shivani Sarwan Chouhan	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-46	Shivansh Khandelwal	-	-	-	-	-	-	-	-	-	-	-	-
1921C2-47	Shivendra Vikram Singh Bhadauria	-	-	-	-	-	-	-	-	-	-	-	-
1921C2-48	Simran Ramdas Rai	-	-	-	-	-	-	-	-	-	-	-	-
1921C2-49	Sukhad Arun Atkalikar	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-50	Sukriti Singh	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-51	Surajkumar Praveenkumar Dubey	-	-	-	-	-	-	-	-	-	-	-	-
1921C2-52	Susmita Priyadarshini	-	-	-	-	-	-	-	-	-	-	-	-
1921C2-53	Swati Chandrakar	-	-	-	-	-	-	-	-	-	-	-	-
1921C2-54	Swati Yadav	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-55	Sweta Kumari	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-56	Tanmay Vinod Tyagi	-	-	-	-	-	-	-	-	-	-	-	-
1921C2-57	Varun Viswambharan	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-58	Vishal Kumar Prajapati	P	P	P	P	P	P	P	P	P	P	P	P
1921C2-59	Yash Mathur	-	-	-	-	-	-	-	-	-	-	-	-
1921C2-59	Yogesh Tikaram Patle	-	-	-	-	-	-	-	-	-	-	-	-

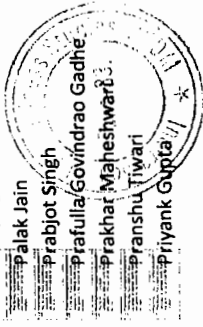


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 16P 39P 20A  
 17P 40P 19A  
 18P 45P 10A  
 19P 49P 10A  
 20P 38P 38P  
 21P 39P 20A  
 22P 39P 20A  
 23P 38P 38P  
 24P 44P 15A  
 25P 44P 15A

B2B Marketing

Mangesh P. Dunde

Roll no.	Student name	Dec												Dec												Percentage
		Aug	Aug	Sep	Sep	Sep	Sep	Sep	Sep	Sep	Sep	Sep	Sep	Oct	Oct	Oct	Nov	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	
1921C2-1	Abhishek Gupta	04,20	12,20	11,20	12,20	16,20	18,20	19,20	25,20	30,20	04,20	11,20	12,20	17,20	17,20	17,20	18,20	20	20	20	19,20	21,20	22,20	20	20	44
1921C2-2	Adarsh Pandey	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	60
1921C2-3	Akanksha	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	Lectu	80
1921C2-4	Akanksha Urkude	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	80
1921C2-5	Aman Kumar	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	24
1921C2-6	Aniket Singh Virat	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	76
1921C2-7	Anuj Gupta	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	48
1921C2-8	Arpit Jaykumar Jain	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	76
1921C2-9	Ashish Kumar Jha	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	88
1921C2-10	Atharva Yashwant Gadwar	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	16
1921C2-11	Chand Marandi	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	92
1921C2-12	Darshit Pachori	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	72
1921C2-13	Dinkar Kumar	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	92
1921C2-14	Disha Miren Shah	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	72
1921C2-15	Gurjeet Singh Dhillon	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	80
1921C2-16	Harsha Pahilajrai Gemnani	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	96
1921C2-17	Harshbharati Ashok Singh	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	72
1921C2-18	Jasmeet Singh Thakral	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	68
1921C2-19	Krishna Chandra Chauhan	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	88
1921C2-20	Kshitij Yadav	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	76
1921C2-21	Mohd Sakeeb Khan	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	8
1921C2-22	Nilesh Bhagwandas Vyas	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	24
1921C2-23	Nishika Seth	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	72
1921C2-24	Onkar Gawande	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	64
1921C2-25	Palak Jain	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	64
1921C2-26	Prabjot Singh	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	60
1921C2-27	Pratulla/Govindrao Gadhe	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	24
1921C2-28	Prakhar Maheshwar	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	84
1921C2-29	Pranshu Tiwari	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	84
1921C2-30	Prityank Gupta	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	re	84



# PGDM: B2B MARKETING



*MPD*

*A2M, C2M*

*D... D... E2M & E2M*

# Objectives & Books

## 1. Objectives:

- To familiarize students with the terms, concepts, and nature of Business-to-Business Marketing.
- To expose the students to the industrial marketing functions of firms.
- The course introduces to the participants the specifics of marketing mix for Business-to-Business Marketing.

## 2. Core books for Reading:

- Business Marketing Management – Michael D Hutt: Cengage Learning.
- Business Marketing Text & Cases – Krishna Havaladar; Tata McGraw Hill

## 3. Reference Books:

- Industrial Marketing – Milind Phadtare; PHI
- Industrial Marketing – Reeder, Brierly, Reeder; PHI.
- Global Marketing – Hollensen & Banerjee; Pearson.

## Pedagogy, assessment



# Topics

## 1. Overview of Business-to-Business Marketing:

What is Business marketing? Consumer V/S Business Marketing - Types of Customers in Business Marketing, Types of Industrial Goods, Types of Business Market Demand Organizational & Government Markets.

## 2. Organizational Buying Behavior:

Organizational Buying Process, Forces Shaping Organizational Buying Behavior, **Buying Center / Decision Making Unit**. Buying Situations, Buy grid Framework, Role of Buying Centre, Models of B2B Marketing - **Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors** on decision making.

## 3. Segmentation, Targeting & Positioning for B2B Markets:

**Market Segmentation Bases: Macro Variables** - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. **Micro Variables:** Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics.

**Target Markets:** Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria for choosing a target market. **Positioning.**



# Topics

## 4. Product Strategy for B2B Markets:

Industrial Products: Definition of an Industrial Product, **Industrial Product Lifecycle & Strategies across the PLC**, Product strategies for New Products and Existing Products, Importance of After Sales Service. Innovation, Competitiveness & Technology. **Marketing of - Projects, Industrial Services, High technology products.**

## 5. Pricing Strategy for B2B Markets:

**Factors influencing Pricing Decisions, Pricing Strategies** - Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing.

## 6. Industrial Distribution Channels:

Distinctive Nature of Industrial Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis.

# Topics

## **7. Personal Selling & Promotions for B2B Markets:**

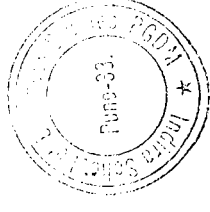
Personal Selling: **Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers.**

## **8. Case Studies:**

Guest Session & Assignment.

## **9. Business Communication:**

Advertising & Sales Promotion- Role of Advertising, Developing Integrated Communication Program, Managing B2B Advertising & Measuring Effectiveness, Role of Trade Shows.

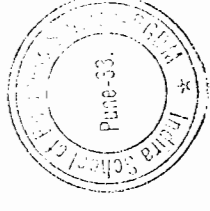


# Unit 1: Overview of B2B Marketing

## Objectives:

**At the end of this chapter you will be able to:**

- Define the concept of Business marketing
- Distinguish between Consumer & Business Marketing
- Identify types of customers & goods in Business Marketing





# Overview of B2B Marketing

- **Business Markets** are markets for goods and services, local to international, bought by **businesses, government bodies, and institutions**; for incorporation, for consumption, for use or for resale.
- **Business Marketing** consists of all activities involved in the marketing of products and services to organizations that use these products and services in the production of consumer or industrial goods and services and to facilitate the operation of the enterprises.



## Study Materials: Books

Following **3 Books** were shared with E2M, F2M through M Teams Channels

### M Teams Message:

[9/28 1:00 PM] Meghasham Chaudhari

Here are **Book links, Study materials** for your reference, **TOTAL 3** :

- <https://www.pdfdrive.com/business-marketing-management-b2b-e186250352.html>
- <http://www.eiilmuniversity.co.in/downloads/IndustrialMarketing.pdf>
- <http://www.pondiuni.edu.in/sites/default/files/Industrial%20Marketing200813.pdf>

Business Marketing Management: B2B - PDF Drive

South-Western, Cengage Learning, 2010. – 668 p., – ISBN: 032458167X, 9780324581676 Special challenges and opportunities confront the marketer who intends to serve the needs of organizations rather than...

[www.pdfdrive.com](http://www.pdfdrive.com)



## Study Materials: Journal Articles

Following 5 Journal Articles were shared with E2M, F2M through M Teams Channels

### M Teams Message:

[10/30 12:33 PM] Meghasham Chaudhari

## Study Materials: Journal Articles

Students,

As discussed: Here are some study materials for you from journals:

### **Journals:**

- Industrial Organization and Customer Relationship Management: The Impact on Customer Service Orientation in B-to-B Markets by Lancioni, Richard; Smith, Michael; Stein, Alex., Journal of Management & Public Policy. Jul-Dec2009, Vol. 1 Issue 1, p57-88.
- My years with B2B Marketing in India: Reflections and Learnings from A Journey of 40 Years by Sarin, Sharad., Journal of Business & Industrial Marketing. 2012, Vol. 27 Issue 3, p160-168 **Sample enclosed**
- Approaching Global Industrial Marketing from a Managerial Cognition Perspective: A Theoretical Framework by Madhavaram, Sreedhar; Badrinarayanan, Vishag; Granot, Elad., Journal of Business & Industrial Marketing. 2011, Vol. 26 Issue 7, p532-541
- The Marketing Mix Revisited: Towards the 21st Century Marketing by Constantinides, E., Journal of Marketing Management. Apr2006, Vol. 22 Issue 3/4, p407-438
- Marketing-Industrial Design Integration in New Product Development: The Case of China by Zhang, Dan; Hu, Peng; Kotabe, Masaaki., Journal of Product Innovation Management. May2011, Vol. 28 Issue 3, p360-373



See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/239312566>

## My years with B2B marketing in India: Reflections and learnings from a journey of 40 years

Article in: *Journal of Business & Industrial Marketing* · February 2012

DOI: 10.1108/JBIM-02-2012-0015

CITATIONS

7

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XLRI - Xavier School of Management

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[Project](#) BRICS and New Globalization [View project](#)

[Project](#) India special issue: "Journal of Historical Research in Marketing" [View project](#)





## Journal of Business & Industrial Marketing

### Emerald Article: My years with B2B marketing in India: reflections and learnings from a journey of 40 years

Sharad Sarin

#### Article information:

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# My years with B2B marketing in India: reflections and learnings from a journey of 40 years

Sharad Sarin

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### Abstract

**Purpose** – This paper aims to review the author's association with the discipline of business-to-business (B2B) marketing for nearly 40 years. Of these, 34 were spent teaching in a postgraduate institute, i.e. the Xavier Labour Relations Institute (XLRI), Jamshedpur, India.

