

## Course Outline

**Course Code** : MKT3715  
**Course Title** : Business-to-Business Marketing  
**Semester** : Semester 1, AY 2025/2026  
**Faculty** : Ms Elizabeth Xie  
**Department** : Marketing  
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**URL** : <https://bschool.nus.edu.sg/marketing/faculty/>

### Overview

Most economic activities revolve around business organizations, and most of us will likely work with a business-to-business (B2B) organization at some point in time.

In this course, we will explore the various challenges faced by business organizations as well as the intricacies of the B2B market and how to best address them from a marketing perspective – as well as how B2B marketing has evolved in recent years with digitalization. This course provides a managerial introduction to the strategic and tactical aspects of business marketing decisions and marketing channel strategy.

Through real-world examples, we shall demystify the world of B2B marketing by delving into theories and concepts, and the business rationale behind certain practices. To supplement the in-class lectures and discussions, we shall have case discussions, group activities to apply the theories and concepts, and industry guest speakers to share their experiences.

### Course Objectives

By the end of the course, students will be able to:

1. Identify the key differences between business-to-businesses and consumers marketing.
2. Explain how organizations make purchasing decisions, and what value means to organizations.
3. Examine the various B2B go-to-market strategies and distribution management strategies.
4. Recognize the importance of demand generation and pipeline management, as well as the role of personal selling and relationship.
5. Formulate a B2B marketing strategy by applying concepts, techniques and strategies.

### Recommended Resources

No mandatory textbook required. The following is optional.

Michael D. Hutt & Thomas W. Speh, *Business Marketing Management: B2B*, 12th Edition, South-Western College Pub (**BMM**)

Refer to the reading resources listed in the schedule and outline.

**Assessment**

Assessment Components	Weightage
Class Participation	20%
Individual Assignment	30%
Mini Group Project - Presentation	10%
Group Project – Report & Presentation	40%

**Class Participation**

To enhance learning and application of concepts to real world business situations, students are strongly encouraged to participate actively in the in-class activities, and share their ideas and opinions. To encourage participation, I may randomly call on students to volunteer your point of view about the discussion topics. Students are expected to go through the assigned readings as well as completed pre-work exercise before class, so as to be ready for class discussion.

**Individual Assignment**

You will submit a video recording based on a business-to-business topic.

**Mini Group Presentation**

Each team will interview a person who is involved with procurement for their organization and get insights on how B2B purchase decisions are done.

**Group Project**

The project is designed for you to gain experience by applying what you have learned in the course to a real-life company.

Your team will assume the role of a consultant for a real-life company looking to expand their B2B foothold in the Singapore market. You shall review their existing B2B marketing strategy and put forth recommendations that can help them grow in the business market space.

**Inclusive Policy Statement**

Students in this class are encouraged to speak up and participate actively - to help co-create the course. This class will represent a diversity of individual beliefs, backgrounds, and experiences, and every member of this class must show respect for every other member of this class. It is important for us to create a safe and positive learning environment together, where diverse perspectives can be expressed openly and confidently that will be truly meaningful and enriching for one another's learning.

If you ever feel the need for extra assistance or accommodations, don't hesitate to reach out to me as early as possible in the course. We will treat any confidential information shared with the utmost

discretion. Inclusion is an ongoing process; and we welcome your feedback on how we can improve the inclusivity of the course.

Resource: Students – NUS Health & Wellbeing

### **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 doubt, you should consult your instructor.

### **Additional guidance is available at:**

- <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct>
- <http://nus.edu.sg/osa/resources/code-of-student-conduct>

## Schedule and Outline

Lesson/ Week	Topic	Activity
1	Laying the Foundation: Contrasting Business and Consumer Marketing	<b>Reading:</b> Rangan, V. K., & Isaacson, B. (1994). Scope and challenge of business-to-business marketing. Harvard Business Review. Hague, P., Hague, N., & Harrison, M. (n.d.). B2B Marketing: What Makes It Special? <i>B2B International</i> . <a href="http://www.b2binternational.com/publications/b2b-marketing/">www.b2binternational.com/publications/b2b-marketing/</a> . BMM Chapter 1
2	From the Buyer's Lens: Understanding an Organization's Buying Journey	<b>Reading:</b> <b>Cespedes, F. V., &amp; Narayandas, D. (2019). Business-to-business marketing. Harvard Business Publishing Education.</b> Bonoma, T. V. (1982). Major sales: Who really does the buying? Harvard Business Review, 60(3), 111-119. Business-to-Business Marketing (Core Curriculum) Harvard Business Review BMM Chapter 2
3	Finding a Profitable Sweet Spot: Business Market Segmentation	<b>Reading:</b> Spekman, R. E., & Steiner, J. (2011). Customer Segmentation in Business-to-Business Markets. Darden School of Business, University of Virginia. BMM Chapter 4
4	What does Value Mean: Developing Compelling B2B Product	<b>Reading:</b> <b>Almquist, E., Cleghorn, J., Sherer, L. (2016). The B2B elements of value. Harvard Business Review, 96(2), 72-81.</b> Nathan, S., & Schmidt, K. (2013, October). From Promotion to Emotion: Connecting B2B Customers to Brands. Think with Google. <a href="http://www.thinkwithgoogle.com/consumer-insights/consumer-trends/promotion-emotion-b2b/">www.thinkwithgoogle.com/consumer-insights/consumer-trends/promotion-emotion-b2b/</a> . NCS. (2021, July 7). NCS embarks on major transformation to drive growth. Marketing-Interactive. <a href="http://www.ncs.co/en-sg/about-us/newsroom/ncs-embarks-on-major-transformation-to-drive-growth/">www.ncs.co/en-sg/about-us/newsroom/ncs-embarks-on-major-transformation-to-drive-growth/</a> BMM Chapter 7 Case Discussion

