

GEORGE MASON UNIVERSITY  
THE SCHOOL OF PUBLIC POLICY  
ARLINGTON, VA

FALL 2007

ITRN 731 - SECT. 001

BUSINESS-TO-BUSINESS (B2B) MARKETING

M: 7:20 PM-10:00 PM

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SCOPE: This course focuses on business-to-business (B2B) marketing. B2B centers on the sale of goods and services to businesses, governments, and non-profit organizations (NPOs). The course offers an understanding of how B2B marketers develop and implement marketing strategies and programs to meet the needs of their customers as well as their own business objectives. The course provides an examination of key aspects of B2B marketing--including the changing dynamics of buyer-seller interactions in B2B markets and other important issues. It concentrates on themes with useful applications in the market place.

The following facts underscore the importance of B2B commerce: in dollar value, purchases by businesses, governments, and NPOs are infinitely greater than purchases by individual consumers. General Motors alone spends more than \$60-billion per year on products and services--more than the GNP of Portugal or Greece. GM employs more than 1200 purchasing agents who each spend over \$35-million annually. Clearly, no buyer of consumer goods has that kind of purchasing power. Further, more students enter B2B marketing after graduation than business to consumer marketing (B2C).

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The course presumes no previous academic work or work experience in marketing. It is structured for students who expect to undertake marketing assignments--internationally or domestically.

Procedurally, each class will start with the basics on a marketing theme and proceed to a higher level of analysis.

Structurally, the course relies mostly on the traditional lecture approach--but occasionally makes use of the case analysis method. Case analysis is one of the best ways to sharpen analytical and decision-making skills. It enables students to apply marketing concepts to real-world settings. All cases and readings used in this course also are used at Harvard Business School's MBA program.

The readings have been selected on the basis of their strengths to illustrate marketing concepts. They are available for purchase online from Harvard University by accessing the following link: <http://harvardbusinessonline.hbsp.harvard.edu/relay.jhtml?name=cp&c=c19553> The articles are short and reader-friendly.

There are three examinations: two mid-terms and a final. Each carries equal weight. The exams will consist of true/false, multiple choice, and short essay questions.

The following schedule of lectures is subject to change.

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### SCHEDULE OF LECTURES

Weeks 1-2: SCOPE OF B2B MARKETING

- A] Definition and Essential Characteristics of B2B Marketing
- B] Fundamental Differences Between B2B and B2C (Business to Consumer) Marketing
- C] Trends in B2B Marketing
- D] Using the Value Chain/Grid as a Competitive Tool  
Reading: Stone, "Leading a Supply Chain Turnaround"; Pil and Holweg, "Evolving from Value Chain to Value Grid."

Weeks 3-4: GENERATING VALUE FOR INDUSTRIAL BUYERS

- A] Strategies for Intrinsic Buyers
- B] Strategies for Extrinsic Buyers
- C] Strategies for Strategic Buyers

Readings: Narayandas and Dudley, "Hewlett-Packard Computer Systems Organizations: Selling to Enterprise Customers." Bonoma, "Major Sales: Who Really does the Buying?"; Choi, "Building Deep Supplier Relationships."

Week 5:

FIRST EXAMINATION:

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Weeks 6-7: SELECTING, RESEARCHING AND SEGMENTING INDUSTRIAL MARKETS

- A] A Generic Model
- B] The Wind & Cardozo Model
- C] The Bonoma & Shapiro Model
- D] BETA Testing

Readings: Porter, "Note on the Structural Analysis of Industries"; Shapiro & Bonoma, "How to Segment Industrial Markets?"; Bonoma, "Major Sales: . . ."

Weeks 8-9: MANAGING THE SALES FORCE AND SALES ACCOUNTS

- A] Organizing the Sales Force
- B] Sales Force Conflict at Centra Software
- C] Incentivizing the Sales Force at Mary Kay Cosmetics

Readings: Deighton and Pouliquen, "Centra Software,"; Simons and Weston, "Mary Kay Cosmetics, Inc: Sales Force Incentives."

Week 10: SECOND EXAMINATION

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Week 11: RESULTS-DRIVEN COMMUNICATIONS

Readings: Shaw, Brown and Bromiley, "Strategic Stories: How 3M is Rewriting Business Planning"; Lax and Sebenius, "3-D Negotiation: Playing the Whole Game"; Class Hand-out, "Trade Show Strategy Participation."

Week 12: PERFORMANMCE METRICS: EVALUATING THE MARKETING EFFORT

Readings: Hammer, Haney, Wester, Ciccone and Gaffney, "The 7 Deadly Sins of Performance Measurements and How to Avoid Them."

Week 13: A] B2B Distribution Channels

Reading: Wise and Baumgartner, "Go Downstream: The New Profit Imperative in Manufacturing."

B] NEW PRODUCT DEVELOPMENT

Reading: To Be Determined

WEEK 14: FINAL EXAMINATION

(DECEMBER 17)