

## COMPLEMENTARY PRODUCT STRATEGY FOR INDUSTRIAL CONSUMABLE PRODUCTS

*Asif Ali Syed<sup>1</sup>, Rakesh S Jha<sup>2</sup> & Sumit KumarPundhir<sup>3</sup>*

*<sup>1</sup>Assistant Professor, Department of Business Administration, Aligarh Muslim University, Aligarh, India*

*<sup>2</sup>Research Scholar, Formal Business Development Head, Larsen and Toubro Limited, Delhi, India*

*<sup>3</sup>Research Scholar, Aligarh Muslim University, India*

**Received: 23 May 2021**

**Accepted: 26 May 2021**

**Published: 28 May 2021**

### ABSTRACT

*There are multiple products which are always sold along with each other and even used long with each other and those products are known as the complimentary products, some of the commonly known examples can be lead pencil and eraser, fountain pen and ink, container and lid or in electrical consumable domain it can be contactor and relay, capacitor and contactor, meters and current transformer or voltage transformer etc.*

**KEYWORDS:** *Industrial Consumable, Complimentary Products*

### INTRODUCTION

Many manufactures saw this as an opportunity and decided to leverage on the complimentary product strategy like Montblanc for fountain pen and ink, Natraj for lead pencil and eraser or electrical companies like L and T for Meters and Current transformers as this strategy not only completes the basket and gives the leverage to seller and also convenience to buyer but also improves the overall bottom line for seller and enhance his share of wallet with customers.

Since the subject and its scope is vast hence, we will analyse in context to only one consumable product i.e. switchgear as it will reflect the behaviour of whole category and will be a relevant sample as its used widely and irrespective of the final finished product of that particular industry. The purpose of this paper is to analyse and understand the nature of this strategy and its impact on manufacturer as well as buyer.

### RESEARCH METHODOLOGY

This paper will be based on the current and historical literature review. The conventional as well as modern approaches for this marketing strategy have been considered. This paper uses descriptive research methodology and the literatures reviewed are across products and locations.

### FINDINGS

The findings of the paper suggest that Industrial consumable products have similar characteristics as any core industrial or consumer product where the bundled solution or complementary products can be used to enhance the top line as well as bottom line but its marketing approaches has to be adopted keeping its view of an industrial or engineering derived product.

## LIMITATIONS

The paper is based upon the literature available in the public domain and websites of multiple manufacturers along with the current and historical literature available on the internet portals and other online resources. The available resources have been used as secondary data for the paper and its restricted extension in form of a questionnaire also introduces an empirical research by collecting primary data and conclusion based on the data analysis.

## RESEARCH GAP

Switchgear market is a good example but the contribution in total industrial consumable market is low hence dedicated literature on this market is limited. The concept of bundled offer or complimentary products is also a recent adoption hence the historical data of its impact is missing hence the attempt in this paper is to study the larger industrial or even consumer market and create a bridge in context to link it with switchgear market.

## RESEARCH OBJECTIVES

The Marketing approach of selling a product with the products which are a natural extension or work hand in hand has been there since long and the recent shift is only to make specific products to cater the needs of customers by having a complimentary product which either enhances the performance of the main product or used to give protection to it. In some cases the complimentary products are referred as optional or a mere recommendation like same brand of voltage stabilizer with refrigerator or air conditioner but in many cases they are referred as essential for performance or as an extension of the product like specific printer ink with printer. In switchgear domain the examples can be overload relays with contactors or circuit breakers with automatic transfer switch etc.

The term marketing is typically associated with advertisement or promotions but in reality this is the smallest activity out of the vast scope which falls under marketing and the largest part is the creation and implementation of strategy. Marketing is engaged with every aspect of product and when it comes to the strategy like having a bundled offer or complimentary products then the role becomes even more critical as not only they have to be involved in product or offer development but also to ensure that the message is cascaded in the same way as it was intended.

The industrial consumable products carry a long and multi-player decision making process and it is important that the essence of the message remains same for all stakeholder but still the message needs to be tailored for each stakeholder and that's where the product strategy comes in to picture.

The purpose of this research is to discuss and identify relevance of complimentary product strategy in Industrial consumable products domain. The secondary objective is to conduct a questionnaire-based survey across stakeholder within a restricted sample to validate the strategy. The major research objectives of the paper can be summarized as:

- To analyse various complimentary product marketing approaches / strategies adopted for industrial consumable products and their impact.
- To validate the findings with the data collected thru the questionnaire-based survey.

## RESEARCH METHODOLOGY

This research paper involves exploratory and descriptive research methodology which would be backed up by a questionnaire-based survey. The researchers have tried to explore as many online and offline research papers and other available and accessible literatures on switchgear manufacturers and the scenario for adoption of this strategy over other available strategies. The aim of the deliberation is to study the complimentary product strategy adopted by electrical consumable companies and the impact of the same.

### Sampling for the Questionnaire-Based Survey:

In order to validate the findings of the literature review based results, it was decided to run a questionnaire-based survey to find the views of the stakeholders and on the basis of the same it will be decided that the theoretical approach is also a valid marketing strategy for industrial consumable products or it is widely applicable for domestic consumer only.

The sample size is taken as 100 and it involves all the actors who are involved in the purchase decision, to eliminate the demographical or geographical bias or favours the samples are spread across India in the manner below:

Table 1 shows Stratified sampling was used to identify the sample size & after the data collection the validation was done through the weighted average of response.

**Table 1**

Description	North	East	West	South	Total
End user	5	5	5	5	20
Consultant	5	2	5	4	16
Contractor	3	1	3	3	10
Panel Builder	8	4	6	6	24
Distributor	10	4	8	8	30
<b>Total</b>	<b>31</b>	<b>16</b>	<b>27</b>	<b>26</b>	<b>100</b>

## LITERATURE REVIEW

The literature review has been divided in to different sections so that we can review each relevant section starting from Industrial consumable products to the complimentary product strategy and at last we will analyse impact and importance of those in context to the electrical industrial consumable products.

### Industrial Consumable Products

Industrial consumable products are mentioned in India's Exim Policy (Chapter 9, Clause 9.15) by Directorate General of Foreign Trade as "Consumables" means any item, which participates in or is required for a manufacturing process, but does not necessarily form part of end-product. Items, which are substantially or totally consumed during a manufacturing process, will be deemed to be consumables.

