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Research Director's Corner



Gary L. Lilien

The next several months will be busy for the ISBM. We are looking forward to our Biennial Academic Conference, August 6-7 (immediately before the Summer AMA in San Diego). The conference will be held in the brand new facilities of the Rady School of Business, University of California, San Diego. The program looks great--we encourage you to register NOW! Earlybird registration ends June 15th.

For details see:

<http://www.smeal.psu.edu/isbm/seminars/events/aca08.html>.



Raj Grewal

We have completed the second year of our very successful IPSS (ISBM Ph.D. Seminar Series) program and have included a brief summary and prospectus on the coming year. And talking about IPSS, we are delighted to note that our inaugural IPSS instructor (read guinea pig), has been named as next editor of the Journal of Marketing. He has agreed to provide a perspective on his editorship and answer a few questions from ISBM Newsletter readers in our next issue.

Our feature this issue is from Ralph Oliva, reflecting on the most recent ISBM Trends studies. The title of his article provides a challenge to all of us: "It All Starts with a Deeper Understanding of Customer Value." Ralph challenges us to address this question, integrating it into our research priorities and those of our students.

We look forward to seeing a bunch of you in San Diego in August!

All the best.

Gary and Raj

Gary L. Lilien

Research Director
Institute for the Study of Business Markets

Raj Grewal

Assistant Research Director
Institute for the Study of Business Markets

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Ask the Editor: B-to-B Questions for JM Editor Kohli



Ajay Kohli

Professor Ajay Kohli, the Isaac Stiles Hopkins Chair in Marketing at Emory University assumes the editorship of the Editor of the Journal of Marketing on July 1, 2008. We plan to feature Professor Kohli's perspective on his JM editorship in the next issue of the Quarterly Academic Newsletter. He has also agreed to answer a few questions from B-to-B marketing academics and also include those responses to these questions in that issue.

If you have a question that you would like Professor Kohli to address, please send it to rug2@psu.edu no later than June 30, 2008. We will consolidate those questions and pass them on to Professor Kohli.

Raj Grewal

Assistant Research Director
Institute for the Study of Business Markets

Have You Registered?

ISBM Academic Conference 2008: Advances in B-to-B Marketing

The Institute for the Study of Business Markets (ISBM) will be hosting its Biennial Academic Conference on August 6-7, 2008 (immediately preceding the Summer AMA Educator's Conference) in San Diego, CA. The venue is the brand new business facility at the Rady School of Management, University of California at San Diego; the conference will begin at noon on the 6th and continue through Thursday evening on the 7th to coordinate with the beginning of the AMA conference. The conference objectives are to:

- Develop new ideas and new ways to address the most pressing issues at the interface of the B-to-B academic and practitioner communities
- Generate new research approaches and ideas
- Provide a forum for interaction amongst the world's leading B-to-B researchers

The conference sessions and speakers are included in this newsletter; conference registration and other details can be downloaded from the ISBM website at <http://www.smeal.psu.edu/isbm/seminars/events/aca08.html>.

Register Today! For any questions contact the conference coordinator, Lori Nicolini at LNicolini@psu.edu.



Rady School

ISBM Academic Conference Agenda 2008 Tentative Schedule

Wednesday, August 6, 2008

11:00AM - 12:30PM	Registration
12:00PM - 2:00PM	Lunch/Welcome Reception
2:00PM - 3:30PM	Concurrent Sessions
	Strategic Marketing Issues at the Intersection of Marketing and Emerging Technologies (Session Chair, Raji Srinivasan)
	Towards a Predictive Model of Technological Evolution and Disruption (Gerard J. Tellis, University of Southern California, Ashish Sood, Emory University, Gareth M. James, University of Southern California, Ji Zhu, University of Michigan)
	As Seen In TVs: Exploring the Performance Impact of Being at the Technological Frontier (Rajesh Chandy, Prokriti Mukherji, Madhu Viswanathan, and Om Narasimhan, University of Minnesota)
	Product Model Exits in the Early Years of a Converging Market (Raji Srinivasan, University of Texas, Austin)
	Marketing Communications (Session Chair, Srinath Gopalakrishna)
	Visiting Motives and Behavior at Trade Shows: The Role of Process - and Product Complexity (Michael Betz and Christian Schmitz, University of St.Gallen)
	Evaluating Online Corporate Communication: Issues and Challenges (Angela Hausman, Xavier University and R. Dale Wilson, Michigan State University)
	OEM Perceptions and Behavior towards Supplier Brand Strength (Stefan Worm and Rajendra Srivastava, Emory University)
	Exploring the Dynamics of Trade Show Effectiveness (Srinath Gopalakrishna and Shrihari Sridhar, University of Missouri)
	Relationship Marketing 1 (Session Chairs, Peter Naude and Ibrahim Abosag)
	On the Use of Component Variables for Studying Relational Constructs with the B2B Setting (Brent Baker, University of South Florida)

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ISBM PH.D. SEMINAR SERIES (IPSS) UPDATE - MAY 2008



Rajdeep Grewal

in making IPSS a success.

