ISBM Academic Conference 2012: Advances in B-to-B Marketing

August 15-16, 2012

University of Chicago,
Gleacher Center, 450 North Cityfront Plaza Drive
Chicago, Illinois, USA
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Academic Conference Overview

Wednesday, August 15, 2012

11:00AM - 5:00PM  Registration  Gleacher 450 North

11:30AM - 1:30PM  Welcome and Lunch (Academic Conference)  Gleacher 621
                      Exec. Dining Room

1:00PM – 1:15PM  Welcome and Conference Overview (Pradeep Chintagunta, University of Chicago
                      and Gary Lilien, ISBM, Penn State)

1:15PM – 1:30PM  What We Know About B2B Research Needs (Fred Wiersema, B2B Leadership Board)

1:30PM - 3:00PM  Concurrent Sessions

WC1  Invited Session — Dispersion of Marketing and Sales Activities in
     Business-to-Business Firms (Session Chair, Michael Kleinaltenkamp)

   WC1.1  • What Falls Into The Realm of Marketing? A Study of the Activities Defined as
          Being Part of Marketing in B2B Firms:  (Bjoern Ivens, Universitaet Bamberg
          and Catherine Pardo, EMLYON)

   WC1.2  • Marketing Without Marketers? Antecedents and Consequences of the Dispersion
          of Marketing Activities in B2B Organizations (Marie Sibum, Michael Kleinaltenkamp
          and Ingmar Geiger, Freie Universitaet Berlin)

   WC1.3  • Dispersion of Market Activities in the Firm:  A Configurational Approach
          (Andreas Eggert, Universitat Paderborn, and Thomas Ritter, Copenhagen Business
          School)

WC2  Invited Session — Contracts and Contract Challenges in Inter-Organizational
     Exchange (Session Chair, Steven H. Seggie)

   WC2.1  • Safeguarding Unilateral Investments through Contract Drafting:  Making It
          Specific or Complex?  (David A. Griffith, Lehigh University and Yanhui Zhao,
          Michigan State University)

   WC2.2  • Pricing Formats as Governance Devices:  The Role of Leasing in Complex Industrial
          Markets (Wrinal Ghosh, University of Arizona)

   WC2.3  • The Importance of the Fit between Contract Framing and Relationship Type in
          Interorganizational Exchange (Qiong Wang, University of Oklahoma and Steven H.
          Seggie, Ozyegin University)

WC3  Global Marketing I (Session Chair, Patricia de Salles Vance)  Gleacher Rm 406

   WC3.1  • Brazilian Technological Park:  The Creating Value and Delivering Value
          (Elzo Aranha, Federal University of Itajuba)

   WC3.2  • Moderating Role of Dominant Design in New Product Commercialization:
          Empirical Evidence from Global High-tech Industry (Soji K.B., Indian Institute
          of Management, Lucknow and Shashi Shekhar Mishra, Indian Institute of
          Technology, Kanpur)

   WC3.3  • Distinct Plural Form Structures in Emerging Markets (Patricia de Salles Vance,
          Universidade Nove de Julho and Thomas Brashear Alejandro, University of
          Massachusetts Amherst)
Academic Conference Overview

1:30PM - 3:00PM
WC4 Sales 1 (Session Chair, Wolfgang Ulaga)  Gleacher Rm 408
WC4.1 To Follow-up or Not to Follow-up: Performance Impact of a Salesperson’s Pursuit of Marketing-Generated Leads (Sharmila C. Chatterjee, MIT Sloan School of Management)
WC4.2 Evaluation Models in Complex Sales: Value Creation and Value Appropriation (Jakob Rehme and Daniel Nordigarden, Linkopings and Thomas Brasheer Alejandro, University of Massachusettes)
WC4.3 The Impact of Sales Visits on Mere-Measurement Effects: Evidence from a Business to Business Setting (Xiaojing Dong, Santa Clara University, Ramkumar Janakiraman, Texas A&M University, and Ying Xie, Washington University)
WC4.4 Aligning the Industrial Sales Force with Service Growth Strategies: Key Challenges for Selling Hybrid Offerings in Business Markets (Wolfgang Ulaga, IMD International and James Loveland, HEC Montreal)

3:00PM - 3:30PM
Networking Break  Gleacher 450 North

3:30PM - 5:00PM
Concurrent Sessions
WD1 Invited Session – Channel Governance Design Part I (Session Chair, Alok Kumar)  Gleacher Rm 400
WD1.1 Low Stakes Opportunism (Sandy Jap, Emory University, Diana Robertson, University of Pennsylvania, Aric Rindfleisch, University of Illinois, and Ryan Hamilton, Emory University)
WD1.2 Rule of Law and Channel Governance Modes Across Nations (Ranjan Banerjee, Insta-Worlwide and George John, University of Minnesota)
WD1.3 Reconciling Power and Efficiency Theories of Marketing Channel Governance (Steve Carson, University of Utah and Mrinal Ghosh, University of Arizona)

WD2 Invited Session – Pricing Issues in B2B Markets (Session Chair, Dirk Totzek)  Gleacher Rm 404
WD2.1 Capturing the Value of Hybrid Offerings: The Impact of the Price Presentation Format (Andreas Eggert, University of Paderborn and Wolfgang Ulaga, IMD Lausanne, and Michael Steiner, University of Munster)
WD2.2 Dynamic Effects of Price Discrimination on Customer Behavior in B2B Markets (Shantanu Dutta, University of Southern California, Wayne Zhang and Hernan Bruno)
WD2.3 Pricing in Industrial Markets: An Overview of Recent Empirical Insights: (Christian Homburg and Dirk Totzek, University of Mannheim)

WD3 Global Marketing II (Session Chair, Andrew Gross)  Gleacher Rm 406
WD3.1 Importer Opportunism: The Effect of Retailer Power and Price Demands on Importer-Exporter Relationship Quality (Huma Amir, Institute of Business Administration)
WD3.2 Creating Value and Delivering Value in Brazilian Helicopter Technology Center (Elzo Aranha, Federal University of Itajuba)
WD3.3 The Global Market For Engineering Consultancies: Fostering Relationships and Promoting Expertise (James Chowhan, McMaster University, Andrew Gross, Cleveland State University, and Emeric Solymossy, Western Illinois University)
## Academic Conference Overview

### 3:30PM - 5:00PM

**WD4** Medley (Session Chair, Kristina Maiksteniene)  
(Gleacher Rm 408)

- **WD4.2** Beyond Quality Signaling: Brand Alliance Effects When a Client Endorses B2B Professional Service Provider (Kristina Maiksteniene, ISM University of Management and Economics)

### 5:00PM - 6:30PM

Networking Reception & Welcome - (Ralph Oliva, ISBM, Penn State)  
(PhD Camp and Academic Conference)

Gleacher 621  
Exec. Dining Room

Dinner on own

### Thursday, August 16, 2012

#### 7:00AM – 8:00AM

Continental Breakfast  
Gleacher 450 North

#### 7:00AM - 3:00PM

Registration  
Gleacher 450 North

#### 8:00AM - 9:30AM

Concurrent Sessions

**TA1 Invited Session — Toward a Fuller Understanding of the Consequences of Alliance Participation** (Session Chairs, Kersi D. Antia and Kenneth H. Wathne)  
Gleacher Rm 400

- **TA1.1** Managing Marketing Alliance Dilemma (Eric Fang, University of Illinois and Jongkuk Lee, Ewha Womans University)
- **TA1.2** United We Stand? Antecedents and Consequences of Buying Group Participation (Inge Geyskens, Tilburg University, Katrijn Gielens, University of North Carolina at Chapel Hill, and Stefan Wuyts, Koc University and Tilburg University)
- **TA1.3** Co-Marketing Alliance Networks and Customer Behavior: Examining the Joint Effects of Customers’ Relationship with an Alliance and a Focal Member Firm (Son K. Lam, The University of Georgia, Kersi D. Antia, University of Wisconsin-Madison, and Kenneth D. Wathne, University of Stavanger Business School and BI Norwegian Business School)

**TA2 Invited Session — Roads Not Yet Explored: Important, yet Challenging, Research Opportunities** (Session Chair, Lisa Scheer)  
Gleacher Rm 404

- **TA2.1** Research Opportunities in Sustainability, Supply Chains in Africa & Health Care Delivery (Joseph Cannon, Colorado State University)
- **TA2.2** Innovation in MNCs -- Horizontal Segmentation of Global R&D Projects (Nirmalya Kumar, London Business School)
- **TA2.3** Challenging Issues in Output Based Contracting for Complex Systems (Robert Lusch, University of Arizona)
- **TA2.4** Panel: (Shankar Ganesan, Raj Grewal, and Lisa Scheer)
Academic Conference Overview

8:00AM - 9:30AM
TA3 Customer Management (Session Chair, Debra Zahay-Blatz)  Gleacher Rm 406

TA3.1  • Effect of Customer-Centric Structure on Firm Performance (Ju-Yeon Lee, University of Washington, Shrihari Sridhar, Penn State, Conor M. Henderson, University of Washington, and Robert W. Palmatier, University of Washington)

TA3.2  • Co-Creating Effective and Profitable Customer Solutions (Adnan Yusuf and Ujwal Kayande, The Australian National University)

TA3.3  • A Framework to Understand Quality Customer Data in CRM Systems for Financial Services Firms (Debra Zahay-Blatz, Northern Illinois University, James Peltier, University of Wisconsin-Whitewater, and Anjala S. Krishen, University of Nevada)

TA4 Capabilities (Session Chair, Pelin Bicen)  Gleacher Rm 408

TA4.1  • Firm Capabilities, Key Partner Participation, and Firm Performance (Guangping Wang, Penn State, Xiaoqin Ma, Yancheng Institute of Technology, Wenyu Dou, City University of Hong Kong, and Nan Zhou, City University of Hong Kong)

TA4.2  • Service Innovation in Manufacturing: A Business Model Perspective (Christian Kowalkowski, Hanken School of Economics and Daniel Kindstrom, Linkoping University)

TA4.3  • Creating New Business Models with Stakeholders: A Case Study Explicating The Underlying Organizational Capabilities (Kande Kazadi, University of Antwerp, Annouk Lievens, University of Antwerp, and Dominik Mahr, Maastricht University)

TA4.4  • Resource Constraints in Innovation: The Moderating Role of Dynamic Capabilities (Pelin Bicen, Penn State and William H.A. Johnson, Penn State)

TA5 Networks I (Session Chair, Stefanos Mouzas)  Gleacher Rm 304

TA5.1  • A Dyadic Agent-based Simulation Approach to Studying Strategic Decision Making in Business Relationships and Networks (Sebastian Forkmann, Di Wang, Stephan C. Henneberg, Peter Naude, and Alistair Sutcliffe, Manchester Business School)

TA5.2  • A Network-as-Practice Analysis of B2B Network Dynamics (Ronika Chakrabarti, University of Lancaster, Carla Ramos and Stephan Henneberg, Manchester Business School)

TA5.3  • Contracting in Business Networks (Stefanos Mouzas, Lancaster University)

9:30AM - 10:00AM  Networking Break  Gleacher 420 South  Gleacher 450 North

10:00AM - 11:30AM  Concurrent Sessions

TB1 Invited Session — Channel Governance Design Part II (Session Chair, Alok Kumar)  Gleacher Rm 400

TB1.1  • Contracting in the Presence of Knowledge Investments (Giorgio Zanarone, Colegio Universitario de Estudios Financieros and Desmond Lo, Santa Clara University)

TB1.2  • Product Form Choice: Selling Systems Versus Components in Industrial Markets (Mrinal Ghosh, University of Arizona, Shantanu Dutta, University of Southern California, and Kellilynn M. Frias, Texas Tech University)
10:00AM - 11:30AM TB1.3 • Preventing and Combating the Onset of Dark Side Symptoms in Business Relationships: Some Preliminary Evidence from Two Empirical Investigations (Rajiv P. Dant and Aaron Gleiberman, University of Oklahoma, Matthias Juliger, Ko de Ruyter and Martin Wetzels, Maastricht University)

TB1.4 • Reputation Effects in Inter-firm Relationships (Alok Kumar, Penn State and Jan B. Heide, University of Wisconsin-Madison)

TB2 Business Customer (Session Chair, R. Dale Wilson) Gleacher Rm 404

TB2.1 • Valuing Business References: Who, What, and How (V Kumar, Georgia State University)

TB2.2 • The Governance of Multiple Transactions: Discriminating Alignment and Performance Implications (Erik Mooi, VU University of Amsterdam, Kersi D. Antia, University of Wisconsin, Madison, and Mrinal Ghosh, University of Arizona)

TB2.3 • Bankruptcy-Related Externalities in Franchisor-Franchisee Relationships (Kersi D. Antia, University of Wisconsin-Madison, Sudha Mani, University of Texas at Arlington, and Kenneth H. Wathne, BI Norwegian School of Management)

TB2.4 • Using the Trade Show Experience as a Source of New Ideas: An Organizational Learning Perspective (Harriette Bettis-Outland, University of West Florida and R. Dale Wilson, Michigan State University)

TB3 Marketing Relationships (Session Chair, Alberto Sa Vinhas) Gleacher Rm 406

TB3.1 • Channel Appropriability and Intangible Firm Value (Jun Kang and Thomas Brashear Alejandro, University of Massachusetts Amherst)

TB3.2 • Managing Channel Complexity (Nermin Eyuboglu, Baruch College and Sertan Kabadayi, Fordham University)

TB3.3 • Creating Successful Innovation Outcomes through Interfirm Relational Strategies (Brett William Josephson, Washington State University, Sean Yim, Washington State University, Sanjay Ram Sisodiya, University of Idaho, and Jean L. Johnson, Washington State University)

TB3.4 • Managing Exclusive Channels for Relationship Effectiveness (Alberto Sa Vinhas, Washington State University and Richard Gibbs)

10:00AM - 11:30AM TB4 Interfirm I (Session Chair, Stephan Henneberg) Gleacher Rm 408 (continued)

TB4.1 • A Business-to-Business Love Story? Relational Attractiveness (RA) and Its Impact on Firms’ Ability to Build and Maintain Business Relationships (Zsofia Toth, Stephan Henneberg and Peter Naude, University of Manchester)

TB4.2 • The Temporal Dynamics of the Antecedents of Interfirm Commitment (Claude Obadia, Novancia Business School Paris)

TB4.3 • The Effects of Relationship Role On Buyers’ Responses To Relationship Failures and Recovery Efforts (John D. Hansen, Donald J. Lund, and Thomas E. DeCarlo, University of Alabama at Birmingham, and Lisa K. Scheer, University of Missouri)

TB4.4 • Do Supplier Perceptions of Buyer Fairness Lead to Supplier Sales Growth? (Ghasem Zaefarian and Zhaleh Najafi Tavani, University of Leeds and Stephan C. Henneberg and Peter Naude, University of Manchester)
10:00AM - 11:30AM  TB5  Sales II (Session Chair, Ingmar Geiger)  Gleacher Rm 304

   TB5.1  •  Three Perspectives on the Making of a Good B2B Salesperson (Tommi Mahlamaki, Toni Mikkola, and Santeri Repo, Tampere University of Technology)
   TB5.2  •  Ready to Pitch? How Salespeople Engagement In Tenders Affects Vendors’ Relational and Transactional Attractiveness (Eva K. Steinbacher, Christian Schmitz, and You-Cheong Lee, University of St. Gallen, and Dirk Zupancic, German Graduate School of Management and Law)
   TB5.3  •  Sales’ Value Creating Capabilities As Sources of Interorganizational Competitive Advantage (Alexander Haas and Nina Stuebiger, Karl-Franzens-University Graz)
   TB5.4  •  Issue Management and Agenda Setting in Business-to-Business Sales Negotiations (Ingmar Geiger, Freie Universitat Berlin)