**Design/methodology/approach** – The paper is organized around nine lenses for reflection. These provide a comprehensive coverage of the author's experiences. The paper critically evaluates the author's performance as a B2B marketing instructor, researcher, trainer and consultant. It examines the evolution of B2B markets and marketing in India and traces the symbiotic relationship between academics and practice.

**Findings** – The reflection reveals that B2B marketing practices have benefited and improved a great deal in India due to interventions from academia. However, the most disturbing aspect of B2B marketing practices in India is all-pervasive corruption. There seems to be no solution for it.

**Practical implications** – An important audience for this paper is young faculty members. It is hoped the paper will be able to motivate them for more research and publications. The challenge for B2B marketing is to fuel the declining interest in the discipline. The B2B marketing discipline in India needs more faculty members, and substantial home-grown research articles and cases.

**Originality/value** – The paper illustrates that the Indian B2B scenario has changed a great deal: the impact of competition and globalisation has transformed B2B marketing practices beyond recognition.

**Keywords** B2B marketing in India, Indian perspective in B2B marketing, History of B2B marketing in India, Indian B2B marketing practices, India, Business-to-business marketing

**Paper type** General review

An executive summary for managers and executive readers can be found at the end of this article.

### Introduction

Follow effective action with quiet reflection. From the quiet reflection will come even more effective action (Peter Drucker).

With over 40 years of association with the discipline of industrial or B2B marketing, I can claim to be a historian for B2B marketing, at least for India. Layers of experience and exposure have equipped me with both the depth and width of the plurality of the issues and challenges of B2B markets and marketing. As 40 years is a very long period, selection of what to share and what to ignore has been a major challenge. My reflections include a synthesis of the sum total of what I have learned and shared with a large body of students and practising managers. The paper is organised around nine lenses. These lenses should provide comprehensive coverage

of the Indian perspective. The historical narration is recap of the developments. There is no attempt to develop newer concepts. Through anecdotes, I have attempted to provide glimpses of the reality. This paper is confined to a review and reflections of my experiences only. It does not cover other Indian instructors, trainers and researchers. Figure 1 describes the nine lenses used for reflections.

### Lens 1

#### Evolution of B2B markets and marketing in India: from rationing to value-based marketing

Innumerable books and articles are available on the Indian economy and business environment of last 60 years. Until 1991, the "license and permit Raj" was the dominant trait of the Indian economy. A deep nexus existed between politicians, bureaucrats and favoured business organisations. This situation ensured virtual monopoly of Indian marketers. Whosoever had the capacity had their market share. The selling task of B2B marketers was mainly restricted to "networking" with the members of the buying centre and the management of aggrandisement, i.e. the use of cash and gifts to obtain orders. A combination of "production and selling" orientations was widely practised. The "production"

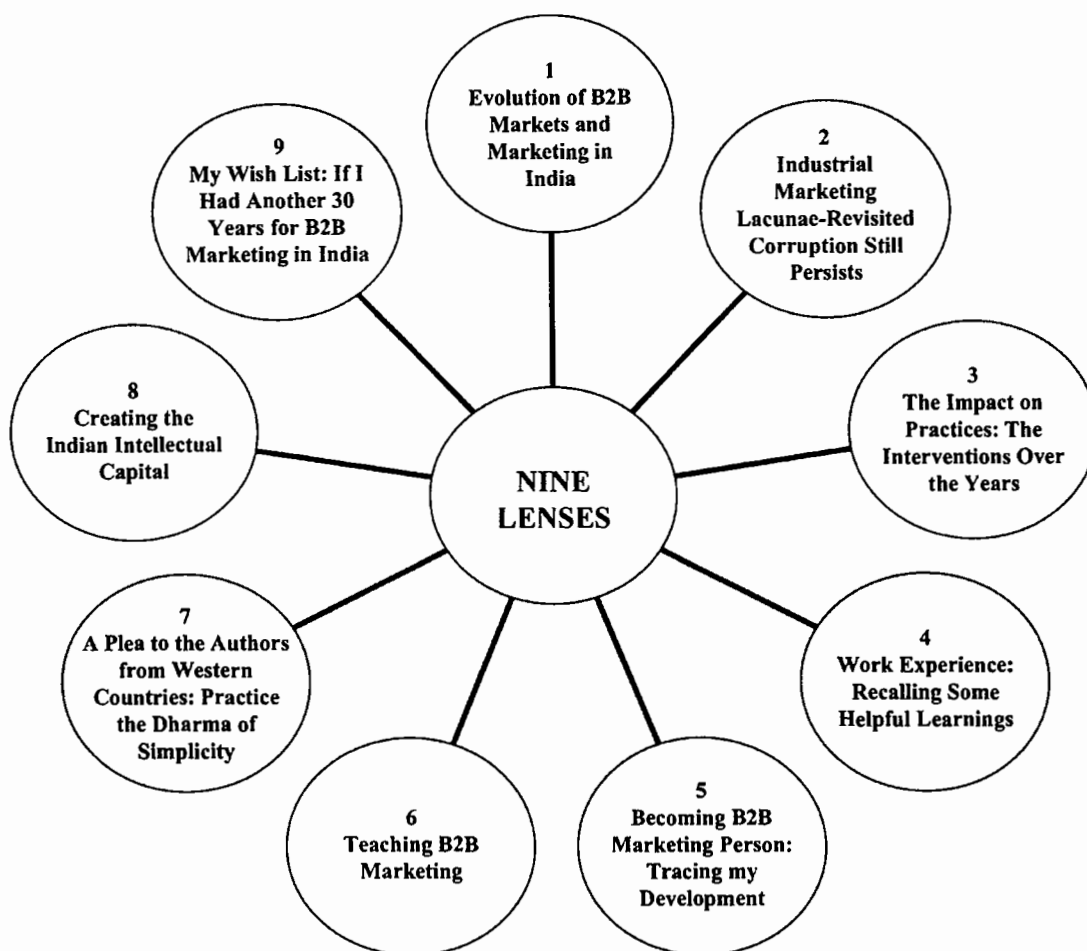


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Figure 1 The lenses for reflections



orientation enabled practice of the belief that “physical availability of whatever we can produce is enough – the rest would be taken care of by the customers”. The “selling” orientation led to the belief that “selling alone is the entirety of the B2B marketing task”. In this scenario, customers had no choice and no voice. Sharing two episodes from the early 1980s will provide a feel of the reality.

The first episode is when I asked the Director of Marketing of a leading steel firm to share some weaknesses of his department. The Director was frank and bold enough to state: “We do not know where our customers are located”. He did not say that we do not know who they are. This, as he explained, was due to an acute shortage of steel in India – so instead of his marketing executives visiting customers for sales and marketing, the customers used to visit their offices. He then showed the long line of customers waiting outside his office. I remember my first assignment of measuring of customer satisfaction for the same steel company in 1983. The availability of steel being critical, the customer – in spite of a mouthful of adverse feedback – pleaded with me not to disclose their identity. They feared that knowledge of their negative comments may lead to the suspension of the supply of steel to them. Competition, post-1991, has completely transformed the marketing practices of this company. To me,

this steel company would be a role model for B2B marketing for the entire steel industry in India.

The second episode is of a leader in the field of aluminium. Not knowing anyone, I had knocked on a door, the sign on which read “General Manager – Commercial”. After briefing him about the purpose of my research, I requested him to introduce me to the marketing manager concerned. The prompt response came, “You are meeting him”. With a bewildered look on my face, I said “But you are heading the Commercial Department”. He answered, “I am also heading the marketing function”. To this my response was “You are too senior for the purpose of my data collection”. To this, he responded: “In that case you have to meet my dispatch clerk!”. He then explained that customers paid 100 per cent in advance for the products of his company. After collecting the advance, his company issued a delivery note, which was handed over to the dispatch clerk. He then monitored the dispatch from factory to the destination indicated by the customers. “For this job – we do not need any manager including a marketing manager” was his concluding remark.

#### The rapid transformation

The opening up of the Indian economy post-1991 led to the rapid tuning up of Indian B2B marketers. They needed to



survive in a globally competitive environment. The first five years witnessed Indian companies – large and small – trying to obtain certifications like ISO 9000, 9001 and 14000 and such like. This helped them to improve their processes. These certifications were seen as “passports” for their export business. Besides the initiatives of obtaining ISO certifications, several other initiatives, like total quality management (TQM), total productive management (TPM), Six Sigma, value analysis, quality circle, supply chain management and many more were introduced.

An important initiative has been the evaluation of business performance on models similar to Malcolm Baldrige award of the USA. Many organisations, including the Tata Group of companies and the Confederation of Indian Industries (CII), have their own versions to ensure comprehensive measurement of the performance of firms on a regular basis.

The pressures of competition, combined with the adoption of techniques and frameworks to improve their process orientation, implied improving firms' customer orientation and broadening of the role and scope of the marketing function. Firms started admitting that selling alone is not marketing. CEOs began ridiculing the same set of super-performers as useless, as they did not even know the difference between “sales” and “marketing”.

Enhancing the customer orientation of not only the marketing team, but of the whole organisation, became the preoccupation of CEOs. To improve their marketing capabilities, companies started nominating executives for management development programmes. Soon the demand for customised programmes from wide variety of B2B firms increased. Finally the wisdom has dawned that it is not “we” but the customer who should be king.

In 1984, i.e. nearly 26 years ago, I identified five causes that led to the neglect of industrial marketing in India (Sarin, 1984). These were:

- 1 an economy of shortages;
- 2 myopic top management;
- 3 the restricted or small size of Indian markets, preventing R&D and innovation;
- 4 the role of aggrandisement, i.e. corruption in B2B buying; and
- 5 the lack of academic research.

In the same article, I suggested hallmarks for successful industrial marketing. These were:

- customer orientation;
- competitor orientation;
- technology orientation;
- skill orientation;
- ethical orientation; and
- strategic marketing orientation.

