



Contents

<i>Preface</i>	vii
<i>Acknowledgements</i>	ix
1. The Nature and Scope of Business Marketing Management	1
Business Marketing: All Pervasive Yet Invisible	1
Nature and Scope of Business Marketing	4
Perspective of Organisational Buying Basket: What Organisations Buy	5
Perspectives of Market Structures	9
Perspectives on Demand Characteristics	11
Business Marketing Challenges: Current and Future	12
Evolution of Business Marketing in India: From 'Rationing to Value Based Marketing'	17
The Plan and Orientation for the Book	18
Points to Remember	21
Discussion Questions	23
Project Work (Internet Research)	23
Notes	24
2. Understanding the Organisational Customer and Buying Behaviour	25
Organisational Buying: Its Meaning and Dimensions	26
Organisational Buying Situations: 3 Cases	28
How Organisations Buy: The Buying Process	31
Use of Information Technology and its Impact	41
Typical Characteristics of Organisational Buying Behaviour	42
Points to Remember	44
Discussion Questions	45
Project Work (Internet Research)	46
Notes	46
3. Organisational Markets of India: Perspectives and Challenges	47
Organisational Markets of India	47
The Business Markets of India: A Macro-Economic Perspective	48
The Organisational Customers: An Overview	54
The State of Indian Economy: The Ground Reality	56
Government as a Business Customer	57
The Commercial Enterprises	63
The Commercial and Institutional Customers	73
Points to Remember	80
Discussion Questions	81
Project Work (Internet Research)	82
Notes	82

4. Creating Sustainable Growth Opportunities: Perspectives of Strategic Management	85
What is Strategic Management?	87
Managing Growth: Identifying Growth Alternatives	89
The Classical Strategic Planning Tools	93
How Does One Create Growth: A Framework	99
Developing a Long Term Strategic Plan	105
<i>Points to Remember</i>	107
<i>Discussion Questions</i>	108
<i>Project Work</i>	108
<i>Notes</i>	109
5. Measurement of Market Demand and Potential for Business Markets	111
What is Demand and How is it Created	112
Major Concepts: Measurement of Demand, Potential and Forecasting	115
Techniques for Assessing Market Demand, Potential and Forecasting	119
Marketing Research: A Must For Business Marketers	120
Assessing Demand and Potential and Forecasting for Business Markets	127
Assessing the Opportunities for Investment Decisions in New Ventures	131
<i>Points to Remember</i>	132
<i>Discussion Questions</i>	133
<i>Project Work (Internet Research)</i>	134
<i>Notes</i>	134
6. Segmentation Strategies for Business Markets	135
What is Segmentation?	137
Payoffs from Segmentation	138
Segmentation of Business Markets	139
Selecting the Target Segments	145
Segmenting Business Markets: Some Examples	147
Why Companies Fail to Practice Segmented Approach in Business Marketing?	153
<i>Points to Remember</i>	155
<i>Discussion Questions</i>	156
<i>Notes</i>	156
7. Product Strategy for Business Markets	158
The Product Market Strategies	159
The Product Planning Tools and Concepts	160
Product Decisions: Some Other Important Issues	181
<i>Points to Remember</i>	186
<i>Discussion Questions</i>	188
<i>Project Work (Internet Research)</i>	188
<i>Notes</i>	188
8. Management of New Products and Innovations for Business Markets	190
Technology: The Main Driving Force for Innovations and New Products	191
New Product Development and Management Process	194
Innovations and New Product	207
The Customer Adoption Process	213

Points to Remember 215
Discussion Questions 216
Project Work (Internet Research) 217
Notes 217

9. Strategic Brand Management for Business Markets 220

The Meaning of Brand and the Context of Business Markets 221
 Payoffs from a Strong Business Brand 225
 Brand Management and Business Marketers: A View from the 'Top' 229
 Holistic Brand Management 232
 Rekindling Their Aspirations through The Idea of Brand 238
 Business Brands: A Few Helpful Perspectives 239
Points to Remember 244
Discussion Questions 244
Project Work (Internet Research) 245
Notes 245

10. Price and Pricing Decisions for Business Markets 247

Understanding Pricing in the Context of Business Markets and Business Marketing 248
 Understanding 'Customer Value' and its Relationship with Price 250
 The Pricing Process in Business Markets 253
 Pricing of New Products/New Innovations 260
 Initiating and Responding to Price Changes 261
Points to Remember 265
Discussion Questions 266
Project Work (Internet Research) 267
Notes 267

11. Channel Management for Business Markets 269

Why We Need Channels of Distribution 270
 The Meaning of Marketing Channels 271
 The Role of Marketing Channels 273
 Channel Design Decisions 275
 The Channel Design: The Case of ABC 277
 Channel Management Decisions 278
 E-Commerce for Business Marketing Channels 285
 Market Logistics Decisions 286
Points to Remember 293
Discussion Questions 294
Project Work (Internet Research) 294
Notes 295

12. Managing Marketing Communications for Business Markets 296

The Role and Meaning of Marketing Communication 298
 The Communication Process Models 300
 The (R)Evolutionary Aspect of Industrial Marketing Communications:
 From Market Place to Market Space 303

