

National University of Singapore
NUS Business School
Department of Marketing

MKT3416 / MKT3715 Business-to-Business Marketing

Lecturer: Lillian L. Cheng
Office: BIZ2, 02-12
Email: bizclll@nus.edu.sg

Office Hours: Virtual and by appointment

Session: Semester 1, 2018/2019

COURSE OBJECTIVES

Business to business marketing is an area of utmost importance not only in business performance but also in firm survival. While the majority of global commerce is business to business, business to consumer marketing has commanded a disproportionate amount of attention over the past decades. The over-riding assumption is that business to consumer marketing is more technologically advanced, has evolved more and therefore, more exciting. Business to business marketing, on the other hand, is believed to be more traditional. This perception can be very deceiving.

Business-to-business sales have been revolutionized, often beyond the recognition of traditional B2B practitioners. Electronic data interchanges and other technologies make B2B marketing more challenging. Not only do business buyers now have more access to information and price transparency, the efficiency of electronic transactions has taken customer relationship management into a different dimension. In practice, nothing is the same in business-to-business marketing.

Data analytics previously used primarily in consumer marketing are being employed in business-to-business marketing with more ingenuity. Machine learning is allowing companies to uncover new products and services to offer to business clients. Content marketing via various social media platforms has changed the way business customers relate and evaluate their suppliers.

It is in view of all these changes and new challenges that this course is designed. Course participants will learn new technological developments and their potentials in

affecting how businesses are and will be conducted. Much of the focus of the course will be on the disruptive nature of new technologies manifested in new exchange platforms, new intermediaries, machine-enabled transactions, etc.

The course will be delivered through a combination of readings, class discussions, case analyses, video presentations, guest speakers, and a final B2B marketing project where you will work in a team to develop a B2B marketing plan for an organization.

This course is designed for students to bridge the knowing-doing gap. To this end, every class session will involve hands-on application of concepts in real world cases that students will work as teams. The course will bring together varied viewpoints on B2B Marketing and weld together theory and practice into a meaningful educational experience. Students will learn:

- The fundamental concepts in B2B marketing;
- The evolving B2B marketing landscape;
- Customer segmentation and changing customer expectations in B2B markets;
- Granular customer data and predictive analytics in B2B markets;
- Co-creation and open Innovation in B2B markets: buyers' role in designing products and services;
- Pricing and customer valuation in B2B markets;
- Channel structures and dynamics in B2B Markets: managing power, conflict and retaliation;
- Managing the supply chain: implications for the sales function;
- e-Commerce in B2B markets;
- Branding in B2B markets: content marketing: role and mechanics;
- Customer data analytics and social media marketing;
- Social responsibility and crisis management in B2B markets; as well as
- Evaluating B2B marketing strategy and performance.

COURSE FOCUS

This course will have as a focus on the evolving practice of B2B Marketing. We will explore how business buyer perceptions are formed, how business buyers are changing their expectations, how to engage business buyers, the impact distribution channel and supply chain structures has on buyer behavior, the role of data analytics in B2B marketing, how content marketing is affecting the entire process of B2B brand building and maintenance, how to price for the B2B markets, what competition means and how disruptive occurrences either in new technology or crisis would affect B2B marketing as well as how to manage them.

We will use real-world examples to illustrate the various concepts and issues. The cases presented in class are designed to have students learn by actually practicing addressing B2B challenges.

COURSE FORMAT

This class emphasizes learning by doing. Each of the class sessions will include the following:

1. Presentation and discussion of the subject matter
These presentations are designed to take the subject matter beyond what is covered by your text. Interactive discussions will be encouraged.
2. Case discussions
With the exception of the first and last sessions of the course where introduction and concluding comments of professional pricing will be made, each class session will comprise of either a case for analysis, a role-playing game or a problem set to work on in class.
3. Guest in-person or video talks
Where appropriate and available, we may have guest speakers invited to speak on the specific topic to share their professional expertise in the different areas of global marketing

ASSESSMENTS

You will be assessed both on individual as well as group work. The grade you will receive on your team project will be weighted based on your team evaluation scores.

Individual component:	50%
Class Participation:	30%

Individual Assignment	10%
Learning Reflection	5%
Quizzes	5%
Team component:	50%
Team Case Analysis	5%
Team Term Project	40%
o Team Presentations	20%
▪ 10% on topic presentation and 10% on project presentation	
o Term Project	20%
Team Topic Presentation	5%

QUIZZES

There are a number of quizzes in this course. These will be held at the specified sessions at the beginning of the class. The quizzes are designed as learning exercises to assess how much participants have learned. The quizzes will be predominantly multiple choices.

