

OPEN ACCESS

Volume: 13

Special Issue: 1

Month: May

Year: 2026

P-ISSN: 2321-4643

E-ISSN: 2581-9402

Citation:

Adriel, J., and S. Jasmine Suguna. "A Comparative Analysis of B2B and B2C Marketing Strategies for Organic Products: A Study with Special Reference to RMS Chandravathani Organic Super Stores, Thenkasi." *Shanlax International Journal of Management*, vol. 13, no. S1, 2026, pp. 47–53.

DOI:

<https://doi.org/10.34293/management.v13iS1-i2-may.10971>

A Comparative Analysis of B2B and B2C Marketing Strategies for Organic Products: A Study with Special Reference to RMS Chandravathani Organic Super Stores, Thenkasi

J. Adriel

*II MBA, Department of Management Studies
St. Xavier's Catholic College of Engineering, Chunkankadai, Tamil Nadu, India*

S. Jasmine Suguna

*Assistant Professor, Department of Management Studies
St. Xavier's Catholic College of Engineering, Chunkankadai, Tamil Nadu, India*

Abstract

As the health-conscious attitude, environmental consciousness, and consumer preferences are shifting, the sales of organic products is rapidly increasing. This study comparatively analyses the B2B and B2C marketing strategies for organic products with special reference to RMS Chandravathani Organic Super Stores, Thenkasi. The primary data were collected from 50 B2B respondents and 50 B2C respondents from three districts namely Kanyakumari, Tirunelveli, and Thenkasi in Tamilnadu. The use of statistical tools was made up of Percentage Analysis and Mann-Whitney U Test. While examining the reasons behind the preference for organic products, we found out that Health is the leading reason for B2C customers and the Profit Margin and Supplier Relationship are the key B2B purchasing drivers, as shown in the percentage analysis. The Mann-Whitney U Test indicated that there were statistically significant differences for the B2B and B2C groups in Pricing with the B2C group having higher mean ranks ($p < 0.001$), Distribution ($p = 0.002$), and Branding ($p < 0.001$). There was no difference found in Promotion ($p = 0.334$) and H_03 was partially accepted.

Keywords: B2B Marketing, B2C Marketing, Organic Products, Mann-Whitney U Test, Tamil Nadu

Introduction

Today, health, sustainability and environmental protection are vital issues and have become a key concern for businesses and consumers worldwide. Consumers and companies alike are increasingly choosing to purchase organic products, which are made without the use of synthetic fertilizers, pesticides, or genetically modified organisms (GMOs), because of their perceived health benefits, environmental friendliness, and treatment methods.

B2B (Business-to-Business) marketing in the organic sector refers

to business-to-business transactions between the organic farmer, the manufacturer, wholesaler, distributor and the institutional buyer. B2B markets are rational with a focus on cost efficiency, product standards, and supply chain stability. While the B2C (Business-to-Consumer) marketing is emotional, image building, health conscious and lifestyle positioning.

RMS Chandravathani Organic Super Stores is a south India-based company in Thenkasi, which works as B2B and B2C in Tamil Nadu's southern districts. This study, therefore, aims to analyse and compare the marketing strategies, buying behaviour, influencing factors in both segments to draw useful conclusions for the practitioners and policy makers.

Research Methods

The descriptive research design method is adopted in this study to compare the B2B and B2C marketing strategies of organic products with the special reference to RMS Chandravathani Organic Super Stores Thenkasi.

Scope of the Study

The study compares B2B and B2C marketing strategies and consumer buying behaviour among the various organic products segment in Kanyakumari, Tenkasi and Tirunelveli districts in Tamilnadu. It is applicable to both business buyers and individual consumers and discusses how business buyers and consumers behave, how they make decisions, and why they make them. The influences on the marketing mix (product, price, promotion, distribution, and branding) are explored and discussed, including health consciousness, price sensitivity, and product availability..

Objectives of the Study

1. Compare and contrast the marketing strategies used in B2B and B2C for organic products with special reference to RMS Chandravathani Organics.
2. To examine the major marketing mix elements (Product, Price, Promotion, Distribution and Branding) that impact B2B and B2C markets.
3. To find out the awareness, perception and attitude of the consumers towards the organic products in the selected districts of Tamilnadu.

