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Gary L. Lilien



Hari Sridhar

It is amazing how quickly the summer has been passing (or Winter for those below the equator). And Fall fast approaches, leading us to a Newsletter full of timely items.

Suzanne Lavin provides the feature article. She discusses current ISBM research and the topic of our Fall Annual Members Meeting, The Thriving Marketer to be held 19-20 September. This will be a virtual meeting, with no charge for academics—so please plan to register and attend any or all of the sessions, either as an individual or, perhaps within a class session.

In terms of the content of the meeting, please read her remarks carefully—she notes that marketers in general and B2B marketers in particular, are in a hotbed of change. She sketches some of the changes and how the job of the B2B marketer, and, hence, the education and training of the B2B marketer, will have to change. That meeting will focus on topics that are central to B2B practitioners, B2B educators and B2B researchers as well.

Again, please see Suzanne’s remarks and mark your calendar for an exciting experiment for the ISBM in virtual content delivery.

With this newsletter we celebrate the 10th anniversary of the highly successful IPSS (ISBM PhD Seminar Series). Please see the article by IPSS Director Hari Sridhar about the origin, history and impact of the program. And please publicize the two upcoming IPSS courses in the Fall—Marketing Strategy taught by Sundar Bharadwaj (University of Georgia) and B2B Social Networks taught by Stefan Wuyts (Koc University).

With this issue we both honor the winners of the 2016 the Institute PhD Dissertation support competition and call for submissions for the 2017 competition, due September 15.

We close this issue with a new feature—Institute Personal Notes. We welcome news of awards, honors or any changes in your careers that you would like to share with the Institute academic community. Please send any such announcements to Lori Nicolini at LNicolini@psu.edu.

To start the ball rolling on Personal Notes, you will find an item submitted by Raji Srinivasan. Enough said...

Finally, we close on a bittersweet note. As Suzanne’s article indicates, this will be the last Newsletter where you will be hearing from her as ISBM Executive Director: she will be stepping down shortly for personal reasons. She has done a terrific job in the short time she has been with us and we know you all join us in wishing her all the best!

We hope you continue to find this newsletter a useful vehicle to stay connected with the B2B community!

Gary and Hari

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The Thriving Marketer: Creating Relational Capital & Optimism: A Call to Academics to Engage in a Virtual Meeting



Suzanne Lavin

This year our Big Talk will be a virtual event held on September 19/20th. That means that the speakers will deliver their talks via live webinar, and attendees can participate in the meeting from wherever they have an Internet connection. We believe this format provides great flexibility for academics who may not have been able to attend in the past due to travel and funding limitations. And academics are encouraged to show the meeting to any of their classes scheduled to overlap with a meeting session.

The focus of the meeting is the changing role of marketing in the 21st century. I am particularly excited about this meeting because we will be presenting the results of a recent research study on the B2B marketer, and defining for attendees what strategies they need to embrace at the corporate, team and individual levels to be effective in the years to come.

I decided to commission a study on B2B marketing in the 21st century because it is clear that B2B marketing is undergoing a massive transformation. I have had dozens of conversations with marketers who are under incredible pressure to make sense of the myriad of new technologies available, establish credibility with their colleagues and manage mountains of data, all while delivering short-term ROI. I've also seen CEOs eliminate CMO positions, zero out B2B marketing budgets and fold entire marketing functions into other departments such as sales, IT and even legal. Some of the savvy CEOs we work with are implementing new business models that facilitate the co-creation of value and fundamentally alter the way their businesses operate.

Marketers are at the center of a hotbed of change. That's why this research is designed to focus on what's changing, why and what B2B marketers can do about it. While the research is still underway, it surfaced three underlying trends:

- *Buyer in Control* - B2B buyers have unparalleled access to information online that helps them to independently assess the fit between the company's offerings and their needs. You've all heard the statistics that 70-90 percent of the buyer's purchasing journey is completed online before they engage a prospective vendor. A recent study by SAP Hybris takes it a step further and suggests that 59% of buyers NEVER wants to talk to a salesperson at all. Buyers are clearly in control of the buying process and forcing marketers to overhaul their programs and adopt pull strategies.
- *Interdependence* - Stakeholder value chains are becoming evermore complex and there is an unprecedented level of interdependencies. It used to be that value chains

were linear and simple, going from R&D to production, then marketing and then on to the customer. But now with the rise of the Internet, global supply chains and the proliferation of product users and influencers, value chains are dynamic and multi-faceted. One of our member CEOs estimates that because of interdependent connections, business is 800% to 1600% more complex. This enhanced complexity is difficult for increasingly lean marketing departments to untangle.