In economics terms, industrial consumable products have zero elasticity or inelastic demand and the economic scenario or even the prices of these consumables do not impact the consumption pattern drastically. Its characteristics are close to coarse food grains (Praduman Kumar, Anjani Kumar, Shinoj Parappurathu and S.S. Raju, 2011) as the staple food grains have inelastic or even negative demand and while we understand the impact of complimentary product marketing strategies electrical consumable product, it would be worthwhile to consider the demand elasticity of Switchgear as Industrial consumable product.

### History of Complimentary Products

Complimentary products have been a subject of interest for researchers since long, first among many to analyse relationship between producers of complementary products is due to Cournot (1838, ch. 9) when he modelled two firms that produce complementary goods (zinc and copper) and its industrially combined to produce composite product (brass). The study displayed that regardless of differences in marginal costs, both firms share the profits equally and implementing the same scenario with a single manufacturer making both products then not only they can counterbalance the margins or profits on each but also help in planning the raw material and manufacturing schedule.

There is a stream of literature that mentions “one-way complements” (Cheng and Nahm 2007, Chen and Nalebuff 2006). In the concept of one-way complements, one of the products has value for the consumers by itself, but the other one is useless without the first one, this relationship makes one of them as complementary products which is essential and its value can be enhanced by the non-essential product. Cheng and Nahm (2007) examine how the ratio of the essential good’s value and the enhanced value of the bundle affects the pricing as well as placement strategy.

There is another stream which is termed as bundling literature (McAfee et al. 1989, Venkatesh and Kamakura 2003) where a firm sells the complements as a bundle and while products can be made in house or sourced from outside on royalty model or on brand label model. The results show that the consumers respond positively to such bundled products as they understand the relevance of these products and how to utilize them best in their installations.

Just to analyse the potential of complementary products computer software is essentially complementary to hardware (Economides & Salop, 1992; Brandenburger & Nalebuff, 1997; Binke & Stremmerche, 2009). The US computer software development industry involves about 50,000 companies with combined annual revenue of about \$220 billion, more than half the sales of packaged products (Hoovers, 2010). With such a wide field it is not important but also a critical success factor companies to make complimentary products or to have tie up in market place to offer complimentary products as this seems to be a significant push in making the purchase decision.

Based on the usage the economics definition of complementary products, it has cross-price elasticity which revolve around the buying behaviour, usage and the possibility of substitution (Mulhern & Leone, 1991), from retail point of view the products which are consumed together like bread and eggs can be complimentary but in order to make them contingent products the purchase of one prior to purchase of other is essential and these can come form same or different sellers like Meters and current transformers in electrical consumable space (Venkatesh & Mahajan, 1997), Sarvary and Parker (1997).

### Complimentary Nature of Products

While there are many products which are used hand in hand like paint and brush or circuit breakers with fixing hardware, but the actual nature of such relationships can be analysed in following ways:

- **Sales Interdependence:** it suggests that the higher sales of one product will also boost demand of the complimentary product and even if the higher sales of one product is achieved by lowered its price the other products balances the weight(Cournot, 1838; Economides & Salop, 1992; Brandenburger & Nalebuff, 1996; Sarvary& Parker, 1997). While observing two-sided markets, complementarity between products can generate demand (Parker & Van Alstyne, 2005). The cross price elasticity for such products is reciprocal in nature, while the magnitudes of sales for both products may not be proportional, the elasticity characteristics remain intact. If

we consider example of fabric detergent and softener, price changes in detergent had a larger effect on softener purchase than the other way (Manchanda, Ansari & Gupta, 1999). In electrical consumable products domain such examples can be capacitor and capacitor duty contactor where the sales of one is largely dependent on other, even product accessories like motor mechanism for breakers also display the same nature.

- **Functional Interdependence:** When in order to achieve a specific functionality, complimentary products are required then it is termed as functional Interdependence (Economides, 1988; Matutes & Regibeau, 1988), two product systems (Bhaskaran & Gilbert, 2005; Duvvuri, Ansari & Gupta, 2007), product-service system (Guiltingan, Madden & Joseph, 1997; Costa & Dierickx, 2005), platforms (Gawer & Cusumano, 2002), industrial and business ecosystems (Gawer & Henderson, 2007; Teece, 2007) and two sided markets (Parker & Van Alstyne, 2005), there is considerable difference in the nature of functional and technological interdependence between the core and the complementary products. CD player with records (Basu et. al., 2003), Computer software and hardware (Shankar & Bayus, 2003; Chou & Shy, 1989) and Wintel platform (Casadesus-Masanell & Yoffie, 2006) are evident that function dependence is a major factor in deciding the complimentary nature of products. While the products may or may not come from same shelf or manufacturer, but their presence is essential for working of each.

In both cases the dependence is critical for smooth functioning of the system and hence the consumer would prefer to buy the same together as complimentary or bundled products.

### **Industrial Buying Behaviour**

In attempt to have the bundled offer or having complimentary products the organization needs to understand the Industrial organizational buying behaviour (Bunn, 1993; Johnston and Lewin, 1996), eventually this understanding derives the products which can be offered as a value proposition by either by virtue of sales interdependence or functional dependence.

Its generally agreed that this understanding is critical but arriving at such understanding is difficult as it involves a chain of various stake holders as well as the dynamic and complex nature of process (Bunn, 1993) and the ever changing external factors like Price disruption, competition, political & social environment, technology changes make it even more complex (Kraljic, 1983; Lindgreen et al., 2013)

Since it is such a dynamic field and has extremely important function to make any strategy work, it has attracted significant interest in study of organizational buying behaviour and historical research work identified range of variable which affect or influence these decisions in a variety of industries (Bunn, 1993; Johnston and Lewin, 1996; Moon and Tikoo, 2002), although every research has worked on certain aspects of cause and effect relationship and produces contradictory or mixed results (Bunn 1994, Lewin and Donthu, 2005) and since there is no universal tropology available or been agreed upon.

Since this strategy is been driven to make better top line and bottom line by manufacturers hence a lot of marketing effort is been placed in order to establish the need to connect one product to another and from simple strategies to publish performance characteristics having two products in coordination to offering lucrative commercial deal for a bundled purchase have been tried and most of these have resulted in significant results however the final decision of buying a complimentary product still remains with the value chain and hence in order to validate the theory a small questionnaire based survey is conducted.