This semester marks the end of the second year of IPSS. We have offered seven courses thus far and have had extremely positive feedback from all the students. On behalf of the students and the BtoB community as a whole, I would like to thank the instructors for all their efforts

As we embark on our third year, our plan is to re-offer most of the courses offered over the first two years and make a few additions and modifications. Our first IPSS course in the Fall of 2006 was Theory Construction, taught by Prof Ajay Kohli. We will not be offering that course this coming year, as Prof Kohli's duties as the new editor of the Journal of Marketing prohibit that level of involvement. Instead we will be offering a "Pro-Seminar"—a sequence of 1-2 session modules taught by faculty that offer IPSS courses and several of those on our advisory board; Prof. Kohli will be one of the Pro-Seminar instructors.

This Fall we will also be offering a new course, Organizing Buying Behavior and Market Design, co-taught by Prof.'s Sandy Jap and Wesley Johnston.

We will have complete details of our Fall offerings in the next issue of the newsletter, so stay tuned as IPSS enters its third year.

Again, thanks to all!

Raj Grewal

Assistant Research Director

August 6 - 7, 2008



Rady School

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San Diego
Rady School of
Management
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La Jolla, CA 92093-0553
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ISBM Academic Conference Agenda 2008 Tentative Schedule

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Supplier Status Matters: Identifying the Supplier Status as a Source of Heterogeneity in Business Relationships (Andreas Eggert, University of Paderborn, Wolfgang Ulaga, HEC School of Management Paris, and Franziska Schultz, University of Paderborn)

Integrating value for customer into strategic cost management: a framework for managing project-based relationships (Antonella Carù, SDA– Bocconi School of Management, Antonella Cugini, Padua University, and Fabrizio Zerbini, Bocconi University)

Understanding the Role of Interpersonal Liking in Segmenting Existing Business Relationships (Ibrahim Abosag and Peter Naudé, Manchester Business School)

3:30PM - 4:00PM

Break

4:00PM - 5:30PM

Concurrent Sessions

Business (B2B) Marketing Meets Design (Session Chairs, Gursel Ilipinar and Ian Parkman)

Profiting From Expertise: A Knowledge-Based View of Design Information in New Product Development (Ian Parkman, University of Oregon)

The Integration of Users and Suppliers in Product Design: A Comparison Between Off-Line and On-Line Companies (Giulia Calabretta, Jordi Montaña, and Oriol Iglesias ESADE Business School)

How Private Labels Can Compete with National Brands Through Packaging Design (Gursel, Ilipinar, ESADE Business School)

Discussion Panel on Design

Relationship Marketing 2 (Session Chair, Brent Baker)

Analyzing the impact of attribute performance and critical incidents on customer satisfaction in business-to-business relationships: A semi-parametric approach (Klaus Backhaus and Maik Eisenbeiss, University of Muenster)

Loyalty and Commitment Dimensions in B2B Relationships: An empirical investigation on loyalty (Erzsébet Hetesi and Gábor Rekettye, University of Szeged)

The Effects of Relationship Value and Switching Costs on the Search for Alternatives in Business-to-Business Relationships (Samy Saab and Michael Ehret, Freie Universität Berlin)

Relationship Orientation's Influence on Job Satisfaction and Perceived Job Performance for Boundary Spanning Personnel (Brent Baker, University of South Florida)

ISBM Ph.D. Student Research (Session Chair, Raj Grewal)

Change Management and Organizational Innovation Perspectives on Business Process Offshoring (Anindita, Chakravarty, Alka Citrin, and Rajdeep Grewal, Penn State)

Managing Marketing Channel Satisfaction Magnitude and Uncertainty in Foreign Markets: The Case of Multinational Corporations (Mahima Hada, Rajdeep Grewal, and Murali Chandrashekar, Penn State)

