ISBM Academic Conference 2010:
Advances in Business-to-Business Marketing
Conference Schedule

Harvard Business School
Soldiers Field, Hawes Hall
Boston, Massachusetts, USA

Wednesday, August 11, 2010

11:00AM - 5:00PM
Registration

12:00PM - 1:15PM
Welcome and Lunch (PhD Camp and Academic Conference)

1:15PM – 1:30PM
Welcome (Das Narayandas and Thomas Steenburgh, Harvard Business School)

1:30PM – 2:00PM
Welcome and Conference Overview (Gary Lilien, ISBM, Penn State)

2:00PM - 3:30PM
Concurrent Sessions

WC1
Relationships (Session Chair, Thomas Ritter)

WC1.1
- Return on Soft-Service Facets: The Role of Operant Resources in Technology Assimilation, and Their Relationship Quality Effects (Anthony deLeon, Golden Gate University and Sharmila C. Chatterjee, MIT Sloan School of Management)

WC1.2
- Motives Underlying Interfirm Relationships and Survival: A Longitudinal Approach (Claude Obadia, Advancia Negocia, Paris, and Irena Vida, University of Ljubljana)

WC1.3
- Antecedents of Customer Relationship Termination (Jens Geersbro and Thomas Ritter, Copenhagen Business School, Paul Schur)

WC2
Interfirm Issues (Session Chair, Kersi D. Anitia)

WC2.1
- Let the Right One In: Spill-Over Effects of New Members in Strategic Service Alliances (Nancy Wunderlich and Anne Scherer, Technische Universitat Munchen)

WC2.2
- The Role of Economic Rent and Supervision in Distribution Channels (Mrinal Ghosh, University of Arizona, Desmond Lo, Santa Clara University, and Francine Lafontaine, University of Michigan)

WC2.3
- Selling Value in Distribution Channels: Who Add Value To? (Wei Guan and Jakob Rehme, Linkopings Universitet)

WC2.4
- Customer Identification in Marketing Alliances: Does it Matter Whom They Identify With? (Kersi D. Anitia, University of
2:00PM - 3:30PM

**WC3**  Sales Issues I (Session Chair, R. Dale Wilson)  Hawes 101

**WC3.1**
- The Interactive Effects of Sales on Customer-Directed Sales Behaviors (Guangping Wang, Penn State-Great Valley, Xiaojin Ma, Jilin University, China, Wenyu Dou and Nan Zhou, City University of Hong Kong)

**WC3.2**
- Quality Perceptions (or Misperceptions?) and Their Effects on B2B Truck Sales (R. Dale Wilson and Roger J. Calantone, Michigan State University)

**WC4**  Channels (Session Chair, Nermin Eyuboglu)  Hawes 102

**WC4.1**
- Does New Product Typology Moderate the Technology Substitution to Readiness-to-Design Relationship in New High-tech Product Development Process (Saji K.B. Nair and Shashi Shekhar Mishra, Indian Institute of Management, Lucknow, India)

**WC4.2**
- Marketing Communication Channels for Capital Goods in Entrepreneurial SMEs: Impact of Web Communication on Interaction with Customers (Paivi Talonen and Olavi Uusitalo, Tampere University of Technology)

**WC4.3**
- Typology of Marketing Channels (Nermin Eyuboglu, Sertan Kabadayi and Andreas Buja, Baruch College)

3:30PM - 4:00PM

**Networking Break**  Hawes 2nd Floor

4:00PM - 5:30PM

**Concurrent Sessions**

**WD1**  Emerging Issues in B2B Marketing (Session Chair, R. Dale Wilson)  Aldrich 012

**WD1.1**
- The Structure and Evolution of Business-to-Business Marketing (Kai Lugger, Matthias Koch, and Klaus Backhaus, University of Muenster)

**WD1.2**
- Moving From Product Distribution Channels to Service Delivery Networks (Judy Zolkiewski and Steven Moxey, Manchester Business School)