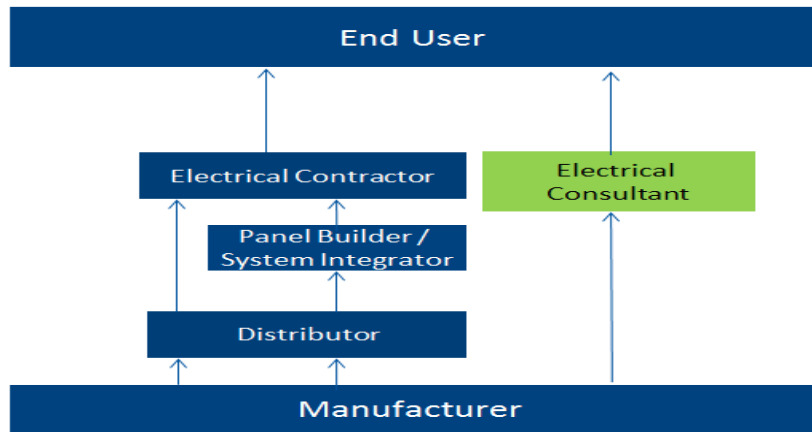


Figure 1

Questionnaire for Survey

**Questionnaire on Complementary Products**

Name of Participant \_\_\_\_\_ Name of Organization \_\_\_\_\_

Entity \_\_\_\_\_ Region \_\_\_\_\_

Date \_\_\_\_\_

Question 1 to 5 are to be answered on a scale of 1 to 5 while 1 being lowest & 5 being highest score

Q1 Score \_\_\_\_\_ How much influence you have on the buying decision of Switchgear?

Q2 Score \_\_\_\_\_ How do you rate consider Complimentary products / bundled offer's efficiency w.r.t. buying products individually?

Q3 Score \_\_\_\_\_ How would you rate company's chances of securing larger business which has complimentary products?

Q4 Score \_\_\_\_\_ How do you rate reliability if complementary products are coming from same manufacturer?

Q5 Score \_\_\_\_\_ How much value do these complementary products add to your system?

Q6 Answer \_\_\_\_\_ Which all products do you feel are falling in Complimentary product range?

Q7 Answer \_\_\_\_\_ Which all products you would recommend to manufacturer's for adding in their range as complimentary products?

Figure 2

SUMMARY OF RESULTS

Table 2

S. No	Questions	End User	Consultant	Contractor	Panel Builder	Distributor
1	How much influence you have on the buying decision of Switchgear?	4	2	2	4	0
2	How do you rate consider Complimentary products / bundled offer's efficiency w.r.t. buying products individually?	4	5	4	5	5
3	How would you rate company's chances of securing larger business which has complimentary products?	3	4	2	5	5
4	How do you rate reliability, if complementary products are coming from same manufacturer?	5	5	4	4	3
5	How much value do these complementary products add to your system?	4	5	3	4	0

## ANALYSIS OF RESULTS

To analyse the outcome, we will discuss each entity separately:

### End User

These are the final users and the ultimate authority on selection of product and hence they score high on influence, since the time consumed in buying individual products is considerably longer hence a bundled offer will always save them time as well as effort hence the score on that front is also high. Being the user they rate products on their merit and not only on complimentary nature hence the chances of securing business only by bundled offer doesn't seem to be a strong strategy for them however the reliability is the top most priority hence that factor scores very high. Last but not the least, the score in terms of adding value to the system which indicates that overall value proposition plays a very important role in the decision.

### Consultant

End User hires the consultant to prepare the requirement for the plant and to frame specification and advise on the estimated manufacturer's and makes available in market. Since they are only on the advisory capacity hence the influence on final decision is not great however in order to enhance the performance of the system, they have significant say on all other aspects.

### Contractor

Contractor is the site executor who gets the material from different vendors and puts them together at project / industry site to make them perform the required action, while they are also the commercial viaduct but they don't get involved in commercial decisions hence apart from reliability and getting bundled deals to make their job easy, they normally don't get involved and even manufacturer's don't make contractor specific strategies unless the products are specifically for that segment.

### Panel Builders

In switchgear sales these are the most important player and since after end user they are the only other actor who is involved in commercial decisions hence having them onboard for any strategy is very important. In most of the cases they will make a proxy decision on behalf of end user and hence they evaluate the product on availability, compliance, reliability and on added value in system.

### Distributors

These are purely the commercial entities who work as an extended arm of manufacturers to create local inventories and to serve the local needs of the buyers. They don't have any direct influence on buying decision and since they also don't own the system so value added to the process is also not important but they are the local representatives of the manufacturers hence they are highly concerned about the reliability as well as commercial advantage of buying as bundle.

## FINDINGS AND MANAGERIAL IMPLICATIONS

We have seen that the market was always inclined towards the complementary products and the combinations were driven by market and not by manufacturers but over a period of time the manufacturers realized the business potential as well as opportunity to eliminate potential competition by trying to fill the whole basket of customer form their side and not allow any other make or brand to enter to their strong holds. The strategy of make or buy has been judiciously applied and it has resulted in a better top line and strong bottom line.

While the strategy has been backed by strong evidence and finds its applications in every customer segment, the electrical industrial consumable market especially switchgear is yet to make full use of it and the opportunities to have a better use of it seems possible in future.

The paper also indicates that all the stake holders in the value chain have extremely positive approach towards the bundled offer and they want to leverage it more and more but the choice of leveraging this opportunity lies with the manufacturers to en cash the same.

## LIMITATIONS AND FUTURE RESEARCH

The paper is based upon the available literature on the websites of switchgear manufacturers and the current and historical literature available on the internet portals and other online resources and hence can be considered as secondary research only. Even the questionnaire-based survey had a restricted sample and the concluded results were only limited to certain entities. The future research can be on one of the specific cases in form of a case study where we discuss and analyse each aspect of this approach in detail and also conduct a wide survey whose results can be validated to create a reference point for this specific industry.