The 70 Percent Issue: Why Salespersons do no Follow-up Most Marketing Leads (Gaurav Sabnis, Sharmila Chatterjee, Rajdeep Grewal, and Gary L. Lilien, Penn State)

Regional Issues in B-to-B Markets (Session Chair, Robert Spencer)

Business-to-Business Marketing in Natural Resources-based Regional Clusters in Chile: Cooperation, Alliances, or Competition? (Christian Felzensztein, Universidad Adolfo Ibáñez)

Ingredient branding of Industrial Goods - A case study of two distinct different automotive suppliers (Waldemar Pfürtsch, CEIBS China Europe International Business School Shanghai, Johannes Rid, Kaeser Compressors, and Christian Linder, Pforzheim University)

Quality, Satisfaction and Loyalty in BtoB Relationships: and Empirical Study of the Electric Power Industry (Aurea Helena Puga Ribeiro, FUNDAÇÃO DOM CABRAL, Luciano José de Oliveira, CEMIG / FUMEC, Cid Gonçalves Filho, Fumec University, and Gustavo Quiroga Souki, Fumec University)

Rethinking the Role of "Intermediaries" in International Business Markets (Robert Spencer, Euromed Ecole de Management, Torben Damgaard, University of Southern Denmark, and Lars Hallén, Mid-Sweden University)

5:30PM - 7:30PM

Evening Reception

Thursday, August 7, 2008

7:00AM - 8:30AM

Registration and Continental Breakfast

8:30AM - 10:00AM

Concurrent Sessions

Managing the Partner Gap: New Advances in Interorganizational Relationship Research (Session Chair, Sandy Jap)

Opportunities in Business-to-Business Research: Embracing the Complexity (Lisa K. Scheer and Donald J. Lund, University of Missouri)

Licensing Exchange - Insights from the Biopharmaceutical Industry (Stefan Wuys, Tilburg University, The Netherlands and Shantanu Dutta, University of Southern California)

Institutional Roles in New Product Alliances (Alok Kumar, The University of Texas at Austin, Aric Rindfleisch, University of Wisconsin-Madison, and Jan B. Heide, University of Wisconsin)

The Consequences and Boundaries of Incoherence in Buyer-Supplier Relationships (Qiong Wang, Penn State, Ujwal Kayande, Penn State, and Sandy Jap, Emory University)

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ISBM Academic Conference Agenda 2008 *continued from page 3*

Tentative Schedule

Innovation 1 (Session Chair, Abbie Griffin)

Need Title (Multinational corporations have been playing a major role in creating and diffusing innovations across national borders. (Andreas B. Eisengerich, Imperial College London, Gerard J. Tellis, University of Southern California, Jaideep C. Prabhu, Imperial College London, and Rajesh K. Chandy, University of Minnesota)

New Product Creativity and Performance: An Absorptive Capacity Explanation (Pelin Bicen and Bob McDonald, Texas Tech University)

Innovation Politics: How Serial Innovators Gain Organizational Acceptance for Breakthrough New Products (Abbie Griffin, University of Utah, Raymond L. Price, Bruce A. Vojak, and Nathan Hoffmann, University of Illinois at Urbana-Champaign)

Organizing Marketing and Sales in B2B – Managing the Dispersion of Marketing and Sales Activities in B2B Firms (Session Chair, Michael Kleinaltenkamp)

From Goods-Based to Service-Based Business Models - Conceptual Foundations, Managerial Challenges, and Migration Paths (Olaf Plötner, European School of Management and Technology and Michael Ehret, Freie Universitaet Berlin)

Delineation of the Tensions Between Marketing and Sales: Compromise or Reconciliation (Robert E. Spekman, University of Virginia)

Leadership of Salespeople When the Sales Role is Dispersed (John Wilkinson, University of South Australia, Adelaide)

Identifying Value and Its Creation Across Extended Networks (Roger Baxter, Auckland University of Technology)

Identification and Categorization of Marketing and Sales Activities in Business-to-Business (Michael Kleinaltenkamp, Freie Universitaet Berlin and Frank Höreth, SEW-EURODRIVE GmbH & Co KG)

10:00AM - 10:30AM

Break

10:30AM - 12:00PM

Concurrent Sessions

New Theoretical Perspectives to B2B Relationships (Session Chair, Rob Palmatier)

Speakers to Include:

