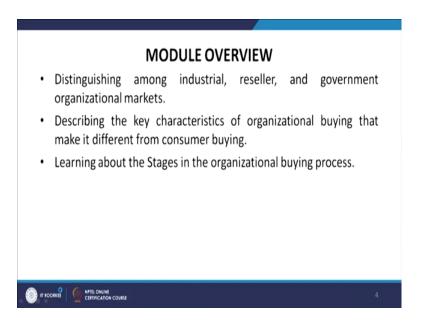
Introduction to Marketing Essentials Prof. Zillur Rahman Department of Management Studies Indian Institute of Technology, Roorkee

Lecture – 10 Understanding Organizations as Customers – I

Welcome to this course on Introduction to Marketing Essentials. Now, we will start with the second topic in part-2. This second topic is related to understanding organizations as customers. So, in this part-2, we started with understanding both the buyers and the markets.

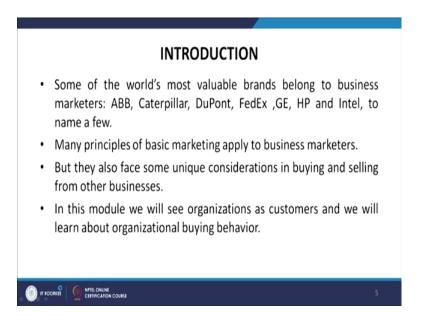
Module 7, 8 and 9, they were dedicated to understanding individual consumer behavior. This module 10 and 11, in this we will understand how do organizations behave as the consumer. So, we are understanding organizations as customers. Now, let us look at what are the things that will be covered in this module. We will start with distinguishing among industrial, reseller and government organizational markets.

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Then we will describe the key characteristics of organizational buying that makes it different from consumer buying. Learning about the stages in the organization buying process will be the third thing that we will learn. Now, keep in mind that it is important to understand individual consumer and organization buying process separately, because the two entities they act differently; they have a different kind of decision making process.

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So, now to start with this module some of the world's most valuable brands belong to business markets; for example, ABB, Caterpillar, DuPont, FedEx, GE, HP and Intel, just to name a few. Many principles of basic marketing apply to business marketers also, but they also face some unique considerations in buying and selling from other businesses. In this module, we will see organizations as customers as well as learn about organizational buying behavior. (Refer Slide Time: 02:36)



Now, let us look at the nature and the size of organizational markets. What is business marketing? Business marketing is marketing of products and services. To whom? One, business marketing is marketing of products and services to companies, governments or not-for-profit organizations; for use in the creation of goods and services that they can produce and market to others.

So, when a company sells goods and services to another company or government or notfor-profit organization; for what purpose, for the purpose of creation of goods and services that these companies, governments or not-for-profit organization, they produce and market to others. (Refer Slide Time: 03:33)



Organizational buyers are those manufacturers, wholesalers, retailers, and government agencies that buy products and services for their own use or for resale. For example, these organizations that is organizational buyers, buy computers and telephone services for their own use.

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However manufacturers buy raw materials and parts that they reprocess into the finished products, which-finished products-are then sold to consumers - end consumers. Wholesalers and retailers resell the product they buy without reprocessing them, so

wholesalers and retailers also buy products not for their own use, but they want to sell them and that to without reprocessing.

So, manufacturer they do reprocessing while wholesaler and retailers, they just sell those products without any kind of reprocessing. Organizational buyers include all buyers in a nation except ultimate consumers.

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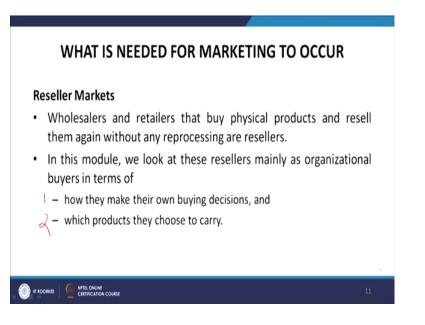
These organizational buyers purchase and lease, large volumes of capital equipment, raw materials, manufactured parts, supplies and business services. IBM alone buys nearly dollar 48 billion in products and services, each year for their own use or for resale. Organizational buyers are divided into three markets; first are the industrial markets, second is the reseller market, and the third is the government market.