Sample Design and Sample Size

The respondents were selected by non-probability convenience sampling method in the districts of Kanyakumari, Tirunelveli and Tenkasi. The sample consists of two groups, B2C respondents (individual consumers of organic products) and B2B respondents (Retailers, wholesalers, distributors and manufacturers). As the actual population size is unknown, the sample size was determined as follows: $n = Z^2 \times p \times (1-p) / E^2$ in which n is the sample size, $Z = 1.96$, $p = 0.5$, and $E = 0.1$, resulting in a sample size of approximately 96, rounded to 100. A total of 50 business respondents were chosen for B2B. A total of 100 respondents were used.”.”

Statistical Tools

Data analysis tools used were: (i) Percentage Analysis, which was used to describe the profile of the respondents and frequency of each item, (ii) Comparative Analysis, which was used to compare B2B marketing strategies and B2C marketing strategies, and (iii) Mann-Whitney U Test, which was used to find statistically significant differences between B2B and B2C marketing groups on the items of the marketing mix..

Hypotheses

H₀2: There is a significant relationship between customer awareness and buying organic products.

H₂: Marketing mix factors are not found to be related to the buying behaviour of customers.

The hypothesis test for the null hypothesis H₀3 is: There is no significant difference between the B2B and B2C marketing strategies of organic products.

H₁4: There is significant relationship between marketing strategies and customer satisfaction.

Firmographic Profile of B2B Respondents

Table 1 Type of Business

Type of Business	No. of Respondents	Percentage
Retailer	31	62.0
Wholesaler	8	16.0
Distributor	8	16.0
Manufacturer	3	6.0
Total	50	100

Source: Primary Survey

Retailers make up the largest share of B2B respondents (62.0%) followed by wholesalers and distributors (16.0% each). Manufacturers are 6.0%, which is a low level of involvement in the organic product market, the market is retail driven.

Table 2 Years of Experience

Experience	No. of Respondents	Percentage
1–3 years	10	20.0
3–5 years	16	32.0
5–10 years	20	40.0
Above 10 years	4	8.0
Total	50	100

Source: Primary Survey

In terms of the experience of respondents, the B2B respondents have moderately experienced B2B organic market in Tamil Nadu with 40.0% having 5-10 years experience. 52% have 3-10 years of market experience combined.

Marketing Mix Analysis – B2B

Table 3 B2B Marketing Mix Analysis

Factor	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Pricing	14.0%	44.0%	30.0%	12.0%	0%
Promotion	14.0%	48.0%	26.0%	12.0%	0%
Distribution	18.0%	46.0%	24.0%	12.0%	0%
Branding	2.0%	44.0%	30.0%	24.0%	0%

Source: Primary Survey

58.0% of B2B respondents (Strongly Agree + Agree) rate pricing positively. Promotional activities are welcomed (62.0%) and distribution efficiency is agreed upon by 64.0% of respondents. The influence of the brand is relatively low, with 30% neutral, and 24% disagreed, suggesting that the functional and economic aspects are more important than the brand in B2B organic markets.

Demographic Profile of B2C Respondents

Table 4 Demographic Profile of B2C

Variable	Category	Percentage
Gender	Male	56%
	Female	44%
Age Group	Below 25 years	24%
	26–35 years	40%
	36–45 years	22%
	Above 45 years	14%
Education	School Level	16%
	Undergraduate	42%
	Postgraduate	34%
	Others	8%
Occupation	Private Employee	38%
	Business	22%
	Student	20%
	Government Employee	12%
	Others	8%

Source: Primary Survey

The male and female respondents of the B2C sample make up 56% and 44% respectively. Young and middle aged consumers make up the largest group (40%) of organic product buyers, the 26–35 age group. The academic profile shows that the majority of respondents are undergraduates (42%) and postgraduates (34%) indicating a positive influence of education on consumption of organic products. The largest occupation group is private employees (38%), then business people (22%) and then students (20%).

Awareness and Buying Behaviour (B2C)

The level of market knowledge was high amongst the B2B respondents, with 100% aware of organic products. Overall consumer awareness is high (80% combined) with 42% of B2C respondents being aware and 38% being highly aware of organic products. Digital platforms and word of mouth communication are important and social media is the biggest form of awareness (36%) followed by friends and family (26%).