Looking back, the Indian B2B scenario has changed a lot on several fronts. The market size has multiplied a great deal, encouraging B2B marketers to become more innovative and to spend more on R&D. The competition orientation has shown a remarkable improvement; companies have become agile and globally competitive. There has been a sea change in the customer orientation of companies. The majority of B2B organisations are conducting customer satisfaction cum feedback studies on a regular basis. The use of IT has improved their efficiency and responsiveness, and has helped them to achieve operational excellence on all fronts.

## Lens 2

### B2B marketing: the “den” of corruption

In spite of all the achievements, what does not seem to have changed is the prevalence of rampant corruption. India, according to Transparency International (2008), is 86th out of 134 countries in the list of the most corrupt countries. Indians have nearly \$1,500bn parked in Swiss banks (Alexander, 2010). Within India, the estimates are that 40 per cent to 60 per cent of annual GDP is unaccounted money, i.e. money on which taxes have not been paid. It is my assessment that 90 per cent of this unaccounted money is in the domain of B2B buying and selling. The written codes of conduct, whistleblower policies, and classes and courses on corporate ethics and corporate governance, have not worked. It remains a deep-rooted malice of India. This is reflected in hiring of transporters, petty civil contractors, imports of plants and machinery and raw materials, the approval of suppliers or the inspection of products before they are dispatched. No matter what area one touches, one would find ingenious ways and means to give and take bribes.

An old episode is both revealing and disturbing. The year was 1979. I was barely 33 years old. There was a discussion on organisational buying behaviour in one of the classes in industrial marketing for working executives. Most of the executives would be older than me. I was discussing the aggrandisement model – a non task model – as suggested by Webster and Wind (1972). After sharing the model, I quoted the authors that this should not be a generalised view, as these practices would be confined to only a few in the purchasing department. I cannot recall what triggered very heated arguments with a student who was the branch manager of a company supplying castings. The branch manager (a student in the class) in his raised voice said, “So you feel there is no corruption in B2B buying in India. Take it from me – it is rampant and all pervasive”. I do not recall my debating points, but my summing up was “No matter what your views are, but in this course, I would never allow you to walk away with the feeling that all B2B buyers are corrupt in India”. Looking back, nothing could have been further from the truth. What we had in 1979 persists even in 2010. Where is the remedy? Is it in the views of a successful businessman who feels that “so long as work gets done, corruption should be a non-issue”? Though what he says seems to make lot of sense, is “acceptance” the only answer?

## Lens 3

### The impact on practices: interventions over the years

Over the years, my interventions with industry could be classified as the following:

- as a consultant playing an advisory role;
- market studies covering aspects like customer satisfaction, measurement of market demand potential, competitive scenario, new product management and newer business opportunities;
- training programmes for B2B marketing firms; and
- as a member of the governing board of companies in B2B marketing.

My assessment is that over the last three decades, 40 per cent of my time could have been spent on conducting market studies, 40 per cent on training programmes, and the balance in playing an advisory role.





In the training programmes, I found the majority of B2B firms appreciative and receptive to the newer ideas of managing their marketing functions. However, a key concern of the majority has been the applicability of the concepts in the Indian context. As most of the knowledge and concepts are borrowed from the Western world, their relevance in the Indian context has always remained suspect. Over the years, the availability of Indian cases has increased subsequently. Thanks to Indian business journals and search engines, the famine is now a feast of reading on the Indian context, including B2B marketing.

Since 1976, a deep-rooted passion of mine for B2B firms is to have marketing practices as sophisticated as B2C firms. This is because whereas the senior management of B2C firms are dominated by managers with MBA backgrounds, B2B firms are more dominated by engineers. It is my assessment that over last 34 years, at least 25–30 per cent of executives have fulfilled my dream by practising what they have learned.

#### B2B marketing: misplaced expectations

It is my view that to date, B2B marketing firms have remained obsessed with sales. Due to this, the marketing personnel score high on skills like selling, inter-personal relationships, order management, the collection of money and related issues of sales management. There is nothing wrong with this. Without sales, no organisation can survive. But this has led to their lopsided development. The majority, to date, remain unappreciative of any discussion beyond increasing sales. "Expediency" and "immediacy" seem to be the expectations from training programmes. Some typical comments would include: "Please tell us how to increase sales", "Tell us how to handle competition, especially from low-priced players", or "Our competitors are bribing the customers; please tell us how to handle this situation". These comments reflect their apathy towards the theoretical concepts and framework helping them to broaden their perspectives.

Why blame the sales and marketing team, even their top management, after interventions through consultancy and training, expect the magic of instant transformation, from the very next day. In several consultancy situations, I have sensed the unreasonable expectations of top management. They feel that interventions are like a broad antibiotic that will work from day one, in all the situations. That theoretical and conceptual input would strengthen their base, and that transformation will take time, is beyond their comprehension. An example of an extreme form of expectation is given by a recent training program, where the Managing Director asked all 25 executives – from President to branch managers – to promise that sales would increase from the next day!

#### Lens 4

##### Work experience: recalling some helpful learnings

I was fortunate to join a top ranking engineering firm Larsen & Toubro Limited of India in 1972, i.e. after my MBA from the Indian Institute of Management, Ahmedabad, India. The division that I joined was Switchgear: Contracts. It was for the marketing of customised electrical switchboards up to 440 volts. My responsibility included co-ordination between works and field offices. Electrical switchboards carry electrical equipment like air circuit breakers, contactors, relays, switch fuses and allied equipment. These are needed to provide protection to electrical equipment installed in electrical power

plants as well as manufacturing plants. Within 15 days, I realised the limitation of my classroom inputs. My MBA course had not made me familiar with the terms like "tender documents", "inquiry", "proposal", "approval of drawing", "pre-tendering activities to help customers to develop product specifications", "release of acceptance orders", and many more aspects of managing the marketing functions. Soon the wisdom dawned that industrial marketing is essentially a cross-functional activity requiring support from several functions, like R&D, design, production planning and control (PPC), plant manufacturing, dispatch of material, legal and many more. Managing this cross-functional support meant strong and cordial inter-personal relationships with peers, bosses, supervisors and even workers. I soon realised that B2B marketing cannot be a one-man activity. Effective B2B marketing personnel require strong external and internal customer orientation.

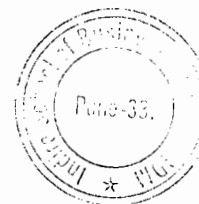
Three small incidents within six months made me aware of several unique aspects of B2B marketing.

One day a telex came from a branch engineer. It was on behalf of a customer, seeking information on the delivery of switchboards. The execution was delayed by a year and the non-availability of the boards was delaying the commissioning of the customer's plant. A project worth Rs. 200m (1973 prices) was being delayed for the want of Rs. 0.2m worth of switchboards (0.1 per cent of the project's value).

The strongly worded telex expressed the customer's urgency and annoyance. This was perhaps the first telex of my working experience that had very adverse comments. My colleagues suggested that I share the telex immediately with our boss. Reading the telex, the boss remained unruffled and asked me several questions – When was the order placed? What delivery did we quote? Is there any penalty associated with the delay? What was the value of the order? What equipment – circuit breakers, motor starters, protection relays, etc. – were involved? Did I have any idea at which stage of execution the order was, i.e. had drawings been prepared and had we received approval, or we were waiting for some information or clarification? Was the order clear and if so, had production planning and control released the order to the plant? Hearing his questions, I drew a blank and felt nervous. But the questions were an eye-opener for me. These, in no time, helped me to understand the word "delivery" in the context of B2B marketing!

My naivety on the subject was fully exposed. One unprepared visit to my boss's office was sufficient to highlight what I had not learnt in my MBA education – including the elective course in industrial marketing.

The second episode concerns when I was asked to meet the Chief Engineer of a steel plant, who was visiting Mumbai from his works. He, along with his Purchase Manager, was on a follow-up visit. L&T had supplied the switchboards for the power plant of this steel company nearly a year before my joining L&T. Besides the switchboards, the order included supply of "spares". L&T had not supplied most of the spares. The list of spares was long and I was totally ignorant about the unexecuted portion of the order. Unaware of the purpose, I went to meet the Chief Engineer. The meeting was a disaster. I was totally unprepared and could not provide answers to any of his queries. But this one meeting with a customer was sufficient to bring home a point: never, ever visit a customer without doing your homework.



The third episode concerns when I was asked to carry a suitcase full of drawings for approval by a steel plant under construction. The approval was needed to start the manufacturing of the switchboards. It was a big order and delay in execution was affecting the production planning and delivery of orders from other customers. I was unhappy on two counts – travelling on short notice, and carrying a bagful of drawings that in the normal course of events could have been dispatched through the mail. No books would ever include these as being the responsibility of a B2B marketer. But looking back, these are like routine activities for any sales person, including those belonging to B2B marketing.

Webster (1978) identified some unique dimensions of B2B marketing. These were greater functional inter-dependence, greater techno-commercial complexity, greater buyer-seller inter-dependence and greater complexity of organisational buying processes.

Without any work experience my appreciation of these would have remained merely bookish. With four years of work experience, my ability to relate to and appreciate the nuances of the uniqueness of B2B had improved a great deal. It reinforced my belief that work experience even of four to five years is very helpful to become an effective academic in B2B marketing.

## Lens 5

### Becoming a B2B marketing person: tracing my development

Reflecting, I can identify several interventions that have strengthened my intellectual and conceptual base in the field of B2B marketing. The first set, between 1976 and 1982, was exposure to the works of Corey (1962), Alexander *et al.* (1967), Fisher (1969), Ames (1970), Webster and Wind (1972) and Webster (1984). This not only provided a wider and deeper understanding of the nature and scope of B2B marketing; it also helped me in clarifying my own thoughts to organise the structure and the contents of the B2B marketing elective course for MBA students. Although by 1976 I had the confidence in handling the “cases”, I lacked the intellectual base in B2B marketing. Reading the publications of these authors helped in filling this void.

The exposure to the works of these authors also motivated me to conduct research in several areas. One major attempt was in the area of organisational buying behaviour (OBB). I published my first paper, “Buying decisions in four Indian organizations” in the journal *Industrial Marketing Management* (Sarin, 1983). This helped me a great deal to discuss the subject of OBB in classes with Indian examples.

