

**PGDM (IB), 2021-23**  
**Business to Business Marketing**  
**IB-431**

**Trimester – IV, End-Term Examination: September 2022**

Time allowed: 2 Hours  
Max. Marks: 40

Roll No: _____
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**Instruction:** Students are required to write Roll No on every page of the Answer Sheet. All other instructions on the question paper / notifications should be followed meticulously.

**Note:** There are 2 sections in this paper. Answer briefly and to the point.

**Section A: Answer 4 Questions (one each) from A,B, C, and D in this section (5 marks each)**

Q. A.1.a In marketing of machine tools, which of the 4 Ps would you say has the most preference? Which P would come second? Substantiate your analysis and recommendation with 2 examples **CO 1 5 marks**

**Or**

Q. A.1.b It is generally accepted that Segmentation is substantially higher in B2B. Can One expect that over time, this would follow the B2C logic of convergence To Single segment markets? If so, which marketing fundamental framework Would best explain it, and which principle would expedite it **CO 1 5 marks**

Q. A.2.a. What would be significant priorities to be given to the training and orientation of Marketing and Sales personnel who are assigned to the B2B sector? Who in your view should be assigned responsibility for this training, and where should it take place?

**CO2 5 marks**

**OR**

Q. A2 b Much talk is going around these days about Social Media and the Metaverse. In your view would Social media platforms play a bigger role, or would Company - specific websites be more effective in B2B marketing. If you choose websites what should be the key variables addressed in their design and functioning? Provide an example. If the choice is Social Media, explain and justify it

**CO 2. 5 marks**

Q.A 3.a If India wished to make a significant entry into the International car market, what would be some of the key performance areas that would have to be addressed? Would it make more sense to compete in the finished product sector, or would it be better to establish presence in the parts/components sector? Can you provide an example of an Indian company that has been really successful in this sector

**CO 3 5 marks**

**OR**

Q.A.3.b India has lost its premier position in the garments export business to countries like Bangladesh and Vietnam. Which factors could be considered as contributing most to this decline. Suggest a few ways in which this could be reversed, to the benefit of this industry as well as the country's Exports. **CO3 5 marks**

Q. A.4.a Does detailed product knowledge apply equally to B2C marketing as it does to B2B marketing? If the answer is yes, justify it with illustrations from a couple of industries and their respective markets. **CO4 5 marks**

**OR**

Q.A.4.b Is promotion equally important in B2B marketing as it is seen to be in B2C? If so, do we think that the media choices and respective weightages would be similar. If not, which media, and what type of messages would be more applicable in the first case? Substantiate with 2 examples. **CO 4 5 marks**

### **Section B (Compulsory Case Study, 20 marks)**

Read the following Case and answer both the questions given below

#### **Sublime Example of a Great Disruptor**

Established as a joint venture between two titans in the industry, the company has its manufacturing facilities in Noida Uttar Pradesh, a much favoured location because of its superior infrastructure and business friendly policies. Set up in 1991 as a mass marketer of Watches in 1991, Timex Watches quickly built its Sales to 2.5 Mn units per year with an appropriate dual positioning of a Fashion accessory and a Wrist Instrument, both of which found favour with the Indian Customer.

While the firm had both the larger public as well as Industrial buyers as its customers, the focus was on delivering high quality products at competitive prices, backed by exemplary After Sales Service which ensured prompt and effective addressal of Customer complaints free of empty slogans like Customer Relations Management and Customer Delight.

While reviewing the larger manufacturing infrastructure in 1993, the senior management realised the firm had a large tool room facility with several high precision machines which were substantially under utilised. On taking this up with the promoter company, Timex U.S.A. they were informed that this was part of a policy to ensure complete captive capacity and capability to repair and maintain the various precision tooling required for watch making and assembly. On pointing out the large spare capacity available, they were advised to be thankful for this and not to expect any input or changes in the infrastructure. To the Timex India team, this was extremely unsatisfactory, since the company was constantly seeking ways to improve capacity utilisation of all facilities and seek opportunities to improve profitability( It was a matter of pride that the company had earned profit in the very first year of operation and the only way ahead was forward and up.

- Following discussions with the head of the Tool Room, the Senior Vice President Operations and the C.E.O. a two pronged approach was developed for leveraging the company facilities and Improving profit. The first was to progressively design, develop and build precision tools for captive consumption, which hitherto had come from a high

cost/long lead time source. While the initial efforts were met with scepticism and lack of financial support(the U.S. parent insisted that orders from the existing source continue and the cost of developing tools were to be borne totally by the Indian venture), it soon became clear that Timex India could design and manufacture tools of high quality at a fraction of the price currently charged by the foreign associate. By the year 1995, all precision tooling for the Indian Subsidiary would henceforth be sourced captively. This itself produced a cost saving of Rs. 2 Crores a year which would increase as the firm's activity progressively increased including gaining progressively high market share in the organised Indian watch market( It is to be noted that while Titan, Timex dominated the branded space, the majority of watches sold in India came from the unorganised sector including Watch assemblers, and smuggled cheap fare claiming 2/3 of the total market for watches).

**Taking the major Plunge:** With all of the activity described earlier, the capacity utilisation of the precision tool room was still quite low(30%). The management team pondered on this and the head of the precision facility, made this brilliant suggestion. "Let us participate in the forthcoming precision tool exhibition/fair to be held in Mumbai, in a few months. We will take a stall and exhibit tools that have been designed and built by us and the costs attached. A set of write ups could be created, put up for display and made available to interested parties through an attractive and informative brochure". This suggestion was approved and the company started on its brilliant journey towards a major share in the precision tools market in India.

The outcome from Timex's participation in the precision tools fair was that the company got orders from large companies including Godrej Appliances and Motherson Sumi, an ambitious precision tool entrepreneur. Moreover great interest was also evinced from suppliers of drip irrigation systems which were increasing becoming popular in the country where most agricultural activity was increasingly being constrained by acute shortages of water for Irrigation.

It is to be noted that most of the precision tooling that the company designed and produced was finally marketed under the name of the companies mentioned above. For instance, Motherson Sumi to quote just one example would take orders for precision tooling from its customers and pass the whole job of designing, and building the tooling to Timex. When this was successfully executed and handed over to Motherson, the same would be delivered with much fanfare and high profit to the end user customer. It transpired that in spite of this arrangement, Timex was earning substantial profit with a 85% margin over its costs. It looked not only like a marriage made in heaven between buyer and seller, but it brought justifiable pride to the company which soon became the No. 1 Precision tool maker in the Northern part of the country.

Q.1 Describe and assess the approach to B2B marketing that the company adopted first with regard to its Parent Company and subsequently the larger market for precision tooling. In your view did it bring optimal results. If yes, according to you why? And if no, why not?  
**CO 1 10 Marks**

Q.2 You would have noticed that the complete scheme was thought through and developed without the involvement of the Company's regular Marketing team. Can you provide explanation and justification for this? Had they been involved, do you think that such spectacular results would have been achieved.? Support your argument with valid Marketing concepts.  
**CO 4 10 Marks**