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So, what are these industrial markets- the first one? There are about 7.7 million firms in the industrial, or business markets. These industrial firms in some way reprocess a product or services they buy before selling it again to the next buyer. It is also true of a firm selling services, such as a bank that takes money from its depositors, reprocess it, and sell it in the form of loans to buy borrowers.

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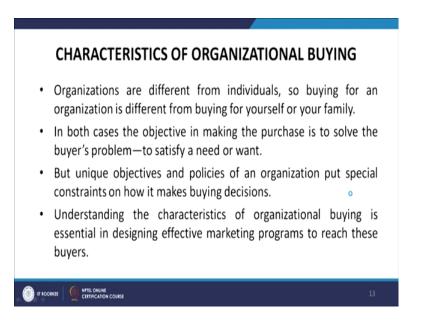
Next is reseller market. Wholesalers and retailers they buy physical products and resell them again without any reprocessing, they are called as resellers. In this module, we look at these resellers mainly as organizational buyers in terms of how they make their own buying decisions, one, and second is which products they choose to carry. So, what are the products or parts that they consume, and which products and parts they want to sell; so this is what is needed for marketing to occur in a business market.

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 Government units are the union, state, and local agencies products and services for the constituents they serve. Arroj, Securit, Northernon, Jain School, Jain Schol, Jain School, Jain School, Jain School, Jain School, Jain Sch	

In government units are the union, state, and local agencies that buy products and services for the constituents they serve.

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Now, government markets - they may buy for let us say army or your security forces, they buy lots of things for hospitals, the jails, they buy lots of things for schools, and other government departments. Now, let us look at the characteristics of organizational buying.

Organizations are different from individuals, so obviously buying for an organization is different from buying for yourself or your family. In both cases, the objective in making the purchase is to solve a buyer's problem that is to satisfy a need or a want. But unique objectives and policies of an organization put special constraints on how it makes buying decisions. Understanding the characteristics of organizational buying is essential in designing effective marketing programs to reach these buyers.

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Now, let us look at the characteristics of organizational buying. Here we are talking of the various characteristics; the market characteristics, the product and service characteristics, the buying process characteristics, and the marketing mix characteristics, and here we are talking of the dimension.

Now, let us start with this stage - the market characteristics. And what are the dimensions? Demand for industrial product and service is derived, because it is derived from the consumer market. Few customers typically exist, and their purchase orders are large.

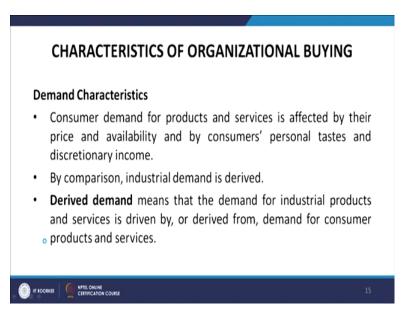
The second is about the product or service characteristics. Products or services are technical in nature and purchased on the basis of specifications. Many of the goods purchased are raw and semi finished, heavy emphasis is placed on delivery time, technical assistance, and post sale service.

The third type of buying process characteristics have dimensions like they need technically qualified and professional buyers, who follows established purchasing policies and procedures.

Buying objectives and criteria are typically spelled out, as are procedures for evaluating sellers and their products or services. There are multiple buying influences, and multiple parties participate in purchase decisions. There are reciprocal arrangements and negotiations between buyers and sellers, which is a common place in this kind of markets; and then online buying over the internet is widespread.

The fourth dimension is the marketing mix characteristic. Direct selling to organizational buyers is the rule, and distribution is very important. Advertising and other forms of promotion are technical in nature. Price is often negotiated, evaluated as part of broader seller and product service qualities, and frequently affected by quantity discounts.

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Now, let us look at the demand characteristics. Consumer demand for products and services is affected by their price and availability, and by consumers' personal taste and

discretionary income. By comparison, industrial demand is derived. What is derived demand? Derived demand means that the demand for industrial products and services is driven by, or derived from, demand for consumer products and services.

For example, the demand for this American Timberland Company pulp and paper product is based on consumer demand for newspaper, then packages and disposable diapers. Derived demand is based on expectations of future consumer demand. For instance, Whirlpool buys parts for its washers and dryers in anticipation of consumer demand, which is affected by the replacement cycle of these products and by consumer income.