5	Building Business Channel: Distribution Strategy for Success	<p><b>Reading:</b></p> <p>For B2B sales, digital is the wave of the future. McKinsey &amp; Co. <a href="https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/these-eight-charts-show-how-covid-19-has-changed-b2b-sales-forever">www.mckinsey.com/business-functions/marketing-and-sales/our-insights/these-eight-charts-show-how-covid-19-has-changed-b2b-sales-forever</a></p> <p>Lunden, I. (2024, May 29). OpenAI signs 100K PwC workers to ChatGPT's enterprise tier as PwC becomes its first resale partner. TechCrunch. <a href="https://www.techcrunch.com/2024/05/29/openai-signs-on-100k-pwc-workers-to-its-chatgpt-enterprise-tier-as-the-consultant-becomes-its-first-resale-partner/">www.techcrunch.com/2024/05/29/openai-signs-on-100k-pwc-workers-to-its-chatgpt-enterprise-tier-as-the-consultant-becomes-its-first-resale-partner/</a>.</p> <p>BMM Chapter 10</p> <p>Case Discussion</p>
6		<p><b>Slides for Mini Group Presentation due on 17 Sep (Wed) 6pm in Canvas</b></p> <p><b>Mini Group Presentation</b></p>
	Term Break	
7	Pricing Strategy: Pricing Process and Negotiation for Value	<p><b>Reading:</b></p> <p>Kermisch, R., &amp; Burns, D. (2018, June 7). A survey of 1,700 companies reveals common B2B pricing mistakes. Harvard Business Review.</p> <p>Mewborn, S., Murphy, J., &amp; Williams, G. (2014, December 10). Clearing the roadblocks to better B2B pricing. Bain &amp; Company. <a href="https://www.bain.com/insights/clearing-the-roadblocks-to-better-b2b-pricing/">www.bain.com/insights/clearing-the-roadblocks-to-better-b2b-pricing/</a></p> <p>BMM Chapter 12</p> <p>Group Challenge #1 (Week1-5)</p> <p>Game: Best Pitch to Win the Bid #1</p> <p><b>Individual Assignment Due: 29 Sep (Mon) 6pm in Canvas</b></p>
8	Building B2B Market Demand: Brand Awareness	<p><b>Reading:</b></p>

	and Preference, and Prospecting Customers	<p>Gross, I., Piacentino, J., &amp; Bombardi, M. (2021, June 22). The new rules of B2B lead generation. Harvard Business Review.</p> <p>Think with Google. (2021, April). How one tech company grew qualified B2B leads with Performance Max campaigns. <a href="http://www.thinkwithgoogle.com/marketing-strategies/automation/neo4j-enterprise-lead-generation-case-study/">www.thinkwithgoogle.com/marketing-strategies/automation/neo4j-enterprise-lead-generation-case-study/</a></p> <p>BMM Chapter 13</p> <p><b>Group Project Proposal Due: 6 Oct (Mon) 6pm in Canvas</b></p>
9	Customer Experience (CX): Managing Services for Business Market	<p><b>Reading:</b></p> <p>Kenny, G. (2019, January 17). Customers surveys are no substitute for actually talking to customers. Harvard Business Review.</p> <p>Qualtrics. (n.d.). The complete guide to B2B customer experience. <a href="http://www.qualtrics.com/experience-management/customer/b2b-customer-experience/">www.qualtrics.com/experience-management/customer/b2b-customer-experience/</a></p> <p>Sneed, J. (2021, August 3). IBM is hiring 1,000 Customer Success Managers to accelerate Red Hat and IBM Hybrid Cloud Adoption. WRAL TechWire. <a href="http://wraltechwire.com/2021/08/03/ibm-is-hiring-1000-customer-success-managers-to-accelerate-red-hat-and-ibm-hybrid-cloud-adoption/">wraltechwire.com/2021/08/03/ibm-is-hiring-1000-customer-success-managers-to-accelerate-red-hat-and-ibm-hybrid-cloud-adoption/</a>.</p> <p>BMM Chapter 9</p>
10	Selling to Business Customers: Role of Personal Selling	<p><b>Reading:</b></p> <p>Steenburgh, T. (2007). Personal Selling and Sales Management, Harvard Business Review, December 2007</p> <p>Capon, N., Senn, C. (2021). When CEOs Make Sales Calls. Harvard Business Review.</p> <p>Novack, D. (2022). Aligning B2B marketing and sales efforts. Think with Google. <a href="http://www.thinkwithgoogle.com/future-of-marketing/management-and-culture/b2b-marketing-and-sales-strategies/">www.thinkwithgoogle.com/future-of-marketing/management-and-culture/b2b-marketing-and-sales-strategies/</a></p> <p>BMM Chapter 14</p> <p>Guest Speaker #1</p>

11	Selling to Business Customers: Role of Personal Selling	Case Discussion  Group Challenge #2 (Week6-10)  Game: Best Pitch to Win the Bid #2  Guest speaker #2
12	Putting Everything Together: Uniquely B2B	Final Group Project Consultation
13		<b>Group Project Report &amp; Slides Due: 10 Nov (Monday) 6pm in Canvas</b>  <b>Group Project Presentation</b>