**WD1.3**
- Does Redress Environment Mediate the Impact of Causal Attributions on Dealers’ Exit Intention (David Vidal, Inseec Business School)

**WD1.4**
- Using Trade Show Information to Enhance Company Success: An Empirical Investigation (R. Dale Wilson, Michigan State University, Harriette Bettis-Outland, University of West
ISBM Academic Conference 2010: Advances in B-to-B Marketing

Conference Schedule

Florida, and Wesley J. Johnston, Georgia State University)

4:00PM - 5:30PM  WD2  Multi-Stage Marketing (Session Chair, Michael Kleinaltenkamp)  Hawes 202
(continued)

WD2.1  Customer Orientation in a Multi-Stage Marketing Setting (Matthias Classen, Michael Kleinaltenkamp, and Doreen Pick, Freie Universitaet Berlin)

WD2.2  Commitment in Multi-Stage Customer Relationships (Andreas Fischer and Michael Kleinaltenkamp, Freie Universitaet Berlin)

WD2.3  Understanding the Market Performance Outcomes of Component Supplier Brand Strength (Stefan Worm, HEC Paris - School of Management and Rajendra Srivastava, Singapore Management University)

WD2.4  A New Wool Marketing Model: Exploring the Development of a New World Value Chain (David Gregory and Rohan Miller, The University of Sydney)

WD3  Strategic Issues in B-to-B (Session Chair, William Zahn)  Hawes 203

WD3.1  Configuration Theory and Business Relationships (Ghasem Zaefarian, Stephan C. Henneberg, and Peter Naude, Manchester Business School)

WD3.2  Barriers to Market Formation (Stefanos Mouzas and Gareth Veal, Lancaster University UK)

WD3.3  The Price of Reputation (Martin Nunlee, Delaware State University)

WD3.4  The Paradox of Competition: Increasing Motivation through Challenge and Threat (William Zahn, The University of Houston)

4:00PM - 5:30PM  WD4  Services I (Session Chair, Vinh Lu)  Hawes 101
(continued)

WD4.1  The Impact of Selected Cultural Dimensionals on International Services Vendors Selection Criteria: An Exploratory Investigation (Jerrold A. Van Winter, Hood College, and Marilyn Liebrenz-Himes, George Washington University)

WD4.2  Challenges in Purchasing of Innovative B2B Products (Toni Mikkola and Olavi Uusitalo, Tampere University of Technology)

WD4.3  Determinants and Consequences of Contractual-Based Governance in Cross-Border B2B Service Relationships (Vinh Lu, Australian National University)
4:00PM - 5:30PM

WD5 Governance (Session Chair, Alberto M. Sa Vinhas) Hawes 102

WD5.1
- **Antecedents and Performance Impact of Governance Mechanisms in Nascent Enterprises** (Manish Kacker, McMaster University, Gerrit H. van Bruggen, Rotterdam School of Management, and Anne T. Coughlan, Northwestern University)

WD5.2
- **Governance Mechanisms and Price Level: An Empirical Study in Vertical Business-to-Business Relationships** (Bjorn Ivens and Katharina Guese, University of Bamberg and Catherine Pardo, EMLYON Graduate School of Business)

WD5.3
- **Performance Measures Used in Strategic Decision-Making Under Governance Structures** (Quamrul Islam, Kingston Business School)

WD5.4
- **Channel Control, Competition, and Outcomes in Dual Distribution Systems** (Alberto M. Sa Vinhas, Washington State University, Vancouver)

WD6 B-to-B Marketing Strategies (Session Chair, Kersi Anitia) Aldrich 112

WD6.1
- **A Three-Dimensional Approach to Market Segmentation for B-to-B Sales Force Management** (Yihui (Elina) Tang and Murali Mantrala, University of Missouri)

WD6.2
- **How Strategy Development and Implementation Capabilities Affect Firm Performance: Non-linear Effects and Contingencies** (Adele J. Huber, and Alexander Haas, University of Graz)