CLASS PARTICIPATION

The quality of the learning environment of an interactive, case-driven course is highly dependent on class participation. It is your responsibility to prepare yourself to participate in class discussions by going through the assigned readings and raising questions relating to the course subject matter of the day. While active participation is encouraged, occupying “air time” without offering substantial contribution to the discussion is discouraged.

We all count on each other to make this a healthy, supportive learning environment. With active participation, we can help each other learn not only from the course materials, but also from each other.

More detailed information on each session, including questions to guide readings, case discussions and details on assignment deliverables will be posted on the ivle module site.

INDIVIDUAL ASSIGNMENTS

You will complete two written case analyses of the cases specified in the course. The case analyses must be submitted prior to the cases being discussed in class.

Research has shown that personal reflections enhance learning. In light of this, you are required to submit a personal reflection of what you have learned in this course and how you might apply this knowledge in your work in the future.

TEAM CASE ANALYSIS

Your team will complete a case analysis as a team so that you learn how to complete a case analysis properly prior to submitting an individual case analysis. This team case analysis must be submitted of one of the first three cases to be discussed in class and the case analysis must be submitted prior to case discussion in class.

TEAM PROJECT

This project is designed for you to gain practical experience in crafting a B2B Marketing strategy for long-term firm survivability. The project choices will range from industrial products, to consumer products that must sell through distribution channels to digital products and services. The goal of this project is to provide you with the opportunity to work in a team and to pull the resources of each team member to complete the project.

Real company cases will be arranged and your team will have an opportunity to bid for the case of your choice. Your team is to complete a B2B Marketing or a B2B Channel Redesign or a B2B Pricing plan for the company in question. Detailed instructions of the project will be provided. You will learn how to apply what you learned in the course into a real-world situation as well as how to craft a compelling B2B Marketing strategy.

Specific check-points throughout the semester are given on the course schedule. These due dates are specified so as to make sure that all team projects are on track.

TEAM TOPIC PRESENTATION

Each team will be asked to present on a current B2B Marketing topic specifically of interest to their team. This will allow the class to learn of the latest developments in different areas of B2B Marketing and give the teams opportunities to explore further into different areas of the current development.

MEMBER PARTICIPATION IN TEAM PROJECT WORK

You will be given two opportunities to evaluate team members. The first will be in the middle of the course that will not be counted but your teammates' evaluations of you will be provided to you in anonymously so you know how you stand and can improve/adjust. The second one will be at the end of the course. Your grade for team project work will be adjusted depending on your overall contribution to the team's efforts.

REQUIRED MATERIALS

Required Readings:

List of Current Readings and Writings

HBSP Cases and Readings

READINGS AND COURSE SCHEDULE

The following table shows the tentative course schedule, readings and team assignment due dates.

WEEK	DATE	TOPIC	READINGS/CASES	ASSIGNMENT
1		Course Introduction: The Evolving Global B2B Market Landscape		Introductions Project Considerations
2		Fundamental Concepts of B2B Marketing: Organizational Buyer Behavior	Case: TBD	Team Assignments
3		Customer Segmentation and Changing Customer Experience in B2B Markets	Case: TBD	Team Project Proposals Due
4		Granular Customer Data and Predictive Analytics in B2B Markets	Case: TBD	
5		Co-creation and Open Innovation in B2B Markets: Buyers' Role in Designing Products and Services	Case: TBD	Team Project Outline Due
6		Pricing and Customer Valuation in B2B Markets	Case: TBD	
Recess Week: no class				
7		Channel Structures and Dynamics in B2B Markets:	Case: TBD	Guest Speaker

		Managing Power, Conflict and Retaliation		
8		Managing the Supply Chain: Implications for the Sales Function	Case: TBD	Guest Speaker
9		e-Commerce in B2B Markets	Case: TBD	
10		Branding in B2B Markets: Content Marketing: Role and Mechanics	Case: TBD	
11		Customer Data Analytics and Social Media Marketing	Case: TBD	Guest Speaker
12		Social Responsibility and Crisis Management in B2B Markets	Case: TBD	Team Project Final Presentation
13		Evaluating B2B Marketing Strategy and Performance		Team Final Presentation

Academic Honesty & Plagiarism

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. **In case of any doubts, you should consult your instructor.**

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>