TB6  Invited Session – Business-to-Business Marketing in the BRIC’s (Session Chair, Wes Johnston)  Gleacher, Rm 306

   TB6.1  A Panelist representing one of the four countries will discuss B2B Marketing Practices in their country and how they differ from the current level of knowledge of marketing practices from the existing research base.
      •  Panel:  (Livia L. Barakat, Fudacão Dom Cabral - Brazil, Marina Sheresheva or Olga Tretyak, National Research University, Moscow - Russia, Jagdish Sheth, Emory University – India, and Wang Haizhu , Sun Yet Sen University - China)

11:30AM – 1:00PM  Lunch Buffet  Gleacher 621  Exec. Dining Room

1:00PM – 2:30PM  TC1  Invited Session – B2B Sales Management (Session Chair, Thomas Steenburgh)  Gleacher Rm 400

   TC1.1  •  How Internet Communication Technologies are Transforming B2B Sales Force Organizations (Murali Mantrala, University of Missouri, Sonke Albers, Kuhne Logistics University, and Vamsi Kanuri, University of Missouri)
   TC1.2  •  The Marketing-Sales Interface During a New Product Launch: How Can Marketing Influence the Sales Force? (Michael Ahearne, University of Houston with Jeffrey Boichuk, Willy Bolander, Florian Kraus and Carment Liutec)
   TC1.3  •  Price Stability as Selling Concept (Manfred Krafft, University of Munster, Manuel Stegemann, University of Munster, Murali Mantrala, University of Missouri, and Kissan Joseph, University of Kansas)
   TC1.4  •  Managing Short-term Pressure for Long-term Performance (Thomas Steenburgh, Darden Graduate School of Business)

TC2  Invited Session - Meet The Editors I (Session Chair, Gary Lilien)  Gleacher Rm 404

   TC2.1  •  Journal of Marketing (JM) (Ajay Kohli, Georgia Tech)
   TC2.2  •  Journal of Marketing Research (JMR) (V. Kumar, Georgia State Univeristy)
   TC2.3  •  Journal of the Academy of Marketing Science (Tomas Hult, Michigan State University)
   TC2.4  •  Management Science (Pradeep Chintagunta, University of Chicago)
   TC2.5  •  Marketing Science (Gary L. Lilien, Penn State University)
### Academic Conference Overview

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<th>Time</th>
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<tr>
<td>1:00PM – 2:30PM</td>
<td>TC3  Networks II (Session Chair, Sebastian Forkmann)</td>
<td>Gleacher Rm 406</td>
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<td>TC3.1  Understanding Organisational Networking Behaviors in a Business Network Context (Sabrina Thornton, Peter Naude, and Stephan Henneberg, Manchester Business School)</td>
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<td>TC3.2  Knowledge Creation in Expertise-Driven Health Care Communities (Sarah Van Oerle and Annouk Lievens, University of Antwerp and Dominik Mahr, Maastricht University)</td>
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<td>TC3.3  Networking Capability in Business Relationships (Maciej Mitrega, University of Economics in Katowice, Sebastian Forkmann, Carla Ramos, and Stephan C. Henneberg, Manchester Business School)</td>
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<td>2:30PM – 3:00PM</td>
<td>Networking Break</td>
<td>Gleacher 420 South, Gleacher 450 North</td>
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<td>3:00PM – 4:30PM</td>
<td>TD1  Invited Session – Creating Value Via B2B Customer Solutions (Session Chair, Stefan Worm)</td>
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<td>TD1.1  Financial Performance Outcomes of B2B Customer Solution Offering (Stefan Worm, HEC Paris, Wolfgang Ulaga, IMD Lausanne, Sundar Bharadwaj, University of Georgia, and Werner Reinartz, University of Cologne)</td>
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<td>TD1.2  Managing Two Boundaries to Deliver Solutions (Sundar Bharadwaj, Son K. Lam, and Stefan Sleep, University of Georgia)</td>
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<td>TD1.3  Successful Solution Deployment: How Manufacturing Firms Can Leverage Their Channel Partners (Chloé Renault and Frederic Dalsace, HEC Paris, Wolfgang Ulaga, IMD Lausanne, and Stefan Worm, HEC Paris)</td>
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Academic Conference Overview

3:00PM – 4:30PM  TD2  Invited Session - Meet The Editors 2 (Session Chair, Gary Lilien)  Gleacher Rm 404

TD2.1  •  Journal of Research in Interactive Marketing (JRIM) (Debra Zahay-Blatz, Northern Illinois University)
TD2.2  •  Journal of Business Marketing Management (JBM) (Michael Kleinaltenkamp, Freie Universitaet Berlin)
TD2.3  •  Journal of Product Innovation Management (JPIM) (Abbie Griffin, University of Utah)
TD2.4  •  Industrial Marketing Management (IMM) (Peter LaPlaca, University of Hartford)

TD3  B2B Services (Session Chair, Christian Kowalkowski)  Gleacher Rm 406

TD3.1  •  Service Quality Decision and Competition (Chen Zhou and Rajdeep Grewal, Penn State University and Paulo Albuquerque)
TD3.2  •  Value Cocreation in a Usage Center (Michael Kleinaltenkamp, Freie Universitat Berlin, Emma Macdonald and Hugh Wilson, Cranfield University)
TD3.3  •  Service Modularity As An Enabler For Value Co-Creation (Per Carlberg and Daniel Kindstrom, Linkoping University and Christian Kowalkowski, Hanken School of Economics)

TD4  Interfirm III (Session Chair, John Sande)  Gleacher Rm 408

TD4.1  •  Implementing Market Orientation While Remaining Internally Efficient-Identifying Enabling Mechanisms (Daniel Kindstrom and Staffan Brege, Linkoping University)
TD4.2  •  Exploring the Organizational Backbone of Pricing and Their Outcomes: A Configurational Perspective (Michael Burkert, University of Lausanne, Bjorn Sven Ivens, Otto-Friedrich-University Bamberg and Philipp Schradi, Otto-Friedrich-University Bamberg)
TD4.3  •  Antecedents and Performance Implications of Misaligned Formal Contracting (John Sande, BI Norwegian)

TD5  e-Marketing (Session Chair, Ely Dahan)  Gleacher Rm 304

TD5.1  •  Measurement of Business-to-Business Social Media Effectiveness (KyungOk Kacy Kim, The University of Texas at Austin)
TD5.2  •  Customer Orientation Structure for Internet-Based Business-to-Business Platform Firms (Anindita Chakravarty, University of Georgia, Alok Kumar and Rajdeep Grewal, The Pennsylvania State University)
TD5.3  •  Better Recommendation Engines Improve B-to-B Marketing: Combining Conjoint, Consumer Choice and Crowdsourcing (Ely Dahan, UCLA)

4:30AM – 6:00PM  Networking Reception (PhD Camp and Academic Conference)  Gleacher 621 Exec. Dining Room

Dinner on Your Own
The intra-organisational dispersion of marketing activities (DoMA) is still a “bewilderingly under explored” (Harris and Ogbonna 2003) research area. Workman et al. define dispersion as “the extent to which functional groups, other than marketing, are involved in traditional marketing activities” (Workman et al. 1998, p. 32, see also Homburg et al. 2000) to which we also include sales activities.

The proposed special session sheds light on this underexplored research area by investigating the antecedents and consequences of DoMA and reflecting on the realm of marketing. The understanding of “marketing activities” and the way of constituting them varies significantly among B2B-organisations. Hence, it is important to understand the way marketing activities are interpreted and organised within organisations.

This special session on DoMA makes the following three intended contributions: 1) The first part of this special session focuses on the different understanding of marketing activities in B2B organisations. A cluster analysis identifies three prevalent clusters of marketing activity perspectives. 2) In the second part, we investigate internal and external factors influencing DoMA and thereby determining the degree of DoMA within organisations. Thus, the second contribution proposes a conceptualisation of the antecedents that drive the degree of DoMA. 3) The final contribution looks at the relationship between the allocation of marketing activities within an organisation and its market performance. Using a configurational approach, we identify several market-winning configurations of marketing activities within an organisation and derive practical recommendations for marketing practice.

Safeguarding Unilateral Investments through Contract Drafting: Making It Specific or Complex? (David A. Griffith, Lehigh University and Yanhui Zhao, Michigan State University)

Transaction cost economics maintains that firms typically draft formal contract to safeguard their unilateral investments to partners. Drawing on the framework of governance value analysis (GVA), this study endeavours to find the strategic fit among unilateral investments, ex ante and ex post contractual control, and external environment. We propose that to mitigate the risk brought by unilateral investment, firms have a strong inclination to make contract either specific or complex in ex ante contractual design, but the increased contract complexity may add coordination and interpretation difficulty and hence has the potential to expose unilateral investments to contract violation. We also predict that a combination of ex ante contractual design and ex post contractual monitoring can better safeguard unilateral investments from contract violation. We find empirical support for our developed theory. The results suggest that firms should try to increase contract specificity, whereas avoid contract complexity in ex ante contractual design. Furthermore, the positive relationship existing between contract specificity and contract complexity suggests that contract specificity also has pithfall, which craves for the combination of contract specificity and ex post contractual monitoring.

Pricing Formats as Governance Devices: The Role of Leasing in Complex Industrial Markets (Mrinal Ghosh, University of Arizona)

One principal problem faced by vendors of complex industrial equipment and systems is how to credibly demonstrate the non-contractible quality of their products to customers who use these equipment/systems in their operational activities. In this paper, I develop a contract-level theoretical framework which contends that “operating leases” — where ownership of the product is retained by the vendor — mitigate governance problems related to knowledge transfer and non-contractible quality, especially under conditions where product and task complexity make it difficult to accurately ascertain product quality ex ante and ex post. Such operating leases are commonly employed in the marketing of B2B products (e.g., heavy industrial, medical equipment, high-technology and telecommunication equipment). This pricing format contrasts with alternative pricing forms where ownership rights are either transferred directly to the customer through “Direct Sale” or to a third party financial institution through “Capital Leases”. Contract-level data obtained from 160 vendor-customer dyads are used to test the refutable hypotheses. Results show that the likelihood of using an operating lease with (a) the complexity of the equipment, (b) the complexity of the customer’s operations, and (c) the importance of information (e.g., technical advice) for generating quality output from the equipment. One fascinating result from the data is that the use of operating leases becomes even more prominent under conditions of customer-side moral hazard; i.e. when products whose quality cannot be accurately determined ex ante are incorporated into customer operations that are complex. To reduce the adverse outcomes from this customer-side moral hazard (e.g., customer not taking proper care of the equipment under an operating lease), vendors increase their frequency of monitoring their product in the customer’s operations as the complexity of customer operations increases. In essence, the design of operating leases seem to reflect the simultaneous need to create value through coordination and secure value through monitoring. I further test the performance implications of this choice using the Heckman discrete choice, selection-correction approach. These latter analyses enable me to demonstrate the implications of the counterfactual “mistaken” choice.

The Importance of the Fit between Contract Framing and Relationship Type in Interorganizational Exchange (Qiong Wang, University of Oklahoma and Steven H. Seggie, Oyeyin University)

Contracts have been suggested as one safeguard in B2B relationships, however, the evidence from the extant literature is not clear as to whether the contract acts as a safeguard or not. Some researchers demonstrate that the contract leads to positive relationship outcomes while others demonstrate that the contract leads to negative relation-
ship outcomes. In this manuscript we argue that the framing of the contract (e.g., Walker and Weber 2011) and how it fits with the type of relationship is key. Specifically, we argue that a prevention or promotion framing of the contract will impact differently upon the exchange relationship depending upon whether the relationship is a close relationship or more distant, strictly business-like relationship. We argue for a fit between the framing of the contract and the type of relationship and when there is a mismatch between the framing of the contract and the type of relationship this will lead to positive relational outcomes, however, when there is a mismatch between the framing and the type of relationship this will lead to negative relational outcomes. We test our hypotheses using a combination of a conjoint study and a trust game.

(WC3) Global Marketing I (Session Chair, Patricia de Salles Vance)  
Gleacher Rm 406

Brazilian Technological Park: The Creating Value and Delivering Value (Elzo Aranho, Federal University of Itajuba)  
The aim of this paper is to propose a creating value and delivering value framework to the Brazilian Technological Parks (BTcP). The Technological Park is a place that provides intelligence, infrastructure and services needed for growth and strengthening of technology-intensive company and there are 74 in Brazil. The framework has set of strategic key issues and contribute to understanding the processes of creating and delivering superior value to potential customers of the BTcP.

A firm’s choice of specific technologies for a new high-technology product development (NPD) process is significantly influenced by its own contingencies, which results in the variation in technology selection criteria at firm level (Durrani et al., 1998; Saji and Jain, 2006; Shehabuddeen et al., 2006; Tellis, 2008). It has been observed that the prior researches on aggregate modeling of technology acquisition for NPD are completely oblivious of these firm-level differences in technology choice-making (Cáñez et al., 2007). Although prior researches have tried to explain the causes and mechanisms behind the technology changes at industry and firm level (Tushman and Anderson, 1986; Das and Van De Ven, 2000; Batte and Weil, 2007), no study has so far comprehensively examined the exact link between technology acquisition intent (TAI) and new product commercialization (NPC) in the Stage-Gate system of NPD process with specific reference to the role of dominant design (DD) in the NPD process (Cáñez et al., 2007; Srinivasan et al., 2006), which has been the prime motivation for conducting the present study in the generic context of global high-tech industry. The exploratory phase of the study has resulted in a theoretical framework with three antecedent variables (viz. organizational learning (OL), market heterogeneity (MH), and network externalities (NE)), a mediating variable (TAI), an outcome variable (NPC), and a moderating variable (DD) (Adner and Levinthal, 2001; Saji et al., 2005; Sang et al., 2009; Srinivasan et al., 2006; Weiss, 1993). The empirical phase of the study involved a survey, which resulted in 223 usable responses gathered from product champions working in high-tech product marketing firms spread across the globe. Though all the three antecedent relationships as well as the TAI-NPC relationship are supported by the survey data, only the MH-TAI relationship is found to be moderated by the variable, DD. It has been found that both the relationships, viz. OL-TAI and NE-TAI, are not moderated by the variable, DD (Anderson and Tushman, 1990; Murmann and Frenken, 2006; Srinivasan et al., 2006). The present paper reports significant implications to business-to-business marketing theory and practice in the context of global high-tech industry.

Distinct Plural Form Structures in Emerging Markets (Patricia de Salles Vance, Universidade Nove de Julho and Thomas Brashear Alejandro, University of Massachusetts Amherst)  
In Brazil, the popularity of the franchising system is fairly recent. It was only in the 1980’s that the adoption of this format for distribution of goods and services began to expand in Brazil. By the end of 2011 the sector comprised 2031 franchisors and US$ 50 billion in gross revenues. Franchising has been adopted by 358 fashion brands in Brazil both as a forward integration strategy to increase control over sales and revenues and as a geographic expansion strategy. In many cases they correspond to mainstream brands also sold both at company owned and franchised specialty stores and multi brand independent retailers. This study investigates the use of plural form by retailers and manufacturers. Specifically, we investigate plural form rate adoption in distinct industries. Specifically, we explore the impact of franchisor and franchisee efforts.

(WC4) Sales 1 (Session Chair, Wolfgang Ulaga)  
Gleacher Rm 408

To Follow-up or Not to Follow-up: Performance Impact of a Salesperson’s Pursuit of Marketing-Generated Leads (Sharmila C. Chatterjee, MIT Sloan School of Management)  
Marketing departments undertake lead generation to assist salespeople with customer acquisition. However, the follow-up rate of these marketing-generated leads is low in many organizations. Hence, the goal of this study was to assess the performance impact of marketing-generated lead follow-up by salespeople. The study examines three outcome-based performance measures - prospect conversion rate, new business performance, and sales volume. A cross-industry study of salespeople at six industry leading organizations finds a positive relationship between lead follow-up and a salesperson’s prospect conversion rate as well as new business performance. However, the relationship with overall sales volume is nuanced and reveals a delicate balance between customer acquisition and retention.