WD6.3
- **Dispute Initiation, Resolution, and Performance Outcomes in Franchise Relationships** (Vivian (Xu) Zheng and Kersi Anitia, University of Wisconsin and Gary Frazier, University of Southern California)

WD6.4
- **Bankruptcy-Related Externalities in Franchisor-Franchisee Relationships** (Sudha Mani, University of Texas at Arlington and Kersi Anitia, University of Wisconsin)

5:30PM - 7:00PM

Networking Reception (PhD Camp and Academic Conference) Spangler - Williams

Dinner on own
### Conference Schedule

**Thursday, August 12, 2010**

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<tr>
<th>Time</th>
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<td>7:30AM – 8:30AM</td>
<td>Continental Breakfast</td>
<td>Hawes 2nd Floor</td>
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<tr>
<td>8:00AM - 3:00PM</td>
<td>Registration</td>
<td>Hawes 2nd Floor</td>
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<tr>
<td>8:30AM - 10:00AM</td>
<td>Concurrent Sessions</td>
<td>Hawes 201</td>
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<tr>
<td>TA1</td>
<td><strong>Trade Show Effectiveness: Putting Science Behind the Sizzle</strong> (Session Chair, Srinath Gopalakrishna)</td>
<td>Hawes 201</td>
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<tr>
<td>TA1.1</td>
<td>• Shrihari Sridhar, Michigan State University</td>
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<td>TA1.2</td>
<td>• Clay Voorhees, Michigan State University</td>
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<td>TA1.3</td>
<td>• Skip Cox, Exhibit Surveys, Inc.</td>
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<td>TA1.4</td>
<td>• David Rich, George P. Johnson</td>
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<td>TA1.5</td>
<td>• Srinath Gopalakrishna, University of Missouri</td>
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<tr>
<td>TA2</td>
<td><strong>B2B Structure and Concepts</strong> (Session Chair, Robert Thomas)</td>
<td>Hawes 202</td>
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<tr>
<td>TA2.1</td>
<td>• <em>Re-Conceptualizing Business Exchange</em> (Jens Geersbro and Thomas Ritter, Copenhagen Business School)</td>
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<td>TA2.2</td>
<td>• <em>Control and Performance: A Meta-Analysis</em> (Manoshi Samaraweera and Steven P. Brown, University of Houston)</td>
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<td>TA2.3</td>
<td>• <em>Buying Centers Metrics</em> (Robert Thomas, Georgetown University)</td>
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<tr>
<td>TA3</td>
<td><strong>Sales Issues II</strong> (Session Chair, Gaurav Sabnis)</td>
<td>Hawes 203</td>
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<tr>
<td>TA3.1</td>
<td>• <em>Inter-Firm Adaptation: An Ambidextrous Perspective</em> (Binh H. Nguyen, Oklahoma State University)</td>
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<td>TA3.2</td>
<td>• <em>The Impact and Role of the Sales Function on the Lean Enterprises</em> (Beata Kollberg, D. Kindström, and Jakob Rehme, Linköpings University, and T. Brashear, University of Massachusetts)</td>
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<td>TA3.3</td>
<td>• <em>The Effect of Formal and Informal Communication on Sales Information Transmission: The Moderating Role of Competitive Climate</em> (Christine (Jau-Shyuam) Lai, ESSEC Business School)</td>
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<td>TA3.4</td>
<td>• <em>The Sales Lead Black Hole: On Sales Follow-Up of Marketing Leads</em> (Gaurav Sabnis, Rajdeep Grewal, Gary L. Lilien, Penn State, and Sharmilia C. Chatterjee, MIT Sloan School of Business)</td>
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</table>
8:30AM – 10:00AM  
TA4  Contemporary Research Issues in Franchising  
(Session Chair, John R. (Jack) Nevin)  
Hawes 101

TA4.1  
- The Missing Link in Franchising Research: The Customer Perspective  
  (Rajiv Dant, University of Oklahoma and Marko Grunhagen, Eastern Illinois University)

