



Case Study

Business Case Development

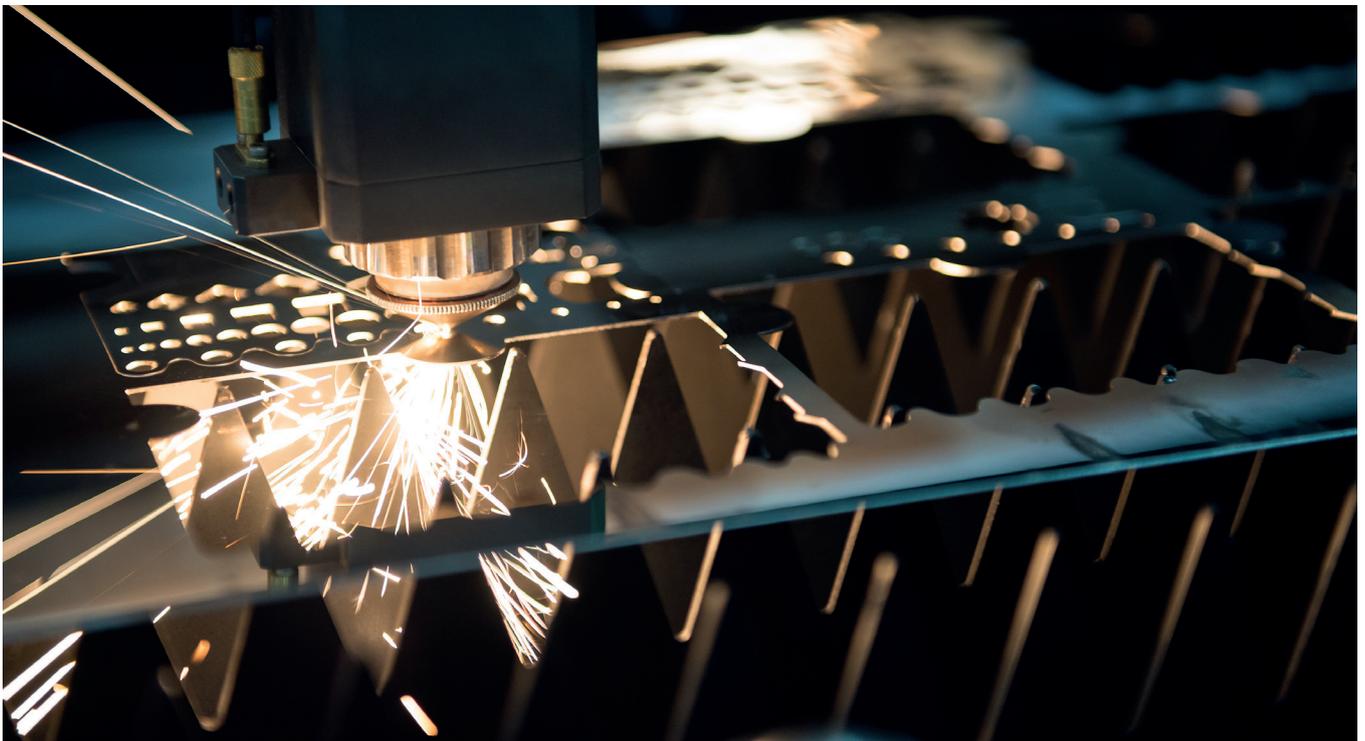
Developing country-specific value propositions to support the launch of a new concept

The Challenge

A leading manufacturer of plasma, laser and watercutting systems approached B2B International in order to establish the feasibility and attractiveness of a one-piece cutting torch consumable concept. This study (and subsequent research carried out by the client) has been focused on developed markets. To be fully prepared for the anticipated launch of the concept, the client aimed to further explore reactions of emerging markets, most notably China and India.

The Solution

We designed a semi-structured telephone concept test with the aim of obtaining detailed insights from open-ended questions, as well as robust measurements on the appeal of the concept. In all, we interviewed 70 customers in China and India. During the interview, a description of the concept was read out to customers, allowing them to understand the key features. Using a telephone-based approach allowed us to solicit deep insights from decision makers and to explore key themes in detail. Users of plasma cutting systems are not well-represented on quality online panels anywhere in the world, much less China and India and the client database was too limited to allow the use of online surveys. Therefore, we decided to use telephone interviews, which allowed us to probe and prompt where necessary, and to introduce the concept in such terms as to avoid misinterpretation.



The Insight

Our research demonstrated that the concept had generally high levels of appeal, but that reactions were starkly different in India and China. We therefore made recommendations on what would constitute an effective value proposition for the concept in each country. We identified the role of price in the concept's appeal, i.e. customers in India felt that the true benefit of the concept lay in the anticipation that it would reduce their monthly spend on parts / consumables. Customers in China felt that the benefits were such that they could justify a modest increase in monthly spend. The research informed the client's on-going concept development process, as well as the marketing and sales strategies for the product launch phase.