Rajiv Dant, The University of Oklahoma

Jean Johnson, Washington State University

Rob Palmatier, University of Washington

New Methods in Business Marketing (Session Chair, V. Kumar)

Relationship Network Effects on Innovation: Strategies for Leveraging Network Position (Abbie Griffin, University of Utah, Eric Fang, University of Delaware, and Robert W. Palmatier, University of Washington)

A New Hierarchical Bayesian Regression Model For Cross Sectional Data: An Application in Examining the Drivers of Perceived Value (Duncan K. H. Fong, Wayne S. DeSarbo, and Peter Ebbes, Penn State)

Assessing the Effect of Marketing Contacts on Strength of the Customer Relationship: A Hidden Markov Modeling Approach (V. Kumar, University of Connecticut, S. Sriram, Anita Man Luo, and Pradeep Chintagunta)

Customer Management (Session Chair, Thomas Ritter)

Make Sure it Doesn't Happen Again! Investing Expectations of Manufacturing Companies Regarding Compliant Resolution Management (Stephan C. Henneberg, Thorsten Gruber, Bahar Ashnai, and Peter Naudé, The University of Manchester, and Alexander Reppel, University of London)

If customers get active - Effects of Inbound Marketing to the repurchase intention (Dirk Zupancic and Alexander Schagen, University of St. Gallen, Switzerland)

Using Customer Asset Management to Manage Risks on Two Levels - Customer Relationship and Customer Base (Suvi Nenonen, Hanken Swedish School of Economics and Business and Kaj Storbacka, Nyenrode Business University)

Customer Account Alignment: Concept and Managerial Implications (Thomas Ritter, Copenhagen Business School and Henrik Andersen, Andersen & Partners)

Strategy (Session Chair, Waldemar Pförtsch)

Sales Driven Company: Internal Prerequisites, Competencies and Performance Consequences (Dirk Zupancic, Silke Mühlmeier, and Alexander Schagen, University of St. Gallen, Switzerland,)

Firm Responsiveness and Systematic Risk (M.A. Zaka, Nyenrode Business University)

From goods-based to service-based business models - Conceptual foundations, managerial challenges and migration paths (Michael Ehret, Freie Universität Berlin and Olaf Plötner European School of Management and Technology)

Building Ingredient Brand Equity: Why both consumer markets and business markets matter (Waldemar Pförtsch, CEIBS China Europe International Business School, Christian Linder, Pforzheim University, and Jennifer Chandler, University of Hawaii at Manoa)

12:00PM - 1:30PM

Lunch

1:30PM - 3:00PM

Concurrent Sessions

Meet the Editors - Specialized Journals (Session Chair, Wesley Johnston)

Moderator: Danny Bellenger, Georgia State University.

Journals to Include:

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It All Starts with Deeper Customer Understanding: A Call to Researchers



Ralph Oliva

A key focus for Business-to-Business researchers and practitioners of the rest of the decade will be bringing new tools, techniques and approaches for deeper understanding of customer needs

– and the opportunities to create new value – to their firms. B-to-B marketers are encouraged to help their firms explore both the “right brain” as well as “left brain” sides of the customer needs picture.

Triggered by an original request from Hewlett-Packard, in 1999, the ISBM surveys business marketers and B-to-B academic researchers every two years. ISBM asks them to identify the most critical challenges marketers will encounter, the capabilities needed to overcome them, and which firms

surfaced as having achieved benchmark performance in the areas identified.

Previously, the study involved an anecdotal research approach, with scores of responses being reviewed, key ideas being gathered into trends “clusters” and seminal “quotes” describing each trend identified. In the fourth quarter of 2007, the ISBM launched the sixth round of the trends study, and added to its depth and breadth through the addition of a quantitative phase. The anecdotal data from the first round was clustered into 21 “trial edition” trends, which then became part of a quantitative survey across ISBM researchers, and practitioner members. With 399 responses, the survey this year provides more robustness in understanding the trends themselves, and particularly in clarifying which trends are most important for ISBM members and researchers to focus on as we move through the end of the decade.