TA4.2  
- Identity in Franchise Systems: The Role of Franchisee Associations  
  (Benjamin Lawrence and Patrick Kaufmann, Boston University)

TA4.3  
- A Model of Franchise Performance: The Role of Franchisee Monitoring, Goal Congruence, and Relational Norms  
  (James R. Brown, West Virginia University, Scott Weaven, Griffith University, Rajiv Dant, University of Oklahoma, and Jody Crosno, West Virginia University)

TA4.4  
- Session Chair and Moderator  
  (John R. (Jack) Nevin, University of Wisconsin)

TA5  Decision Making in B-to-B  
(Session Chair, Linda Kester)  
Hawes 102

TA5.1  
- Integrated Solutions in the Financial Industry: SME Customers’ Perceptions on One-Stop-Shopping  
  (Irinja Maenpaa, Hanna-Riikka Kuokkala, and Olavi Uusitalo, Tampere University of Technology)

TA5.2  
- Explaining the Development of New Offerings in Advertising Industry  
  (Beata Kollberg and Christina Oberg, Linkopings University)

TA5.3  
- The Role of Signaling in Business Professional Service Choice Process  
  (Kristina Maiksteniene, ISM University of Management and Economics)

TA5.4  
- An Initial Test of a Portfolio Decision-Making Effectiveness Model  
  (Linda Kester and Eric Jan Hultink, Delft University of Technology, and Abbie Griffin, University of Utah)

TA6  Networks I  
(Session Chair, Bjorn Ivens)  
Aldrich 112

TA6.1  
- Value Creation Processes and Network Configuration in Business Markets - The Case of an Innovation Cluster  
  (Stephan C. Henneberg, Daniela Corsaro, Peter Naude, and Carla Ramos Manchester Business School)

TA6.2  
- The Ethicality of Business Relationships: The Necessity for a Revised Perspective Drawing on the Network Approach  
  (Bjorn Ivens, University of Bamberg and Catherine Pardo, EMYLOM Business School)
10:00AM – 10:30AM  Networking Break  Hawes 2nd Floor

10:30AM – 12:00PM  Concurrent Sessions

TB1  Dark Side Research Issues in Relationship Marketing (Session Chair, Rob Palmatier)  Hawes 201

TB1.1  • An Empirical Examination of the Dark Side of Relationship Marketing Within A Business to Business Context (Brent Baker, University of North Dakota, Rajiv Dant and Hyo Jin (Jean) Jeon, University of Oklahoma)

TB1.2  • The Dark Side Revisited (Sandy Jap, Emory University)

TB1.3  • Bounded Opportunism (Aric Rindfleisch, University of Wisconsin, Diana Robertson, University of Pennsylvania, and Sandy Jap, Emory University)

TB1.4  • Perceived Unfairness: Relationship Poison (Robert Palmatier and Stephen Samaha, University of Washington and Rajiv Dant, University of Oklahoma)

TB2  Advances in Interorganizational Exchange I (Session Chair, Qiong Wang)  Hawes 202

TB2.1  • Session Discussant (Bart Weitz, University of Florida)

TB2.2  • Channel Management: A Knowledge and Capabilities Perspective (Gary Frazier, University of Southern California)

TB2.3  • Price Adjustment Costs and Distribution Channels (Mark Bergen, University of Minnesota, and Sourav Ray, McMaster University)

TB2.4  • The Role of Social Capital in Buyer-Seller Relationships: A Transaction Cost Approach (Qiong Wang, Penn State)

TB3  Marketing Strategy (Session Chair, Mahima Hada)  Hawes 203

TB3.1  • Stock Market Rewards for Customer and Competitor Orientations: The Case of Initial Public Offerings (Alok Saboo and Rajdeep Grewal, Penn State)

TB3.2  • Inter-Firm Market Orientation: A Dyadic Perspective of Market Orientation (Anthony Francescucci, Stephan Henneberg and Peter Naude, Manchester Business School)