Developing Effective Communications for Business Markets:	
What Business Marketers Must Know	303
The Communication Plan and its Implementation	310
Points to Remember	316
Discussion Questions	317
Project Work (Internet Research)	318
Notes	318
13. Management of Personal Selling and Sales Management for Business Markets	324
Personal Selling in Business Marketing	326
Types of Sales Persons	326
The Job of a Sales Person	327
The Traits of an Effective Sales Person	332
The Competency Mapping of Sales Persons	334
Effective Negotiations	335
Sales Force Management	337
Points to Remember	345
Discussion Questions	346
Project Work (Internet Research)	346
Notes	347
14. Customer Care for Business Markets: Creating Satisfaction and Delivering Delight	348
The Concept of Total Delivered Value	350
Total Customer Satisfaction	353
Managing Quality to Enhance Customer Satisfaction	360
Relationship Marketing (RM)	362
Customer Relationship Management (CRM)	367
Customer Value Management (CVM)	369
Points to Remember	370
Discussion Questions	371
Project Work (Internet Research)	372
Notes	372
15. Implementation of Marketing Strategy and Managing Issues of Sustainability	373
Successful Implementation: The Building Blocks	377
Building a Customer Driven Organisation	386
Effective Implementation and the Indian Ground Reality	389
Corporate Social Responsibility and Issues of Sustainability	389
Points to Remember	395
Discussion Questions	396
Project Work (Internet Research)	396
Notes	396
16. Management of Services for Business Markets	398
Services are All Pervasive	401
Marketing Strategies for Service Firms	405
Managing Service Quality	407

Pre- and Post-Sales Service for Product Companies	409
Some other Examples of Providing Services to Business Customers	411
India is an Emerging Service Economy	413
<i>Points to Remember</i>	421
<i>Discussion Questions</i>	422
<i>Project Work (Internet Research)</i>	423
<i>Notes</i>	423
17. Marketing of Projects for Business Markets	425
The Importance of Projects for India	426
Some well known Projects of India	427
Understanding the Meaning of Projects	430
Characteristics of Project Management	432
Gearing to Submit a Competitive Bid for Projects	437
Some Frequently used Commercial Terms	447
The Public Private Partnership Projects (PPP Projects)	447
<i>Points to Remember</i>	453
<i>Discussion Questions</i>	454
<i>Project Work (Internet Research)</i>	454
<i>Notes</i>	454
18. Globalisation of Business	455
Perspectives on Globalisation	458
Global Marketing Management	467
India and the Globe	471
Perspectives of China and India	478
<i>Points to Remember</i>	481
<i>Discussion Questions</i>	482
<i>Project Work (Internet Research)</i>	482
<i>Notes</i>	483
Cases	485
Case 1 <i>Aditya Tubes Limited (ATL)</i>	488
Case 2 <i>Amma – The Vegetable Vendor of Chennai (Madras)</i>	496
Case 3 <i>Alaknanda Business Corporation Limited (ABCL)</i>	497
Case 4 <i>Alpha Chemicals</i>	504
Case 5 <i>Buying Behaviour of Government Customers</i>	507
Case 6 <i>Cable Joints and Accessories (CJA) (India) Limited</i>	508
Case 7 <i>Clean Conveyors Limited (CCL)</i>	511
Case 8 <i>Driver Vikram Singh from Aravali Motors, Bengaluru</i>	516
Case 9 <i>Ethics in Business Marketing</i>	517
Case 10 <i>Ganga Oil Engines Limited (GOEL)</i>	521
Case 11 <i>Ganpati Alloy Steel Company (GASCO)</i>	522
Case 12 <i>Harsh Vardhan Industries Ltd. (HV Industries)</i>	531
Case 13 <i>Indus Business Corporation Ltd. (IBCL): The Product Line Decisions</i>	539
Case 14 <i>Incredible Infosys: Can this not be the story of all B2B Marketers !!</i>	542
Case 15 <i>Invisible Hand of Business Marketing</i>	545

- Case 16 *Janardan Oil Engines Limited (JOEL)* 547
- Case 17 *Kushan Aqua Limited (KAL)* 553
- Case 18 *Larsen & Toubro's Electrical Standard Product Group (ESP)* 565
- Case 19 *Megha Industries Limited* 568
- Case 20 *Narmada Corporation* 572
- Case 21 *National Steel Limited* 574
- Case 22 *The Ready Mix Concrete Business in India: Mirage or Unexplored Mine of Gold?* 579
- Case 22A *Havells India Ltd. (HIL): In the Wonderland of Qimat Rai Gupta* 585
- Case 23 *Shivalik Industries Limited (SIL)* 595
- Case 24 *SOLEX: From a Clean Slate* 599
- Case 25 *Solid Plastics India Limited (SPIL)* 600
- Case 26 *Vandana Steel Sheets Limited (VSSL)* 624
- Case 27 *Vichar Industries Limited* 638
- Case 28 *Vikramaditya – The Value Learner* 639
- Case 29 *Vishwakarma Refractories Limited (VRL)* 643
- Case 30 *The Worldwide Carpets Inc. (WWCI)* 645
- Case 31 *Central Engineering Company [CECO]: Where Do We Go from Here (B2B Distribution and Service Co.)* 648
- Case 32 *Tata Blue Scope Ltd. [TBSL]: Avoiding the Commodity Trap* 653