Results of the exclusive study cite seven critical issues for marketers through 2010:

1. Understanding deep customer needs in new ways.
2. Identifying new opportunities for organic business growth.
3. Improving value management techniques and tools.
4. Calculating better marketing performance and accountability metrics.
5. Competing and growing in global markets, particularly China.
6. Countering the threat of product and service commoditization by bringing innovative offerings to market faster, and moving to more competitive business models.
7. Convincing C-level executives to

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ISBM Academic Conference Agenda 2008 Tentative Schedule

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Industrial Marketing Management (Peter LaPlaca, University of Hartford)

Journal of Business Marketing Management (JBM) (Michael Kleinaltenkamp, Freie Universitaet Berlin)

Journal of Business-to-Business Marketing (JBBM) (David Lichtenthal, Baruch College)

Industrial Marketing and Purchasing Journal (David Ford, University of Bath)

Journal of Supply Chain Management (Fynn Winstra)

Journal of Business and Industrial Marketing (Wesley Johnson, Georgia State University)

Innovations 2 (Session Chair, Debra Zahay)

Exploring Product Grafting as an Innovation Option (Sreedhar Madhavaram, Cleveland State University, Vishag Badrinarayanan, Texas State University-San Marcos, and Robert E. McDonald, Texas Tech University)

A Proposed Research Agenda for New Product Forecasting (Kenneth Kahn, Purdue University)

Business-to-Business Relationships as the New Settings for R&D in the International Upstream Petroleum Industry (John Finch, Strathclyde Business School)

Exploring Information Use in Detail in the New Product Development Process (Debra Zahay, Northern Illinois University, Abbie Griffin, University of Utah, and Elisa Fredericks, Northern Illinois University)

Investigating Open Innovation: Lessons from Open Source Software (Session Chairs, Aric Rindfleisch and Matthew O'Hern)

Voice of the User: A Study of Community Participation in Open Source Product Development (Girish Mallapragada, University of North Carolina, Chapel Hill)

Open to the Core: An Examination of the Drivers of New Product Development Performance in Open NPD Teams (Matthew O'Hern, University of Wisconsin – Madison)

Delineating a Pragmatic Approach to Product Design in Open Source Software (Raghu Garud, Penn State, Sanjay Jain, University of Wisconsin-Madison, and Phillipp Tuertscher, Vienna University of Economics and Business Administration)

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ISBM Academic Conference Agenda 2008 *continued from page 5*
Tentative Schedule

Topics in B-to-B Marketing (Session Chair, Wolfgang Ulaga)

Learning from Single Transactions - Knowledge Transfer and Knowledge Utilization in the Business-to-Business Sector (Michael Kleinaltenkamp and Ilka Griese, Freie Universitat Berlin)

Dealing with Transportation Costs in the EOQ: Impacts on Overall Costs and Logistics Cost (Gregory W. Kellar, Wright State University and Michael Preis, University of Illinois at Urbana-Champaign)

Drivers of Profitability in Industrial Services: A Framework and Research Propositions (Wolfgang Ulaga, HEC School of Management Paris and Werner Reinartz, University of Cologne)

3:00PM - 3:30PM

Break

3:30PM - 5:00PM

Concurrent Sessions

Meet the Editors - General Journals (Session Chair, Gary Lilien)

Journals to Include:

Journal of Marketing Research (JMR) (Joel Huber, Duke University)

Marketing Science (Eric Bradlow, University of Pennsylvania)

Journal of Marketing (JM) (Ajay Kohli, Emory University)

Journal of Product Innovation Management (JPIM) (Abbie Griffin, University of Utah)

Channels (Session Chair, Alberto Sa Vinhas)

Electronic Channel Affiliates: Analysis of Host Site Control Processes (David Gilliland, John M. Rudd, Aston University)

Spheres of Influence in Channel Relationship (Donald J. Lund, University of Missouri)

Relationship between Fairness, Dependence Structures and Market Performance (Tianjiao Qiu, California State University, Long Beach and William Qualls, University of Illinois at Urbana-Champaign)

Managing Intra and Inter-Brand Competition in B2B Distribution Channels (Alberto Sa Vinhas, Emory University, Richard Gibbs, Distributions Channel Manager, and *Erin Anderson, INSEAD)

Sales (Session Chair, Alfred Pelham)

Managing the Changing Marketing-Sales Interface (Wim Biemans, University of Groningen, The Netherlands, Maja Makovec Brencic, University of Ljubljana, Slovenia, and Avinash Malshe, University of St Thomas)

Antecedents and Mediators of Cross-Selling Success (Oliver Malms and Christian Schmitz, University of St. Gallen)

Of B-to-B Sales Strategies, Deliberate and Emergent (Dirk Zupancic and Andreas Pracht, University of St. Gallen)

