



JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

VI TRIMESTER (Batch 2016-18)

END TERM EXAMINATIONS, APRIL 2018

SET - A

Course Name	Business to Business Marketing	Course Code	MKT 601
Max. Time	2 hours	Max. Marks	40

INSTRUCTIONS: *Answer the following questions.*

Q1. Honda of America relies on 400 suppliers in North America to provide more than 60% of the parts and material for The Accord. What strategies could a business marketer follow in becoming a new supplier to Honda? What criteria would Honda consider in evaluating suppliers? [10]

Q2. Harley-Davidson, the US motorcycle producer, recently purchased some sophisticated manufacturing equipment to enhance its position in a very competitive market. First, what environmental forces might have been important in deciding this capital investment? Second, which functional unit were likely to have been represented in the buying center? [10]

Q3. In fast-changing high-tech industries, some firms have a better record of developing new products than others. Describe the critical factors that drive the new product performance of firms. [10]

Q4. Please read the case given below and answer the questions that follow:

Case: Intuit's Solution For Small And Medium-Sized Businesses

Intuit's user-friendly accounting and tax software solutions have created a highly profitable business and a loyal customer base. QuickBooks, one of its flagship products, provides accounting and management solutions to small and medium-sized businesses (SMBs) and enjoys monopoly-like market leadership. The relatively low-price points, high switching costs, and widespread adoption of the company's accounting solutions leave Intuit well-positioned for growth in this attractive market. There are roughly 300,000 new SMBs formed annually in the United States. Intuit also offers payroll and payment services to SMBs. According to the firm, further growth appears promising because 40 percent of QuickBooks customers use the firm's payroll services and less than 10 percent of those users have adopted Intuit's payment services.

While enjoying a leadership position in the SMB market, Intuit may need to increase its R&D expenditures to keep Microsoft and Internet-based competitors at bay. While the firm currently benefits from a strong distribution channel, the advent of cloud computing could level the playing

field. For example, multiple providers of accounting solutions already offer their solutions through Google's GOOG App Engine.

Questions:

- A. To sustain its leadership position in the SMB market, describe the differentiating value proposition that Intuit should offer to customers? [5]
- B. Drawing on the balanced scorecard, describe how Intuit's internal business processes (for example, operations, customer, innovation management) might be aligned to achieve targeted revenue and profit goals in the SMB market? [5]

Guidelines for answering:

- a. Please do not repeat case facts.
- b. Write your answers in bullet points and support your answers with an analytical framework
- c. Write your assumptions clearly on a separate page