## REFERENCES

1. A.L. McDonald, Jr., "Shaping Distributor Channels," *Business Horizons*, Summer 1964, p. 24.
2. *Academy of Marketing Science*, Vol. 34 No. 3, pp. 324-340.
3. Alexrod Joel N. and Hans Wybanga. (1985) *Perceptions That Motivate Purchase*, *Journal of Advertising Research*
4. Amjad Hadjikhani, Peter LaPlaca (2013), 'Development of B2B marketing theory', *Industrial Marketing Management* 42, 294-305.
5. Anderson, E. and Weitz, B.A. (1989), "Determinants of continuity in conventional industrial channel dyads", *marketing Science*, autumn, pp. 310-23.
6. Anderson, E. and Weitz, B.A. (1992), "The use of pledges to build and sustain commitment in distribution channel", *Journal of marketing research*, Vol. 29, February, pp. 18-34.
7. Anderson, E., Lodish, L. M., and Weitz, B.A. (1987). *Resource allocation behaviour in conventional channels*. *Journal of Marketing Research*, 24, 85-97.
8. Anderson, J.C. and narus, J.A. (1990), "A model of distributor firm and manufacturer firm working partnership", *Journal of Marketing*, Vol. 54, January, pp. 42-58.



9. Anderson, Paul F. (1982), "Marketing, Strategic Planning and the Theory of the Firm," *Journal of Marketing*, 46 (2), 15-26.
10. *Antecedents and consequences. Journal of the Academy of Marketing Science*, 23(4), 255 - 271
11. Baker, M.J. (1993), Editorial. *Journal of Marketing Management*, 9 (3), 215-218.
12. Barefoot, Donald. L.(1978), "An analysis of distribution channel strategy for industrial markets", Master's Thesis, Sloan School of Management, MIT.
13. Basu, A., Mazumdar, T., & Raj, S. P. 2003. Indirect network externality effects on product attributes. *Marketing Science*, 22(2): 209-221.
14. Beena, P.L. (2004), 'Towards understanding the Merger Wave in the Indian Corporate Sector:A Comparative Perspective,' Working Paper No. 355, Centre for Development Studies,Thiruvananthapuram
15. *behaviour: A historical perspective. In Terence Nevett, and Ronald Fullerton (Eds.),*
16. Bendixen, M., Bukasa, K. and Abratt, R. (2004), "Brand equity in the business-to-business market", *Industrial Marketing Management*, Vol. 33 No. 5, pp. 371-80.
17. Berthon, P., Ewing, M., Pitt, L. and Naudé, P. (2003), "Understanding B2B and the web: the acceleration of coordination and motivation", *Industrial Marketing Management*, 32 (7), 553-561.
18. Berthon, P., Lane, N., Pitt, L. and Watson, R.T. (1998), "The World Wide Web as an industrial marketing communication tool: models for the identification and assessment of opportunities", *Journal of Marketing Management*, Vol. 14 No. 7, pp. 691-704.
19. Beverland, M., Napoli, J. and Lindgreen, A. (2007), "Industrial global brand leadership – a capabilities view", *Industrial Marketing Management*, Vol. 36 No. 8, pp. 1082-93.
20. Bhaskaran, S. R. & Gilbert, S. M. 2005. Selling and leasing strategies for durable goods with complementary products. *Management Science*, 51(8): 1278-1290.
21. Binken, J. L. G. &Stremersch, S. 2009. The Effect of Superstar Software on Hardware Sales in System Markets. *Journal of Marketing*, 73(2): 88-104.
22. Blattberg, R. C., R. Briesch, & Fox, E.J. 1995. How promotions work. *Marketing Science* 14(3): G122- G132.
23. Blattberg, R. C., T. Buesing, P. Peacock, S. K. Sen. 1978. Identifying the deal prone segment. *Journal of Marketing Research*. 15(3) 369–377.
24. Blois, K.J. (1998), "The challenge of the market space", *Marketing Intelligence and Planning*, 16 (2), 83-89.
25. Brandenburger AM & Nalebuff BJ. 1997. *Co-Opetition: A Revolutionary Mindset That*
26. *Combines Competition and Cooperation: The Game Theory Strategy That's Changing the Game of Business.* Currency: New York.
27. Brannen, J. (2007), "Mixed methods research: a discussion paper", *NCRM Methods Review Papers*

28. Bunn, M.D. (1993), "Taxonomy of buying decision approaches", *Journal of Marketing*, Vol. 57 No. 1, pp. 38-56.
29. Bunn, M.D. (1994), "Key aspects of organizational buying: conceptualization and measurement", *Journal of the Academy of Marketing Science*, Vol. 22 No. 2, pp. 160-169.
30. *Cambridge advance learner's directory and Thesaurus*.
31. Campbell, C., Papania, L., Parent, M., and Cyr, D. (2010). *An exploratory study into brand alignment in B2B relationships*. *Industrial Marketing Management*, 39, 712–720.
32. Carratu, V. (1987). *Commercial counterfeiting*. In J. Murphy (Ed.), *Branding: A key marketing too*. London: The Macmillan Press Ltd.
33. Casadesus-Masanell, R. & Yoffie, D. B. 2007. *Wintel: Cooperation and conflict*. *Management Science*, 53(4): 584-598.
34. Chen, M. K. and B. Nalebuff. 2006. *One-Way Essential Complements*. *Cowles Foundation Discussion Paper No. 1588*.
35. Cheng, L. K. and J. Nahm. 2007. *Product Boundary, Vertical Competition, and the Double Mark-up Problem*. *RAND Journal of Economics* 38(2), 447-466.
36. Chou, C.F., & Shy, O. 1990. *Network effects without network externalities*. *International Journal of Industrial Organization*, 8(2): 259-270.
37. *Collins English Dictionary*
38. Combs, James G., David J. Ketchen Jr., Christopher L. Shook, and Jeremy C. Short (2011), "Antecedents and Consequences of Franchising: Past Accomplishments and Future Challenges," *Journal of Management*, 37 (1), 99-126.
39. *Conference, San Antonio, TX, May 24-27*.
40. *Consumer research*. *Journal of Consumer Research*, 24(4), 343–373.
41. Copulinsky, J.R. and Wolf, M.J.(1990), "Relationship marketing: positioning for the future", *Journal of Business Strategy*, pp. 16-20.
42. Coughlan, A. T. (1987), " Distribution channel choice in a market with complementary goods", *Journal of Research in Marketing* Vol 4, p. 85-97
43. Cournot, A. 1838. *Researches into the Mathematical Principles of the Theory of Wealth*. (Originally published in French, translated by Nathaniel Bacon, Macmillan, New York, 1927)
44. Cusumano, M. A. 2012. *Platforms versus products: Observations from the literature and history: History and Strategy*. S. J. Kahl, B. S. Silverman and M. A. Cusumano. 29: 35-67.
45. Cusumano, M. A., Mylonadis, Y and Rosenbloom, R.S.1992. *Strategic Maneuvering and Mass- Market Dynamics: The Triumph of VHS over Beta*. *The Business History Review* 66(1): 51-94.
46. Cusumano, M.A., Gawer, A. 2002. *The elements of platform leadership*. *MIT Sloan Management Review*. 43, 51-58
47. Deeter-Schmelz, D. and Kennedy, K. (2002), "An exploratory study of the internet as an industrial communication tool: examining buyers' perceptions", *Industrial Marketing Management*, Vol. 31 No. 2, pp. 145-154.