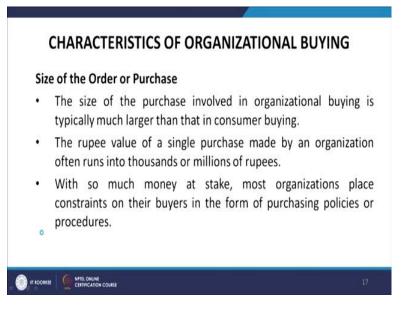
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CHARACTERISTICS OF ORGANIZATIONAL BUYING

- For example, the demand for Weyerhaeuser's (An American timberland Co.) pulp and paper products is based on consumer demand for newspapers, FedEx packages, and disposable diapers.
- Derived demand is based on expectations of future consumer demand.
- For instance, Whirlpool buys parts for its washers and dryers in anticipation of consumer demand, which is affected by the replacement cycle for these products and by consumer income.

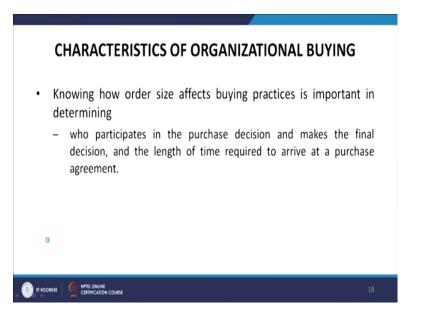
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Another characteristic of organizational buying is the size of the order or purchase. The size of the purchase involved in organizational buying is typically much larger than that is in the consumer buying. The rupee value of a single purchase made by an organization often runs into thousands or millions of rupees. With so much money at stake, most organizations place constraint on their buyers in the form of purchasing policies or procedures.

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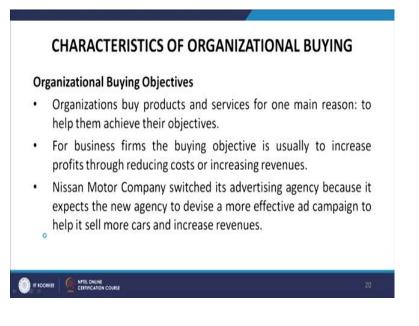
Knowing how order size affects buying practice is important in determining, who participates in the purchase decision and makes the final decision, and the length of time required to arrive at a purchase agreement.

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1	umber of Potential Buyer
•	Firms selling consumer products or services often try to reach thousands or millions of individuals or households.
•	Firms selling to organizations are often restricted to far fewer buyers.
•	For example, Goodyear sells its original equipment tires to fewer than 10 car manufacturers.
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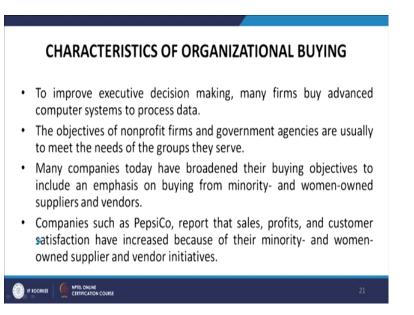
Another characteristic of organizational buying is the number of potential buyers. Firms selling consumer products or services often try to reach thousands or millions of individuals or households. Firms selling to organizations are often restricted to far fewer buyers. For example, Goodyear; Goodyear is the company that manufacture tires, it sells its original equipment tires to fewer than 10 car manufacturers.

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Now, let us look at the organizational buying objectives. Organizations they buy product and services for one main reason that is to help them achieve their objectives. For business firm the buying objective is usually to increase profits through reducing cost or increasing revenues. Nissan Motor Company switched its advertising agency, because it expects the new agency to devise a more effective ad campaign to help it sell more cars and increase their revenues.

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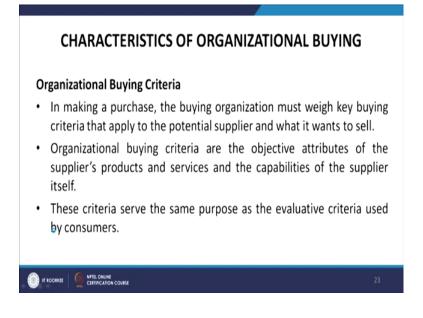
To improve executive decision making, many firms they buy advanced computer systems to process data. The objective of a nonprofit firm and government agencies are usually to meet the need of the groups that they serve. Many companies today have broadened their buying objectives, to include an emphasis on buying from minority- and women-owned suppliers and vendors.