Evaluation Models in Complex Sales: Value Creation and Value Appropriation (Jakob Rehme and Daniel Nordigarden, Linköping and Thomas Brashear Alejandro, University of Massachusetts)  
The market for large engineering companies (e.g., ABB, Ericsson, Siemens and GE) has changed. Market deregulation and the internationalisation of the customer base have put new demands on the way complex sales are presented and evaluated by buyers. From a situation where sales have been about selling product attributes to technologically versed purchasers, the sales today must instead be directed towards customers’ financial goals. For certain industries (e.g. defence, power generation/transmission, and telecom) buyers have traditionally played a pivotal role in the development of products and posed technical requirements to suit their technical needs. Their role has instead turned to evaluating competing bids for specific projects. For example, large investments in infrastructure make the buying decision more complex. This is related to the uncertainty of technology development and the difficulty in defining distant future cash flows over extended periods which may range from 30-50 years or even more. Although there has been substantial and continued interest in the area of value creation, there is little attention paid to the dynamics of value appropriation (some exceptions...
Aligning the Industrial Sales Force with Service Growth Strategies: Key Challenges for Selling Hybrid Offerings in Business Markets (Wolfgang Ulaga, IMD International and James Lovelond, HEC Montréal)

In many business markets, manufacturers seek service-led growth beyond their traditional core. Yet, today, little is known about how the strategic move from a goods-centric to a service-centric business model affects a firm’s industrial sales force. However, when implementing service transitioning strategies, firms often find that their industrial sales force represents a major hurdle in moving towards a service-centric business model. Through focus groups and depth interviews with 38 sales executives at goods-dominant B2B firms, we examine four key issues related to this transition. First, our findings underscore the magnitude of change at the sales organization’s level triggered by the service-transformation process. Second, our study reveals several distinctive characteristics regarding the nature of the hybrid offering sales process, as opposed to traditional goods-centric sales. These specificities refer to (a) a sales model firmly grounded in a co-creation perspective, as opposed to a traditional persuasion model in goods-centric sales; (b) an emphasis on specifying hybrid requiring requirements in cooperation with the customer, as opposed to matching customer-initiated specifications with a vendor’s preexisting (goods-based) offering; (c) a broader and deeper network of stakeholders involved, both in the customer’s and vendor’s organizations, as opposed to a narrower set of relationships with key actors in purchasing or operations; and (d) a focus on growing customer shares throughout the vendor’s installed base, as opposed to an emphasis on acquiring new accounts and closing deals. Third, these distinctive characteristics have important ramifications for the development of sales capabilities that are particularly relevant to hybrid offering sales. In our research, we identify four key capabilities in this domain: (1) a salesperson’s ability to gain a deep understanding of a customer’s business model and operations and a capacity to leverage this intimate knowledge for identifying opportunities of selling hybrid offerings; (2) a salesperson’s ability to reach beyond his or her comfort zone of established contacts and manage a complex network of relationships in the customer and vendor organizations; and (3) a salesperson’s capacity to proactively manage customer expectations to ensure profitability not only at the initial sale, but also over time for contracts attached to hybrid offering sales, and (4) a salesperson’s ability to practice value selling in the context of hybrid offerings, i.e., a capacity to help customers understand the value of the intangible service elements as part of industrial good-service combinations. Fourth, we identify twelve personality traits that are potentially relevant in a hybrid offering sales context and discuss in detail how the seven most frequently cited traits relate to performance in this particular sales context: learning orientation, customer service orientation, intrinsic motivation general intelligence (“g”), emotional stability, teamwork orientation, and introversion. Our findings have important implications for selecting, rewarding, and allocating sales people to goods- versus hybrid offering sales.

Concurrent Sessions (3:30PM - 5:00PM)

(WD1) Invited Session: Channel Governance Design Part I (Session Chair, Alok Kumar)  Gleacher Rm 400

Transaction cost economics (TCE) and relational exchange theories have become mainstream frameworks used to explain channel governance design. Our two special sessions intend to extend these frameworks in important directions. Specifically, the first session starts with the discussion of inter-organizational trust assets as a “cushion” to inhibit the dark side effects of aggressive bargaining and lead to greater change in the supplier’s offered value (Dalsace, Anderson, Kapeliones, and Jap). Using nearly 250 negotiation episodes across multiple industries and countries, their results illuminate the interplay between episodic negotiation processes and trust in determining key interorganizational outcomes. The second paper goes beyond both inter-organizational and cultural boundaries and investigates the influence of political and legal regimes that surround channel governance modes (Banerjee and John). From panel data, they conclude that stronger nation-level institutional environments (i.e., a better rule of law) not only...
facilitate all transactions, but also favor the choice of those modes that are more reliant on third-party, legal contract enforcement to safeguard against trading hazards and actually diminish the use of those modes which rely on bilateral, relational safeguards. The third paper offers a way to integrate and reconcile the power and TCE theories, suggests conditions under which power would have a significant influence on governance choice, and provides evidence of the same in a channel’s context (Carson and Ghosh).

Low Stakes Opportunism (Sandy Jap, Emory University, Diana Robertson, University of Pennsylvania, Aric Rindfleisch, University of Illinois, and Ryan Hamilton, Emory University)

In this research, we develop a theory for why people act opportunistically even when the benefits (i.e., payoffs) are low. Transaction cost theory holds that the likelihood of misbehavior increases as the benefits of opportunistic behavior increase. We identify rapport as an important moderator of this relationship. In particular, we propose that the transaction cost hypothesis that opportunism increases with the possible benefits of misbehavior is likely to occur only in low rapport settings. In contrast, when rapport is high, this relationship reverses, such that opportunism is actually more likely when the stakes are low than when the stakes are high. We attribute these findings to differences in reasoning and find that when rapport is high and the stakes are low, people are more likely to engage in morally malleable reasoning to justify their actions. Thus, our research offers insights into a form of opportunism that has been largely absent from transaction cost analyses of unethical behavior.

Rule of Law and Channel Governance Modes Across Nations (Ranjan Banerjee, Insta-Worlwide and George John, University of Minnesota)

The discriminating alignment hypothesis of transaction cost analysis (TCA) has been remarkably successful in unpacking the transaction-level influences that drive marketing channel governance modes, but there is virtually no empirical work on the influence of political and legal regimes that surround such choices. Observed differences in channel choices across countries for similarly situated transactions hint at these nation-level influences; we examine the impact of the legal regimes on the discriminating alignment predictions from TCA. From panel data, we conclude that stronger nation-level institutional environments (i.e., a better rule of law) do more than simply facilitate all transactions. Rather, it favors the choice of those modes that are more reliant on third-party, legal contract enforcement to safeguard against trading hazards, but that it actually diminishes the use of those modes which rely on bilateral, relational safeguards. Thus, for instance, person to person (mail order) retail modes are more (less) prevalent in Asian and Latin American countries with relatively tenuous roles of law, as compared to European and North American nations. We offer practice guidance for managers at global firms seeking to tailor channel strategies to each nation’s context.

Reconciling Power and Efficiency Theories of Marketing Channel Governance (Steve Carson, University of Utah and Mrinal Ghosh, University of Arizona)

The literature on marketing channel governance has traditionally drawn on both power and efficiency theories. The power-based argument suggests that more powerful parties select governance to maximize their own payoffs from the inter-organizational relationship. Efficiency theories, in contrast, argue that governance is chosen with the intent to maximize joint profits in the channel. In this research, we offer reconciliation between the two perspectives under a unified framework. We argue that power will influence channel governance, but only to the extent that powerful firms cannot price-out the value created within the relationship ex ante. We hypothesize that as exchange conditions become more complex (i.e., uncertain), power will demonstrate stronger effects on governance. The theory is tested with data from a sample of equipment buying relationships between industrial vendors and customers who use this equipment in their operational activities. Results demonstrate the discriminating role of power in the structuring of these relationships.

(WD2) Invited Session: Pricing Issues in B2B Markets (Session Chair, Dirk Totzek) Gleeacher Rm 404

The growing professionalization and strategic relevance of purchasing has led customer firms to impose a high price reduction pressure on their suppliers. Moreover, customer firms consistently rank price as a central criterion for making buying decisions. As a result, quick price concessions in the face of customer pressure and competitive challenges are considered the major pricing obstacles in B2B markets. However, this trend is especially problematic as pricing is frequently considered the marketing instrument with the most immediate profit impact. Despite this managerial relevance and the high financial impact of pricing decisions (for both suppliers and customers), less than 5% of all publications in the field of B2B marketing have dealt with pricing issues (e.g., LaPlaca/Katrichis 2009). In addition, traditional pricing research considers supplier and customer firm’s pricing decisions as a “black box”. There is almost no research on how price decisions are made by supplier and customer firms.

The goal of this special session is to present recent work dealing with major pricing issues and firms’ price decisions in a B2B context. In particular, results of empirical studies will be presented addressing — among others — the following questions: How should firms organize their pricing? Why do sales executives give price concessions in negotiations with customers? How do the sellers’ and buyers’ negotiation goals affect short-term (price) and long-term (relationship characteristics) outcomes of price negotiations? Are professional buyers affected by supplier price presentation tactics and thus biased when purchasing hybrid offerings?

Presentations Include: Capturing the Value of Hybrid Offerings: The Impact of the Price Presentation Format (Andreas Eggert, University of Paderborn and Wolfgang Ulaga, IMD Lausanne, and Michael Steiner, University of Munster), Dynamic Effects of Price Discrimination on Customer Behavior in B2B Markets (Shanantu Dutta, University of Southern California, Wayne Zhang and Hernan Bruno), Pricing in Industrial Markets: An Overview of Recent Empirical Insights: (Christian Homburg and Dirk Totzek, University of Mannheim)

(WD3) Global Marketing II (Session Chair, Andrew Gross) Gleeacher Rm 406

Importer Opportunism: The Effect of Retailer Power and Price Demands on Importer-Exporter Relationship Quality (Huma Amir, Institute of Business Administration)

This paper is based on a qualitative research that studied relationships between importers from a developed country and exporters from a developing country. Through hermeneutic analysis of iterative in-depth interviews of importer-exporter dyads, it was observed that large retailers, because of their dominance in the international supply chain, would induce pressure on importers to reduce prices which caused tension and a state of uncertainty between the importer-exporter dyad. Trust is negatively related to
these price pressures because, from the exporter’s point of view, the importer must search for cheaper sources and exporter cannot rely on him to continue the commitment. Similarly, from the point of view of importer, credibility of the exporter as having the competence to produce within the price points is lost. Commitment is negatively related to the price pressures since exporters are no longer seen as credible source for lower-priced products and therefore a long-term relationship does not appear feasible. Importers from developed nations also exhibited opportunistic tendencies in exporter countries where governments were less facilitative and law enforceability was low. The same importers abided by rules of governance and compliance in their own countries where laws were more stringent and a mode of behavior was expected. Opportunism, or ‘self-interest-seeking with guile’ (Williamson, 1993) is the tendency to act in one’s own self-interest, at the expense of the other business partner, and considered as ‘calculated efforts to mislead, distort, disguise, obfuscate, or otherwise confuse’ (Williamson, 1985, p. 47) the business partner. When partner opportunism occurs it doubles the negative effects of price pressures and the relationship is likely to terminate.

Creating Value and Delivering Value in Brazilian Helicopter Technology Center (Elzo Aranha, Federal University of Itajuba)

The aim of this paper is to propose and analyze a marketing framework that provides the creating value and delivering value. The marketing framework may be adopted by the first Helicopter Technology Center (HTC) to be implemented in Brazil by the Brazilian federal government in partnership with the University and Company. The framework has set of strategic key issues and contribute to: (a) increase the power of understanding on creating value and delivering value in HTC, (b) understanding the processes of creating and delivering superior value to potential customers of the HTC, (c) guide the team that will develop the detailed design for implementation of the HTC.

The Global Market For Engineering Consultancies: Forging Relationships and Promoting Expertise (James Chowhan, McMaster University, Andrew Gross, Cleveland State University, and Emercy Solymosy, Western Illinois University)

We first look at how engineers build careers within organizations and how they shift functions and often opt for a move into management. In this context we ask a key question: Does professionalism reside with individuals or with organizations?! This duality exists already in the field of management consultancy and it is looming increasingly important for engineers around the globe. In addition, regulatory bodies and associations emerge that strive to restrict entry and establish some monopoly rights. Next we look at worldwide engineering services especially as how both individuals and organizations seek to market themselves. Here the focus is on the growth of both small and large engineering firms in the past World War II era. There is now a strong trend toward both automation and outsourcing of select engineering tasks from Western nations to the Asia-Pacific region. At the same time, engineering graduates are still in demand, often for non-engineering functions. It is imperative to examine these facets and then draw insights on how marketing is accomplished by both large and small organizations. In concluding the paper we shall place emphasis on how engineering consultancies forge relationships among each other and construction firms (indeed, the design and building parts are often fused within the organization). We shall report on how different promotion methods work for engineering consultancies.

(WD4) Medley (Session Chair, Kristina Maiksteniene) — Gleacher Rm 408


Make to order and the resulting commoditization characteristics of the business market have reduced the scope of product branding in industrial marketing. However, the corporate brand extension has become an increasingly preferred strategy to launch new products and services in business markets owing to the high failure rate of new product launches (Fu et al., 2009; Keller, 2003). By leveraging the strong brand equity of the corporate brand, a firm can generate higher sales and profits by avoiding the higher costs of building and establishing new brands (Aaker & Keller, 1990; Loken & John, 1993; Xie, 2012). The extant research on brand extension has evolved around the customer evaluation of brand extension primarily in the context of consumer markets, and investigated the relationship between ‘perceived fit’ of brand extension to parent brand and the ‘customer’s attitude’ toward brand extension (Aaker & Keller, 1990; Keller, 2003; Nkwocha et al., 2005; Brown et al., 2011). It has been observed that the studies investigating the brand extension in the context of high-technology business products are very scarce, and no prior study has so far attempted to explore the motivation behind a firm’s intention to extend its corporate brand in business market (Burnaz & Bilgin, 2011; Simmons et al., 2010; Xie, 2012). In order to address this critical research gap, we conducted an exploratory research in the emerging economy context of India. The specific objectives of the study include: (i) to understand the antecedents and consequence of a firm’s intention to extend a corporate brand in the business-tobusiness high-tech product market; and (ii) to investigate the relationship between firm’s corporate brand extension intent and business value creation. By resorting to a literature survey focused on resource advantage theory, we have identified the possible antecedents to corporate brand extension intent, and the perceived influence of corporate brand extension intent on business value creation. Our study suggests that there can be two categories of variables that could possibly act as antecedents to corporate brand extension intent in business markets, viz. organizational variables (uncertainty avoidance, corporate brand equity, and firm resources), and environmental variables (network externalities, market heterogeneity) (Adner & Levinthal, 2001; Brown et al., 2011; Burnaz & Bilgin, 2011; Gupta et al., 1999; Xie, 2012). The present paper reports the preliminary outcome of our study that encompasses a conceptual framework with six research propositions that together explain the 2 possible antecedents and consequence of a firm’s corporate brand extension intent in the business-to-business high-tech product market.