TB3.3  • The Performance Implications of Marketing Analytics (Frank German, Gary L. Lilien, and Arvind Rangaswamy, Penn State)

TB3.4  • Supplier-Initiated Referrals: Benefits to the Supplier Firm (Mahima Hada, Gary L. Lilien, and Rajdeep Grewal, Penn State)
10:30AM – 12:00PM  
TB4  Relationships and Responsibility (Session Chair, Frederic Dalsace)  
Hawes 101  

TB4.1  
- An Exploratory Study of Cross-Cultural Working Relationships (John M. Rudd, Aston University and Dawn R. Deeter-Schmelz, Ohio University)  

TB4.2  
- Marketing and Socially Sustainable Supply Chains - The Case of Child Labor (Niklas Myhr, Chapman University)  

TB4.3  
- Managing CSR in Supplier Relationships - Does Practice Follow Best Practices? (Ulf Elg and Jens Hultman, Lund University)  

TB4.4  
- Stickiness Beyond Embeddedness: Understanding the Impact of (Vertical) Relational Rents in (Horizontal) Purchasing Alliances (Frederic Dalsace and Bernard Garrette, HEC Paris and Will Mitchell, Duke University)  

TB5  Networks II (Session Chair, Maciej Mitrega)  
Aldrich 112  

TB5.1  
- The Development of Industrial Buyer-Seller Relationships in a Chinese Context (Anna Kaunonen, Tampere University of Technology, Pia Polsa, HANKEN School of Economics, and Fan Xiucheng, Fudan University)  

TB5.2  
- Path Dependence through Relational Rents in B2B Relationships (Michael Kleintenkamp and Raphael Mallach, Freie Universitaet Berlin)  

TB5.3  
- Solution Profiling: A Multidimensional Approach (Christian Kowalkowski and Daniel Kindstrom, Linkopings University and Fredrik Nordin, Stockholm University)  

TB5.4  
- Dancing with Network-Based Concepts and Relationship-Based Concepts (Maciej Mitrega, Manchester Business School and Jerome M. Katrichis, University of Hartford)  

TB6  Services II (Session Chair, Thomas Dotzel)  
Hawes 102  

TB6.1  
- Service Driven Innovation - The Case of R&D Services in the Biotech Industry (Michael Ehret, Nottingham Business School)  

TB6.2  
- Disentagling the Revenue and Cost Implications of the Service Transition: A Latent Growth Analysis (Andreas Eggert, Jens Hogreve, and Eva Muenkoff University of Paderborn and Wolfgang Ulaga, HEC School of Management)  

