JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM (G, M, SM)

FOURTH TRIMESTER (Batch 2024-26)

END TERM EXAMINATIONS, OCTOBER 2025

SET-2

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. Case – Digital Transformation of a Mid-Sized B2B Firm (20 Marks)

A mid-sized engineering products manufacturer based in India has been operating for over 25 years. Its customer base consists primarily of small and medium industrial buyers in sectors such as automotive, construction, and machine tools. Traditionally, the firm has relied on a network of regional distributors and a relationship-driven personal selling model to generate business.

However, the company is facing increasing challenges:

- Industrial buyers are increasingly adopting digital procurement platforms for convenience, transparency, and speed.
- Competitors have started offering online ordering portals with integrated catalogs, real-time pricing, and shipment tracking.
- Customers demand faster technical query resolution and expect 24/7 digital support rather than relying solely on in-person sales representatives.
- Large corporate accounts are asking for dedicated account managers who can deliver tailored solutions and streamline procurement.

The management is considering a three-tier digital initiative:

- Launching a B2B e-commerce portal where customers can browse products, place orders, and track deliveries.
- Introducing digital customer care systems such as chatbots, AI-driven FAQs, and video-based technical support.
- Developing a Key Account Management (KAM) program to strengthen long-term client relationships.

They are concerned, however, that shifting to a digital model may cause resistance from distributors, require significant investment in digital infrastructure, and pose adoption challenges for traditional clients.

Answer the following:

a) Analyze how organizational buying behavior differs from consumer buying behavior when adopting a B2B e-commerce portal. Highlight key decision-making factors that industrial buyers will consider before shifting to digital procurement. **(10 Marks)**

b) Design an outline of a Key Account Management (KAM) program for this firm. Define the roles of account managers, service levels offered to high-value clients, and the expected outcomes in terms of sales growth and client loyalty. **(10 Marks)**

Q2. Case – IBM's Challenge: Balancing Service Quality and Profitability (20 Marks)

For decades, IBM has been regarded as a trusted global leader in IT infrastructure, consulting, and enterprise services. Clients have often paid a premium for IBM's "gold-standard" service quality, which is associated with technical expertise, reliability, and global support.

However, the competitive landscape has shifted dramatically:

- Newer technology service providers such as Accenture, Infosys, and TCS offer comparable solutions at lower costs.
- Many corporate clients are under budget constraints, pushing procurement teams to negotiate aggressively and question whether IBM's high-quality services are truly worth the premium.
- Some clients perceive that beyond a certain point, extra service quality adds little additional value, especially when outcomes are measurable primarily in cost savings rather than brand assurance.

IBM's margins are under pressure as projects require more customization, talent-intensive delivery, and increasing service-level expectations without proportional client willingness to pay.

This has raised a strategic dilemma for IBM's management: should they continue to insist on premium service quality at the cost of profitability, or should they segment their client base, offering differentiated service levels— "premium for some, efficient for others"?

Answer the following:

a) Apply the concept of Customer Lifetime Value (CLV) to recommend which client segments should continue receiving premium service levels, and which could be shifted to more standardized offerings. **(10 Marks)**

b) Create a segmented CRM strategy for IBM that balances profitability with client expectations. Suggest differentiated service tiers (e.g., platinum, gold, standard) with defined service promises for each tier. **(10 Marks)**