



TENTAMEN / EXAMINATION



8164617

Fylls i av **student** / To be completed by the **student**

Skriv anonymiseringskoden på samtliga svarsblad / Write your anonymity code on each sheet		Anonymiseringskod / Anonymity code			
		F E A D 1 3	0 0 1 2 - M L H		
Provbenämning / Exam name			Öanmald		
Business Marketing					
Kurskod / Course code	Provkod / Exam code	Tentamensdatum / Examination date			
F E A D 1 3	1 0 0 5	2 0 1 8 - 1 0 - 3 1			
Jag har tagit del av regler som gäller i tentamenssalen / I have read the current exam hall rules		Antal inlämnade blad / Number of sheets			
<input checked="" type="checkbox"/> Ja / Yes		<table border="1"> <tr> <td></td> <td></td> </tr> </table> USB 11s. utskanna/MJ			

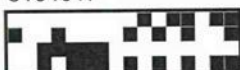
Fylls i av **skrivvakt** / To be completed by the **invigilator**

Kontroll av legitimation / Identification checked	<input checked="" type="checkbox"/> Ja / Yes	Härmed intygas att ovanstående kontroller utförts / This is to certify that the above mentioned checks have been carried out
Kontroll av inlämnade blad / Answer sheets checked	<input checked="" type="checkbox"/> Ja / Yes	
Inlämningstid / Time of submission	10:00	Tydlig sign. / Signature LR

Fylls i av **lärare** / To be completed by the **examiner**

Bedömning av uppgifter / Questions attempted											
1	2	3	4	5	6	7	8	9	10	~	
11	12	13	14	15	16	17	18	19	20	~	
21	22	23	24	25	26	27	28	29	30	~	
Totalt antal poäng / Total points				Examin. lärare / Kursansvarig signatur / Signature of the examiner							
57,5											
Betyg / Grade				Namnförtydligande / Clarification of the signature							
VG											

8164617



Försättsbladet ska alltid lämnas in även om ingen uppgift behandlats /
Examination should always be submitted even if no questions are answered

Question 1- Patrik

Relationship perspective

A marketing perspective that focus on relations is a rather oversimplified way of understanding business markets and business marketing. The key in this perspective is to focus on all relations in a certain way to get a competitive advantage. Relations go through 3 phases: Establish, Develop, Maintain. The business should keep working within these steps in most relationships. Depending on the type of transaction being made and on market forces, there are 3 different types of relations where the firm invest different amount of time and resources. The relationship spectrum provides a continuum, starting with the least engaging form, a transactional relationships is rather antonymous with automated purchases and basic products – these relations does not need much attention. Compared to the other far end, the collaborative relationship needs more integration and collaboration between both participants in the relationship. This is because purchase is more complex and prices are higher within these relationships. In between these two ends lays the value-added relationship where the focus of the relationship lays in maintaining the relationship by providing value adding services for the relationship to continue.

Network perspective

A hybrid form of a relationship perspective is the network perspective. The perspectives are similar in the sense that they both value relationships which in many aspects are key in understanding business marketing. The network perspective takes another focus on relationships by seeing the myriad of business relationships is hard to control and focus on all. Instead it is better to focus on a few and understand what is to gain from a relationship. By looking at relationship as a life of its own Håkansson uses the ARA-model to help explain how business marketers can understand relationships on business markets. The model represents a relationship who is effected by both participant businesses and the surrounding environment. Actors are professional individuals (supplier and customer) who perform value creating Activities together through the use (or change of) Resources which they each possess. Relationships are dynamic and greatly influenced by the outer environment as well as what the other actor does, or which resources are at hand.

Differences - If not already said above, I'll try to point out some differences further.

A network perspective defines the relations as uncontrollable and that ownership is not possible. Further, these two insights takes a larger consideration that the effects of the environment are highly impacting the relationship dynamics. Another difference is the focus of amount of relationships, in a relationship perspective it is important to work on all relations, even though the degree of collaboration varies. A network perspective focuses on a few significant relationships instead.