TB6.3  
- Determinants and Outcomes of B2B Service Innovations: How are they Different from those of B2C Service Innovations? (Thomas Dotzel, McGill University, Venkatesh Shankar and Leonard L. Berry, Texas A&M University)
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<tr>
<td>12:00PM – 1:30PM</td>
<td>Lunch</td>
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<tr>
<td>1:30PM – 3:00PM</td>
<td>TC1</td>
<td>Meet The Editor (Session Chair, Gary Lilien)</td>
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<td>• <em>Journal of Business and Industrial Marketing (JBIM)</em> (Wesley J. Johnston, Georgia State University)</td>
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<td>• <em>Marketing Science</em> (Gary L. Lilien, Penn State)</td>
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<td>• <em>Journal of Marketing (JM)</em> (Ajay Kohli, Georgia Tech)</td>
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<td>• <em>Journal of Marketing Research (JMR)</em> (Christophe Van den Bulte, University of Pennsylvania)</td>
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<td>• <em>International Journal of Research in Marketing (IJRM)</em> (Sandy Jap, Emory University)</td>
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<td>• <em>Journal of Business-to-Business Marketing (JBBM)</em> (Robert Spekman, University of Virginia)</td>
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<td>• <em>Journal of Business Marketing Management (JBM)</em> (Michael Kleinaltenkamp, Freie Universitaet Berlin)</td>
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<td>• <em>Journal of Product Innovation Management (JPIM)</em> (Abbie Griffin, University of Utah)</td>
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<td>• <em>Journal of Retailing (JR)</em> (Rajiv Dant, The University of Oklahoma and James R. Brown, West Virginia University)</td>
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<td>• <em>Industrial Marketing Management (IMM)</em> (Peter LaPlaca, University of Hartford)</td>
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<td>1:30PM – 3:00PM</td>
<td>TC2</td>
<td>Regional Issues in B-to-B (Session Chair, Stephan C. Henneberg)</td>
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<td></td>
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<td>• The Role of Market Orientation in Relational Capabilities Development and Driving Performances Outcomes: The Case of Russian Industrial (Maria Smirnova and Sergei P. Kouchtch, St. Petersburg State University, Peter Naude, Stephan C. Henneberg, Manchester Business School, and Stefanos Mouzas, Lancaster University Management School)</td>
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<td>• Achieving Efficiency-Effectiveness Balances in B2B Markets Relationships: The Case of Russia (Maria Smirnova, St. Petersburg State University, and Stefanos Mouzas, Lancaster University Management School)</td>
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<td>• Emergence of Innovation Networks: The Case of the Health Cluster Portugal (Carla Ramos, Stephan C. Henneberg, and Peter Naude, Manchester Business School, Catarina Roseira and Carlos Brito, Universidade do Porto)</td>
</tr>
</tbody>
</table>
|               |         | • Marketing - Purchasing Collaboration as a Factor of Firm Performance: Case of Russia (Maria Smirnova, St. Petersburg State University, Stephan C. Henneberg, Bahar Ashnai, and Peter}
### TC3: Advances in Interorganizational Exchange II

**Chair:** Alok Kumar

<table>
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<tr>
<th>Time</th>
<th>Session</th>
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<tr>
<td>1:30PM – 3:00PM</td>
<td><strong>Session Discussant:</strong> New Advances in Interorganizational Exchange (Bart Weitz, University of Florida)</td>
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<tr>
<td>TC3.2</td>
<td><strong>Retail Price Maintenance - Schools of Thought and the Views of Practicing Managers</strong> (Gregory T. Gundlach, University of North Florida, Kenneth Manning and Joseph Cannon, Colorado State)</td>
</tr>
<tr>
<td>TC3.3</td>
<td><strong>Bundling Equipment Sales and Technical Consulting Services in Industrial Markets</strong> (Tirthankar Roy, Iowa State University, Sourav Ray, McMaster University, and Mrinal Ghosh, University of Arizona)</td>
</tr>
<tr>
<td>TC3.4</td>
<td><strong>Hybrid Governance Mechanisms, Ownership Contexts, and Performance Outcomes in Marketing Relationships</strong> (Jan B. Heide, University of Wisconsin-Madison, Kenneth H. Wathne, BI Norwegian School of Management, and Alok Kumar, Penn State)</td>
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### TC4: Networks III

**Chair:** Daniela Corsaro

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<th>Time</th>
<th>Session</th>
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<tr>
<td>1:30PM – 3:00PM</td>
<td><strong>Making Sense of Network Pictures: An Empirical Research of Contextual Factors</strong> (Carla Ramos, Stephan C. Henneberg, and Peter Naude, Manchester Business School)</td>
</tr>
<tr>
<td>TC4.2</td>
<td><strong>The Use of Capital in Networks</strong> (Stefanos Mouzas, Lancaster University, UK)</td>
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<tr>
<td>TC4.3</td>
<td><strong>Clusters vs. Un-clustered Industries: Where Does Coopetition in Marketing Really Matter?</strong> (Christian Felzensztein, Universidad Adolfo Ibanez, Chile)</td>
</tr>
<tr>
<td>TC4.4</td>
<td><strong>Actor Network Picture and Networking Activities in Business Networks: An Exploratory Empirical Study</strong> (Daniela Corsaro, Carla Ramos, Stephan C. Henneberg, and Peter Naude, Manchester Business School)</td>
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### TC5: Channels and Relationships