Around 1986, I got the opportunity to present a paper on industrial marketing research in India at the Conference of the Academy of Marketing Science in the USA. This presentation, based on my consulting assignments and research in the B2B area, was helpful in publishing a second article in *Industrial Marketing Management*, “Industrial marketing research in India” (Sarin, 1987).

The works of Wind, Webster and Cardozo motivated me to publish small articles in *Business World* – a popular business journal from India. The titles included “Industrial marketing lacunae” (Sarin, 1984), “The segmentation virtues” (Sarin, 1985), and “The buying centre concept” (Sarin, 1988). These also helped strengthen my repository of Indian examples.

The ADVISOR studies of Lilien and Little (1976) became a major motivator to conduct research in the field of industrial marketing communications. This interest finally culminated in the subject of my PhD thesis (Sarin, 1990). Although unpublished, it became a major source for me to share data on the personal and non-personal communication efforts of Indian B2B companies.

During 1992–1994, I got chance to interact with Dr Jagdish Sheth and Dr Atul Parvatiyar – both faculty members at Emory Business School, Atlanta, USA. They had begun work on relationship marketing and customer relationship management (CRM). Since 1994, relationship marketing and CRM have become a major area of interest for me. I published an article, “Relationships in marketing” (Sarin, 1995) and offered several MDPs and company programs for nearly a decade in the area of relationship marketing.

Between industrial marketing communication and relationship marketing, I also developed an interest in the works of Cooper (1975) and Webster (1984) on new industrial products. This interest culminated in an article entitled “Lessons from new product failures: five cases from India” (Sarin and Kapur, 1990). This article was based on longitudinal observations of new entrepreneurs. It was a very substantial effort to develop the cases and the framework for forewarning. Publication of this article was a very satisfying experience. I became well equipped in discussing the new product management in the Indian context.

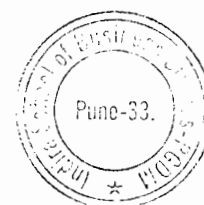
Several sets of comprehensive customer satisfaction studies, published between 1985 and 2009, were also helpful in equipping me to conduct workshops with many B2B organisations. These workshops helped to change the orientation of B2B marketing firms to become more customer-centric.

After 2000, I started research in brands for B2B marketers. In around 2005, two more areas began to interest me. These were customer value management (CVM), and total product solutions. All these have been added to the contents of the elective course. For B2B brands, the ultimate output has been my book *Strategic Brand Management for B2B Markets*, published in October 2010 (Sarin, 2010).

To most of readers, the above would appear like my biodata. But my purpose was to convey a message to young faculty members regarding the importance of research in one's learning and development. As shared elsewhere, the “Indianisation” of the course content, both background reading as well as cases, has been a long-cherished goal from 1976. And I seem to have achieved this.

### Becoming familiar with the diversity of B2B markets-

The diversity of B2B marketing is enormous. Behind every B2C brand, there will be several B2B products. To capture and cover this diversity for a B2B course becomes a major challenge. The location of XLRI in Jamshedpur was a fortunate coincidence. With the presence of industrial leaders like Tata Steel, Tata Motors, Tinplate Company, Tata Refractories Limited, Tayo Rolls, Timken India, Usha Martin and more than 600 SMEs, Jamshedpur is essentially a B2B city. This provided, at an early age, a good feel for the diversity of B2B markets. Supplementing this exposure, were my consulting assignments in the earlier phase of my academic career. The assignments covered steel plants, office equipment manufacturers, plastic manufacturing units, forging units, material handling units and many more.



These not only added to my exposure to the diversity of the product market, but also equipped me with several Indian examples, and helped me to develop cases. Beyond the 1980s, such assignments multiplied at an accelerated pace for me. These kept me in touch with the ground reality of B2B markets and marketing in India.

#### My background: benefits of multi disciplinary exposure

Since 1976, I have been an instructor with twin areas of interest – strategic management and marketing management. I have been teaching courses such as corporate strategy, strategic planning competitive strategies and globalisation. Within marketing, I have taught basic courses as well as elective courses in industrial (B2B) marketing, strategic marketing, marketing in practice and marketing strategies. Besides these, I have had an interest in leadership, social marketing and marketing's role in development. All these together equipped me with wider and deeper perspectives in the discipline of management. Looking back, the perspectives have come in very handy to handle a discipline like B2B marketing. As shared by Ames (1970) and Webster (1978), B2B marketing is closer to a general management function requiring a "generalists" rather than a "functionalist" approach. My work experience also corroborates the same. While this multidisciplinary perspective should be the aim of all faculty members teaching in business schools, it is almost a must for B2B marketing instructors.

#### Lens 6

##### Teaching B2B marketing: the change has been slow and evolutionary

In the first two years, 1976-1978, I almost covered the same course outline and the contents of the course that I had studied at IIM Ahmedabad, which retained the title "Industrial Marketing and Procurement" (IM&P). This was essentially a random collection of cases; most of them were from Harvard Business School. A welcome development for me was the exposure to the book *Industrial Marketing* by Alexander *et al.* (1967). With four years' work experience at a hardcore industrial marketing company, the book became more meaningful. This book for me was a forward movement from Raymond Corey's book *Industrial Marketing: Cases and Concepts* (Corey, 1962).

A seminal book, *Organizational Buying* by Webster and Wind (1972), was an enlightening exposure to the world of organisational buying behaviour (OBB). Even today, I share the works of these authors. I can recall my first sharing their work on OBB in 1979 with the marketing executives of the Steel Authority of India (SAIL). The experience of receiving encouraging feedback for the session set the tone for my subsequent handling of the elective course and other training programmes. Although I am still 100 per cent a devotee to the case method of teaching, for my B2B course I started following a mix of both cases and conceptual discussions.

A review of my course outline reflects that over the years, the emphasis has shifted from pure functional approach to a holistic marketing approach (Kotler, 2003). I have maintained the main objectives of the elective B2B course for the MBA programme as:

- to share perspectives in B2B marketing;
- to strengthen the knowledge and conceptual base in B2B marketing;

- to formulate and implement marketing strategies; and
- to prepare for a career in B2B marketing.

The current content of course is organised around some broad themes. These are:

- understanding the B2B customer and the market environment and understanding the basic dimensions of marketing strategy in the B2B context;
- understanding the issues in managing the marketing function around the 4P's of marketing mix management; and
- sharing newer developments like brand management, relationship marketing and customer value management in the B2B context.

A review reveals several inadequacies of the content and coverage. The topics that remain uncovered include:

- marketing of hi-tech products;
- marketing of IT services;
- project and contract marketing;
- negotiations; and
- commercial aspects of B2B marketing.

Even the textbooks from North America on B2B marketing do not cover them. Having taught the subject for 34 years, a major challenge has been in balancing between "old" and the "new" set of cases and articles. An important goal for me was to change at least 20 per cent of the reading every year: I have been able to do this for the cases, but not for the background reading. The other goal that I had was to have 100 per cent of cases developed by me. I seem to have achieved this.

As an instructor, I feel the biggest challenge has been to provide a feel of "organisational customer" to raw and less experienced students. It is my view that deep down, it is the "organisational customer" as opposed to the "household customer" that distinguishes B2B marketing from B2C marketing. I try to achieve this through a field study project on organisational customers like Tata Steel, Tata Motors, and so on. It is my assessment that these projects, to a certain extent, provide a good and first-hand feel of the raw reality of the "organisational customer".

##### Rekindling interest in B2B marketing in Indian business schools

Yoram Wind (2006), in his article 'Blurring the lines: is there a need to rethink industrial marketing?', identified five developments that are diffusing the line between B2C and B2B marketing. Based on these developments, he makes a case for breaking the silos and cross-sharing ideas between B2C and B2B marketing. If this happens, it would be a very helpful development.

However, to me, a major challenge is the declining interest in B2B marketing over the years in India. Many business schools have stopped offering B2B marketing as an elective course in the two-year management programme. The primary reason for this is attractive job opportunities in finance, consulting and B2C marketing. B2B marketing firms are unable to offer attractive job profiles and matching remuneration packages. Although with the increasing popularity of a one-year programme for executives with five years of experience interest in B2B marketing is likely to revive, the challenge for B2B marketing is also to regain its popularity amongst students of two-year MBA programmes. Hutt and Speh (2007) mentioned the increasing popularity of



B2B marketing in US business schools. I am hopeful for the same in Indian business schools in the future.

Besides the interest of students, we also need to motivate young faculty to teach B2B marketing. There is an acute shortage of faculty members with sufficient familiarity with B2B marketing situations. The discipline, from the point of view of faculty members, does not provide the glamour and wider platform available from B2C marketing. A feasible alternative is to attract executives with work experience in B2B marketing to teach this subject. Like me, they too would benefit by strengthening their intellectual base before they conducted courses.

### Lens 7

#### A plea to authors in Western countries

*Practice the dharma of simplicity*

Indian academia is heavily dependent on the works of North American authors. This is likely to continue for a long time. Like me, younger faculty will also continue to depend and benefit from them. My long association with the works of authors from Western countries reveals the over-proliferation of frameworks, figures, models and jargon in the textbooks. As an example, the recent textbook of Hutt and Speh (2007) would have at least seven to ten frameworks in each and every chapter. Similarly, the book by Anderson and Narus (2003) has figures and tables on practically every second page. Even with 34 years of teaching experience, I find it very difficult to comprehend their content. I wonder what the receptivity of students and practising executives to these would be. It is my own view that the new texts are over-stuffed and have reached a stage of diminishing returns. I am tempted to quote Drucker to reflect my views. These were quoted by Trout (1999) in his book *The Power of Simplicity*:

One of the most degenerative tendencies of the last forty years is the belief that if you are understandable, you are vulgar. When I was growing up, it was taken for granted that economists, physicists, psychologists – leaders in any discipline – would make them understood. Einstein spent years with three different collaborators to make his theory of relativity accessible to the layman. Even John Maynard Keynes tried hard to make his economics accessible. Just the other day, I heard a senior scholar seriously reject a younger colleague's work because more than five people could understand what he is doing literally. We can not afford such arrogance. Knowledge is power which is why people who had it in the past often tried to make a secret of it. In post capitalism, power comes from transmitting information to make it productive not from hiding it.

We as researchers and authors should always remember what Larry Bossidy[1] observed: "Complexity is not the sign of an intellectual gift, making things simple is".