48. *Designing channels of distribution*, Harvard Business School, 1994
49. Diamond, William T. (1963), "Distribution Channel for industrial Goods", Ohio State University
50. Directorate General of Foreign Trade in India's Exim Policy (Chapter 9, Clause 9.15)
51. Doney, P.M. and Cannon, J.P. (1997), "An examination of the nature of trust in buyer-seller relationships", *Journal of Marketing*, Vol. 61 No. 2, pp. 35-51.
52. Dr. Asif Ali Syed, Dr. Rakesh and Sumit Pundhir, *Comparative Analysis of Marketing Approach for Industrial & Consumable products in India*, *Journal of Shanghai Jiaotong University*, Volume 16, Issue 9, Sep 2020, pp. 162 – 187
53. Dr. Asif Ali Syed, Dr. Rakesh and Sumit Pundhir, *Distribution Model for Electrical Consumable Products: An Indian Landscape*, *International Journal of Business Management and Research (IJBMR)*, Volume 10, Issue 4, Aug 2020, pp. 11-22
54. Dr. Asif Ali Syed, Dr. Rakesh and Sumit Pundhir, *Distribution Model for LV Switchgear and the Indian adaptation*, *International Research Journal of Management Sociology and Humanity (IRJMSH)*, Volume 11, Issue 6, Year 2020, pp. 66-77
55. Dr. Asif Ali Syed, Dr. Rakesh and Sumit Pundhir, *Marketing Approach for Industrial Consumables in India*, *International Journal of Business and Management Invention (IJBMI)*, Volume 9, Issue 10, Oct 2020, pp. 40 – 50
56. Dr. Asif Ali Syed, Dr. Rakesh and Sumit Pundhir, *Marketing Approach of switchgear companies – Shift of Paradigm or Change in Strategy*, *Adalya Journal*, Volume 9, Issue 4, April 2020, pp. 582 - 601
57. Dr. Asif Ali Syed, Dr. Rakesh and Sumit Pundhir, *Study of Different Distribution Models for Industrial Consumables and applicability in India*, *EPRA International Journal of Multidisciplinary Research (IJMR)*, Volume 6, Issue 6, June 2020, pp. 145 – 153
58. Dr. Asif Ali Syed, Dr. Rakesh and Sumit Pundhir, *Study of Merger and Acquisition Strategy for Sustainability of Switchgear Companies*, *Adalya Journal*, Volume 9, Issue 1, January 2020, pp. 530 - 545
59. Drèze, X. and Hussherr, F.-X. (2003), "Internet advertising: is anybody watching?", *Journal of Interactive Marketing*, Vol. 17 No. 4, pp. 8-23.
60. Duvvuri, S. D., Ansari, A., & Gupta, S. 2007. *Consumers ' price sensitivities across*
61. *complementary categories*. *Management Science*, 53(12): 1933-1945.
62. Eastman, Jacqueline, Robert E. Goldsmith, and L. R. Flynn. (1999). *Status consumption in consumer behavior: Scale development and validation*. *Journal of Marketing. Theory and Practice (Summer)*: 41–52.
63. Economides, N. & E. Katsamakos. 2006. *Two-Sided Competition of Proprietary vs. Open Source Technology Platforms and the Implications for the Software Industry*. *Management Science* 52(7): 1057-1071.
64. Economides, N. & Salop, S. C. 1992. *Competition and integration among complements, and network market-structure*. *Journal of Industrial Economics*, 40(1): 105-123.

65. Economides, N. 1989. Desirability of compatibility in the absence of network externalities. *American Economic Review*, 79(5): 1165-1181.
66. Enyinda, C.I., Dunu, E. and Bell-Hanyes, J. (2010), "A model for quantifying strategic supplier selection: evidence from a generic pharmaceutical firm supply chain", *International Journal of Business, Marketing, and Decision Sciences*, Vol. 3 No. 2, pp. 25-44.
67. Evans, D.S., A. Hagiu, and R. Schmalensee. 2006. *Invisible Engines: How Software Platforms Drive Innovation and Transform Industries*, Cambridge, MA: The MIT Press.
68. Fites, D.V. (1996), *Make your dealers your partners*. *Harvard Business Review*, 74, 84-96.
69. Foster, T. (2005), "Creating digital value: at the heart of the I-E-I framework", *Journal of Business and Industrial Marketing*, Vol. 20 No. 4/5, pp. 245-252.
70. Foster, T. (2006), "Industrial marketing communication: a (r)evolutionary journey from marketplace to market space", paper presented at the Academy of Marketing Science
71. Fournier, S. (1998). *Consumers and their brands: Developing relationship theory in*
72. Frazier, G.L., Gill, J.D. and Kale, S.H. (1989), "Dealer dependence levels and reciprocal actions in an industrial market", *Journal of Marketing*, Vol. 52, October, pp. 52-67.
73. Frazier, G.L., Spekman, R.E. and O'Neil, C.R. (1988), "Just-in-time exchange relationships in industrial markets", *Journal of Marketing*, Vol. 52, October, pp.52-67.
74. Frazier, Gary L. (1983), "Interorganizational Exchange Behavior in Marketing Channels: A Broadened Perspective," *Journal of Marketing*, 47 (4), 68-78.
75. Frazier, Gary L. (1999), "Organizing and Managing Channels of Distribution," *Journal of the Academy of Marketing Science*, 27 (2), 226-40.
76. Frazier, Gary L. (2009), "Physical Distribution and Channel Management: A Knowledge and Capabilities Perspective," *Journal of Supply Chain Management*, 45 (2), 23-36.
77. Frazier, Gary L. and Raymond C. Rody (1991), "The Use of Influence Strategies in Interfirm Relationships in Industrial Product Channels," *Journal of Marketing*, 55 (1), 52-69.
78. Frazier, Gary L. and Walfried M. Lassar (1996), "Determinants of Distribution Intensity," *Journal of Marketing*, 60 (4), 39-51.
79. Frazier, Gary L., Eliot Maltz, Kersi D. Antia, and Aric Rindfleisch (2009), "Distributor Sharing of Strategic Information with Suppliers," *Journal of Marketing*, 73 (4), 31-43.
80. Frazier, Gary L., James D. Gill, and Sudhir H. Kale (1989), "Dealer Dependence Levels and Reciprocal Actions in a Channel of Distribution in a Developing Country," *Journal of Marketing*, 53 (1), 50-69.
81. Fredrick, J. H. (1934). *Industrial marketing: A century of marketing*. New York: Prentice Hall.
82. Gardner, E. H. (1945). *Consumer goods classification*. *Journal of Marketing*, 9(3), 275–276.