- *Optimization* - And, of course, there is the continuous focus on cost cutting and optimization. For many of our members, purchasing has impaired their ability to market effectively as procurement is scrutinizing marketing spend and putting unrealistic expectations on short-term ROI. This short-term focus on ROI is deeply reinforced by Wall Street who pushes for quarter-over-quarter growth. Layer in the fact that global markets have never really recovered from the 2008 recession, with the US growing at a mere 2% annually, and it seems cost cutting may be here to stay.

Taken all together, B2B marketers are dealing with a completely different buyer journey, incredibly complex value chains and fewer and fewer resources to make sense of it all. But there is a silver lining. Our research shows that businesses are responding to these very same trends by creating business models focused on a network of relationships.

This finding is echoed in an article by Ranjay Gulati and David Kletter published in the May 2005 issue of the California Review Management entitled, *Shrinking Core, Expanding Periphery: The Relational Architecture of High-Performing Organizations*. In it, Gulati and Kletter hypothesize that "top performing companies focus extraordinary enterprise-wide energy on moving beyond a transaction mindset to mutually beneficial, enduring relationships with key constituencies." The currency underpinning these high-performing companies is known as Relational Capital, defined simply as the relationships established between firms, institutions and people. The stronger the relationships, the stronger the company.

So, what does this mean for B2B marketers if companies are evolving to relational business models? It means everything. Such a focus makes the marketer's skills highly relevant and in-demand. In many ways, it puts marketing at the center of the organization. It is the marketer who has the skills to understand the voice of the customer, build value propositions, establish value-based pricing and create the mechanisms to engage stakeholders and form lasting bonds.

What it all boils down to is marketing's ability to shift from a silo, standalone mindset to a platform mindset. It means taking

The Thriving Marketer. . . (continued)

a holistic view of the organization, understanding complicated customer buying journeys and shifting away from communicating value to creating value. More than ever, it means helping the organization build relational capital, both outside and inside the company. It means that marketing must form deep bonds with IT, sales, operations and, yes, even procurement.

The thriving marketer understands where businesses are headed and takes a leadership role in building deep, differentiating organizational relationships.

Thriving Marketer Research & Academic Opportunities: Register Now!

B2B marketers face an incredible opportunity today—one that I have not yet seen in my 20+ year marketing career. It is an opportunity for B2B marketers to take on a key strategic role in the company by building strong relational equity both inside and outside the company. But this will not be an easy task. That's why our next member's meeting is structured to help attendees understand and begin to develop the new capabilities to drive change. Attendees are encouraged to participate as teams to learn together, and define next steps as a group.

We have secured some fantastic speakers, including leaders from Zebra Technologies, Dell, Cisco, and Abbott Labs. We will also hear from one of our newest Fellows, (Rob Palmatir, Univ. of Washinton & Erich Joachimsthaler of Vivaldi), and current Fellow, Jim Narus of Wake Forest, who will share his research on changing buying behaviors and the new role of purchasing. And Jerry Wind (Wharton, UPenn) will bring it all together with his

talk on Reimagine B2B Marketing.

There is no doubt that B2B marketing is changing and changing rapidly. It has been my number one priority to help define the future of B2B marketing and support our members in building the skills and capabilities needed to thrive in today's businesses. I urge B2B academics to join me in these pursuits, as we at the Institute can accomplish far more with your help and support: your research, insights, and recommendations will go a long way in helping the practice of B2B marketing thrive.

The ISBM is offering attendance at this event to academics at no charge—but register soon as we are limiting the number of attendees.

We hope to generate significant engagement and dialogue around this topic, and need your insights and expertise. I look forward to seeing you online with us in September! Register now at bigtalk.isbm.org.