BM and business marketing as network – gains.

Starting with defining business market may help illustrate the value of a network perspective. Business markets consists of product and services that are bought by local or international businesses, government or institutions, with the objective of using (incorporating or consuming) or resell the offering. Seeing that B2B-marketing include many uncontrollable factors and

complex transactions, it is rather naive to take a relationship perspective and think of relations as a “snapshot” of time. Using the network perspective allows business marketers to approach relations on many more levels. Even though the ARA-model brings a depth to the discussion, there are models that keep building on this perspective. Håkansson continues his research on ARA and talk about a wider world perspective. There are actors, resources and opportunistic activities that lay in the near reach of a business network. Thus, another competitive advantage of using a network perspective is the understanding of what relations, yet not investigated, that could help generate new opportunities. The SNMM-model (Strategic Network Marketing Model) further develops these ideas into six network types that all business may take advantage on. Analyzing which relations the business is currently focusing on and which could be a better strategic choice, is thus a good insight for business regarding the gains of the network.

Question 2 - Antti

5

Measurability	The degree to which information on a specific buyer characteristics can be obtained.
Accessibility	The degree to which the firm can access the segment with its marketing efforts.
Substantiality	The degree to which the segment is large and profitable enough to consider.
Responsiveness	The degree to which the segment is responsive to the marketing mix elements.

These criteria may be used to evaluate different potential segments desirability by constructing a table where each segments are given a score for how well they meet these degrees. Targeting a segment is to evaluate its attractiveness to firm objectives, and receiving the "highest" score does not necessarily mean that it is desirable. Before targeting a segment it is important to consider the former process – segmentation – and make sure that the segments chosen for evaluation are: groups that have similar needs and are distinct from other groups so that they'll respond differently to marketing communications and efforts. But let's move on to the third step of this traditional way of marketing strategy: Positioning.

Question 3 - Antti

To explain what a value proposition is, it is important to know where in the marketing processes we are. Taking a traditional marketing strategy, the former mentioned processes of segmentation and targeting have already been dealt with. According to Ulaga, this perspective on customer value, originates from taking a "Sellers-perspective" on customer value and thus define customer value from "our", or a firm, perspective on customer value.

Understanding the implications of the background and these perspectives, a value proposition could be defined as a customized proposal, of a suppliers offering, that illustrate attractive customer value. Value proposition is therefore also explained by three different points of customer value, considering the attributes of the offering compared to competition:

Points of parity (POP) Attributes that are shared with competitors. Even though they are beneficial to customers, most of these benefits are usually what the offering "need to have" in order to even be considered by customer.

Points of difference (POD) These are the attributes which only "our" firm have and will thus be the differences from competition offering. These differences might be more or less important to customers, but from our perspective, this is where we stand out from competition.

Points of contention (POC) This is where our understanding of the provided benefits differs from customer expectations. A way to bridge that gap is to see us as the next best option and compete with additional value to convince customer of the value in our offering.

A way to construct value propositions is to use the three above concepts, in different constellations, with the goal of "pitching" the customer value that the offering provides. Anderson et. al (1997) identifies these three value propositions where the best suited option lays in the constraints of firm market knowledge.

All benefits Similar to POP, where the value proposition consists solely of benefits that the firm think is attractive to the customer segment. For customers it answers the question "Why you should chose us?". The advantage with this option is that it is possible to construct with only having knowledge of the firm's own market.

Example: "HappyOrNot offer an easy-to-use product together with serving analytics of customer satisfaction metrics."

Favorable points of differences Similar to POD, in using firm and competitor differences in leveraging customer value proposals. The most favorable differences are chosen to attract customer and answer the question "Why you should chose us and not the competition?". To be able to construct a value proposition with favorable points of differences marketers need to have knowledge of both their own product market as well as competitors markets.

Example: "HappyOrNot offer an exclusive worldwide access to big data and the most affordable price"