Companies such as PepsiCo, report their sales, profits, and customer satisfaction have increased because of their minority- and women-owned suppliers and vendor initiatives. Other companies include environmental initiatives; for example, home depot that is a large home improvement retailer in United States, no longer purchase lumber from companies that harvest timber from the world endangered forest.

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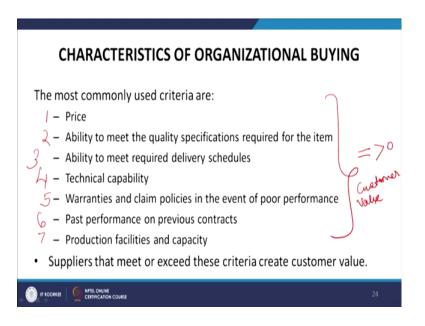


Successful business marketers recognize that understanding buying objectives is necessary first step in marketing to organizations.



Now, let us look at the organizational buying criteria. In making a purchase, the buying organization must weigh key buying criteria that apply to the potential suppliers and what it wants to sell. Organizational buying criteria are the objective attributes of the supplier's products and services and the capabilities of the supplier itself. These criteria serve the same purpose as the evaluative criteria used by the consumers.

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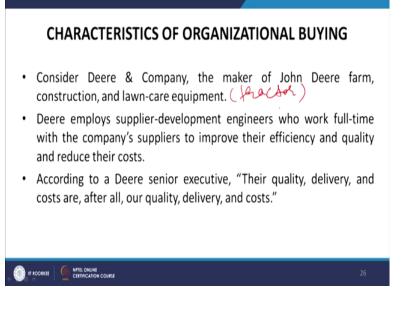


And the most commonly used criteria are first is the price; second is the ability to meet the quality specifications required for an item; the third is the ability to meet required delivery schedules; next is the technical capability; then comes warranties and claim policies in the event of poor performance of the product; the sixth is past performance on previous contracts; the seventh is the production facilities and the capacities. Suppliers that meet or exceed these criteria create customer value.

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So, many organizational buyers today are transforming their buying criteria into specific requirements that are communicated to prospective suppliers, this practice is called as supplier development. It involves the deliberate effort by organizational buyers to build relationships that shape suppliers' products, services, and capabilities to fit a buyer's need for those of its customers.



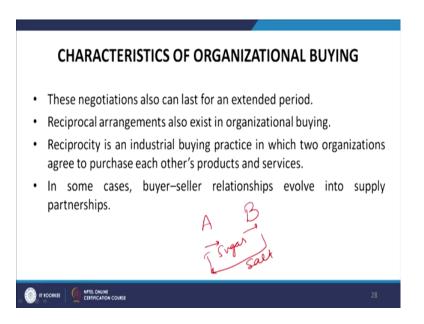
Consider Deere and company the maker of John Deere farm, construction, and lawn-care equipment; for example, a tractor. Deere employs supplier-development engineers who work full-time with the company's suppliers to improve their efficiency and quality and reduce their cost.

So, when the company suppliers they reduce their cost and increase the quality that will enable Deere and company to reduce cost and increase their profits. According to a Deere senior executive, their quality, delivery, and cost are, after all, our quality, delivery, and cost. So, there, the quality delivery and cost of the suppliers are the quality delivery and cost of the company.



Next, we will look at the buyer-supplier relationships and supply partnerships. Another distinction between organizational and consumer buying behavior lies in the nature of the relationship between organizational buyers and suppliers. Specifically, organizational buying is more likely to involve complex negotiations concerning; the delivery schedules, price, technical specifications, warranties, and claim policies.