Beyond Quality Signaling: Brand Alliance Effects When a Client Endorses B2B Professional Service Provider (Kristina Maiksteniene, ISM University of Management and Economics)

Research gap — Endorsement by a client is a popular B-to-B professional service marketing tool. Although primary rationale behind soliciting client endorsements is to signal quality by demonstrating trust of the client base, other effects, such as spillover of positive or negative associations of a partner’s brand to company’s own brand may occur. This study conceptualizes B-to-B client endorsement as brand alliance between a professional service provider brand and client company brand, where meanings and values can transfer from one brand partner to the other. Despite the increased research energy directed toward brand alliances, significant gaps remain about the circumstances under which an abovementioned brand alliance strategy in B-to-B setting is appropriate, and the factors that influence brand alliance performance and success. Prior work
provides limited scientific evidence how allies influence the alliance, how allies themselves are affected by an alliance, what are brand attitude effects after alliance formation and how these effects vary with different strengths of an ally. Purpose — The purpose of this research paper is to investigate factors that influence the favorableness of attitude towards a B-to-B professional service brand alliance and evaluate possible carryover effects toward client post-attitudes, i.e. attitudes toward each brand after exposure to the brand alliance. Design/methodology/approach — The foundation for this research lies within Simonin and Ruth’s (1998) framework for evaluating consumer attitude towards a brand alliance. After a review of both client endorsement and brand alliance literature, the existence of a brand-alliance-like relationship is established. A conceptual and structural model has been constructed for estimating brand attitude change and spillover effects of alliances between B-to-B professional service provider and endorsing client company brands. Results — The model depicts the relationships among attitude towards a B-to-B professional service — endorsing client brand alliance. Pre-attitudes toward the focal and ally brands have an impact on customer attitudes toward the (temporary, informal) alliance, but the effects of pre-attitude toward the ally brand on attitude toward the alliance are moderated by the type of the endorsement. The type of endorsement also moderates both the effects of attitude toward the brand alliance on post attitudes toward the host and ally brands and the spillover effects of the host and ally brands. To test this model, quantitative longitudinal experiment is suggested, due to its virtue to supply evidence of causality. Practical Implications — This study is of managerial interest, as it sheds the light onto the circumstances under which a brand alliance strategy in B-to-B professional service setting is appropriate, and the factors that may influence brand alliance performance and success. Originality/Value — This paper, to our knowledge, is one of the first attempts to extend brand alliance theory into the context of B-to-B professional service endorsements — the context that poses special challenges because of especially high levels of seller-buyer information asymmetry.

Thursday, August 16, 2012

Concurrent Sessions (8:00AM - 9:30AM)

(TA1) Invited Session: Toward a Fuller Understanding of the Consequences of Alliance Participation (Session Chairs, Kersi D. Antia and Kenneth H. Wathne)

Over the last four decades, a vast and as yet growing body of research has evolved on the formation, design, and ongoing management of alliances, and the consequences for alliance participants. Whereas early work helped identify the many benefits of alliance participation, more recent research tends to adopt a more guarded viewpoint. In particular, there is growing evidence of the “dark side” of alliance formation and participation. Such negative consequences may arise from having multiple incompatible objectives, misaligned incentives for individual participants, and/or unanticipated divided loyalties of the alliance-participating firms’ customers. The present proposal for a special session at ISBM’s Biennial Conference in Chicago, IL comprises three seemingly disparate investigations of alliances that share the common theme of identifying not only the potential benefits but also the downsides of alliance participation. In documenting potential negative consequences, each study contributes to a better understanding of how to reap the benefits while mitigating the ill effects of alliance participation. The result is a more nuanced perspective on alliance management that acknowledges and plans for benefits as well as potential negative consequences. The first paper, by Eric Fang and Jongkuk Lee, maintains that the twin alliance aims of the enhancement of marketing assets and the achievement of strategic flexibility are fundamentally at odds with each other. They show how this trade-off results from a set of driving alliance characteristics, and provide evidence that the solution to this perceived incompatibility of sought outcomes lies in network connectivity. The second piece of research, conducted by Stefan Wuyts, Inge Geyskens, and Katrijn Gielens, examines the important yet understudied phenomenon of buying groups. Wuyts and his colleagues emphasize a wide range of benefits arising from firms’ participation in such alliances. They, however, also warn of the significant challenge posed by the need to align individual retailer objectives. Relying on a unique longitudinal database comprising detailed information on the entry behavior and performance of the 130 largest European grocery retailers over two decades, Wuyts and his colleagues are able to speak to the motivations underlying individual retailers’ buying group participation decisions, and their corresponding performance. In doing so, they are able to recommend strategies of assistance to retailers in selecting buying groups most likely to boost their performance. The third and last study is conducted by Son Lam, Kersi D. Antia, and Kenneth H. Wathne. Their research, conducted in the context of an alliance comprising 78 Western European banks, provides a window on comarketing alliance networks (CANs) of companies joined together in a larger, overarching relationship for a common purpose. CANs involve the creation and promotion of a common brand, coexisting with that of the individual member firms’ brands. Although useful to the aim of developing a national marketing presence, such alliances also raise the troubling specter of divided loyalty. Customers of alliance participants are more likely to become aware of and try products besides those offered by their “home institution”. The study helps identify strategies for alliance participating firms that discourage their customers from availing of competing offers while at the same time reaping the benefits from participating in an alliance. Together, the three papers present some thought-provoking ideas with respect to minimizing the downside to alliance participation, even while reaping its benefits. Conducted across a wide variety of alliances, theoretical perspectives, and methods of data analysis, we hope to offer session attendees an emerging viewpoint on unfolding alliance dynamics.

(TA2) Invited Session: Roads Not Yet Explored: Important, yet Challenging, Research Opportunities (Session Chair, Lisa Scheer) Gleacher Rm 404

This objective of this session is to highlight important but overlooked research topics that deserve attention. These may include research roads which have not yet been explored simply because no one has realized there is a direction worthy of exploration. Alternatively, it may be acknowledged that a distant destination is a worthy research goal, but the path to that destination is hidden or filled with obstacles. And finally, some research avenues that appear to be dead ends are worthy of additional attention because closer examination reveals an intriguing crossroad, branch from or twist in the path that ultimately leads to an intriguing and important research questions. The session will consist of three stages:

Stage 1: Presentations
The presenters (Joe Cannon, Nirmalya Kumar, and Bob Lusch) will each identify at least one highpotential topic that he deems very worthy of study, but which has not
received research attention. Speculation about challenges or reasons that explain why those roads have not yet been travelled is encouraged. (Additional details about the subject areas covered by the presenters can be provided upon request.) This stage will consume approximately 40% of the session.

Stage 2: Panel Member Reflections Following the presentations, the panel will offer their reflections on the topics raised by the presenters. In this portion of the session, the focus is on an evaluation of the potential of proposed topics, consideration of potential ways to get around or over roadblocks inhibiting exploration of those topics, and panel members’ own insights regarding promising, under-researched, high-potential topics. This stage will consume approximately 30% of the session.

Stage 3: Audience Discussion In the final portion of the session, the session organizer will facilitate audience input regarding the research topics identified by the presenters and panel. This stage will consume approximately 30% of the session.

**TA3** Customer Management (Session Chair, Debra Zahay-Blatz)  
Gleacher Rm 406

**Effect of Customer-Centric Structure on Firm Performance** (Ju-Yeon Lee, University of Washington, Shrihari Sridhar, Penn State, Conor M. Henderson, University of Washington, and Robert W. Palmatier, University of Washington)

The Marketing Science Institute (2010, p. 5) recently put forth the following top research priority: “How do organizational structure and marketing capabilities influence business performance?” In response, this study’s objective is to understand the effect of firm’s structure on performance. A widespread belief among academics and managers is that customer-centric firms outperform their peers because they nurture closer customer relationships, enhance customer value, and improve customer satisfaction. Recent surveys and our own examination of Fortune 500 firms indicate that firms are reallocating their structure to better focus on customers. For example, Dell realigned its structure mainly around business-to-business customer groups (i.e., Large Enterprise, Public, Small and Medium Business, and a single Consumer division), stating that “this alignment creates a clear customer-centric focus… with greater responsiveness” (2010, p. 2). However, empirical evidence that such efforts improve performance is absent and sometimes contradicts the popular belief. To clarify this mixed evidence, we term the extent to which a firm’s organizational structure “type” aligns with customer groups as structural alignment (e.g., function, product, geography, customer), and examine when and how increases in structural alignment improves performance.

Our conceptual model describes how the impact of a firm’s structural alignment on performance depends on whether the “customer-centric” benefits outweigh the additional coordinating and communication costs associated with external structural alignments. Firms’ customer satisfaction index and coordinating costs are included in our analysis to represent the two main mediating paths through which structural alignment affects firm performance. Moreover, the tradeoff between these positive and negative mediating pathways is contingent on the presence or absence of two “organic” structural sources of customer alignment. Results suggest that organizing around customers improves performance when firms lack organic customer alignment through high levels of organizational granularity (i.e., the extent to which a firm divides itself into small structural units) or business focus (i.e., the extent to which a firm competes in a limited set of end markets). A firm divided into many small units has the flexibility to focus on marketplace wrinkles (e.g., Xerox, Pfizer), and a firm limiting its business in a narrow set of end markets already has “both eyes on the ball” (e.g., TRW, Intel), thus “organically aligned” firms would gain little incremental benefit from restructuring around customers.

We empirically test our conceptual model using Bayesian mediation analysis with latent instrumental variables (Zhang, Wedel, and Pieters 2009). We compile 13 years of multsource secondary data (from 1998 to 2010) for 169 firms to conduct our analysis. Overall, this study provides theoretical and empirical insights to clarify the mixed picture that emerges from high profile business-to-business stories of some firms enjoying the fruits of restructuring around customer groups (e.g., IBM, Fidelity Investments), while others see their business sour after making similar changes (e.g., Cisco, Xerox).

**Co-Creating Effective and Profitable Customer Solutions** (Adnan Yusuf and Ujwal Kayande, The Australian National University)

Firms in B2B markets face increasing pressure to move from a product-focus to a solution-focus. Providing customer solutions entails processes of needs identification, product adaptation and integration, deployment, and post-sales support, underscoring the need for collaborative relationships with customers, and implying a shift from value-adding for customers to value cocreation with them. Collaborating with customers is critical, and indeed not optional, for solution providers to survive and thrive in the marketplace, but it may not be sufficient to ensure profitability for suppliers. A survey of Fortune 1000 firms offering customer solutions found that only half of them made moderate profits, and 25% actually lost money. This finding suggests that even top ranking B2B firms find it challenging to deliver effective customer solutions that are also profitable. Therefore, it is critical to gain a better understanding of how firms that design effective customer solutions also ensure their own profitability. Researchers have not, as yet, empirically shown what processes, or supplier and customer firms’ competencies and characteristics drive effective and profitable customer solutions, prompting scholars to call for more research to better understand how B2B firms calculate, create, and claim value. The main objective of this research is to understand how customer solutions might become effective for the customer firms, as well as profitable for the supplier firms. More specifically, we develop a framework of inherent processes, and supplier and customer firms’ competencies and characteristics that lead to effective and profitable customer solutions.

**A Framework to Understand Quality Customer Data in CRM Systems for Financial Services Firms** (Debra Zahay-Blatz, Northern Illinois University, James Peltier, University of Wisconsin-Whitewater, and Anjala S. Krishen, University of Nevada)

Recent changes in the digital environment related to information storage, collection, and dissemination have resulted in firms developing and maintaining databases with large quantities of customer information. As a consequence, companies are increasingly being confronted with massive amounts of data contained in widely disparate and often inconsistent databases. In fact, research indicates that marketing professionals will use or will work around data repositories without trust in the underlying data quality. Thus, the identification of processes which can establish systems to not only capture customer data and increase customer knowledge but also maintain the quality and consistency of the data after the fact is becoming a paramount business concern. The storage, collection, and appropriate use of ample data is a major challenge for firms in the digital age as they struggle to implement profitable integrated marketing communication strategies. Our work studies the relative value of several types of data in developing higher quality customer data and superior CRM systems. These data tell managers how to organize their priorities in terms of data learning activities to create the highest quality CRM system so that improved performance can ensue. Our findings show that capturing the results of personalized communications as well as detailed transactions of customer interactions yields the highest results.
Firm Capabilities, Key Partner Participation, and Firm Performance (Guangping Wang, Penn State, Xiaojin Ma, Yancheng Institute of Technology, Wenyu Dou, City University of Hong Kong, and Nan Zhou, City University of Hong Kong)

Recent developments in supply chain and customer relationship management call for firms in the value chain to work closely together. Value co-creation with the upstream (i.e., suppliers) and downstream (i.e., customers) partners has become a critical strategy for many successful companies in their effort to integrate value chain to the center stage of enterprise management. A value co-creation strategy draws on expertise, knowledge, and resources from the customers and suppliers alike to enhance the firm’s knowledge development and innovation process. Although literature is rapidly building in this emerging area, systematic research that explores the antecedents, conditions, and performance outcomes of value co-creation is still lacking, and therefore, many fundamental questions remain unanswered. This research sets out to answer two important questions: what enables a firm to engage value chain partners in value co-creation, and whether the effect of these enablers hinges on certain contextual factors. Building on the resource-based view (RBV) of the firm, we explore the relationship between firm capabilities, key partner participation, and firm performance in the business-to-business setting. We identify three dynamic capabilities as critical enablers of the value co-creation process: innovation capability, information system (IS) capability, and relationship capability. These capabilities are hypothesized to increase key partner participation in the firm’s value creation activities. We also link value co-creation to two performance outcomes: market innovation performance and financial performance. In addition, we analyze the moderating effect of two contextual factors: market turbulence and product complexity. Our conceptual model is tested with data collected from a sample of medium- to largesize manufacturers in China. Results show substantial support for the model. We find the three firm capabilities all significantly and positively affect key partner collaboration. In addition, relationship capability affects marketing performance directly, and IS capability positively and directly impacts financial performance. Finally, multiple-group analyses show that some of the model relationships differ significantly due to high or low levels of the contextual moderators. For instance, the effect of innovation capability on participation is positive and significant when market turbulence is low or when product complexity is high, but non-significant when market turbulence is high or product complexity is low. Also, the positive effect of participation on market innovation performance is significantly stronger when turbulence is low than when it is high and when product complexity is high than when it is low. While the strength of several effects is contingent upon the contextual factors, most of the relationships are pretty consistent across the groups. We conclude that the three firm capabilities are important enablers for firms to engage their customers and suppliers in value co-creation activities and such activities can contribute positively to firms’ performance.

Service Innovation in Manufacturing: A Business Model Perspective (Christian Kowalkowski, Hanken School of Economics and Daniel Kindstrom, Linkoping University)

Across industries, manufacturing firms are experiencing increased competition and commoditization. As a response, firms are enhancing their traditional product offerings with new services and solutions to achieve and sustain competitive advantage, such as closer customer relationships, business growth, and higher profit margins. Successful service innovation implies that firms address multiple elements of their business model and understand how they are connected. This research uses eight common business model parameters as a structuring and analytical framework: Offering, Revenue model, Processes (development, sales, delivery), Resources and capabilities, Customer relationship, Value network, Structure, and Strategy. Business model thinking can help firms create sustainable competitive advantage by reducing imitability; competitors find it more difficult to isolate and copy individual elements of an integrated business. The research is based on studies of leading firms in different industries from 2004 to 2011, such as ABB, ITT, SKF, Toyota, and Volvo. Taking a neo-Schumpeterian synthesis perspective on service innovation, we discuss how firms can adjust and align different business model elements to successfully develop, sell, and deliver services and solutions. A strategic realignment to services must be mirrored in changes throughout the business model. For example, an innovative outcome-based service (i.e., an offering) influences the other business model elements and also requires changes in several of these in order to achieve market success. Consequently, successful change in one element depends on corresponding changes in and/or realignment of other elements in order for firms to be able to appropriate the expected value. In general, too much emphasis is placed on new service development (i.e., Offering innovation). However, firms need to be innovative also regarding elements such as sales and delivery processes and the creation of revenue mechanisms that can capture service value. Although inadequate alignment between elements inhibits service innovation, firms and business units tend to have inadequate understanding of and focus on innovation in business model elements other than the offering. These shortcomings can explain why many new service initiatives fail.