#### *Do not reduce B2B teaching to models alone*

Nearly 15 years ago, i.e. around 1995, a good friend and a member of the marketing faculty in a well known US university, asked "What is so great in B2B marketing that it needs a separate elective course?". Unaware that he too was teaching B2B marketing, my defence was that "It deals with 'organisational' customers and so it requires a different treatment". "How do you cover these in your course?" was the next question. "Mainly cases, backed up by reading material" was my answer. To his question "So you do not discuss any models?", I responded "Only the descriptions on organisational buying behaviour". His last comment was "Oh! But I discuss mainly the 'models' in my B2B course".

This conversation left me with lot of unease, as I believe that teaching models may be good for PhD students, but has a

very limited utility for a course like B2B marketing for MBA students. Recently, my lingering unease has found lot of solace in the words of Santosh Desai (2010), a well-known expert on brands and advertising in India. His words sum up very well what I have believed for the last 40 years: "Business is an amorphous body and it can not be reduced to a model that succeeds following a set formulae".

What is true for business would also be true for business-to-business marketing!

### Lens 8

#### Creating the Indian intellectual capital

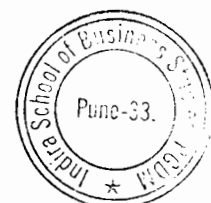
For years, my favourite quote on the Indian academic scene has been: "India is context rich but concept poor".

Business schools in India are nothing but extended arms of business schools from the West. Except for their location and lack of sophistication of the physical infrastructure, they appear as poor cousins of Western institutions. Dependency on Western intellectual capital is all pervasive, be it classrooms or libraries. In spite of the cynicism that "made in USA" will not work in India, Indian business schools and their instructors are not able to detach themselves from the intellectual output of Western countries. I cannot visualise this dependence disappearing even in the next 30 years. But a focused attempt and prioritisation can help. Although it has taken a long time, in last 30 years, an output of nearly 16 articles, 25 cases and more than 50 consultancy projects have facilitated the process of achieving nearly 80 per cent Indianisation of the total content of my teaching, be it elective courses or the management development programme. This building of my own intellectual capital is a very satisfying experience for me.

### Lens 9

#### My wish list: if I had another 30 years for B2B marketing in India

- As a priority write a textbook on B2B marketing management, rooted in India.
- Help in the development of an association of B2B marketers in India. This could be associated with the B2B associations of the USA and Europe.
- Help in the development of instructors – at least 300 for the teaching of B2B marketing. Through them, make an attempt to develop at least 300 cases, i.e. 10 cases per year. These can include hi-tech industries – especially mobile and IT – and management of experiences of new products and services that are in the early phase of introduction into India.
- Conduct workshops and seminars on brands in the context of B2B marketing to motivate Indian giants to become global brands, like GE, Siemens, ABB, DuPont and many more have done.
- Attempt to rekindle interest in B2B marketing, both as a course and as a discipline.
- Conduct seminars to create public awareness and to weed out or reduce corruption in B2B marketing practices in India.
- Work to have a reverse flow of knowledge from India to the developed triad of Europe, the USA and Japan.
- Conduct seminars to create a knowledge base in the areas of marketing of projects and contracts marketing.



Besides my wish list, I have a strong urge to bring glory to the discipline of B2B marketing, which is "all pervasive yet invisible". It is widely known that behind every B2C brand there are many B2B brands. Similarly, it is often quoted that B2B marketing accounts for nearly 50 per cent to 60 per cent of all the exchanges of any country's GDP. Yet the discipline, at least in the marketing fraternity, has not been accorded the importance it deserves. It is my view that the majority of B2C marketers are either ignorant or indifferent to the contributions of B2B marketing to the economy. The time has come for world to recognise this invisible hand which is driving the entire economy from underground mines to glittering, glowing signs all over the globe.

### Summing up

The Indian B2B scenario has changed a great deal. The impact of competition and globalisation has transformed B2B marketing practices beyond recognition. My reflections reveal that no matter how I view my contribution, it would remain insignificant in front of the massive output of North Americans and the Western economies. My wish list includes the building of Indian intellectual capital. However, I am not sure whether this would be able to influence the practices of Indian B2B marketers significantly. As in the past, for several decades in future, Indian marketers may have to live on borrowed wisdom. But in an inter-connected, flat world, this should not be embarrassing so long as it helps to improve practices. Similarly to me, my younger colleagues should not shun knowledge developed anywhere else. But like Western scholars, they should remain obsessed with producing Indian intellectual capital. The one-way street always has the scope to become a two-way street.

### Note

- 1 Lawrence Bossidy (CEO, Allied Signal, 1991-1997), quoting from Charan and Tichy (2000).

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### About the author

Dr Sharad Sarin, a Senior Faculty Member at XLRI, a leading private management institute in India, was born in 1946. He holds a BE (Electrical), a MBA and a PhD (Marketing). He has been Visiting Faculty to the IIM at Ahmedabad (India), the IIM at Ranchi (India), the University of Rhode Island, Kingston (USA), Colorado University at Boulder (USA) and Helsinki School of Economics (Finland).





Professor Sarin's major areas of interest are competition and globalisation, strategic management, general marketing, industrial marketing, marketing's role in development, relationship marketing and strategic marketing. Over the last 40 years, he has been involved in several consultancy assignments in marketing and strategic management. Besides consulting, Professor Sarin has been conducting training programmes for senior and middle-level business executives. In November 1995, Professor Sarin was named amongst the top five teachers of business management in India by *Business Standard*, a leading business daily newspaper in India. Professor Sarin is widely known as the originator of the novel concept of the "Marketing Fair". He has recently published a book, *Strategic Brand Management for B2B Markets*. Sharad Sarin can be contacted at: [sarin@xlri.ac.in](mailto:sarin@xlri.ac.in)

### Executive summary and implications for managers and executives

*This summary has been provided to allow managers and executives a rapid appreciation of the content of the article. Those with a particular interest in the topic covered may then read the article in toto to take advantage of the more comprehensive description of the research undertaken and its results to get the full benefit of the material present.*

The opening up of the Indian economy post-1991 led to the rapid tuning up of the country's B2B marketers. They needed to survive in a globally competitive environment and the first five years witnessed Indian companies – big or small – trying to obtain certifications like ISO 9000, 9001 and 14000 and the like. These were seen as "passports" for their export business.

In addition, other initiatives, like total quality management, total productive management, Six Sigma, value analysis, supply chain management and many more were introduced. Yet, in spite of all the achievements and changes, what does not seem to have changed is the prevalence of rampant corruption. So laments Dr Sharad Sarin, a Senior Faculty Member at XLRI, a leading private management institute in India. He notes that India is one of the most corrupt countries and it is estimated that Indians have nearly \$1,500 billion parked in Swiss banks. It is also reckoned that 40 per cent to 60 per cent of annual GDP is unaccounted money (i.e. on which taxes have not been paid) and it is Dr Sarin's assessment that 90 per cent of the unaccounted money is in the domain of B2B buying and selling. The written codes of conduct, whistle blowers' policies, classes and courses on corporate ethics and corporate governance, have not worked. It's a deep-rooted malice of India. This is reflected in the hiring of transporters, petty civil contractors, imports of plants and machinery and raw material, approval of suppliers or inspection of products before they are dispatched. No matter what area one touches, one would find ingenious ways and means to give and take bribes.

Over the last 40 years Dr Sarin has been involved in marketing and strategic management consultancy assignments and conducting training programs for senior and middle level business executives. In "My years with B2B marketing in India: reflections and learnings from a journey of 40 years", he reviews his association with the discipline.

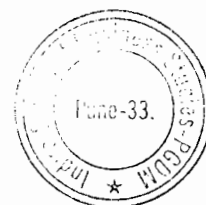
Noting the impact of competition and globalisation, which has transformed B2B marketing practices beyond recognition, and the massive output of North American and Western economies, he has a "wish list" to be achieved if he had another 30 years for B2B marketing in India:

- Write, on a priority basis, a textbook on B2B marketing management, rooted in India.
- Help in the development of an association of B2B marketers in India. This could be associated with the B2B associations of the USA and Europe.
- Help in the development of instructors – at least 300-plus for teaching of B2B marketing. Through them, make an attempt to develop at least 300 cases, i.e. 10 cases per year. These can include hi-tech industries – especially mobile and IT, and the management of experiences of new products and services, which are in their early phase of introduction in India.
- Conduct workshops and seminars on "brands" in the context of B2B marketing to motivate the Indian giants to become global brands – like GE, Siemens, and many more.
- Attempt to rekindle the interest in B2B marketing – both as a course and as a discipline.
- Conduct seminars to create public awareness, to weed out or reduce corruption from the practices of B2B marketing in India. Work to have a reverse flow of knowledge – from India to the developed triad of Europe, the USA and Japan.
- Conduct seminars to create "knowledge base" in the area of "marketing of projects" and contracts marketing.

In Dr Sarin's view, India's B2B marketing firms have remained obsessed with sales. Because of this, the marketing personnel score high on skills like selling, inter-personal relationships, order management, collection of money and related issues of sales management. There is nothing wrong with this. Without sales, no organisation can survive. But this has led to lopsided development. A majority remains non-appreciative of any discussions beyond increasing sales. "Expediency" and "immediacy" seem to be their expectations from the training programs. Some typical comments would include: "Please tell us how to increase the sales."; "Tell us how to handle competition, especially from low-priced players"; or "Our competitors are bribing the customers. Please tell us how to handle this situation". These comments reflect their apathy towards the theoretical concepts and framework helping them to broaden their perspectives.

Dr Sarin hopes for the building of Indian intellectual capital, but says: "I am not sure whether this would be able to influence the practices of Indian B2B marketers significantly. As in the past, for several decades in future, Indian marketers may have to live on borrowed wisdom. But in an interconnected, flat world, this should not be embarrassing so long as it helps to improve practices. Similarly to me, my younger colleagues should not shun knowledge developed anywhere else. But like Western scholars, they should remain obsessed with producing Indian intellectual capital. The one-way street always has the scope to become a two-way street".