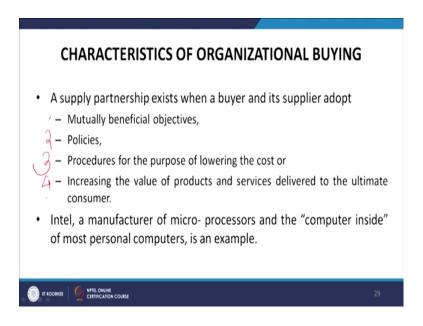
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These negotiations can also last for an extended period of time. Reciprocal arrangements also exist in organizational buying. E.g., there are these two companies; company A is

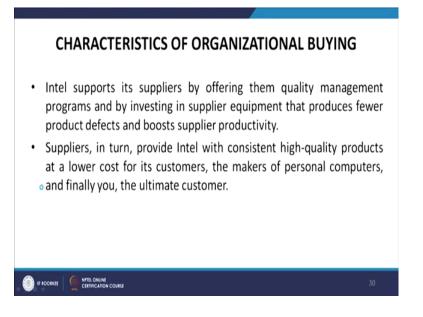
selling, let us say, sugar to company B, and company B then sells salt to the company A. Reciprocity is an industrial buying practice in which two organizations agree to purchase each other products and services. In some cases, buyer-supplier relationships evolved into supply partnerships.

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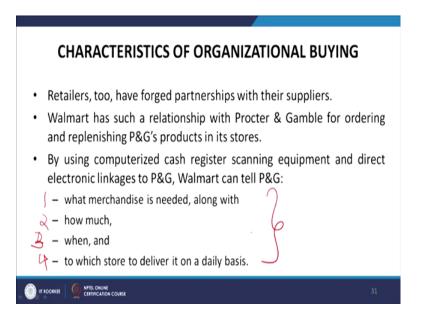
A supply partnership exists, when a buyer and a supplier adopt – one, mutually beneficial objectives; two, the policies; three, procedures for the purpose of lowering the cost; or, increasing the value of products and services delivered to the ultimate consumers. Intel a manufacturer of micro-processors and the computer inside of most personal computer, is an example.

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Intel supports its suppliers by offering them quality management programs and by investing in supplier equipment that produce fewer product defects, and boost supplier productivity. Suppliers, in turn, provide Intel with consistent high-quality products at a lower cost for its customers, the makers of personal computers, and finally you, the ultimate consumer.

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Now, retailers too have forged partnerships with their suppliers. Walmart has such a relationship with Procter and Gamble for ordering and replenishing P&Gs products in its

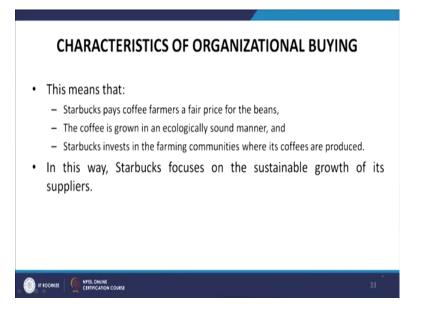
stores. By using computerized cash register scanning equipment and direct electronic linkages to P&G, Walmart can tell P and G: One, what merchandise they need along with how much of that merchandise is needed, when it is needed, and to which store to deliver it on a daily basis. So, this is all the information that Walmart's sends to P&G, every day.

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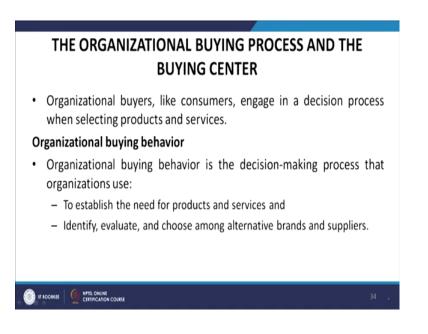
Supply partnerships often include provisions for what is called as sustainable procurement. For example, Starbuck is a pioneer and worldwide leader in sustainable procurement. The company's attention to quality coffee extends to its coffee growers located in more than 20 countries.

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This means that Starbuck pay coffee farmers a fair price for their beans, the coffee is grown in an ecologically sound manner, and Starbuck invest in the farming communities where its coffees are produced. In this way, Starbuck focuses on sustainable growth of its suppliers.

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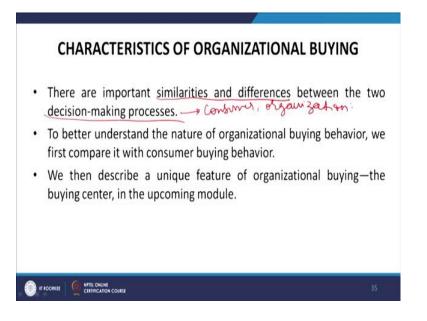


Now, let us talk of the organizational buying process and the buying center, who are the people who gets involved in making this purchase. So, organizational buyers like

consumers, engage in a decision process when selecting products and services. So, what is this organizational buying behavior?

