Course Description

Business-to-Business (B2B) marketing is undergoing a revolution. The complex, high-price/high-risk, multi-stakeholder negotiated purchase decisions present business markets with unique challenges. Rapid technology advances are transforming customer value requirements and the business models needed to deliver them. This course provides a practical understanding of four primary B2B market processes: choosing, creating, communicating and converting customer value into profit. Within these processes, we will explore and practice using frameworks and tools to identify new sources of customer value, quantify value to customers, craft winning value propositions, price to gain a fair return customer value, segment and target the most attractive customers, create new business models, manage value delivery networks, and integrate marketing communication across channels.

Course Objectives

This course builds on the fundamental marketing concepts learned in the core marketing management course by introducing frameworks and tools that address unique challenges in B2B markets. A mix of lecture, discussion, case analysis and occasional guest speakers will enable students to:


2. Sharpen critical analysis, problem-solving, and communication skills necessary to lead effective B2B marketing strategy design and execution.

3. Practice effectively choosing, creating and communicating customer value in B2B markets and converting that value into revenue growth and profitability.

Basic Ground Rules

1. The honor code will be followed at all times.
2. No phones.
3. Computer and/or tablet use cannot distract you or your classmates from the class.
4. No leaving while class is in session, unless there is some health/family emergency.
5. Food and beverages are okay if they are not a distraction for the rest of us.
Evaluation

There will be four components to the evaluation.

1. **Class Commitment (30%)**: Use of the term “commitment” instead of “participation” is not by accident. Time spent in lecture is being minimized so the class can learn more effectively through application and group discussion. Students who are unprepared and/or unwilling to share their insights lower the learning potential for everyone. Each student must be prepared to thoroughly discuss the readings and each case, and I feel comfortable calling on anyone in discussion. Thus, if you have not been able to prepare, please let me know at the beginning of class. The quality of the comments is more important than the sheer quantity. Quality comments move the class discussion forward. They show deeper insight into the issues and communicate in a compelling manner. Monopolizing the conversation or disrespectful comments will negatively affect your class commitment.

In addition, all group members will rate one another’s contribution to the group’s projects. Your team members assessing your contribution as significantly below average also demonstrates a lack of commitment to the class. Thus, 10% of your final grade (1/3 of your class commitment grade) will be based on feedback from your team members.

2. **Group Case Write-up (10%)**: Your group’s first task will be to build a customer value model based on a case. This write up will be graded.

3. **Individual Midterm Exam (30%)**: A small individually written case assignment will be administered in-class to ensure that you have understood customer value management at a level where you can effectively contribute to your group research project. You will be able to use your readings and notes from the class to help solve the case. Reading the case and preparing your analysis typically takes no longer than 2 hours to complete, but you may take the entire class period if you need it.

4. **Group Research Project (30%)**: To practice applying B2B marketing concepts and best practice tools to a real-world situation, your team will complete a group research project. The findings from this group research will be the basis for active participation in class discussion on the final day of class, and a paper (further details of this project will be provided in a hand-out).

*To be fair to all students, any assignment submitted past the due date will have its grade reduced.*
Business Marketing, MKTG 453  
Professor Eric Berggren  
Fall Quarter 2016  

Contents  
1. Manufacturing Companies Need to Sell Outcomes, Not Products (HBR)  
2. What Sales People Need to Know about the New B2B Landscape (HBR)  
3. Marketing Reading: Business-to-Business Marketing (HBS)  
4. What You Can Learn from Your Customer’s Customer (MIT)  
5. Business Marketing: Understand What Customers Value (HBR)  
6. Case: Kunst 1600  
7. Why the Highest Price Isn’t the Best Price (MIT)  
8. Case: Interscience B.V.: Seeking a New Market for Gas Chromatographs  
9. Crafting Persuasive Customer Value Propositions in Business Markets (HBR)  
10. Customer Value Proposition Exercise  
11. How to Identify New Business Models (MIT)  
12. Innovation to the Core - Chapter 3: “Building a Foundation of Novel Strategic Insights” (HBP)  
13. Case: Salesforce.com (INSEAD)  
14. Ending the War between Sales and Marketing (HBR)  
15. Six things B2B leaders do to become more agile and drive growth (McKinsey)  
16. From Volume to Value: Managing the Value Added Reseller Channel at Cisco (CMR)  
17. Case: Scot Forge  
18. Tiebreaker Selling (HBR)  
19. Why B-To-B Branding Matters More Than You Think (Forbes)  
20. Social Media Works for B2B Sales, Too (HBR)  
21. Case: Value Selling at SKF Service (A) (IMD)
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<thead>
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<th>Date</th>
<th>Session</th>
<th>Reading (before class)</th>
<th>Assignment</th>
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| 9/23  | **Introduction**: Business Market Management; Customer Value Innovation and Management | • “What Sales People Need to Know about the New B2B Landscape”  
• “Manufacturing Companies Need to Sell Outcomes, Not Products”  
• “Marketing Reading: Business-to-Business Marketing” (ONLY Sections 1, 2.1, 2.2 and 2.3)  
• Answer background questions on ForClass  
• Identify a topic(s) in B2B marketing that you want to know more about |                                                                 |
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<th>Date</th>
<th>Topic</th>
<th>Articles/Activities</th>
<th>Instructor/Group Projects</th>
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| 11/11 | **Communicating Value:** Building Brands in Business Markets; Integrated Marketing Communication  
*Guest speaker: TBD* | ● HBR: “Tie-breaker selling”  
● HBR: “Social Media Works for B2B Sales, Too” | ● Answer discussion questions on ForClass  
● Bring an innovative B2B digital marketing example |
| 11/18 | **Sustaining Customer Value:**  
*Guest speaker Todd Snelgrove*
*Vice President of Marketing, Collaborative Operations ABB* | ● Value Selling at SKF SERVICE (A) | ● Group research projects due  
● Answer case questions on ForClass  
● Be prepared to share your solution to the SKF case |
| 11/25 | **NO CLASSES – Thanksgiving Break** | | |
| 12/2  | **Final:** Group Research Projects Presentation & Discussion | ● Other teams’ group research project | ● Submit 2-3 questions for the other team(s) you were assigned to review  
● Prepare your team presentation |