JAIPURIA INSTITUTE OF MANAGEMENT
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JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM (G, M, SM)

FOURTH TRIMESTER (Batch 2024-26)

END TERM EXAMINATIONS, OCTOBER 2025

SET-1

Course Name	B2B Marketing	Course Code	30133 (108)
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

a. Attempt all questions.
b. Support your answers with relevant frameworks, market data, or global trends.
c. Indicate assumptions where applicable.

Q1. Read the following case let carefully and answer the following questions:

Tally's user-friendly accounting and tax software solutions have created a highly profitable business and loyal customer base. Tallybooks, 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 company's accounting solutions leave Tally well-positioned for growth in this attractive market. There are roughly 300,000 new SMBs formed annually in the India. Tally also offers payroll and payment services to SMBs. According to firm, further growth appears promising because only 40 percent of TallyBooks customers use the firm's payroll services and less than 10 percent of those users have adopted Tally's payment services.

While enjoying a leadership position in the SMB market, Tally 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 solutions through Google's GOOG App Engine, which include Khata book.

You have been hired by the company as a marketing consultant. Please answer all the following questions. Make and state suitable assumptions wherever necessary.

Question 1:

a) To sustain its leadership position in the SMB Market, Discuss the differentiating value proposition that Tally should offer to its customers. **(10 Marks)**

b) Analyze how Tally's Internal business processes (e.g. Operations, Customer, Innovation management) should be aligned to achieve targeted revenue and profile goals in the SMB market. **(10 Marks)**

Shiv Industries was a part of an established business conglomerate of India. It enjoyed positive halo effect of its reputed parent organization. The company had focused on automobile industry and other 4-wheeler vehicle segments for its business. In 2000, it had around 22 percent market share in the automotive sector. Despite this it had an insignificant presence in the automotive replacement market.

One of the major concern of Shiv in the current market scenario, was that it was facing tough competition from both the high-tech and low-tech product markets. In the high-tech market, there was stiff quality- based competition from more evolved product companies, whereas in the low-tech product market, there was price competition from smaller players. Therefore, while there is demand for Shiv's products in the automotive replacement market, the company is just not able to monetize this segment.

Question 2:

a) Describe how the primary focus of Shiv's Marketing managers at the corporate level can enable Shiv Garner a share in the automotive replacement (Spare Parts) market. **(10 Marks)**

b) Describe the role of R&D and logistic functions in creating and implementing the marketing strategy. **(10 Marks)**