83. Gattorna, John. (1978), "Channels of Distribution Conceptualizations: A State-of-the-Art Review," *European Journal of Marketing*, 12 (7), 471-512.
84. Gawer, A. & Henderson, R. 2007. Platform owner entry and innovation in complementar markets: Evidence from Intel. *Journal of Economics & Management Strategy*, 16(1): 1-34.
85. Ghosh, Amit K; Joseph, W Benoy; Gardner, John T; Thach, Sharon V (2004), "Understanding industrial distributors' expectations of benefits from relationships with suppliers", *The Journal of Business and Industrial Marketing*, pp 433.
86. Giannakis, M., Doran, D., and Chen, S. (2012). The Chinese paradigm of global supplier relationships: Social control, formal interactions and the mediating role of culture. *Industrial Marketing Management*, 41(5), 831–840.
87. Gronroos, Christian. *Management Decision* ; London Vol. 35, Iss. 4, (1997): 322-339.
88. Grunert, K.G., Jeppesen, L.F., Jespersen, K.R., Sonne, A.M., Hansen, K., Trondsen, T. and Young, J.A. (2005), "Market orientation of value chains: a conceptual framework based on four case studies from the food industry", *European Journal of Marketing*, Vol. 39 No. 5, pp. 428-455.
89. Gultinan, Joseph P., Gordon W. Paul, Thomas J. Madden. 1997. *Marketing Management: Strategies and Programs*, 6th Edition. McGraw-Hill, New York.
90. Gummesson, E., "The new marketing - developing long-term interactive relationships", *Long Range Planning*, Vol.20 No. 4, 1987, pp. 10-20.
91. Hadjikhani A. and LaPlaca P. (2013), "Development of B2B marketing theory," *Industrial Marketing Management*, 42/3, pp 294-305.
92. Hakansson, H. (Ed.), *International Marketing and Purchasing of Industrial Goods*, Wiley, New York, NY, 1982.
93. HeikkiKarjaluo and Nora Mustonen, *The role of digital channels in industrial*
94. HeikkiKarjaluo, Nora Mustonen and PauliinaUlkuniemi (2015), 'The role of digital channels in industrial marketing communications', *Journal of Business and Industrial Marketing* 6, 703–710
95. *Historical perspectives in marketing* (pp. 9–33). Lexington, MA: Lexington Books.
96. Hlavacek, J.D. and T. J. McCuiston (1983), "Industrial Distributors – When, Who and How", *Harvard Business Review*, 86 (March – April), pp 96-101.
97. Hunt, David M. and Radford, Scott K. and Evans Kenneth R. (2013), "Individual differences in consumer value for mass customized products", *Journal of Consumer Behavior*, Vol. 12, pp 327-366
98. IEC Standard – IEC 60947-1
99. IEEMA LV Division Homepage
100. IEEMA Quarterly Review and Analysis
101. IS/IEC Standard – IS/IEC 60947 – 1 to 6

102. Järvinen, J., Töllinen, A., Karjaluo, H. and Jayawardhena, C. (2012), "Digital marketing in the era of social media: use, measurement, and barriers in the B2B", *Journal of Business Research*, 65(1), 1-15.
103. Johnson, Jean L. (1999), "Strategic Integration in Industrial Distribution Channels: Managing the Interfirm Relationship as a Strategic Asset," *Academy of Marketing Science Journal*, 27 (1), 4-18.
104. Johnston, W.J. and Lewin, J.E. (1996), "Organizational buying behavior: toward an integrative framework", *Journal of Business Research*, Vol. 35 No. 1, pp. 1-15.
105. Kandemir, D., Yaprak, A. and Cavusgil, S.T. (2006), "Alliance orientation: conceptualization, measurement, and impact on market performance", *Journal of the Academy of Business*, 10(2), 1-15.
106. Karjaluo and Mustone, *Journal of Business and Industrial Marketing* 2015
107. Kelly, E.J. and Lazer, W., *Managerial Marketing*, Irwin, Homewood, IL, 1973.
108. Kraljic, P. (1983), "Purchasing must become supply management", *Harvard Business Review*, Vol. 61 No. 5, pp. 109-117.
109. Kumar, Nirmalya, Lisa K. Scheer, and Jan-Benedict E. M. Steenkamp (1995), "The Effects of Perceived Interdependence on Dealer Attitudes," *Journal of Marketing Research*, 32 (3), 348-56.
110. Kumar, Nirmalya, Louis W. Stern, and Ravi S. Achrol (1992), "Assessing Reseller Performance from the Perspective of the Supplier," *Journal of Marketing Research*, 29 (5), 238-53.
111. LaPlaca P. J. (2013) "Research Priorities for B2B marketing Researchers", *Industrial Marketing Management*, Vol. 17, pp. 135-150.
112. LaPlaca, P. J. (1997). *Contributions to marketing theory and practice from industrial marketing management*. *Journal of Business Research*, 38(3), 179–198.
113. LaPlaca, P. J. (2009). *Improving B2B marketing process*. *Industrial Marketing Management*, 38(3), 237–238.
114. LaPlaca, P. J. and KATRICHIS, J. M. (2009)., "Relative Presence of Business-to-Business Research in the Marketing Literature"., *Journal of Business to Business Marketing*, 16. Pp. 1-22.
115. LaPlaca, P. J., and Katrichis, J. M. (2009). *Relative presence of business-to-business research in the marketing literature*. *Journal of Business to Business Marketing*, 16(1), 1-22.
116. Larsson, Al. (2005). *Design and Selection of Industrial Marketing Channels*, Lulea University of Technology
117. Lee, C. H., Venkatraman, N., Tanriverdi, H., & Iyer, B. 2010. *Complementarity based hypercompetition in the Software industry: Theory and empirical test, 1990-2002*. *Strategic Management Journal*, 31(13): 1431-1456.
118. Lewin, J.E. and Donthu, N. (2005), "The influence of purchase situation on buying center structure and involvement: a select meta-analysis of organizational buying behavior research", *Journal of Business Research*, Vol. 58 No. 10, pp. 1381-1390.
119. Lewis, Edwin, H. (1968), "Marketing Channels: Structure and Strategy, McGraw-Hill, New York.
120. Lewis, M. C. and Douglas M. Lambert (1991), "A Model of Channel Member Performance, Dependence, and Satisfaction," *Journal of Retailing*, 67 (2), 205.