Creating New Business Models with Stakeholders: A Case Study Explicating The Underlying Organizational Capabilities (Kande Kazadi, University of Antwerp, Annouk Lievens, University of Antwerp, and Dominik Mahr, Maastricht University)

In recent years, a growing number of firms have realized that their innovation goals cannot be satisfied solely through their internal resources and routines. Consequently, managers are increasingly supplementing their internal innovation efforts by tapping into the knowledge of a variety of external collaborators, taking on “open” innovation perspective. So far, research into open innovation has focused mostly on collaboration with one specific external party, such as suppliers, competitors, institutions, individual experts, or customers. However, nowadays firms are in innovation projects that bring multiple stakeholders together at the same time. These stakeholders are all persons, groups, and organizations which affect or can be affected by the focal firm’s actions. Bringing together several stakeholders creates synergies in terms of skills and resources which enables the focal firm to develop new offerings and business models. However, stakeholders as external resources cannot be controlled like internal resources. Each stakeholder has free choice on whether or not to share knowledge and skills and pursues distinct aims and motives. As a result, firms need to develop distinct capabilities to attract, involve and motivate stakeholders to contribute to their innovation processes. The purpose of this paper is to identify and explicate the organizational capabilities that enable a firm to co-create with multiple, heterogeneous, external stakeholders in order to build new business models. As we are dealing with a complex bundle of social processes and our research is of exploratory nature, we use a case study research design and selected a global healthcare company as the research setting to gather case-study data. The healthcare industry is experiencing a radical transition with novel research and a wide range of stakeholders which each are becoming more active and empowered. These stakeholders are engaging in co-creation projects with previously closed healthcare firms in order to create more value for all parties involved. We discuss the capabilities enabling the focal firm to engage in co-creation projects and the microfoundations underlying these capabilities. In doing so, we build up a conceptual framework for advancing the field’s understanding of these stakeholder co-creation capabilities.
Based on the abductive juxtaposition of data, analysis, and framework development, a vector framework of translations was finally used to understand the practices affecting their embeddedness in business to business network structures; a shortcoming already mentioned by Kjellberg and Helgesson (2006), and Araujo and colleagues (2008). However, this approach has not yet been widely used to understand particular aspects of interest to the study of business relationships and as part of the IMP Group, notably through the studies by Araujo (2004), Mattsson (2005a and b), Kjellberg and Helgesson (2006 and 2007a/b), Hagberg and Kjellberg (2002; Levinthal & March, 1993; Palmatier et al., 2006). We test and contrast three simulation models to initially establish the validity of our computational approach, and then to study step by step the interaction effects between the focal constructs as well as the sensitivity of the model to key construct changes.

For the purpose of our study we develop a parsimonious evolutionary simulation model of a business relationship that focuses on network pictures with varying degrees of perceived power of the focal company within the embedding network, as well as the networking strategy framework outlined in Hoffmann (2007). We derive certain performance and power outcomes through the simulation. The strategy framework by Hoffmann builds on the seminal work of March (1991) in organizational learning and conceptualizes fundamental approaches which firms can adopt to interact in relationships, and thus manage in their networks. We furthermore single out power as our focal network picture variable due to its importance in affecting business relationships as well as networks (Anderson & Narus, 1984; Anderson & Weitz, 1989; Håkansson & Ford, 2002; Levinthal & March, 1993; Palmatier et al., 2006). We test and contrast three simulation models to initially establish the validity of our computational approach, and then to study step by step the interaction effects between the focal constructs as well as the sensitivity of the model to key construct changes.

The study offers insights into the complex and evolutionary interaction and feedback effects between networking strategy choice, relationship performance and power. Findings show that although certain strategies may be desirable for firms to manage their business relationships, they are not necessarily as successful in all situations. Results indicate that a trade-off exists between relationship context and performance which needs to be considered in strategic networking decisions. Further, the study shows that too many strategy changes cause relationships to become unstable and thus negatively affect performance. The authors refer to this phenomenon as strategy volatility — the rate at which actors change their networking strategies within relationships. This phenomenon arises when too many variables influence firms’ decision making and thus cause firms to frequently change their strategy. Although strategy volatility has a relationship safeguarding effect in the short term, this effect diminishes over time.

Resource Constraints in Innovation: The Moderating Role of Dynamic Capabilities (Palin Bien, Penn State and William H.A. Johnson, Penn State) Resources play a major role in enabling firms to produce innovative market offerings in such a way that the offerings result in marketplace positions of competitive advantage and, thereby, bring about superior financial performance (Hunt 2000). In a resource-driven mindset the dominant view is that abundance of resources is required for innovation. With this logic it is argued that resource constraints will inhibit firms and make them less likely to put together the necessary effective solutions in their innovation efforts (e.g., Rothaermel and Deeds 2006; Damanpour 1987). However, the reality of today’s dynamic competitive markets is that entrepreneurial firms are characterized by severe resource constraints. As Aldrich (1999, p. 41) mentioned most firms “…can’t always get what they want and certainly don’t always get what they need.” It is, however, evident that resource constraints fuel innovation in some organizations, especially in small entrepreneurial companies. Literature on bricolage models and Resource Advantage (R-A) theory shows that firms do deal with resource constraints while creating something new (Baker and Nelson 2005; Hunt 2000). However, we still need a better understanding of how some companies are able to innovate when resources are constrained. This is an ongoing research study, structured in two stages. In the first stage we conducted four pilot case studies to familiarize ourselves with the study’s context, gain insights into the main issues regarding firms’ innovation strategy under several resource constraints and craft an interview guide for subsequent interviews. We met with senior level managers from various industries. Two findings emerged: (1) industry context and innovation type may make a difference in handling the situation of constrained resources (e.g., human and relational resources are more critical for proactive/radical innovation; whereas, financial resources play a significant role in reactive/incremental innovation), and (2) some key dynamic capabilities manipulate firms’ resource configurations and enable them to innovate under resource constraints. The main purpose of the present study is finding these key dynamic capabilities and understanding their moderating role in the resource constraint and innovation relationship.

A Dyadic Agent-based Simulation Approach to Studying Strategic Decision Making in Business Relationships and Networks (Sebastian Folkmann, Di Wang, Stephan C. Henneberg, Peter Naude, and Alistair Sutcliffe, Manchester Business School) Understanding how to effectively manage in business relationships has been a central topic for scholars in the area of business marketing (Ford et al., 2003a). An important aspect of this issue relates to the way managers make decisions and choose certain strategies to affect business relationships, and in particular their position in the surrounding business network (Giddel et al., 2003; Harrison et al., 2010, Boraldi et al., 2007). Such strategicizing issues are often linked to how actors understand the particular network in which they are embedded (Holmén & Pedersen, 2003). To grasp such aspects, research on sense-making in networks (e.g. using the concept of network pictures) has recently aimed at gaining insights into how managers perceive their surrounding business network and thereby underpins their understanding of their strategic options for managing in relationships as well as choices in complex systems (Ford et al., 2003b; Henneberg et al., 2006; Ramos & Ford, 2011, Corsaro et al., 2011).

For the purpose of our study we develop a parsimonious evolutionary simulation model of a business relationship that focuses on network pictures with varying degrees of perceived power of the focal company within the embedding network, as well as the networking strategy framework outlined in Hoffmann (2007). We derive certain performance and power outcomes through the simulation. The strategy framework by Hoffmann builds on the seminal work of March (1991) in organizational learning and conceptualizes fundamental approaches which firms can adopt to interact in relationships, and thus manage in their networks. We furthermore single out power as our focal network picture variable due to its importance in affecting business relationships as well as networks (Anderson & Narus, 1984; Anderson & Weitz, 1989; Håkansson & Ford, 2002; Levinthal & March, 1993; Palmatier et al., 2006). We test and contrast three simulation models to initially establish the validity of our computational approach, and then to study step by step the interaction effects between the focal constructs as well as the sensitivity of the model to key construct changes.

The study offers insights into the complex and evolutionary interaction and feedback effects between networking strategy choice, relationship performance and power. Findings show that although certain strategies may be desirable for firms to manage their business relationships, they are not necessarily as successful in all situations. Results indicate that a trade-off exists between relationship context and performance which needs to be considered in strategic networking decisions. Further, the study shows that too many strategy changes cause relationships to become unstable and thus negatively affect performance. The authors refer to this phenomenon as strategy volatility — the rate at which actors change their networking strategies within relationships. This phenomenon arises when too many variables influence firms’ decision making and thus cause firms to frequently change their strategy. Although strategy volatility has a relationship safeguarding effect in the short term, this effect diminishes over time.

A Network-as-Practice Analysis of B2B Network Dynamics (Ronika Chakrabarti, University of Lancaster, Carla Ramos and Stephan Henneberg, Manchester Business School) In order to capture different aspects of change within different actor groups of a business to business distribution network, a network-as-practice perspective (NPP) is used in this study, which looks at performative aspects of an exchange system. This approach, based on the ‘practice-turn’, is framing the development of an analytical framework, which uses vector descriptors to describe practices and translations within the business network. The specific aspect our study will use to exemplify the explanatory power of a network-as-practice perspective relates to network dynamics, i.e. a situation where changes affect not just individual firms, or the relationship between them, but whole systems. By doing this, we proffer in our study not just a theoretical discussion of the network-as-practice perspective but also translate it into a research design (an analytical framework) for case study analysis, and apply it to the empirical plane. The NPP is suggested as an alternative to traditional business marketing perspective, e.g. those of the Industrial Network Approach (INA) related to the IMP Group. A slightly neglected aspect of the INA relates to the fact that it favours studies of structural phenomena (e.g. configuration of networks, characteristics of relationships) over more process-oriented research. Nevertheless, networks have also been understood as ‘markets-as-practice’, using theoretical grounding in practice or performativity constructs (Latour, 1986). Based on such literature, this study will use a ‘network-as-practice’ perspective (NPP). Associated with the ‘practice-turn’ in social sciences and management studies, market-as-practice has been applied to business relationships and business networks before as part of the IMP Group, notably through the studies by Araujo (2004), Mattsson (2005a and b), Kjellberg and Helgesson (2006 and 2007a/b), Hagberg and Kjellberg (2010), and Azimont (2009). However, this approach has not yet been widely used to understand particular aspects of interest to the study of business relationships and their embeddedness in business to business networks; a shortcoming already mentioned by Kjellberg and Helgesson (2006), and Araujo and colleagues (2008).

Based on the abductive juxtaposition of data, analysis, and framework development, a vector framework of translations was finally used to understand the practices affecting (and being affected by) the changing business network. Using a case-study approach, we analyse the UK pharmaceutical distribution network between 2007 and 2011. Of particular interest are the network dynamics, i.e. changes between the past and today, especially those relating to the introduction of single-wholesaler distribution schemes.
by manufacturers. This has caused a strong and recognised instability in the network, which lead to considerable tension between the main actors of the UK pharmaceutical network. There exists also a high level of uncertainty regarding what each actor can or ‘should’ do. By analysing the UK pharmaceutical network as a case and by exploring the processes of interactions in this unstable network, our paper contributes to the growing body of literature on network dynamics and reinforces using a practice perspective within the INA.

Contracting in Business Networks (Stefanos Mouzas, Lancaster University)
Companies face the problem that it is often impossible for counterparties to manifest their consent in a complete contract. Barriers to concluding complete contracts are regarded as transaction costs; they are the costs of negotiating, drafting and enforcing agreed transactions. The use of framework contracts is one possible solution to this problem. The study presents evidence of framework contracts between multinational firms operating within a network made up of manufacturers of consumer and pharmaceutical products, service providers and grocery retailers. By arranging framework contracts, firms seek to balance the need for certainty and calculability of transactions with the need to remain sufficiently flexible to update their actual consent.

Concurrent Sessions (10:00AM - 11:30AM)

(TB1) Invited Session: Channel Governance Design Part II (Session Chair, Alok Kumar) Gleacher Rm 400
This session starts with a theoretical paper which proposes a new model does not rely on lock-in (i.e. specific investments) as the key motivator behind fixed versus flexible price formats (Zanarone and Lo). This new model is able to show how the leakage and misuse of tacit knowledge makes parties choose the level of price openness that balances value-enhancing activities with opportunistic uses. The second paper (Ghosh, Dutta, and Frias) applies the efficiency logic of organization design theories to shed light on a novel strategic marketing question: Where does the firm choose to participate in the value chain? They argue that the decision to sell in component (intermediate product) versus systems (final end-product) markets can be systematically investigated through the efficiency lens and provide evidence of the same in the market for industrial equipment. The third paper (Dant, Gleiberman, Juliger, Ruyter, and Wetzels) draws on the twin related literature streams of marriage counseling and marriage and relationship education to answer the logical question, namely, given the inevitable emergence of the dark side symptoms over time, what corrective strategies can the relational partners utilize to arrest this deterioration of their relationships? We conclude our session with a discussion (Kumar and Heide) on reputation effects in inter-organizational relationships: on the one hand, a firm’s reputation could be potentially subject to opportunistic exploitation by its partners; on the other hand, a reputation may also be associated with an incentive effect which actually suppresses partner opportunism.

Papers to be presented: Contracting in the Presence of Knowledge Investments (Giorgio Zanarone, Colegio Universitario de Estudios Financieros and Desmond Lo, Santa Clara University); Product Form Choice: Selling Systems Versus Components in Industrial Markets (Minmol Ghosh, University of Arizona, Shantanu Dutta, University of Southern California, and Kelllynn M. Frias, Texas Tech University); Preventing and Combating the Onset of Dark Side Symptoms in Business Relationships: Some Preliminary Evidence from Two Empirical Investigations (Rajiv P. Dant and Aaron Gleiberman, University of Oklahoma, Matthias Juliger, Ko de Ruyter and Martin Wetzels, Maastricht University); and Reputation Effects in Inter-firm Relationships (Alok Kumar, Penn State, and Jan B. Heide, University of Wisconsin-Madison)

(TB2) Business Customer (Session Chair, R. Dale Wilson) Gleacher Rm 404
Valuing Business References: Who, What, and How (Y Kumar, Georgia State University)
It is common for B2B firms to use references from client firms when trying to influence prospects to become new customers. In this study we define the concept of Business Reference Value (BRV), which is the ability of and degree to which using a client’s reference provides monetary value to the seller firm by influencing a prospect to adopt. We develop a three-step method to compute BRV for a given client and we define it as the ability of and degree to which using a client reference provides value to the seller firm by influencing a prospect to adopt. Next, we use data from a financial services and a telecommunications firm to identify and empirically test the drivers of BRV. These drivers fall into four different categories: (1) Client Reputation, (2) Client Embeddedness, (3) Reference Format, and (4) Reference Congruency. Next, we empirically show that clients who have the highest BRV are not the same as the clients who have the highest CLV. We also show that an average client who is high on BRV has significantly different characteristics from the average client who is low on BRV. Finally, we derive implications for managing BRV.