The Influence of Sales Training Content and Salesperson Evaluation on Salesperson Adaptive Selling, Customer Orientation, Listening, and Consulting Behaviors (Alfred M. Pelham and Pamela Kravitz, The College of New Jersey)

REGISTRATION FORM

Please print or type the following information

NAME: _____

ACADEMIC POSITION/TITLE: _____

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Are you registering as: Ph.D. Student Professor

If student, in which year did you begin your Ph.D. Program? _____

Please include information about dietary restrictions and/or food allergies:

Please specify any assistance needed to attend this conference: _____

Early Registration Fee: Faculty \$375.00 USD; Ph.D. Students \$190.00 USD
(before June 16, 2008)

Faculty \$425.00 USD; Ph.D. Students \$240.00 USD

It All Starts with Deeper Customer Understanding: A Call to Researchers *continued from page 5*

embrace the marketing concept and support robust marketing programs.

The top seven trends point to key fundamentals of the marketing discipline. As the experts tell it, overcoming those challenges requires significant innovation in products and services along with new strategic business models.

Meeting the first challenge of better understanding customers, for example, requires deeply probing the individual and organizational behaviors and the emotions influencing business buying decisions. Innovative study designs must reach “beyond traditional market research [to] inherent product and process understanding,” a respondent said.

The second trend calls marketers to step up to address bringing new their firms new drivers for organic growth. One respondent went as far as to say “If marketers don’t see a direct line between themselves and top line growth for their firm, they’re in danger of becoming irrelevant.” Looking for new markets, adjacencies, driving the new offering realization processes, engineering new alliances – all were mentioned as ways to bring new growth generating tools and techniques to business-to-business firms.

Importantly, the third trend engages marketers to bring new tools and techniques for understanding, creating, managing, delivering, and harvesting value to their firm. An important and recent outcome of ISBM research, the new book *Value Merchants* by Profs. James Anderson, Nirmalya Kumar James Narus, (Harvard Business School Press, 2007) and, provides a step-by-step approach for better quantifying, demonstrating, documenting, and harvesting value. The centerpiece of our recent ISBM members meeting (February 26-27) in Tampa, the book – and the meeting – features an important new process look at customer value management, and nine cases on how to

implement this new process – past the real obstacles marketers will often find in the field.

The need for better marketing metrics, the fourth marketing trend, includes better predictive measures for innovation projects at each development stage. The need becomes ever more urgent as marketers confront global competitors in foreign and domestic markets—the fifth most critical B2B challenge.

New product development and investing in the right development projects and platforms hinges on a sound development plan—the key to meeting challenge number six and avoiding product commoditization in the marketplace, ISBM’s expert respondents insist. One called for “disciplined processes [for] portfolio management and developing consensus in a decentralized organization quickly,” for example. Said another, “Marketers must become the ‘networked champions of innovation.’”

Finally, leading B2B marketers know that successful new product development is a powerful tool for “marketing the marketing function” to top management: the seventh challenge of winning the admiration, investments, and “seat at the corporate table” marketers need to serve their organizations best.

Challenges for Academic Researchers:

The ISBM “Trends 2010” study points to several important areas where new knowledge and new methods are needed. First and foremost is the headline topic: a deeper understanding of customer needs. BtoB customers are NOT consumers; they are those individuals either employed by a firm or who influence the firm’s decision; hence, it is challenging even to articulate what the need of a (BtoB) customer means. New tools for the discernment of current and future customer needs that go beyond what individuals can articulate are clearly needed. And new empirical studies that

quantify and track what those needs are and where supplier firms might create value are needed as well. Better tools in this area should help firms understand the powerful “second derivative” of innovation and enable them to better plumb the depths of both tangible needs, as well as the emotional and more “right brain” needs of customer buying teams.

The other trends I have outlined generate important research questions as well, questions that call for a rigorous, academic treatment. I hope the academic community agrees and will take up the Challenges these trends provide - to conduct relevant research with rigor – that lies at the core of the ISBM mission.

For more information about the ISBM B-to-B Marketing Trends 2010 Study, contact Ralph A. Oliva, ISBM Executive Director, at roliva@psu.edu.

Ralph A. Oliva
Executive Director
Institute for the Study of Business Markets

COMMENTS... IDEAS...

We would love to hear from you. If you wish to comment on this article (or have thoughts for future articles), please pass them on. Your suggestions will make the newsletter better and more responsive to your needs. Please email your correspondence to:

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