121. Lilien, G.L. and Weinstein, D. (1983), "An international comparison of the determinants of industrial market expenditures", *Journal of Marketing*, Vol. 48 No. 1, pp. 46-53.
122. Lynch, J. and De Chernatony, L. (2004), "The power of emotion – brand communication in business- to- business markets", *Journal of Brand Management*, Vol. 11 No. 5, pp. 403-19.
123. Malhotra, N.K. and Dash, S. (2012). *Marketing Research: An Applied Orientation (6th ed.)*. Pearson.
124. Manchanda, P., A. Ansari & Gupta. 1999. The "shopping basket": A model for multicategory purchase incidence decisions. *Marketing Science* 18(2): 95-114.
125. Manchanda, P., Dubé, J.-P., Goh, K.Y. and Chintagunta, P.K. (2006), "The effect of banner advertising on Internet purchasing", *Journal of Marketing Research*, Vol. 43 No. 1, pp. 98-108.
126. Mangold, W.G. and Faulds, D.J. (2009), "Social media: the new hybrid element of the promotion mix", *Business Horizons*, Vol. 52 No. 4, pp. 357-365.
127. marketing communications, *Journal of Business and Industrial Marketing* 30/6 (2015) 703–710
128. Matutes, C. & Regibeau, P. 1988. Mix and match - product compatibility without network externalities. *Rand Journal of Economics*, 19(2): 221-234.
129. McAfee, R. P., J. McMillan and M. D. Whinston. 1989. Multiproduct Monopoly, Commodity Bundling, and Correlation of Values. *Quarterly Journal of Economics* 114, 371-384.
130. Merritt, N.J. and Newell, S.J. (2001), "The extent and formality of sales agency evaluations of principals", *Industrial Marketing Management*, Vol. 30 No. 1, pp. 37-49.
131. Michaelidou, N., Siamagka, N.T. and Christodoulides, G. (2011), "Usage, barriers and measurement of social media marketing: an exploratory investigation of small and medium B2B brands", *Industrial Marketing Management*, Vol. 40 No. 7, pp. 1153-1159.
132. Moller, Dan. (2013), "The Epistemology of Popularity and Incentives", *Thought, A Journal of Philosophy*, Vol. 2, pp 148 – 156.
133. Monteverde, K., & Teece, D. J. 1982. Supplier switching costs and vertical integration in the automobile industry. *Bell Journal of Economics*, 13: 206–213.
134. Moon, J. and Tikoo, S. (2002), "Buying decision approaches of organizational buyers and users", *Journal of Business Research*, Vol. 55 No. 4, pp. 293-299.
135. Mora Cortez, R, *Business to Business Marketing History*, *Industrial Marketing Management*, 2017
136. Morgan, R.M. and Hunt, S.D. (1994), "the commitment-trust theory of relationship marketing", *Journal of Marketing*, Vol. 58, July, pp. 20-38.
137. Mudambi, S. (2002), "Branding importance in business-to-business markets – three buying clusters", *Industrial Marketing Management*, Vol. 31 No. 6, pp. 525-33.

138. Mudambi, S. and Aggarwal, R. (2003), "Industrial distributors: can they survive in the new economy?", *Industrial Marketing Management*, Vol. 32 No. 4, pp. 317-25.
139. Mudambi, S., Doyle, P. and Wong, V. (1997), "An exploration of branding in industrial markets", *Industrial Marketing Management*, Vol. 26 No. 5, pp. 433-46.
140. Mulhern, F. (2009), "Integrated marketing communications: from media channels to digital connectivity", *Journal of Marketing Communications*, Vol. 15 No. 2, pp. 85-101.
141. Murphy, J. (1990), *Brand Strategy*, Director Books, Cambridge.
142. Narus, J.N. Reddy and G. Pinchak (1984), "Key Problem facing Industrial Distributors", *Industrial Marketing Management*, 13, 139-147.
143. Nevin, John R. (1995), "Relationship Marketing and Distribution Channels: Exploring Fundamental Issues," *Academy of Marketing Science Journal*, 23 (4), 327-34.
144. Nevins, Jennifer L. and R. Bruce Money (2008), "Performance Implications of Distributor Effectiveness, Trust, and Culture in Import Channels of Distribution," *Industrial Marketing Management*, 37 (1), 46-58.
145. Oxford University International Directory
146. Parasuraman, A. and Zinkhan, G. (2002), "Marketing to and serving customers through the internet: an overview and research agenda", *Journal of the Academy of Marketing Science*, Vol. 30 No. 4, pp. 286-295.
147. Park, J.E. and Bunn, M.D. (2003), "Organizational memory: a new perspective on the organizational buying process", *Journal of Business and Industrial Marketing*, Vol. 18 No. 3, pp. 237-257.
148. Parker, G. G. & Van Alstyne, M. W. 2005. Two-sided network effects: A theory of information product design. *Management Science*, 51(10): 1494-1504.
149. Perren, L., Berry, A. and Partridge, M. (1999), "The evolution of management information, control and decision-making processes in small growth-oriented service sector businesses: Exploratory lessons from four cases of success", *Journal of Small Business and Enterprise Development*, 5(4), pp. 351-361.
150. Pierce, L. 2009. Big losses in ecosystem niches: how core firm decisions drive complementary product shakeouts. *Strategic Management Journal*, 30(3): 323-347.
151. Porter, M.E. (1985), *Competitive Advantage*, the Free Press, New York, NY.
152. Porter, M.E. (1998), *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, the Free Press, New York, NY.
153. Praduman Kumar, Anjani Kumar, Shinoj Parappurathu and S.S. Raju, (2011), Estimation of Demand Elasticity for Food Commodities in India, *Agricultural Economics Research Review*, Vol. 24 pp -1-14.
154. Research in the marketing literature. *Journal of Business-to-Business Marketing*, 16(1-2), 1-22.