The Governance of Multiple Transactions: Discriminating Alignment and Performance Implications (Erik Mooi, VU University of Amsterdam, Kersi D. Anitra, University of Wisconsin, Madison, and Minmol Ghosh, University of Arizona)
The effective governance of interorganizational relationships is a critical and much sought capability, and has caused a great deal of managerial and academic interest. Adopting a Transaction Cost Economics (TCE)-informed perspective, an impressive interdisciplinary literature base has developed with regard to the drivers and consequences of firms’ governance choices, spanning a continuum from arms’ length (market) to wholly owned (vertically integrated). Consistent with TCE as originally proposed, prior research has proceeded on the assumption that firms strive to minimize transaction costs by ensuring a discriminating alignment between attributes of the individual transaction they seek to govern, and the deployed governance response. In addition, while the core focus of TCE is on the individual transaction, it is likely that such alignment occurs over multiple transactions, with the aim of reducing transaction costs. This raises the as yet unanswered question: How does a lack of a discriminating alignment across multiple transactions impact transaction costs? The present study addresses this gap to help advance our understanding of interorganizational governance. We use a unique longitudinal dataset comprising of 778 Dutch firms’ contract extensiveness choice with their supplier across three time periods. An error components model subsequently allows us unpack two distinct types of deviations (the deviations of observed from predicted levels of contract extensiveness) from TCE expectations: buyer-specific (time invariant) deviations across multiple transactions that the latter undertakes, and transaction-specific (idiomatic) deviations. We use these deviations to explain variation in the level of ex post transaction costs, a measure of nonperformance based on a set of 11 transaction problems, weighted by the buyer for perceived severity. We also posit and find supporting evidence for the influence of such deviations on ex post costs to vary, depending on the length of the relationship between the contracting parties and the extent of measurement ambiguity. Our findings speak to the persistence of governance across the multiple transactions that firms undertake and its performance implications.
Managing Channel Complexity

Channel Appropriability and Intangible Firm Value (Jun Kang and Thomas Brashear Alejandro, University of Massachusetts Amherst)

Understanding the value relevance of a channel strategy is essential to marketing accountability and successful strategic marketing planning (Anderson 1982; Rust et al. 2004). The long-term contribution of a channel strategy to firm value may be achieved through value creation and value appropriation processes in channels (Mizik and Jacobson 2003). The contribution of a channel strategy to a firm is determined not only by the amount of value created during the distribution process, but also by the ultimate value appropriated by the firm (Collis and Montgomery 2008).

Value creation processes emphasize the basic function of a distribution channel that creates value for a firm directly through making markets and executing transactions, which generates both tangible and intangible value for a firm (Anderson and Coughlan 2002, Simon and Sullivan 1993). Value appropriation processes center on a firm’s ability to appropriate the tangible and intangible value created in channels (Mizik and Jacobson 2003). The tangible value is appropriated through the exchange process between a firm and its distributors (Frazier 1983). However, the intangible value is more difficult to measure and appropriate because it resides in expectations of future gains beyond the present (Joshi and Hanssens 2010).

To explore the value appropriation processes in channels, we define channel appropriability as the extent to which the value generated in marketing channels can be appropriated by a firm. It reflects a firm’s ability to appropriate both tangible and intangible value from its channels. This study maintains that a firm can adjust the level of channel appropriability directly through channel planning and management. We propose three channel appropriability strategies, developing a dual-distribution system, adopting a multi-unit agreement, and manipulating revenue arrangement. This study maintains that a firm can adjust the level of channel appropriability directly through channel planning and management.

Drawing upon the insights of the Resource-based View, Dynamic Capability View, and Relational View on appropriability, we propose that the three channel appropriability strategies contain two underlying appropriation processes: profit appropriation and resource appropriation processes. The profit appropriation refers to a firm’s extraction of profits generated in channels. The resource appropriation pertains to using channels for multiple business purposes to capture intangible value of channel resources. Channel strategies increase firm value through the combinations of these underlying appropriation processes, which capture and increasing cash flows. Finally, the effects of appropriability strategies on firm value are moderated by firm specific conditions and industry conditions including: firm reputation, advertising effort, industry competition, and industry growth. Empirical results will be presented.

Managing Channel Complexity (Nermin Eyuboglu, Baruch College and Sertan Kabadayı, Fordham University)

In recent times the number of channel alternatives available to business has increased sharply. Companies today combine various channels in creative ways and craft complex channel organizations. Both academics and professionals agree that such complex organizations produce challenges for marketing managers. However, the literature offers...
Creating Successful Innovation Outcomes through Interfirm Relational Strategies (Brett William Josephson, Washington State University, Sean Yim, Washington State University, Sanjiv Ram Sisodia, University of Idaho, and Jean L. Johnson, Washington State University)

Scholarly literature informs on the central role of innovation in the contemporary strategic landscape. Specifically, innovation has been found to improve overall firm performance (e.g., Tellis, Prabhu, and Chandy 2009). Firm innovation is a multidimensional construct with many measures of success, such as firm- and product-level (e.g., Griffin and Page 1993). We build off this framework and demonstrate that interfirm relational strategies (relational proclivity and relational capability) impact the rate of new product development as well as the ability of the firm to create viable product platforms.

This research proposes that relational proclivity, a firm's positive predisposition toward close interfirm relationships (e.g., Johnson and Sohi 2001), and relational capability, a firm's ability to manage and make effective interfirm relationships (e.g., Johnson, Sohi, and Grewal 2004) are critical antecedents of successful innovation. Furthermore, we propose that the strength of the interfirm relationship (network density) is an important mediator to innovation outcomes. Also, we suggest that the efficacy of relational proclivity and relational capability as determinants of innovation outcomes varies according to external (technology turbulence) and internal environments (market orientation).

Managing Exclusive Channels for Relationship Effectiveness (Alberto Sa Vinhas, Washington State University and Richard Gibbs)

The focus of this study is the effectiveness of channel relationship management strategies or initiatives across different channel types in business-to-business markets. In particular, we look at channel relationship management in exclusive versus non-exclusive channels. Exclusive dealing (ED) can be defined as a contractual requirement by which resellers promise a supplier that they will not handle the goods of competing producers (Marvel 1982). ED is a common contractual arrangement across industries (Heide, Dutta and Bergen, Li and Dant 1997, Marvel 1982). Despite its importance, there has been a general lack of empirical evidence on how these channels can be managed effectively. We consider two relationship efforts or characteristics: the level of information exchange and the level of conflict in a given relationship between the supplier and a distribution channel. Consistent with previous literature, we find that higher levels of information exchange and lower levels of relationship conflict lead to improvements in relationship quality in both ED and non-ED channels. We then build on existing channel management and economics literature on exclusive dealing to show that the relative or comparative effectiveness of these two channel relationship management efforts across channel types depends on the specific initiative being considered.

While the marginal benefits of improvements in the quality of information exchange are higher in non-ED channels (than in ED channels), the opposite is true for improvements (decreases) in relationship conflict. In addition, and consistent with previous research (e.g. Li and Dant 1998), we find that relationship quality tends, ceteris paribus, to be higher in ED channels. We also consider the simultaneous use of both channel types in a territory and show how a supplier's usage of exclusive channels influences the quality of its relationships with non-exclusive resellers in that territory. ED channels in a territory perform an important demand generation function, benefiting all channels in the vicinity. Better levels of information exchange between the supplier and its ED channels, and lower levels of conflict in these relationships, improve the ability of these channels to effectively perform this function. These results underscore the need for suppliers to manage their different distribution channel types as an integrated system. We find support for our hypotheses in a sample of 847 observations corresponding to different exclusive and nonexclusive channels selling a supplier’s product-line across several European countries.

(TB4) Interfirm I (Session Chair, Stephan Henneberg) Gleacher Rm 408

A Business-to-Business Love Story? Relational Attractiveness (RA) and its Impact on Firms’ Ability to Build and Maintain Business Relationships (Zsófia Tóth, Stephan Henneberg and Peter Naude, University of Manchester)

Although much has been written about business-to-business relationship phases as well as about the ending of particular business relationships, the beginning of business relationships is a relatively under-researched area. Furthermore, the partner selection process is a crucial issue for companies both in the short and long term. Much of the existing business-to-business knowledge concerning attractiveness focuses on interpersonal relationships between sales people and a few articles on the patterns of supplier attractiveness. There is also a linkage to relationship management studies, and to psychological studies on the role of attractiveness in interpersonal relationships and studies on decision heuristics. However, the question ‘What is attractive for companies when they decide about entering into a new business relationship or maintaining a previous one?’ has not been answered properly yet. Relational attractiveness (RA) is a context-dependent perception, based on an overall impression and (implicit) judgement about (1) the desirability of a (potential or actual) organizational business partner as well as about (2) the desirability of the (potential or actual) business relationship with them. Relational attractiveness (3) implies a presumption that the (potential or actual) partner possesses (or lacks) certain values and (4) an estimation about the future utility of a particular (potential or actual) partnership with a particular (potential or actual) partner. The aim of this paper is to develop a conceptual framework for RA to explore the potential dimensions of the construct. We intend to investigate the phenomenon on different levels of potential business-to-business partnerships.

The Temporal Dynamics of the Antecedents of Interfirm Commitment (Claude Obadia, Novancia Business School Paris)

Dwyer, Schurr and Oh’s (1987) theory of buyer-seller relationships includes temporal assumptions about the antecedents of interfirm commitment that have been rarely if ever addressed in interorganizational research. Furthermore, Dwyer et al. (1987) contend that an exchange partner consistency is a key factor of the other party’s commitment maintenance. Consistency refers to the stability of a partner’s behavior over time in terms of high specific investments and superior role performance. The purpose of this
study is to test Dwyer et al. (1987) aforementioned assumptions with a longitudinal design. The contribution lies in (1) conceptualizing and measuring partner consistency, (2) analyzing the impact of partner consistency on commitment, (3) examining the long term effects of trust and dependence on commitment, and (4) studying the moderating effect of consistency on the trustcommitment and dependence-commitment links. The hypotheses are tested with PLS path modeling using data from two consecutive surveys of French exporters. The results suggest that: (1) distributor consistency is an important antecedent of supplier commitment, (2) trust long-term effect on commitment is significant only when distributor consistency is high, and (3) dependence has a long-term positive effect on commitment that increases with higher distributor consistency. Our longitudinal approach sheds a new light on channel relationships by showing how suppliers’ pre-relational attitudes are intertwined with the evaluation of the consistency of distributors’ behaviors in terms of specific investments and role performance.

The Effects of Relationship Role On Buyers’ Responses To Relationship Failures and Recovery Efforts (John D. Hansen, Donald J. Lund, and Thomas E. DeCarlo, University of Alabama at Birmingham, and Lisa K. Scheer, University of Missouri)
This research examines the extent to which prevailing relationship norms affect buyers’ responses to initial relationship failures and subsequent recovery efforts. The research is conducted across three studies. Operationalizing relationship norms on the basis of whether the buyer categorizes the offending salesperson as a friend or businessperson, Study 1 examines the role (friend versus businessperson) × failure type (ethical failure versus service failure) interaction on buyers’ feelings of betrayal and reciprocal debt. Study 2 expands upon this in examining the role × failure type × recovery type (an apology versus compensation) interaction on buyers’ justice assessments. Utilizing these same outcome variables, Study 3 addresses the issue of who should lead the recovery effort through an examination of the role × recovery source (salesperson versus sales company) interaction. Here, both failure type (ethical failure) and recovery type (both an apology and compensation are offered) are controlled for. Separate samples of professional purchasing agents are utilized across each study. Study 1 results indicate that while friends are buffered from the effects of service failures, there is no amplification effect following ethical failures (i.e., friends are not penalized severely). This finding is replicated in Study 2, with a post hoc analysis of buyer comments revealing that buyers tend to attribute ethical failures away from the salesperson so long as the salesperson is categorized as a friend. However, when friends commit an ethical transgression and attempt to recover from it in a manner that is not in keeping with expectations accompanying the friend role (i.e., the friend offers compensation), an amplification effect is in order. Study 3 results indicate that buyers prefer salesperson-led recovery effort when the salesperson is categorized as a friend and sales company-led recovery efforts when the salesperson is categorized as a businessperson. In all, these findings offer new insights into the process dynamics underlying buyers’ responses to relationship failures and recovery efforts and the transference of effects from the salesperson to the organization under certain circumstances.

Do Supplier Perceptions of Buyer Fairness Lead to Supplier Sales Growth? (Ghasem Zaefarian and Zhaleh Najafi Tavani, University of Leeds and Stephan C. Henneberg and Peter Naude, University of Manchester)
The aim of the present study is to investigate the direct and indirect impact of justice perceptions on relationship quality and on sales growth, based on a seller perspective. Organizational justice refers to the organization’s perception of the fairness of treatment received from other organizations, and their reactions to such perceptions (Aryee et al. 2002; Homburg and Furst 2005). Extensive research on organizational justice has identified three distinct justice dimensions: distributive justice deals with the fairness of the outcomes received (Patterson et al. 2006). Procedural justice refers to the process, practices and policies guiding the interactions between organizations. Finally, interactional justice involves the manner in which a supplier is treated during the exchange process (Bies and Shapiro 1987). In our research, we focus on justice perceptions from the supplier perspective. Relationship quality refers to the characteristics and the quality of relational ties between two business partners (Palmatier 2008; Van Bruggen et al. 2005). For the purpose of our study, we conceptualize relationship quality as a higher order construct and propose that relationship quality consists of trust, commitment, and long-term orientation since these factors capture the essential aspects of supplier-manufacturer relationships.

Ready to Pitch? How Salespeople Engagement In Tenders Affects Vendors’ Relational and Transactional Attractiveness (Eva K. Steinbocher, Christian Schmitz, and You-Cheong Lee, University of St. Gallen, and Dirk Zupanic, German Graduate School of Management and Law)
Over the last decade, organizational customers have increasingly employed tenders as part of their purchasing strategies. The United States Army, as a single institution, purchased goods and services worth 200 billion USD via tenders during the last fiscal year. In February 2011, Boeing announced that it had won a 40 billion USD deal in a historical tender of the United States Air Force. Their competitors, including EADS, left the competition empty-handed. Tenders are not a phenomenon exclusive to public procurement; their rise may be observed in many industries of the private economy. Organizational customers intend to enhance transparency among vendors’ solutions while reducing non-economic influences on their purchase decisions. By preparing a detailed requirement specification, they avoid unneeded functions and components of the purchased objects, thereby reducing overall procurement costs. This change on the buying side poses major challenges to vendors’ salespeople. To successfully participate...
In many business-to-business (B-to-B) transactions, negotiation is the prevalent mechanism to conclude a deal between buying and selling organizations, especially when the exchanged goods and services are tailor-made (Wilken, Cornelißen, Backhaus, & Schmitz, 2010). For B-to-B companies, positive subjective (e.g. satisfaction) and objective (e.g. profit, cost savings) negotiation outcomes in their selling and purchasing interactions are thus of primordial importance. However, the issues to be resolved such as price, product and service configurations, warranties, delivery issues, customer obligations, financing options, legal contractual details, and many more make most B-to-B negotiations a complex mixed-motive task (Graham, 1986). As such, it contains so-called integrative or win-win potential, that can be turned into win-win agreements when negotiation parties manage to balance their diverging interests, priorities, resources and future expectations (Lax & Sebenius, 1986) in a way that creates more value from negotiations than alternative agreements. Ideally, exchange partners would create maximum joint value in the negotiation for both parties which also likely generates a positive, subjective evaluation of the negotiation by the partners (Curhan, Xu, & Elfenbein, 2006).