The main drivers for B2C purchase decision are health consciousness (46%), product quality (24%) and brand image (16%). The regular use of organic products can be inferred from the fact that most B2C consumers buy their products monthly (40%) or weekly (32%). Consumer satisfaction is high, with 50% of them being satisfied and 24% being highly satisfied with the products. B2B buyers are more operationally driven and rational, with product quality (48%), long-term business relationships (20%) as primary considerations.

Mann-Whitney U Test

To find out whether the difference in perceptions of the marketing mix (Pricing, Promotion, Distribution and Branding) of respondents in the B2B group (Group 1 = 50) and the B2C group (Group 2 = 50) is statistically significant, the Mann-Whitney U Test was used.

Ranks Table

Table 7 Mann-Whitney Ranks

Factor	Group	N	Mean Rank	Sum of Ranks
Pricing (Mean)	1 (B2B)	50	45.00	2250.00
	2 (B2C)	50	56.00	2800.00
	Total	100		
Promotion (Mean)	1 (B2B)	50	49.50	2475.00
	2 (B2C)	50	51.50	2575.00
	Total	100		
Distribution (Mean)	1 (B2B)	50	46.00	2300.00
	2 (B2C)	50	55.00	2750.00
	Total	100		
Branding (Mean)	1 (B2B)	50	45.50	2275.00
	2 (B2C)	50	55.50	2775.00
	Total	100		

Source: Primary Survey

Test Statistics

Table 8 Mann-Whitney Test Statistics

	Pricing (Mean)	Promotion (Mean)	Distribution (Mean)	Branding (Mean)
Mann-Whitney U	975.000	1200.000	1025.000	1000.000
Wilcoxon W	2250.000	2475.000	2300.000	2275.000
Z	-3.498	-1.421	-3.129	-3.317
Asymp. Sig. (2-tailed)	< 0.001	0.334	0.002	< 0.001

a. Grouping Variable: Group (1=B2B, 2=B2C)

The Mann-Whitney U Test shows that there are statistically significant differences in three out of the four dimensions of the marketing mix. Pricing ($U = 975.0$, $Z = -3.498$, $p < 0.001$), Distribution ($U = 1025.0$, $Z = -3.129$, $p = 0.002$), and Branding ($U = 1000.0$, $Z = -3.317$, $p < 0.001$) all show significant differences between B2B and B2C respondents. In both situations, the mean ranks of the B2C respondents were higher, representing a more positive perception. The results of Promotion ($U = 1200.0$, $Z = -1.421$, $p = 0.334$) indicate that there is no significant difference between the two groups, implying that they have similar perceptions of promotional strategies. H_03 is partially accepted: for Pricing, Distribution, Branding, the null hypothesis is rejected and for Promotion, it is accepted.

Comparative Analysis: B2B vs. B2C

Table 9 B2B vs. B2C Marketing Strategy Comparison

Factor	B2B Market	B2C Market
Primary Driver	Supplier relationship & bulk pricing	Health benefits & quality
Pricing	Bulk pricing, margins critical	Reasonable pricing accepted for quality
Promotion	Trade discounts, personal selling	Social media advertising, discounts
Distribution	Wide network, stock availability	Supermarkets, organic stores, online
Branding	Less influential (30% neutral, 24% disagree)	Highly influential (64% agree/strongly agree)
Decision Making	Rational, relationship-based	Emotional, health-driven
Top Percentage Factor	Profit Margin & Supplier Relationship (26%)	Health (70%)
MW Test Result	Sig. difference in Pricing, Distribution, Branding ($p < 0.05$)	B2C records higher mean ranks in all three

Source: Primary Survey

As seen in the comparative analysis, there are significant differences between the perceptions of B2B and B2C respondents in the areas of Pricing, Distribution and Branding (as confirmed by Mann-Whitney U Test). The motivational drivers, priorities and decision-making processes are very different: B2B buyers are influenced by the supplier relationship and need to get the best bulk pricing bargains, whilst B2C consumers are mainly motivated by health consciousness and brand trust.