155. Roberto Mora Cortez, Wesley J. Johnston, *The future of B2B marketing theory: A historical and prospective analysis*, *Industrial Marketing Management*
156. Robertson, T.S. and Wind, Y. (1980), "Organizational psychographics and innovativeness", *Journal of Consumer Research*, Vol. 7 No. 1, pp. 24-31.
157. Robinson, P.J., Faris, C.W. and Wind, Y. (1967), *Industrial Buying and Creative Marketing*, Allyn and Bacon, Boston, MA.
158. Rosenbloom, B. (1991), *Marketing Channels*, 4th ed., The Dryden Press, Chicago, IL
159. Rosenbloom, B. (1999). *Marketing Channels. A Management View*, 6th Edition, The Dryden Press, Harcourt Brace College Publishers.
160. Rosenbloom, B. (2004), *Marketing Channels: A Management View*, 7th ed., South-Western, Cincinnati, OH.
161. Rosenbloom, B. (2007), "Multi-channel strategy in business-to-business markets: prospects and problems", *Industrial Marketing Management*, Vol. 36 No. 1, pp. 4-9.
162. Sarvary, M. & Parker, P. M. 1997. *Marketing information: A competitive analysis*. *Marketing Science*, 16(1): 24-38.
163. Scott, D.M. (2010), *The New Rules of Marketing and PR: How to Use Social Media, Blogs, News Releases, Online Video, and Viral Marketing to Reach Buyers Directly*, 2nd ed., Wiley, Hoboken, NJ.
164. sector", *Marketing Management Journal*, Vol. 22 No. 2, pp. 102-117.
165. Shankar, V. & B. L. Bayus. 2003. *Network effects and competition: An empirical analysis of the home video game industry*. *Strategic Management Journal* 24(4): 375- 384.
166. Sharma, A. (2002), "Trends in Internet-based business-to-business marketing", *Industrial Marketing Management*, Vol. 31 No. 2, pp. 77-84.
167. Sheth, J. N., and Gross, B. L. (1988). *Parallel development of marketing and consumer*
168. Sheth, J. N., and Parvatiyar, A. (1995a). *Relationship marketing in consumer markets:*
169. Sheth, J. N., and Parvatiyar, A. (1995b). *The evolution of relationship marketing*. *International Business Review*, 4(4), 397-418.
170. Sheth, J. N., Gardner, D. M., and Garrett, D. E. (1988). *Marketing theory: Evolution and evaluation*. New York: John Wiley and Sons, Inc.
171. Sheth, J.N. (1973), "A model of industrial buyer behavior", *Journal of Marketing*, Vol. 37 No. 4, pp. 50-56.
172. Shipley David and Prinja Sunil (1988). *The Services and Supplier Choice Influences of Industrial Distributors*. *Service Industries Journal*. 8. 176-187.
173. Shipley, D. and Jobber, D. (1994), "Size effects on sales management practices of small firms: a study of industrial distributors", *Journal of Personal Selling and Sales Management*, Vol. 14 No. 1, pp. 31-43.

174. Shipley, D.D. (1984), "Selection and motivation of distribution intermediaries", *Industrial Marketing Management*, Vol. 13 No. 4, pp. 249-56.
175. Shipley, D.D., Cook, D. and Barnett, E. (1989), "Recruitment, motivation, training and evaluation of overseas distributors", *European Journal of Marketing*, Vol. 23 No. 2, pp. 79-93
176. Shipley, David (1987), "Problems confronting British Industrial Distributors", *European Journal of Marketing*, 21 (3), 77-88.
177. Sink, H.L. and Langley, C.J. Jr (1997), "A managerial framework for the acquisition of third-party logistics services", *Journal of Business Logistics*, Vol. 18 No. 2, pp. 163-89.
178. Stern, L.W. and El-Ansary, A. (1992), *marketing Channels, 4th ed.*, Prentice-Hall, Englewood Cliffs, NJ.
179. Venkatesh R., W. A. Kamakura. 2003. *Opyimal Bundling and Pricing Under a Monopoly: Contrasting Complements and Substitutes from Independently Valued Products*. *Journal of Business*, Vol. 76, No. 2, 211-231.
180. Venkatesh, R., Mahajan, V., & Muller, E. 2000. *Dynamic co-marketing alliances: When and why do they succeed or fail?* *International Journal of Research in Marketing*, 17(1): 3-31.
181. Walters, P.G.P. (2008), "Adding value in global B2B supply chains: strategic directions and the role of the internet as a driver of competitive advantage", *Industrial Marketing Management*, Vol. 37 No. 1, pp. 59-68.
182. Webster, F.E. and Wind, Y. (1972), "A general model for understanding organizational buying behavior", *Journal of Marketing*, Vol. 36 No. 2, pp. 12-19.
183. Webster, Frederick E. Jr (1976), "The Role of the Industrial Distributor in Marketing Strategy", *Journal of Marketing*, pp. 10-17.
184. Weinberg, B.D. and Pehlivan, E. (2011), "Social spending: managing the social media mix", *Business Horizons*, Vol. 54 No. 3, pp. 275-282.
185. Welling, R. and White, L. (2006), "Web site performance measurement: promise and reality", *Managing Service Quality*, Vol. 16 No. 6, pp. 654-670.
186. Wertime, K. and Fenwick, I. (2008), *DigiMarketing: The Essential Guide to New Media and Digital Marketing*, Wiley.
187. Wilkie, W. L., and Moore, E. S. (2003). *Scholarly research in marketing: Exploring the '4 eras' of thought development*. *Journal of Public Policy and Marketing*, 22(2), 116-146.
188. Wise and Morrison (2000), "Beyond the Exchange: The Future of B2B," *Harvard Business Review*, November-December 2000, 86-96.
189. Wotruba, T.R. (1996), "The transformation of industrial selling: causes and consequences", *Industrial Marketing Management*, Vol. 25 No. 5, pp. 327-338.
190. Wren, B.M. and Simpson, J.T. (1996), "A dyadic model of relationships in organizational buying: a synthesis of research results", *Journal of Business and Industrial Marketing*, Vol. 11 Nos 3/4, pp. 63-79.