**Chair:** Ingmar Geiger

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<th>Time</th>
<th>Session</th>
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<tr>
<td>1:30PM – 3:00PM</td>
<td><strong>An Industrial Ecological Approach to Dematerialization in Marketing Channels</strong> (Jody L. Crosno and Annie Peng Cui, West Virginia University)</td>
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<tr>
<td>TC5.2</td>
<td><strong>Developing Effective Distributors: The Role of Industrial Distributors in Strategic Implementation in Indian Industries</strong> (Nirmalya Bandyopadhyay, Goa Institute of Management, India)</td>
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Conference Schedule

TC5.3
- The Role of Incentives on Distributor Performance: An Indian Perspective (Ronika Chakrabarti, Lancaster University)

TC5.4
- Commitment in Industrial Buyer-Seller Relationships (Ingmar Geiger and Michael Kleinaltenkamp, Freie Universitaet Berlin, Yeon-Hee Lee, POSTECH, and Samy Saab, DB Schenker Rail GmbH)

1:30PM – 3:00PM
TC6 Solutions (Session Chair, Stefan Worm) Hawes 102

TC6.1
- The Impact and Anatomy of Market Signals on the Strategic Choices of an Innovator Company (Olavi Uusitalo, Tampere University of Technology, Anne Jalkala and Risto T. Salminen, Lappenranta University of Technology)

TC6.2
- Effects of Organizational Determinants and Moderators to New High-tech Product Development Process (Shashi Shekhar Mishra, and Saji K.B. Nair, Indian Institute of Management, Lucknow, India)

TC6.3
- Understanding Customer-Perceived Value in B2B Solution Offerings (Stefan Worm and Wolfgang Ulaga, HEC School of Management and David Zitzlsperger, TU Kaiserslautern)

3:00PM - 3:30PM Networking Break Hawes 2nd Floor

3:30PM – 5:00PM TP Closing Plenary: Aldrich 112

B-to-B Issues Forum (Session Chairs, Das Narayandas and Thomas Steenburgh)
- ISBM Trends Study 2010 (Ralph Oliva, Penn State)
- CMO Panel (Sean Burke, Global Chief Marketing Officer, GE Healthcare IT, Jean-Francois Baril, Senior Vice President, Sourcing and Procurement, Nokia, and Brian Halligan, CEO & Founder, Hubspot)

5:00PM - 6:30PM Evening Reception The Inn at Harvard
Location at:
The Inn at Harvard
Atrium Dining Room
1201 Massachusetts Avenue
Cambridge, Massachusetts 02138

Dinner on own

Map, Directions, Travel Information:
A map with walking directions to the Harvard Business School from The Inn at Harvard or the Harvard Square Hotel is provided below.
For all other methods of transportation, please refer to the attached pdf file (HBS_direction_all.pdf).
If driving a personal or rental car, parking is available on campus in the visitor lot behind the Spangler Center. Parking there is about $12/day and you can get day passes at the guard station at the entrance to the lot.

If staying at The Inn at Harvard or the Harvard Square hotel, either hotel is short walk (about 15 minutes) directly across the Charles River. The walking map is below, which does not show the exact “start” points, but begins very near both. Highlighted are the walking directions for The Inn at Harvard in “blue” and Harvard Square in “red”.

**The Inn at Harvard:**
West on Massachusetts Avenue to Bow Street  
Left or South on Bow Street  
Continue South on DeWolfe Street  
Cross Charles River on the John W. Weeks bridge  
Entering Harvard Business School campus, McArthur Hall will be on right.  
Follow signs posted to Hawes Hall

**Harvard Square Hotel to Harvard Business School:**

Walk south down John F. Kennedy Street, crossing over the Charles River on the Anderson Bridge.  
Harvard Business School is on the left after the bridge.  
Follow signs posted to Hawes Hall