A Panelist representing one of the four countries will discuss B2B Marketing Practices in their country and how they differ from the current level of knowledge of marketing practices from the existing research base. Panel: (Livio L. Barakat, Fudacao Dom Cabral - Brazil, Marina Sheresheva or Olga Troyak, National Research Univeristy, Moscow - Russia, Jagdish Sheth, Emory University – India, and Wang Haizhu , Sun Yet Sen University - China)
Many B2B firms use third-party sales agencies to sell their products. Such firms are interested in identifying clusters of agencies with similar productivity, and making retention decisions. Because these firms can neither observe sales agencies’ efforts nor directly control them, it is a challenge to measure their productivity. Existing approaches make parametric assumptions in estimation and clustering, potentially misspecifying the sales response model and misestimating sales productivity. We propose a nonparametric method—Multivariate Dirichlet Process (MVDP) model—that overcomes these potential problems and that endogenously classifies the sales agencies into groups sharing similarities in their sales productivity parameters. We design and implement a simulation experiment to assess the magnitude of gain in parameter recovery for the proposed model over benchmark models. We estimate this model on two product categories using two different real world datasets, one each from the goods and services industries. We compare our model with extant approaches and show that it yields more accurate descriptive results, enables improved sales prediction in holdout samples, offers a better grouping of similarly performing sales agencies, and enables improved interpretation and actionability of results, and leads to more accurate strategic decisions than do benchmark models. Presentations include: How Internet Communication Technologies are Transforming B2B Sales Force Organizations (Murali Mantrala, University of Missouri, Sonke Albers, Kuhne Logistics University, and Yamsi Kanuri, University of Missouri); The Marketing-Sales Interface During a New Product Launch: How Can Marketing Influence the Sales Force? (Michael Ahearne, University of Houston with Jeffrey Boichuk, Willy Bolander, Florian Kraus and Carment Liutec); Price Stability as Selling Concept (Manfred Kroff, University of Munster, Manuel Stegemann, University of Munster, Murali Mantrala, University of Missouri, and Kissan Joseph, University of Kansas); Managing Short-term Pressure for Long-term Performance (Thomas Steenburgh, Darden Graduate School of Business)

Understanding Organisational Networking Behaviors in a Business Network Context (Sabrina Thornton, Peter Naude, and Stephan Henneberg, Manchester Business School)
The importance of business relationships has been well established and is seen as one of the key drivers of company success (Morgan and Hunt, 1994; Palmatier et al., 2007). However, relationships do not exist in isolation (Anderson et al., 1994; Granovetter, 1985). Instead, they are interconnected and aggregated into business networks, in which firms and numerous other actors are embedded. How to efficiently and effectively manage (in) these inter-organisational networks becomes a critical issue for firms operating in business-to-business markets (Miles and Snow, 1992). It has been suggested that firms’ ability to utilise and capitalise on the business network could become a source of competitive advantage, because the ability to cope with the social complexity of the business network makes it difficult for competitors to imitate successful network positions (Barney, 1991; Gulati et al., 2000, Pfeffer and Salancik, 1978). Despite the aforementioned significance, currently research into how firms interact with their networked environment remains relatively unexplored and untested compared to literature focusing on business relationships (Dyer and Hatch, 2006). This research adopts a network perspective and attempts to understand how firms relate to their direct counterparts and those that are not directly connected to them. In addition, it examines how firms exploit their web of direct and indirect relationships in order to embrace the potential opportunities and manage threats in the network.

Knowledge Creation in Expertise-Driven Health Care Communities (Sarah Van Oerle and Annuok Lievens, University of Antwerp and Dominik Mah, Maastricht University)The knowledge intensive economy embraces the use of innovative information and communication technologies (ICT) allowing for a fast and relatively inexpensive exchange of information, experiences and ideas between different health care stakeholders. This fosters firms to rethink their current R&D processes and adopt open innovation approaches to acquire knowledge and skills from external entities. Firms in the sector of high involvement services like Novartis, Janssen Pharmaceutica and Mayo Clinic are increasingly interested in virtual communities for R&D purposes. This shift from a closed internal R&D process towards an open collaboration leads to more novel and diverse insights which can be used in new product and service development. However, open innovation efforts in a health care context include many different participants ranging from health care professionals and health organizations to large pharmaceutical companies, patients and even regulatory agencies. The establishment of relationships among these structural different parties requires new innovative tools such as virtual communities to facilitate collaboration. Hence, it is crucial for firms to understand the functioning of virtual open innovation communities and their impact on knowledge creation. From a research perspective, knowledge creation will be largely determined by the extent to which one can connect to a diversified, large number of knowledge sources. In the health care sector two complementary knowledge types are necessary to deliver health care products and services in a holistic way: cognitive and affective knowledge. Cognitive knowledge refers to disease and treatment related information which is needed to cure the patient. Affective knowledge, on the other hand, is an important aspect of the expert-patient relationship and refers to emotional and empathic expressions, needed to provide care to the patient. The authors posit that the members of a virtual open innovation community who are more connected, but less integrated in their network will contribute more in terms of cognitive knowledge creation. However, being very well integrated in the network will foster trust and empathy among members, which will contribute to affective knowledge creation. We therefore hypothesize that members who are highly connected and integrated in their network will contribute more in terms of affective knowledge creation. Moreover, we examine the antecedent role of homophily in terms of structural and disease-specific characteristics. We pose that the more similar
the community members are with regard to those structural and experiential characteristics, the more connected and integrated they will be in their network. Next, we empirically test our theoretical framework in several virtual communities that include the different parties involved in the open innovation collaboration. We aim to validate the hypothesized relationships between the level of connectedness and integration and the type of knowledge creation. In addition, we hope that our data will confirm our assumption that more similar members in terms of structural and experiential characteristics will be more connected and integrated in their network. With this research we aim to contribute to the understanding of knowledge creation in virtual communities which serves as input for the collaboration between various parties in the high involvement services setting.

Networking Capability in Business Relationships (Maciej Mitrega, University of Economics in Katowice, Sebastian Forkmann, Carla Ramos, and Stephan C. Henneberg, Manchester Business School)

The dynamics of business networks constitute an important field of research in interorganisational marketing and strategy (Ahuja et al. 2007; Halinen et al. 1999). To deal with such dynamics, firms embedded in networks need to develop capabilities that allow them to understand other actors and relationships, and to actively shape their networking position (Ford et al. 2003), i.e. their portfolio of manifold business relationships. Prior studies have operationalized such network competences/capabilities (Ritter et al. 2002; Walter et al. 2006), however, these studies have not captured the changeable nature of business networks and the underlying business relationships. The literature on dynamic capabilities (Teece and Pisano 1994; Teece 2007; Zollo and Winter 2002) emphasizes the dynamic nature of competitiveness and suggests that in today’s environment the most successful companies constantly reconfigure and redeploy their resources to achieve new sources of competitive advantage. Dynamic capabilities are therefore crucial in cases of dynamic business relationships and networks as they allow companies to reinvest their resources deployed in prior relationships while dealing with new business partners. Thus, successful network-related strategies must comprise organizational routines and activities aligned with all relationship stages. Failure to anticipate and react to dynamics taking place within a firm’s relevant network may threaten a firm’s competitiveness and survival in the long run. Based on the concept of dynamic capabilities, we adopt a relationship process-based perspective by considering three stages: relationship initiation, development, and termination. For each of these relationship stages specific networking capabilities (NC) are defined. In summary, we propose an extended understanding of NC, based on a dynamic capabilities view, and define NC as the set of activities, which are implemented at the organizational level of the focal company to initiate, develop, maintain and terminate business relationships for the benefit of the company. We contribute to this study to the business marketing literature in several ways. First we conceptualize strategic competences in business networks specifically as networking capabilities. Secondly, we introduce a dynamic perspective on networking capabilities through the use of relationship processes. Thirdly, we develop a measurement model, which allows assessing the dynamic networking capabilities of firms and finally examine their effect on various performance dimensions (e.g., firm, relationship, and focal firm business partner portfolio) and thus demonstrate the importance of dynamic networking competences.

Where to Anchor Outcome Fairness: An Exploration of Antecedents of Fairness Judgment (Miamiao Zhu, Freie Universität Berlin)

As economic exchange is a primary focus in business relationships, outcome fairness becomes a main concern of firms. It is suggested that outcome fairness is vital for building effective B-to-B relationships, and unfairness aggravates conflicts and opportunism. However, the commonly used norm of outcome fairness, equity, is sometimes problematic when applied to business relationships. Firstly, due to the difficulty in attaining input and outcome information, equity cannot be easily used in practice. Secondly, equity only places emphasis on way of allocation (dividing outcomes by contribution). However, a fair allocation does not necessarily lead to a fair outcome judgment. Lastly, equity ignores the roles of evaluators (firms) and relationships between them (e.g. power, trust, social bonds). Outcome fairness judgment is social and cognitive based, therefore it is incomplete without considering evaluators and their relationships when studying how fairness judgment forms particularly in complex business context. For example, a powerful firm may hold that it just deserves more than its partner because it has more resources even though it has not contributed them to the relationship. Consequently, the authors ask the following questions: Are there any other elements that influence a firm’s fairness judgment of outcomes from an exchange relationship? How do they influence fairness judgment? Our conceptual framework proposes that firms will use the equity norm as a roughly basis to form outcome fairness judgment which is adjusted and affected by the roles and relationships of firms involved. Particularly, we stress that power, trust and social bonds have significant impacts on fairness judgment. When a firm is less powerful, has trust and social bonds with its partner, it tends to perceive negative outcome inequity as more fair. It indicates that outcome inequity, especially negative inequity does not always mean unfair and does not necessarily damage a business relationship. Incorporating insight into roles and relationships of outcomes evaluators, our research provides a social-cognitive way of judging outcome fairness and a more complete understanding of judgmental process in business-to-business marketing.
How Brand Image and Product Characteristics Can Govern Firms’ OEM and Entry Decisions (Fabio Caldieraro, University of Washington)

This paper shows that differences in brand image and product quality (horizontal and vertical differentiation) can govern the market-entry decisions of firms facing a market already served by an incumbent. The entrant might sell under its own brand, become a supplier to the incumbent (called an OEM arrangement), or both. Findings reveal that when firms are vertically but not horizontally differentiated, the entrant cannot profit from entering the market on its own, but firms can profit from OEM arrangements. When firms are both vertically and horizontally differentiated, the entrant profits by simultaneously entering the market and establishing an OEM arrangement with the incumbent. This is an interesting outcome because in competitive scenarios in which firms compete for consumers, the entrant will effectively sell its own product to the competitor. Furthermore, in these competitive scenarios, both buyer and seller increase profits by agreeing on a high wholesale price. When firms have the capability of producing all possible qualities of the products on their own, OEM relationships between firms can still happen in equilibrium. In this case, the most interesting result is the fact that, under certain conditions, firms may select to produce goods of different qualities and become suppliers to each other, despite the fact that they will end up selling the same product qualities to consumers. The reason for this outcome is that this dual buyer-seller arrangement causes a strategic effect that reduces the firms’ aggressiveness when competing for consumers.

(TCS) Invited Session: Dealing with the Dark Side: Digging More Deeply Into Dysfunction (Session Chair, Lisa Scheer) Gleacher Rm 304

Drifting Into Dysfunction: The Critical Role of Complacency (Irina Kozhenkova, University of Missouri)

How do seemingly strong relationships become dysfunctional? This research explores the potential for development of complacency in relationships characterized by a high degree of rust. Discussion will focus on how complacency serves as the gateway to an array of dysfunctional consequences, what types of relational interactions are most likely to breed complacency, and what actions can be taken to deter complacency. Initial findings regarding antecedents and correlates of complacency will be discussed.

Comply or Defy? An Empirical Investigation of Change Requests in Buyer-Supplier Relationships (Judy L. Crosno, West Virginia University, Robert Dahlstrom, Miami University, and Chris Manolis, Xavier University)

A critical success factor in outsourcing product development and production activities is how suppliers respond to change requests made by buyer organizations. Change requests are intended to enhance consumer satisfaction and supply chain performance, yet they complicate production processes and cycles for the subcomponent producer. Drawing on control theory and organizational justice, we argue that the type of control used and the support given by the buying organization will moderate the relationship between the extent of change requests and (1) compliance with those requests and (2) opportunism in general. Using data gathered from 118 firms in the software industry, initial results indicate that the type of control used and the support given may exacerbate or attenuate miscreant behaviors following change requests.

Delving Into the Dark Side: The Importance of Balance in B2B Research (Lisa Scheer, University of Missouri)

B2B research in recent decades has focused predominantly on positive actions and consequences. In the minority of research studies that examine “dark” constructs such as opportunism or conflict, there is a general presumption that these elements are inherently undesirable and to be minimized. This presentation argues that an over-emphasis on positive elements of B2B relationships lacks balance and presents an incomplete picture of reality. Further, might “dark” elements be critical to effective B2B relationships? By integrating the full spectrum of behaviors into our research, we will gain greater insight into B2B relationships, open new avenues for research inquiry, and provide greater value to practitioners.

Concurrent Session (3:00PM – 4:30PM)

(TD1) Invited Session: Creating Value Via B2B Customer Solutions (Session Chair, Stefan Worm) Gleacher Rm 400

Financial Performance Outcomes of B2B Customer Solution Offering (Stefan Worm, HEC Paris, Wolfgang Ulaga, IMD Lausanne, Sundar Bharadwaj, University of Georgia, and Werner Reinartz, University of Cologne)

Faced with intensifying global competition, many B2B manufacturers consider the addition of service offerings in an effort to remain competitive. Customer solutions, i.e. service offerings as part of which suppliers promise to perform certain processes on behalf of their customers, are discussed controversially among B2B marketers. While those in favor view customer solutions as a powerful strategy to grow profits and to increase customer loyalty, opponents argue that the risk transfer from buyers to sellers inherent in solution offerings may unfavorably affect firm risk and profits. The present study examines the link between the introduction of solutions and seller financial performance. We combine survey data on new service introductions with financial measures from archival sources and competitive information from industry reports. The study finds that the launch of customer solutions affects financial performance favorably. The financial outcomes of solutions are contingent on the competitive environment.

Managing Two Boundaries to Deliver Solutions (Sundar Bharadwaj, Son K. Lam, and Stefan Sleep, University of Georgia)

As customers consolidate and continue to pare down the number of vendors they use, selling organizations have had to adapt by creating new organizational forms that concentrate selling resources to fewer but more critical customers. One way in which sales organizations have dedicated resources to customers is the deployment of sales teams. This study focuses on a special form of sales teams, customer business development (CBD) teams, designed to deliver solutions to large customers. CBD teams are microcosms of the focal organization face two boundaries, namely a boundary with the parent/focal firm and one with the customer organization. CBD teams need to manage both boundaries in order to be effective in delivering solutions to large customers. However, the process of managing these two boundaries is not simple. Against this backdrop, we examine the role of three moderators, namely, internal, external and customer level, to identify the conditions under which CBD teams drive both customer satisfaction and firm performance in the process of delivering solutions. We present key results from an empirical study of over 100 CBD teams. The results have implications for the management of teams in solutions design and delivery.
In service dominant industries, such as airlines and hotels, in addition to price, service quality plays a critical role in determining the success of the firm. It is well known that service modules as a function of intra-firm components. The need to recognize customer-specific activities and competences as a pivotal part of modular services. Such insights are particularly relevant given the established views of the research field of service modularity by providing empirical insights into how service modularity can help achieve more efficient services. In particular, the paper addresses supplier-specific parts of modules is an important finding with which to further develop modularity in a service context. Originality/Value: The paper contributes to the emergence of modular services based on provider and customer components, activities, and competences. Findings: The decomposition of services into modules is not only customer elements. This increases the complexity of the modules, but also the potential value for the customer and provider. The observation of customer-specific and design via grid technique the constructs by which customers assess both individual and organizational value in this context are elicited. Through data gained in interviews using the repertory grid technique the constructs by which customers assess both individual and organizational value in this context are elicited. Through this also the various value dimension of the different members of the usage center as well as the varying process of value co-creation are revealed. Purpose: Traditional notions of product and service modularity miss the link between the provider and customer. By recognizing the potential role of customer competences and activities in service modules, this study aims to investigate how modular services can enhance collaboration and value co-creation between the service provider and the customer. Design/methodology/approach: A qualitative study of four Swedish manufacturing firms moving into service and integrated solution fields was conducted, with modular business services as the unit of analysis. Data was collected through interviews, focus groups, and participant observations. The gathered data enabled a conceptualization of modular services based on provider and customer components, activities, and competences. Findings: The decomposition of services into modules is not only a decomposition of components; activities and competences must also be considered. In addition, given that services can be co-created, service modules may also include customer elements. This increases the complexity of the modules, but also the potential value for the customer and provider. The observation of customer-specific and supplier-specific parts of modules is an important finding with which to further develop modularity in a service context. Originality/Value: The paper contributes to the emerging field of service modularity by providing empirical insights into how service modularity can help achieve more efficient services. In particular, the paper addresses the need to recognize customer-specific activities and competences as a pivotal part of modular services. Such insights are particularly relevant given the established views of service modules as a function of intra-firm components.
Implementing Market Orientation While Remaining Internally Efficient: Identifying Enabling Mechanisms (Daniel Kindström and Staffan Brege, Linkoping University)

Research suggests that firms must be, simultaneously, both market and production oriented — they must implement both exploitation and exploration strategies (Atuahene-Gima, 2005) — in order to remain successful. Customers are growing more demanding and as globalization increase the competitive pressure firms must become ever more adept at their search for a competitive edge. Identifying mechanisms that enable a transition towards market orientation but that, at the same time, allow a firm to remain internally efficient (i.e., production oriented) have the potential of yielding substantial, as well as sustainable, competitive advantages. The implementation of market orientation in order to improve firm performance is now both widely and well accepted. To an extent it can be argued “that it [the implementation of market orientation] has become simply a cost of doing business in many industries” (S.-H. Liao et al., 2011). This points to the fact that firms must manage the implementation of the concept very well to be able to realize any sustainable competitive advantages from market orientation. Recent studies however argue that practitioners find it difficult to interpret the market orientation concept and, subsequently, find it hard to implement it in their organisations (see e.g. Mason and Harris, 2005). Coupling an implementation of market orientation with an efficiency focus with regards to internal processes and resource usage increases complexity, but also the potential rewards. Firms can not only focus on developing market sensing and customer linking capabilities but must also keep an eye on their use of internal resources, sometimes referred to as inside-out capabilities (Dey, 1994) or inter-functional coordination (Jaworski and Kohli, 1990), in order to achieve sustained profitability and success. The aim of this research is, by telling the story of a traditionally very production oriented business-to-business firm implementing market orientation, to identify key mechanisms (i.e., activities and concepts used) enabling the implementation of a market oriented strategy, while still retaining an efficiency focus internally. By conceptualising market orientation in three dimensions — internal integration, customer integration and network integration — the research identifies how these empirically grounded mechanisms are used to achieve market orientation while at the same time also enabling an exploitation strategy internally. The article will have the following structure. First, the market orientation concept is explored and a structure for analysis is built up. Secondly, the empirical data is presented and an empirically close analysis is presented. Finally, findings and conclusions are forwarded.

