UVA-MOD-0181Y
Rev. Nov. 11, 2013

BUSINESS-TO-BUSINESS MARKETING

Syllabus

Course Description

This course is designed primarily for students seeking a marketing career in organizations that market products and services to other organizations. The course should be of special importance to individuals interested in business-to-business (B2B) marketing, but it is also appropriate for those seeking careers in consulting, manufacturing, and in nonmarketing functional areas of B2B firms. The course emphasizes the tactical aspects of business marketing as well as the conceptual and strategic elements.

The course begins by appreciating the complex nature of organizational buying behavior and then shows students how to organize the marketing function, buyer-seller relationships, the sales and marketing interface, and go-to-market strategies. Students will find that industrial firms are devoting considerable energy to examining the complexities and problems inherent in managing their various channel options. The remainder of the course is mostly organized around the decisions associated with sales force management and some product development and launch. Cases have been chosen from a variety of settings: high tech and "metal bending" corporations, large and small firms, and emerging and mature businesses. Guests from such companies Angoss Software and American Express will attend class during the course to address topics of immediate concern to practicing managers.

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Darden Teaching Faculty	Cases by This Author
Robert Spekman	Spekman cases

Course Outline

Class	Materials	Topic
"Organizational Buying Behavior" (UVA-MOD-0181)		
1	"Bombardier" (A & B) (UVA-M-0470) "Building Loyalty in Business Markets" (HBR article)	Introduction to B2B Marketing
2	"Voith Paper" (ESMT Berlin case)	Changing the Value-Added Component of the Product Offering
3	"NEGBI" (ESMT Berlin case)	Market Entry Strategies
4	"Using Social Media in the B2B Context" (UVA-M-0778) Guest: Rebecca Zoller, Vice President of Digital Marketing, American Express	Social Media in the B2B Space
"Sales and Marketing Interfaces" (UVA-MOD-0182)		
5	"Avaya (A)" (HBSP case) "Managing Sales Interfaces" (HBSP case)	Organizing the Marketing Function
6	"Hewlett-Packard: Computer Systems Organization" (HBSP case)	Managing Large Accounts
"Managing Complex Relationships" (UVA-MOD-0183)		
7	"Cisco Systems: Managing the Go-to-Market Evolution" (HBSP case)	Managing Complex Consumer Relationships
8	"Sullair: Redefining Its Channel of Distribution" (UVA-M-0772) "Designing Channels of Distribution" (UVA-M-0769)	Managing Complex Systems/National Accounts
"Business Transformation" (UVA-MOD-0184)		
9	"Renault-Volvo Strategic Alliance (A): March 1993" (UVA-G-0480) Chapter 19, "Strategic Alliances in a Business-to-Business Environment" by R.E. Spekman, in *Handbook of Business-to-Business Marketing*, G. L. Lilien and F. Grewal, eds. (Northampton, MA: Edward Elgar Publishing, 2012), pp. 348–67.	Understanding Partnerships and Alliances
10	"The Package War: FedEx vs. UPS" (UVA-G-0485)	Business Transformation
11	"Alto Chemicals Europe (A)" (IMD case)	Bringing About Strategic Change

12.	Guest: William Sheldon, Chief Solutions Officer, Angoss Software Company Guest: Gordon Swartz, Member of the Board of Directors, Angoss Software Company	The Use of Marketing Analytics
"Business-to-Business Marketing Strategy" (UVA-MOD-0185)		
13.	"Infoterra GmbH" (UVA-M-0796) "Customer Segmentation in Business-to-Business Markets" (UVA-M-0792)	Developing a B2B Marketing Strategy
14.	"The United Drug Packaging Division (UVA-M-0840)	Expansion into Adjacent Markets
15.	Putting It All Together: Overview and Summary (pending publication)	Building a Marketing Plan