*(A précis of the article "My years with B2B marketing in India: reflections and learnings from a journey of 40 years". Supplied by Marketing Consultants for Emerald.)*



## Study Materials: MOOCs

Following 3 MOOCs were shared with E2M, F2M through M Teams Channels

### **M Teams Message:**

[10/30 12:39 PM] Meghasham Chaudhari

### **B2B MOOCs**

Students,

As discussed: Here are some MOOCs for your reference:

- 1) International B2B (Business-to-Business) Marketing on Coursera
- 2) B2B Marketing Foundations Training (LinkedIn Learning - Lynda)
- 3) B2B Pricing Strategy Online Program (IMD),



## Study Materials: Case Studies

Following **5 Case Studies** were shared with E2M, F2M through M Teams Channels. Students studied these and presented in class as Group assignment (Non graded)

### M Teams Message:

## Case Study I: ASPL

Due September 28, 2020 11:59 PM

### Instructions

You will have to discuss **enclosed** case study ( ASPL 4 pages) in groups and present your solution in class during 3rd Session from today.

Permanent Groups for all B2B Group activities are:

- Gr 1: Roll Nos 1 to 8
- Gr 2: Roll Nos 9 to 16
- Gr 3: Roll Nos 17 to 24
- Gr 4: Roll Nos 25 to 32
- Gr 5: Roll Nos 33 to 40

Maximum time for each group for presentation: 10 Minutes

Be prepared.

### Reference materials

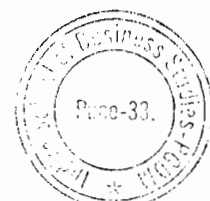
**CS I ASPL.zip**

## Case Study CS II: RWL

Due October 12, 2020 11:59 PM

Closes October 12, 2020 11:59 PM

**CS II RWIL.zip**





## Links.

Gap model:

<http://www.ipcsit.com/vol9/27-B020.pdf> ,

<https://www.businessmanagementideas.com/service-marketing/gap-model-of-service-quality/20973>

SERVQUAL model:

<https://www.marketingstudyguide.com/understanding-the-servqual-model/>

<http://www.diva-portal.org/smash/get/diva2:327600/fulltext01.pdf>

SERVPERF model:

<https://ceopedia.org/index.php/SERVPERF>

<https://www.sciencedirect.com/science/article/pii/S0186104217300761>

Gronroos model

<http://www.degromoboy.com/cs/gronroos.htm>

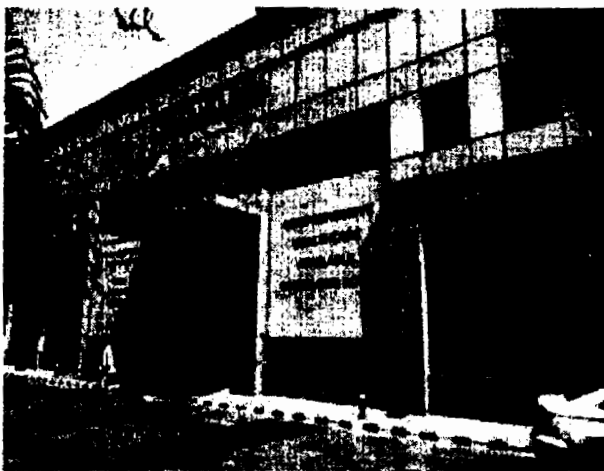
<http://www2.nau.edu/~rgm/ha400/class/productservice/productservice/textq ual.html>



## Indian Service Strategy Insight

The Columbia Asia – A Service Culture that Differentiates

Columbia Asia, a consortium of health care companies operating across the Asian continent through 100 percent Foreign Direct Investment, has set up the state-of-the-art health care service units in Ahmedabad, Bangalore, Mysore, Kolkata, Gurugram, Ghaziabad, Patiala and Pune providing trusted affordable health care with emphasis on the most prevalent medical issues concerning India. Every hospital is staffed with highly trained doctors recruited from and working in their native areas to provide care that is compatible with the culture of the region. All the companies under the group share a common name, common operating systems, common building designs and a common business strategy. The Columbia Asia name, proprietary operating software and building designs are protected worldwide. The Columbia Asia's management is based in Bangalore, India and Kuala Lumpur and provides ongoing supervision of operating hospitals and construction activities.



Columbia Asia Gurugram

Apart from a unique culture in health care delivery, the Columbia Asia hospitals are distinct in many respects making them the preferred choice for businesses, workers and their families. With the mission to provide an effective and affordable care in a clean and caring environment, patient care is at the core of the existence of Columbia Asia, which aims to achieve the highest standards by providing care that is respectful and responsive to individual patient preferences, needs and values.

### PATIENT FOCUSED SERVICES

Columbia Asia follows a hospitality-based approach by treating patients as guests. The processes are tech-

nology-driven, and the medical procedures are underpinned by an uncompromising belief and practice of ethics, excellence and strict clinical governance.

The Customer Care department focuses on all the aspects of customer/patient relations providing efficient and affordable services. Its main duties include managing the reception desk for inquiries, movement of patients within the hospital, appointment scheduling, registration, admission, bed management, in-patient services, customer feedback, problem solving, and lobby and entrance management.

### INFRASTRUCTURE AND SERVICES

Columbia Asia serves over one million patients every year. The hospitals offer comprehensive clinical programs that are supported by a list of ancillary services (ICU, NICU, physiotherapy, referral lab, teleradiology/telemedicine, pharmacy and imaging facilities). A comprehensive electronic medical record system forms the core of the hospital information system (HIS) that supports the clinical decision-making. Four hospitals have already been accredited by NABH, the rest are under process. The hospital in India meet the health care needs of the international patients from developed and developing countries.

### Café COLUMBIA - CATERING SERVICES

Café Columbia, a brand extension of Columbia Asia aims to offer a pleasurable culinary and dining experience to its patients, visitors and staff. Headed by a manager and chef, the café was developed to better manage in-house food services, according to with the advice and guidance of the dietitians. The in-patient dining experience involves stylishly uniformed staff – in charge of taking orders and serving meals up to the bedside, balanced and well-presented meals served in portable hot boxes and a wide selection of menu tailored to suit patients' dietary needs. The main meals come in four choices - Local Favorites, Heart Healthy (vegetarian), International and Rice Bowl (noodle and soft rice-based items). The Café's general dining area covers a buffet counter focusing on breakfast, lunch and dinner items, with an all-day convenient snack menu. All food items prepared are heart-friendly for better dietary management, without compromising on taste. The Café Columbia is created to complement the hospital's vision in health care management, strictly guided by the brand standards.

Sources: [www.columbiaasia.com](http://www.columbiaasia.com); [www.ehealthonline.org](http://www.ehealthonline.org)  
[Accessed on December 07, 2017]



### Questions

What are the differentiating parameters of Columbia Asia hospital?

After reading this article what is your perception of service quality of Columbia Asia



# Case Study.

## Starbucks and the coffee terrorist

A customer bought a defective cappuccino-maker from Starbucks and, whilst returning to obtain a replacement, decided to buy another one as a gift for a friend. During the second service encounter, the customer claimed that the employee was rude and forgot to give him half-a-pound of free coffee, which he was promised. Then the cappuccino-maker that was purchased as a present for a friend also turned out to be faulty. The customer demanded that Starbucks replace the gift with the most expensive cappuccino-maker, which costs \$2000 more than the original. Although the customer threatened to publicize his complaint, Starbucks refused his request – so the customer took out a full-page advert in the Wall Street Journal explaining his complaint and encouraging other customers also to complain. The media took up the story, which generated a huge amount of negative publicity for Starbucks.

What should the company have done to avoid this minor incident becoming a major public relations disaster?



## Marketing Highlight

## The Four Seasons: Taking Care of Those Who Take Care of Customers

**3** At a Four Seasons hotel, every guest is a somebody. Other exclusive resorts pamper their guests, but the Four Seasons has perfected the art of high-touch, carefully crafted service. Guests paying \$1,000 or more a night expect to have their minds read, and this luxury hotel doesn't disappoint. Its mission is to perfect the travel experience through the highest standards of hospitality. "From elegant surroundings of the finest quality, to caring, highly personalized 24-hour service," says the company, "Four Seasons embodies a true home away from home for those who know and appreciate the best."

As a result, the Four Seasons has a cultlike customer clientele. As one Four Seasons Maui guest recently told a manager, "If there's a heaven, I hope it's run by Four Seasons." But what makes the Four Seasons so special? It's really no secret. Just ask anyone who works there. From

the CEO to the doorman, they'll tell you: It's the Four Seasons staff. "What you see from the public point of view is a reflection of our people—they are the heart and soul of what makes this company succeed," says Isadore Sharp, the founder and CEO of the Four Seasons. "When we say people are our most important asset—it's not just talk." Just as it does for customers, the Four Seasons respects and pampers its employees. It knows that happy, satisfied employees make for happy, satisfied customers.

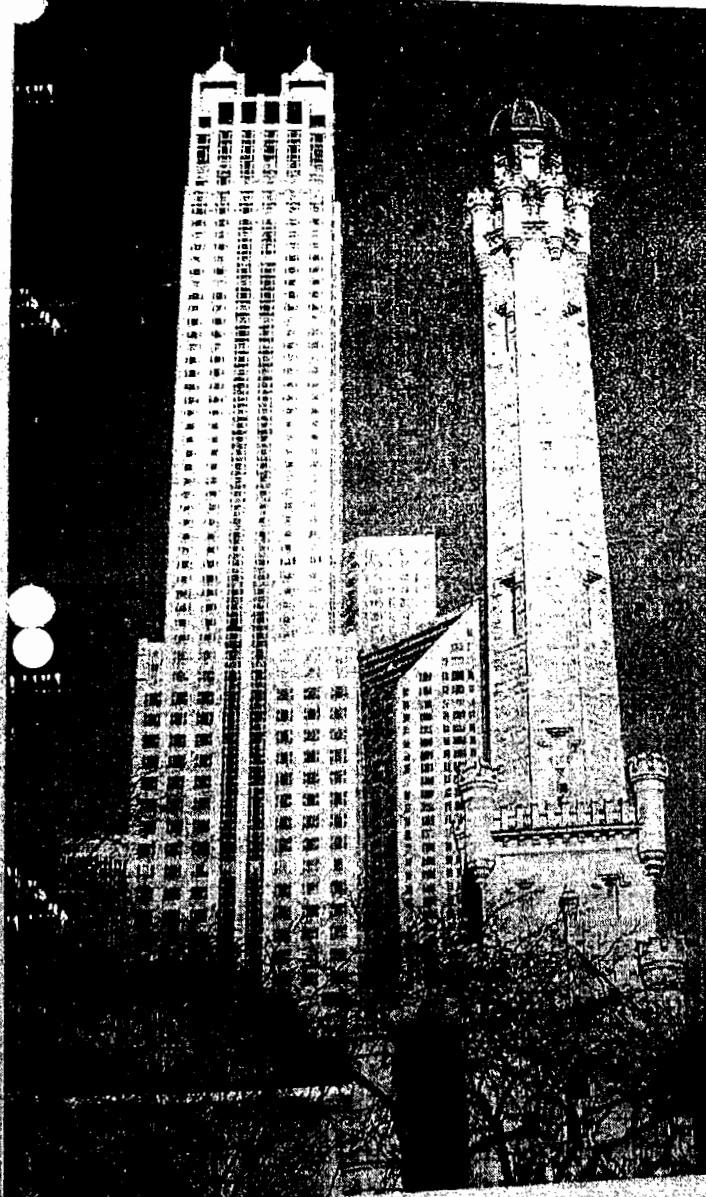
The Four Seasons customer-service legacy is deeply rooted in the company's culture, which in turn is grounded in the Golden Rule. "In all of our interactions with our guests, customers, business associates, and colleagues, we seek to deal with others as we would have them deal with us," says Sharp. "Personal service is not something you can dictate as a policy," he adds. "How you treat your employees is a reflection of how you expect them to treat customers."