Exploring the Organizational Backbone of Pricing and Their Outcomes: A Configurational Perspective (Michael Burkert, University of Lausanne, Bjorn Sven Ivens, Otto-Friedrich-University Bamberg and Philipp Schrader, Otto-Friedrich-University Bamberg)

No marketing instrument has a more direct and significant impact on a firm’s profitability than price. However, effective price management presents an organizational challenge. This article draws on pricing literature and research in marketing organization to develop a multidimensional conceptualization of pricing organization. Taking a cross-functional and activity-based perspective of pricing, the authors integrate structural dimensions (formalization, specialization, centralization) and nonstructural dimensions (dispersion of influence, top-down commitment) of pricing organization. Through a large-scale study of 419 European companies in the B2B sector, the authors empirically explore a conceptual model and identify five empirical archetypes of pricing organization. The resulting taxonomy reflects different stages of a firm’s pricing organization maturity as manifested in varying structural and nonstructural dimensions. Testing the effects of pricing organization with archival and survey data reveals that mature and systematic approaches to pricing organization significantly improve price management. Theoretical and managerial implications are tested and avenues for future research suggested.

Antecedents and Performance Implications of Misligned Formal Contracting (John Sande, BI Norwegian)

Why do some firms make poor contracting choices? The core principle of transaction cost economics is that transaction parties should align transactions with governance structures. For business-to-business marketers and purchasers, this principle means that in order to achieve high performance they should consciously engineer their formal contracts to account for transactional hazards, such as transaction specific investments and uncertainty. In recent years, this idea has received considerable support in empirical research findings. However, a key question remains relatively unexplored: why do misalignments arise? What keeps firms from aligning their contracts with transaction attributes? Since the empirical evidence suggests performance gains for firms that align their contracts with transaction attributes, this question is not only of theoretical interest, but also of great practical interest. To our knowledge only a couple of articles have examined the issue of why misalignments arise, and only one does so quantitatively. This paper first suggests that purchasing manager sales and marketing experience and insight into supplier’s representative’s mental models give rise to contracting capabilities that improve alignment between formal contracts and transaction attributes. These effects are likely to be particularly strong in the presence of asset specificity. The reason for the stronger effect is that the consequences of misalignments are likely to be greater in the presence of asset specificity (because there are greater rents over which the parties may haggle). Hence, parties should be more motivated to align contracts with transaction attributes when asset specificity is high. We test these ideas on questionnaire data from 305 firms in the Scandinavian wood industry, and utilize a three-step model that corrects for the endogeneity of formal contracting. In the first step we regress formal contracting onto transaction attributes. In the second step, we regress misalignments onto a set of variables hypothesized to affect misalignment. In the third step, we regress relationship performance onto formal contracting, misalignment and a set of control variables. Results give general support to the hypotheses. First, we find that sales and marketing experience reduces misalignment between formal contracting and transaction attributes. Purchasing managers with little experience in sales and marketing tend to make poorer contracting choices than others. Second, buyer insight into supplier mental models interacts with buyer asset specificity. Therefore, buyer insight into supplier mental models reduces misalignment only under high levels of buyer asset specificity. When buyer asset specificity is low, insight into supplier mental models increases misalignment, possibly because the parties pay less attention to formal contracts in such relationships and the consequences of misalignments are smaller. Third, we test the performance consequences of misalignments and find that misalignments do indeed have stronger negative effects on relationship performance, especially when buyer asset specificity is high. In sum, knowledge and experience significantly affects how well firms govern their exchanges, and thereby how well they perform. As such, the results explain why seemingly similar firms, with seemingly similar exchanges, make different governance choices and achieve different results.
Measurement of Business-to-Business Social Media Effectiveness (KyungOk Kacy Kim, The University of Texas at Austin)

Social network sites (SNSs) provide many benefits such as companionship, marketing, and information gathering. Those phenomena obviously are evidence of the importance of social media marketing, which can have a significant impact on marketers’ business. Undoubtedly, establishing a social media presence is essential for marketers, however, the strategies for communicating with customers have changed constantly in SNSs. The objective of this article is to explore the issue of how to define and measure the effectiveness of social media with various activities of consumers as well as provide a comprehensive analysis of the effects of social media. Since B-to-C and B-to-B market use different media vehicles to reach different target market, there is more thought and elaboration on the differences in the analysis such as which variables are most important to B-to-C versus B-to-B. This study is developed a social media effectiveness model adapted to handle specific characteristics of social media such as message frequency, audience reach, and audience engagement over a continuous duration. By using authentic company website pageview statistics that shows the marketing performance of social media by exposure frequency, I obtained useful insights with regard to measuring the effectiveness and the efficiency of marketing efforts. Using B-to-C and B-to-B equates to single samples for each case, thus interpretation of results provide implication to marketers how they conduct marketing communication on social media. This study is one of the first empirical investigations in the communication and marketing field related to measuring social media’s effectiveness in B-to-B.

Customer Orientation Structure for Internet-Based Business-to-Business Platform Firms (Anindita Chakravarty, University of Georgia, Alok Kumar and Rajdeep Grewal, The Pennsylvania State University)

Internet-based business-to-business (B2B) platform firms facilitate transactions in online marketplaces, such that both buyer and seller firms are customers to the platform firms. As platform firms have upstream and downstream customers, the dyadic viewpoint (firm-customer) implicit in conventional theorization of customer orientation needs to be modified to a triadic relationship system (seller-platform-buyer) for platform firms. Specifically, we propose that customer orientation structure for platform firms consists of total customer orientation (sum of customer orientation towards buyers and sellers) and customer orientation asymmetry (difference in customer orientation toward sellers versus buyers). Data from a field study reveal that customer concentration and the marketplace business model (i.e., customer matching process, price discovery mechanism, and revenue model) influence the customer orientation structure, both individually as well as jointly. Further, we find that as domain expertise increases, the positive effect of total customer orientation on the platform firm’s performance increases, whereas the positive effect of customer orientation asymmetry toward buyers decreases with greater strategic motivation.

Better Recommendation Engines Improve B-to-B Marketing: Combining Conjoint, Consumer Choice and Crowdsourcing (Ely Dahan, UCLA)

A new method of individual, internet-based adaptive choice-based conjoint analysis for vehicles points to a future of highly efficient questioning with a new purpose: helping customers understand themselves. Ironically, this self-insight improves B-to-B marketing between automotive OEM’s and their MarkComm and Promotional outlets. Several discoveries underpin the effectiveness of this approach: (1) the development of adaptive choice-based conjoint based on a predefined database of utilities, (2) development of a random utility generator based on actual car sales that acts as a simulator of the actual market, including the ability to reproduce real market shares, (3) the use of actual products as conjoint stimuli, and (4) the ability to generate conjoint-like Market Simulators without a Conjoint Analysis study.
Directions

TRANSPORTATION TO GLEACHER CENTER

The University of Chicago Gleacher Center, 450 North Cityfront Plaza Drive, is easily accessible by multiple modes of transportation.

From O’Hare Airport

Taxi
The taxi stand can be found just outside the baggage claim area. Cab fare will be approximately $35 and you should allow 1 to 1 ½ hours.

CTA Train (the “El”)
The Blue line of the Chicago Transportation Authority train system, commonly known as the “El” or elevated train, runs from O’Hare to the Loop area downtown. Follow airport signs reading “Trains to City” to the boarding area. Buy a fare card from vending machines at boarding area. Disembark Clark and Lake stop. Exit station at street level and take a taxi to Gleacher Center, or walk east on Lake Street four blocks to Michigan Avenue. Turn left and walk north the two blocks on the east side of Michigan. After crossing the bridge over the river, walk to the right through the plaza with the fountain between the Equitable Building and Tribune Tower. Gleacher Center is on the right at the end of the plaza, facing east toward NBC Tower.

From Midway Airport

Taxi
A taxi stand is located right outside the baggage claim area. Cab fare will be approximately $30 and you should allow 30 to 45 minutes.

CTA Train (the “El”)
The Orange Line of the “El” or elevated train runs from Midway to the Loop area downtown. Follow airport signs reading “Trains to City” to the boarding area. Buy a fare card from vending machines at boarding area. Disembark at the State and Lake stop. Exit at street level and take a taxi, or walk two blocks east on Lake Street to Michigan Avenue. Turn left and walk north the two blocks on the east side of Michigan. After crossing the bridge over the river, walk to the right through the Chicago Tribune / Equitable Fountain Plaza. Gleacher Center is on the right at the end of the plaza, facing east toward NBC Tower. The train ride is about 30 minutes.

Cabs and Limousines from Gleacher Center
Cabs are available right outside of the Gleacher Center. The front desk can arrange limousine service for members and their guests upon request.

Public Transportation

CTA Buses
Take any of these bus routes running along Michigan Avenue: 11, 33, 125, 145, 146, 147, 151, 157.

Buses running between Union Station or Northwestern Station and Michigan Avenue are: 120, 121, 125, 151, 157.
Exit/enter the bus at the 400 block of Michigan Avenue near the Chicago Tribune Tower.

CTA Subway and Elevated Trains
Take Howard/Dan Ryan (Red Line) to State/Grand stop; walk east to Michigan Avenue, south to Illinois Street, then east one short block to Cityfront Plaza Drive

Take Ravenswood (Brown Line) or Evanston Express (Purple Line) to State and Lake stop; walk east to Michigan Avenue, north over bridge, and right along river or through plaza to Gleacher Center.
Map

Gleacher Center and Surrounding Area
450 North Cityfront Plaza Drive • Chicago, IL 60611

DRIVING DIRECTIONS

From Interstate 90/94
To entrance: Heading either north or south on I-90/94, exit at Ohio Street. Follow Ohio east to Michigan Avenue. Turn right. At the second light, turn left on Illinois Street. At stop sign, turn right. Gleacher Center is on the right.

To area parking: Heading either north or south on I-90/94, exit at Ohio Street. Follow Ohio Street east across Michigan Avenue to St. Clair. Turn right. Follow St. Clair to end and turn left on Illinois. A discounted Self-Park lot is on the right in the next block. See map on page 2 for access to more parking.

From Lake Shore Drive
To entrance: Heading either north or south on Lake Shore Drive, exit at Grand Avenue. Follow Grand west to Columbus Drive/Fairbanks Court, turn left. At second light, turn right on East North Water Street. Gleacher Center is straight ahead.

To area parking: Heading either north or south on Lake Shore Drive, exit at Grand Avenue. Follow Grand west to St. Clair. Turn left and go one block south to Illinois. Turn left (east) on Illinois. A discounted Self-Park lot is on the right in the next block. See map on page 2 for access to more parking.
## Dining Guide

<table>
<thead>
<tr>
<th>Category</th>
<th>Restaurant</th>
<th>Address</th>
<th>Phone</th>
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<tbody>
<tr>
<td><strong>AMERICAN</strong></td>
<td><strong>Weber Grill</strong></td>
<td>Grand &amp; State</td>
<td>467-9696</td>
</tr>
<tr>
<td></td>
<td><strong>Bandera</strong></td>
<td>535 N. Michigan</td>
<td>644-3524</td>
</tr>
<tr>
<td><strong>ASIAN</strong></td>
<td><strong>P.F. Chang’s</strong></td>
<td>530 N. Wabash</td>
<td>828-9977</td>
</tr>
<tr>
<td></td>
<td></td>
<td>52 E. Ohio</td>
<td>787-6075</td>
</tr>
<tr>
<td><strong>PIZZA</strong></td>
<td><strong>Pizzaria Uno</strong></td>
<td>619 N. Wabash</td>
<td>321-1000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>52 E. Ohio</td>
<td>787-5000</td>
</tr>
<tr>
<td><strong>PRIME RIB</strong></td>
<td><strong>Lawry’s</strong></td>
<td>100 E. Ontario</td>
<td>787-5000</td>
</tr>
<tr>
<td><strong>SANDWICHES</strong></td>
<td><strong>Cosi</strong></td>
<td>57 E. Grand</td>
<td>321-1990</td>
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<tr>
<td><strong>STEAK/SEAFOOD</strong></td>
<td><strong>Joe’s Stone Crab</strong></td>
<td>60 E. Grand</td>
<td>379-5637</td>
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<tr>
<td><strong>MEXICAN</strong></td>
<td><strong>Su Casa</strong></td>
<td>49 E. Ontario</td>
<td>943-4041</td>
</tr>
<tr>
<td></td>
<td></td>
<td>437 N. Rush</td>
<td>222-0101</td>
</tr>
<tr>
<td><strong>SPORTS BAR WITH FOOD</strong></td>
<td><strong>Rock Bottom</strong></td>
<td>1 W. Grand</td>
<td>755-9339</td>
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The ISBM Mission

The ISBM, founded in 1983, was created to fill a void; while about half the value of all transactions are B-to-B, only a small fraction of knowledge and academic research focuses on B-to-B marketing. The ISBM’s two part mission is:

Advance research and teaching in business-to-business marketing and sales in academia.
Disseminate key research findings within both the academic and practice communities.

Academic Programs and Activities:
The ISBM maintains numerous programs and activities of interest to Ph.D. students and Academics:

- Research Proposal Support Funding
- Working Paper Support Funding
- Educational Resources/Support
- Publication Rewards
- Dissertation Support Awards Competition
- Data Resources Program (DRP)
- ISBM Ph.D. Seminar Series (IPSS)
- Ph.D. Research Camps
- Academic Conferences
- ISBM Academic Newsletter

For 25 years, the ISBM has helped connect industry, academics, and students. We can help advance your business-to-business marketing and sales research. Take the first step...

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