Organizational buying behavior is the decision-making process that organizations use. For doing what; to establish the need for products and services and to identify, evaluate, and choose among alternative brands and suppliers.

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There are important similarities and differences between the two decision-making processes. To better understand the nature of organizational buying behavior we first compare it with the consumer buying behavior; we then describe a unique feature of organizational buying-the buying center, in the upcoming module.

So, you a please look at this that there are similarities and differences between the two decision-making processes that is of the consumer and organization. So, there are some similarities and there are some differences.

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Now, this shows the stages in the organizational buying process. These are the various stages in the buying decision-making process, this is the consumer purchase, and this is the organizational purchase. So, consumer purchase is when a student purchases smart phone and ear bud head set for a smart phone, so that is an example of organizational purchase.

Now, the first stage in the decision-making process is problem recognition is, when we are talking of this box that is consumer purchase, smart phone for a student. So, student does not like the features of the smart phone now owned and desired the new one. Here its marketing research and sales development observed that competitors are improving the ear bud headset for their smart phones. The firm decides to improve the ear bud headset on its own new models, which will be purchased from an outside supplier.

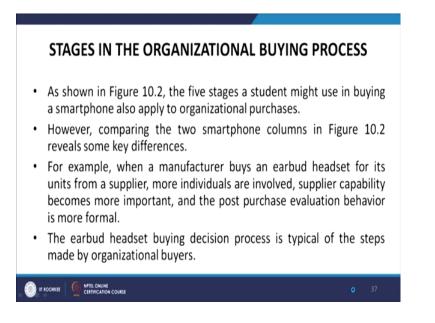
The second is information search. Here the student uses personal past experience and that of friends, ads and the internet, then he also collects information and cover alternative. Here design and production engineers, they draft specifications for ear bud headsets, the purchasing department identifies supplier's of ear bud headsets.

The third stage in the buying process is the alternative evaluation. Here alternative smart phones are evaluated on the basis of important attributes desired in a phone and with its several stores. Here purchasing and engineering personnel visit with suppliers and assess, facilities, capacity, quality control and financial status; they drop any suppliers not satisfactory on these attributes.

The fourth stage is the purchase decision. A specific brand of smart phone is selected, the price is paid, and the student leaves the stores. Here they use quality, price, delivery and technical capability, as key buying criteria to select a supplier, then they negotiate terms and award a contract. So, now you see that there are two similar kind of things that are bought here a person buys a phone for himself; and here organization buys ear bud headset that is to be supplied with its mobile phone.

The last step is the post purchase behavior. So, a student reevaluates the purchase decision and may return the phone to the store if it is unsatisfactory. In case of this company, they evaluate suppliers using a formal vendor rating system and notify a supplier if the ear bud headsets do not meet their quality standards; if the problem is not corrected, they drop the firm as a future supplier.

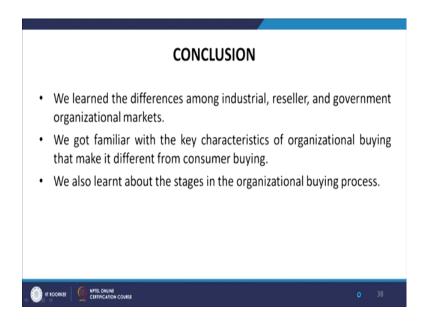
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So, as shown in the figure 10.2; the five stages a student might pass through in buying a smart phone also apply to the organizational purchase. However, comparing the two smart phone columns in the figure 10.2 reveals some key differences.

For example, when a manufacturer buys an ear bud headset for its units from a supplier, more individuals are involved, supplier capability becomes more important, and the post purchase evaluation behavior is more formal. The ear bud headset buying decision process is typical of the stages made by the organizational buyers.

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Now, to conclude this module, in this module, we have learned the differences among industrial, reseller, and government organizational markets. Then we got familiar with the key characteristics of organizational buying that makes it different from consumer buying. And then we have learnt about the stages in the organizational buying process.

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These are the three books from which the material for this module was used.

Thank you.