Suggestions

Consumer awareness needs to be raised by conducting awareness campaigns and through health related messages particularly to the rural consumers.

Multiplicity of Pack Sizes: Placing organic products at lower prices and in smaller pack sizes will make them more accessible.

Enhanced Promotions: Discounts, festival offers and complimentary samples should be used to drive more customer interaction and sales.

Digital Marketing: Social media channels need to be used effectively to connect with younger audiences and create brand awareness in the B2C market.

Distribution Efficiency: There will be more reach and regular availability of the product improving satisfaction levels across both segments.

Branding in B2C: The investment in good packaging and brand identity is crucial to establish consumer trust and loyalty.

B2B Relationship Building – Give them increased margins, trade discounts and a consistent supply to build long-term supplier relationships – one of the top B2B buying factors.

Conclusion

For this purpose, a balanced sample of 50 respondents in B2B and 50 respondents in B2C were taken and a comparative analysis of both the B2B and B2C marketing strategies used for organic

products was carried out by comparing the responses obtained from both the groups. For this purpose 50 respondents in B2B and 50 respondents in B2C were taken and the comparative analysis of both B2B and B2C marketing strategies used for organic products was done by comparing the responses obtained from both the groups. When the reasons for B2C consumers' organic product preference were analyzed using percentage, as shown in the figure, the most prominent reason was Health (70%). Profit Margin and Supplier Relationship were the top two buying decision factors in B2B with 26% and 26% respectively.

In the areas of Pricing ($p < 0.001$), Distribution ($p = 0.002$) and Branding ($p < 0.001$), the Mann-Whitney U Test found statistically significant differences between B2B and B2C respondents. The mean ranks for B2C respondents were higher than those for the other respondents in the three dimensions, and no significant difference was found for Promotion ($p = 0.334$).

The results of the study indicate that the priorities of B2B buyers are more related to profitability, supplier relationship, operational efficiency whereas B2C consumers are more influenced by health consciousness and product quality. Thus, it is suggested that Organic marketers should use two different marketing strategies for the two segments to enhance market performance and customer satisfaction.

References

1. Agarwal, V. "A Study on B2B and B2C Marketing Communication Processes." *International Journal of Marketing Research*, vol. 14, no. 2, 2022, pp. 45–58.
2. Josan, M. "B2B vs. B2C: A Comparative Analysis." *Journal of Business and Marketing*, vol. 10, no. 1, 2018, pp. 22–35.
3. Kaushal, S., and J. Aggarwal. "Market Influences on Organic Farming Industry in India." *Indian Journal of Agricultural Marketing*, vol. 36, no. 3, 2022, pp. 112–124.
4. Kumari, P., N. Singh, and R. Khan. "How Marketing Strategies Differ Between B2B and B2C Companies." *International Journal of Management and Commerce*, vol. 12, no. 1, 2025, pp. 1–14.
5. Lal, C., S. Nautiyal, and N. Kumar. "Organic Produce Market in India." *Journal of Agribusiness in Developing and Emerging Economies*, vol. 11, no. 4, 2021, pp. 331–350.
6. Menaka, R., and S. Chandramana. "A Study on Consumers' Buying Behaviour in Retail Outlet." *International Journal of Commerce and Management Research*, vol. 2, no. 3, 2014, pp. 75–81.
7. Priya, G. S., and S. Mahadevi. "Impact of Organic Food Products on Consumer Buying Behaviour in Kanyakumari District." *Journal of Management and Social Sciences*, vol. 10, no. 1, 2024, pp. 88–97.
8. Raji, S., and C. Nagadeepa. "Consumer Perception and Behaviour Towards Organic Food Products in Tirunelveli District." *Asian Journal of Management*, vol. 11, no. 4, 2020, pp. 421–428.
9. Samuel, S., and E. Grace. "Marketing of Organic Food Products in Tamil Nadu." *Journal of Marketing and Consumer Research*, vol. 78, 2021, pp. 11–20.
10. Saravanan, S., and R. Kanagaraj. "Consumer Perception Towards Organic Food Products in Tenkasi District." *Indian Journal of Applied Research*, vol. 14, no. 3, 2024, pp. 55–63.