The Four Seasons brings this culture to life by hiring the best people, orienting them carefully, instilling in them a sense of pride, and motivating them by recognizing and rewarding outstanding service deeds. It all starts with hiring the right people—those who fit the Four Seasons culture. "Every job applicant, whether hoping to fold laundry or teach yoga, goes through at least four interviews," notes one reporter. "We look for employees who share that Golden Rule—people who, by nature, believe in treating others as they would have them treat us," says Sharp.

Once on board, all new employees receive three months of training, including improvisation exercises that help them fully understand customer needs and behavior. At the Four Seasons, the training never stops. But even more important are the people themselves and the culture under which they work. "I can teach anyone to be a waiter," says Sharp. "But you can't change an ingrained poor attitude. We look for people who say, 'I'd be proud to be a doorman.'" And the most important cultural guideline, restates Sharp, is "the Golden Rule: Do unto others.... That's not a gimmick." As a result, Four Seasons employees know what good service is and are highly motivated to give it.

Most importantly, once it has the right people in place, the Four Seasons treats them as it would its most important guests. According to the reporter:

Compared with the competition, Four Seasons salaries are in the 75th to 90th percentile, with generous retirement and profit sharing plans. All employees—for example, seamstresses, valets, the ski concierge, and the general manager—eat together regularly, free, in the hotel cafeteria. It may not have white linen or a wine list, but the food and camaraderie are good. Another killer perk for all employees: free rooms. After six months, any staffer can stay three nights free per year at any Four Seasons hotel or resort. That number increases to six nights after a year and steadily thereafter. Although the benefits are



Happy employees make for happy customers. At the Four Seasons, employees feel as important and pampered as the guests. Pictured above is the Four Seasons Hotel Chicago, next to the historic Water Tower. Courtesy of Thomas Barrat/Shutterstock.

...since the 1980s, the hotel industry has been a high-profile profit chain, suggests that customer begins with taking good care of care of customers.

...extract adapted from Jeffrey M. O'Brien, "Four Seasons: A Model of Excellence," *Fortune* (January 22, 2008): 62-66. Other information from Michael B. Baker, "Four Seasons Tops in Deluxe Photo-Finish," *Business Travel News* (March 10, 2009): 47; "100 Best Companies to Work For," *Blackboard* (February 8, 2010): 55; and <http://jobs.fourseasons.com/Home.aspx> and [www.fourseasons.com/about\\_us/](http://www.fourseasons.com/about_us/) (accessed November 2010).



## Yield Management

Because of the focus on sales, yield management is also known as revenue management. Room yield is the ratio, given as a percentage, between the actual room sales revenues and the total potential room sales revenues during a given period. The formula to calculate yield is:

$$\frac{\text{Revenue raised}}{\text{Revenue potential}} \times 100$$

Period	One day		
Rooms sold	200 rooms × 95% occupancy = 190 rooms sold		
Revenue realized	Rooms sold × achieved room rate = 190 × £90 = £17,100		
<i>Room type</i>	<i>Number of rooms</i>	<i>Rate (£)</i>	<i>Potential room rate (£)</i>
Executive suites	20	200	4,000
Executive doubles	40	150	6,000
Standard doubles	40	120	4,800
Standard singles	100	100	10,000
Total potential revenue			24,800
Yield	(Revenue realized/revenue potential) × 100 = (17,100/24,800) × 100 = 68.95%		

Strategy used to maximize Rev Par.



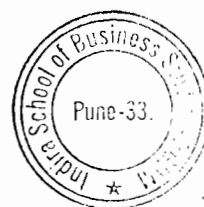
## Continuous Assessment- 1

### Basic Details:

Particulars	Detail
Subject	Business to Business Marketing
Faculty	Professor Mangesh P Dande
Divisions	C2M
CA number	1
Type of CA	Online Assignment on ' Marketing Strategies across PLC stages
Maximum Marks	10
CA announcement Date	23 <sup>rd</sup> September 2020
Last date of Submission	27 <sup>th</sup> September 2020
Mode of submission	On MT platform
Any specific instructions	Use MS Word, Font – Times News Roman Size – 12 Spacing – 1.5 Margins – Normal

### Brief of Assessment:

- Each Student to choose a particular product of his/her choice.
- Will write on the various Marketing Strategies adopted during the various stages of PLC.
- Structuring of write-up to cover all P's of Marketing.
- Logical assumptions of Internal and External environment can be done.



*M.P. Dande*



**Shree Chanakya Education Society's  
INDIRA SCHOOL OF BUSINESS STUDIES, PUNE  
POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM-MKT.)**

**MID Semester Examination-October-2020  
Semester-III**

**Subject: B2B Marketing**  
**Day and Date: Friday 30<sup>th</sup> Oct, 2020**  
**Total Marks: 20**  
**Duration: 2 Hours**

**Code: MGC-306**  
**Time: 09.30 to 11.30 am**

**Note: 1) All questions carry equal (10) marks**  
**2) Attempt ANY TWO questions.**

---

- Q.1. As an Industrial Buyer of Heavy-duty Earth Moving Equipment what steps you would take to complete the Organizational Buying Process. Explain the various forces affecting your B2B buying behavior. Make your own assumptions. 10 marks
- Q.2. An X Ray machine manufacturer has appointed you as Marketing Consultant for devising their Segmentation Strategy. What would be your advice to this company in formulating their Marketing plans to enter the Market. 10 marks
- Q.3. Short Notes (Attempt ANY TWO, 5 marks each). 10 marks
- i) PLC.
  - ii) Buying Centre.
  - iii) Industrial Products.
  - iv) After Sales Service.
  - v) Differentiated Marketing.

\*\*\*\*\*



NAME-SUKHAD ATKALIKAR (C2M-48)

7/10  
M.D. Doshi

### Product Life Cycle Stages

**Introduction Stage** – This stage of the cycle could be the most expensive for a company launching a new product. The size of the market for the product is small, which means sales are low, although they will be increasing. On the other hand, the cost of things like research and development, consumer testing, and the marketing needed to launch the product can be very high, especially if it's a competitive sector.

**Growth Stage** – The growth stage is typically characterized by a strong growth in sales and profits, and because the company can start to benefit from economies of scale in production, the profit margins, as well as the overall amount of profit, will increase. This makes it possible for businesses to invest more money in the promotional activity to maximize the potential of this growth stage.

**Maturity Stage** – During the maturity stage, the product is established and the aim for the manufacturer is now to maintain the market share they have built up. This is probably the most competitive time for most products and businesses need to invest wisely in any marketing they undertake. They also need to consider any product modifications or improvements to the production process which might give them a competitive advantage.

**Decline Stage** – Eventually, the market for a product will start to shrink, and this is what's known as the decline stage. This shrinkage could be due to the market becoming saturated (i.e. all the customers who will buy the product have already purchased it), or because the consumers are switching to a different type of product. While this decline may be inevitable, it may still be possible for companies to make some profit by switching to less-expensive production methods and cheaper markets.

### Product Life Cycle Example:

Taking an example for study of product life cycle stages; here we consider storage technologies of some SONY products.



Introduction – SD card

Growth – USB drive

Maturity – DVD

Decline – Video cassette

**Introduction – SD card**

Product- SD card

Price- Expensive according to the card storage (Rs. 6000 onwards)

Place-- worldwide especially targeting all age groups and also targeting photographers

Promotion-Erasable storage provided.

**Growth – USB drive**

Product - USB drive

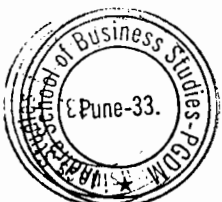
Price - in range of Rs. 200 per to Rs. 5000 depending on memory size.

Place - worldwide especially targeting all age groups from government offices to school broadcast to private work.

Promotion- USB feature is what the most important promotion tool i.e. - The most common use of flash drives is to transport and store personal files, such as documents, pictures and videos. Individuals also store medical information or other important doc. on flash drives for emergencies and disaster preparation. To attract more customers SONY with other companies have started manufacturing customized outer body of USB drive.

**Maturity – CDs and DVD**

Product - CDs and DVD



Price - in range of Rs. 90 per CD to. Rs. 800 depending on memory size.

Place - worldwide especially targeting music industry.

Promotion - CDs overtake LPs by 1989 and reach a peak production volume of twice that of the LP and music industry was giving a new life through CDs, In addition increase in Sony's CD software production capacity was an additional factor contributing to the rapid spread of CDs. The CD business eventually expanded beyond CD players and discs. Sony began to sell key devices, including the LSI circuit and the optical pickup, to CD hardware manufacturers around the world. Since the introduction of the D-50, demand for these devices surged from other audio equipment manufacturers. Sony's ability to meet all of their requests helped to boost the CD business worldwide.

#### **Decline – cassette/ magnetic tape**

In 1950, Sony launched Japan's first G-type tape recorder and "SONY-Tape" magnetic tape. Shortly after, the use of reel-to-reel tape recorders. Now the production and use of cassettes has reach to end.

Product - cassette

Price - cassettes were about of rs. 50 per tape retail for a single album, depending on the title

Place - WORLD WIDE proliferated from government offices to schools, broadcast stations and private homes.

Promotion - Ohga declared, "We want to create a worldwide standard for encased magnetic tape products and make easy to use tape recorders available to everyone." to promote the use of magnetic tape SONY launched Walkman targeting to satisfy those young people who want to listen to music all day.



**Name – Nilesh Vyas**

**Subject – B2B (CA-1)**

**Division – C2M**

**Roll No. – 22**

8/10  
Mr. Daula

### **HAND WASH**

Strategy for product Life cycle Phases:

#### **1) Introduction Stage**

This is the stage where a company launched its new product in the market and try to capture the target market by creating awareness about the product amongst the consumers

- **Product**

I will introduce a handwash in two variations (500 ml. % 1ltr.)

- **Price**

I will use low price strategy . so the customers could easily buy and check the product .The low pricing strategy will help me to compete in the market .

- **Place**

At the initial stage I will start with the city where I have the manufacturing unit and I will make the products available at organised and unorganised retailer.

- **Promotion**

The product is new in the market so I will prefer newspaper of the particular region where the product will be available

#### **2) Growth Stage**

At this stage the output/production is equal to consumption now everyone is aware about the product and everyone is buying the product

- **Product**

After getting good response from the market now I will modify the product I will introduce the product in different fragrance so the customer should get engaged with the product

- **Price**

I will follow the same pricing strategy, but there will be a option of combo pack in which one can get 10% discount after buying the combo of three hand wash



- **Place**

Now I will add wholesaler and E-commerce into my distribution channel

- **Promotion**

Now the product is at the growth stage so I will promote the product with different channels of promotion and I will endorse a celebrity to promote the product

### 3) **Maturity Stage**

This is the stage where company has reached at its peak in terms of sales , profit, and revenue but the growth of product has stopped

- **Products**

Product modification: for example - innovating your product features, or improving the quality of the product, changes in pricing of the product

- **Price**

I will keep the price policy same i.e lower pricing strategy to compete in the market

- **Place**

I will keep the same distribution channel ( organised & unorganised retailers, and E-commerce)

- **Promotion**

At this stage I will prefer to modify the market I will redefined my target customers, converting non- users, and winning over competitors customers

### 4) **Declining Stage**

This is the stage where products growth, revenue, market share, profits starts declining

- **Product**

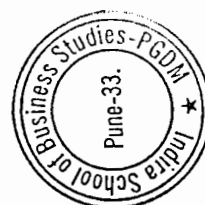
I will continue with the same product and try to sell more and more in this last stage by offering huge discounts and till that time I will innovate a new product which could fullfill the gap between product and customer

- **Price**

Though the product is at its last stage so I will provide huge offers on the product so that customer can prefer more than any other competitor product

- **Place**

I will eliminate those channels where the product is not getting sold



- **Promotion**

There is no need to promote the product as it has become obsolete from the market so instead of spending money on advertisements I would prefer to sell the products at discount. Because discount is also a kind of promotion



Course Name : ISBS - PGDM- MARKETING - PGDM MARKETING

Academic Batch : 2019 - 2021

Term : III

Pattern : 2019

COURSE WISE STUDENT MARKS

Sr No.	Roll No.	Student Name	B2B Mktg ( M-GC-306)			Sem 3 Total 850.0 Out Of	Credit Reg.	Credit Er.	Sem 3		Sem 3	Sem 3
			Int	Ext	Tot	P/F			Grade Total	SGPA	%	Grade
1	1921C2-1	Abhishek Gupta	29	34	63	P		28	126	4.50	70.00	A
2	1921C2-2	Adarsh Pandey	29	42	71	P		28	141	5.04	72.70	A+
3	1921C2-3	Akanksha	31	37	68	P		28	145	5.18	73.40	A+
4	1921C2-4	Akanksha Urkude	33	36	69	P		28	154	5.50	75.00	A+
5	1921C2-5	Aman Kumar	29	36	65	P		28	121	4.32	69.10	A
6	1921C2-6	Virat Aniketsingh Mahendrasingh	29	40	69	P		28	145	5.18	73.40	A+
7	1921C2-7	Gupta Anuj	29	36	65	P		28	127	4.54	70.20	A
8	1921C2-8	Arpit Jain	27	38	65	P		28	139	4.96	72.30	A
9	1921C2-9	Ashish Kumar Jha	31	35	66	P		28	150	5.36	74.30	A+
10	1921C2-10	Atharva Yashwant Gadwar	31	37	68	P		28	125	4.46	69.80	A
11	1921C2-11	Chand Marandi	31	39	70	P		28	144	5.14	73.20	A+
12	1921C2-12	Darshit Pachori	28	39	67	P		28	135	4.82	71.60	A
13	1921C2-13	Dinkar Kumar	32	44	76	P		28	166	5.93	77.10	A+
14	1921C2-14	Shah Disha Miren	33	36	69	P		28	142	5.07	72.90	A+
15	1921C2-15	Dhillon Gurjeetsingh Mangalsingh	31	44	75	P		28	151	5.39	74.50	A+
16	1921C2-16	Gernani Harsha Pahilajrai	33	43	76	P		28	154	5.50	75.00	A+
17	1921C2-17	Harshbharati Ashok Singh	32	31	63	P		28	138	4.93	72.10	A
18	1921C2-18	Thakral Jasmeetsingh Gurmeetsingh	29	41	70	P		28	147	5.25	73.80	A+
19	1921C2-19	Krishna Chandra Chauhan	31	40	71	P		28	147	5.25	73.80	A+
20	1921C2-20	Kshitij Yadav	25	38	63	P		28	115	4.11	68.00	A
21	1921C2-21	Mohd Sakeeb Khan	27	37	64	P		28	139	4.96	72.30	A
22	1921C2-22	Nilesh Vyas	29	36	65	P		28	122	4.36	69.30	A
23	1921C2-23	Nishika Seth	28	34	62	P		28	135	4.82	71.60	A
24	1921C2-24	Onkar Gawande	27	41	68	P		28	128	4.57	70.40	A
25	1921C2-25	Palak Jain	31	39	70	P		28	157	5.61	75.50	A+
26	1921C2-26	Prabjot Singh	31	39	70	P		28	151	5.39	74.50	A+
27	1921C2-27	Gadhe Prafulla Govindrao	31	41	72	P		28	160	5.71	76.10	A+
28	1921C2-28	Prakhar Maheshwari Rajendra	31	40	71	P		28	151	5.39	74.50	A+
29	1921C2-29	Pranshu Tiwari	35	41	76	P		28	160	5.71	76.10	A+
30	1921C2-30	Priyank Gupta	31	39	70	P		28	138	4.93	72.10	A





31	1921C2-31	Rahul Rathore	28	32	60	P	628	28	28	28	139	4.96	72.30	A
32	1921C2-32	Renil Raj Simon	29	35	64	P	634	28	28	28	139	4.96	72.30	A
33	1921C2-33	Ritik Gupta	33	40	73	P	691	28	28	28	162	5.79	76.40	A+
34	1921C2-34	Rohit Kumar Singh	29	36	65	P	629	28	28	28	142	5.07	72.90	A+
35	1921C2-35	Sachin Kumar	29	32	61	P	586	28	28	28	120	4.29	68.90	A
36	1921C2-36	Sagar Debnath	31	39	70	P	626	28	28	28	142	5.07	72.90	A+
37	1921C2-37	Sarthak Sonkar	31	45	76	P	628	28	28	28	145	5.18	73.40	A+
38	1921C2-38	Gore Satyajit Ramchandra	31	30	61	P	636	28	28	28	145	5.18	73.40	A+
39	1921C2-39	Satyam Kumar	27	38	65	P	651	28	28	28	150	5.36	74.30	A+
40	1921C2-40	Maurya Satyendra Kumar Amarjeet	31	40	71	P	642	28	28	28	140	5.00	72.50	A+
41	1921C2-41	Shaktidan Singh Chouhan	33	43	76	P	689	28	28	28	162	5.79	76.40	A+
42	1921C2-42	Shalin S Varghese	31	40	71	P	628	28	28	28	141	5.04	72.70	A+
43	1921C2-43	Shivangi Gavane	32	30	62	P	604	28	28	28	127	4.54	70.20	A
44	1921C2-44	Chouhan Shivani Sarwan	33	38	71	P	632	28	28	28	142	5.07	72.90	A+
45	1921C2-45	Shivansh Khandelwal	29	32	61	P	632	28	28	28	145	5.18	73.40	A+
46	1921C2-46	Shivendra Vikram Singh Bhadauria	24	33	57	P	560	28	28	28	100	3.57	65.40	B+
47	1921C2-47	Simran Rai	28	39	67	P	635	28	28	28	143	5.11	73.00	A+
48	1921C2-48	Atkalikar Sukhad Arun	29	32	61	P	622	28	28	28	138	4.93	72.10	A
49	1921C2-49	Sukriti Singh	35	40	75	P	676	28	28	28	162	5.79	76.40	A+
50	1921C2-50	Suraj Kumar Dubey	31	39	70	P	640	28	28	28	150	5.36	74.30	A+
51	1921C2-51	Susmita Priyadarshini	20	45	65	P	651	28	28	28	144	5.14	73.20	A+
52	1921C2-52	Swati Chandrakar	31	40	71	P	625	28	28	28	139	4.96	72.30	A
53	1921C2-53	Swati Yadav	32	34	66	P	612	28	28	28	132	4.71	71.10	A
54	1921C2-54	Sweta Kumari	33	45	78	P	691	28	28	28	168	6.00	77.50	O
55	1921C2-55	Tanmay	27	42	69	P	612	28	28	28	129	4.61	70.50	A
56	1921C2-56	Varun Viswambharan	29	38	67	P	628	28	28	28	144	5.14	73.20	A+
57	1921C2-57	Vishal Kumar Prajapati	32	33	65	P	624	28	28	28	139	4.96	72.30	A
58	1921C2-58	Yash Mathur	27	38	65	P	624	28	28	28	142	5.07	72.90	A+
59	1921C2-59	Patle Yogesh Tikaram	20	33	53	P	579	28	28	28	109	3.89	67.00	B+



*MPD*