On a final note, this will be my last article in the newsletter, as I have decided to leave the Institute for personal reasons. It has been an absolute delight to get to know many of you and I hope to keep in touch!

Suzanne Lavin
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of Business Markets
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IPSS Fall 2017 Lineup



Hari Sridhar

IPSS plans to offer two courses this coming semester in Fall 2017. Sundar Bharadwaj (University of Georgia) will teach *Marketing Strategy* and Stefan Wuyts (Koc University) will teach *B2B Social Networks*. The details on both courses are available from <http://isbm.smeal.psu.edu/research/ipss>.

Please bring these PhD seminars to the attention of your promising B2B PhD students. Students should register online at <http://isbm.smeal.psu.edu/research/ipss>. Registration deadline is **September 15, 2017**. Additionally if you have any other feedback or suggestions, please do not hesitate to contact me.

Hari Sridhar
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Happy 10th Birthday, IPSS!

At an Insitute Research Board meeting sometime in Spring 2006, the low incidence of B2B scholars coming into the field was being discussed and bemoaned. Amid wringing of hands, Raj Grewal observed that the lack of a critical mass of senior B2B scholars at most schools precluded those schools offering PhD training specific to B2B. “So what could the Institute do about it?” someone asked. Raj replied “What if the Institute offered a web-based set of short PhD level seminars in B2B marketing? And suppose the courses were offered by the world’s leading B2B scholars and covered leading developments and methods necessary to B2B PhD students? And suppose the courses were available to PhD students anywhere in the world who were considering research careers in B2B Marketing?”

That is how IPSS was born. The program, IPSS (ISBM PhD Seminar Series), had a concept, was given a name and got a Dean. (Raj became IPSS’ first dean and learned what happens when you make a really good suggestion).

B2B PhD students could now take PhD classes outside of their universities, and meet colleagues and potential mentors outside of their own department. Faculty could engage with students around the world who were interested in their area of research expertise. Students would get grades in the courses that, most often, would show up on their academic records through their registering for “PhD Special Studies in XXX” under the supervision of a cooperating faculty member at their school. (Sort of how students often receive credit for a summer internship).

The first IPSS session was offered in the Fall 2006 by Ajay Kohli, *Theory Construction*. Since then, IPSS has offered 18 different courses with 30 world-class instructors. These include topics such as marketing strategy, sales management, social network analysis, strategic brand and business performance, qualitative research techniques, structural equation modeling, and analytical modeling. A total of 272 different students have taken IPSS courses, of which 94 took 2 or more classes (39%). 105 (35%) IPSS students have come from outside the U.S.

A complete list of IPSS classes to date follows.

We wish to convey heartfelt thanks to all past IPSS instructors. We hope to build on the success to date In the next decade of IPSS, hopefully adding more new courses, adding more students, and increasing our geographic span.

If any faculty are interested in teaching an IPSS class or have suggestions for future topics, please reach out to me directly ssridhar@mays.tamu.edu.

Hari Sridhar
Director - IPSS
ssridhar@mays.tamu.edu

History of IPSS Classes

- Fall 2006 - *Theory Construction*, Ajay Kohli, Georgia Institute of Technology
- Spring 2007 - *Sales Management*, Bart Weitz, University of Florida
- Spring 2007 - *Social Network Analysis*, Christophe Van den Bulte, University of Pennsylvania
- Fall 2007 - *Strategic Brand and Business Performance Management*, Raj Srivastava, Indian School of Business & Raji Srinivasan, The University of Texas
- Fall 2007 - *Qualitative Research Methods*, Abbie Griffin, University of Utah
- Spring 2008 - *Innovation Strategy*, Gerard J. Tellis, University of Southern California
- Spring 2008 - *Channel Management*, Mark Bergen & George John, University of Minnesota
- Fall 2008 - *Organizational Buying Behavior and Market Design*, Wes Johnston, Georgia State University & Sandy Jap, Emory University
- Fall 2008 - *Pro Seminar*, Srinath Gopalakrishna, University of Missouri, Robert Dwyer, University of Cincinnati, Aric Rindfleisch, University of Illinois, V. Kumar, Georgia State University & Bart Weitz, University of Florida
- Spring 2009 - *Sales Management*, Bart Weitz, University of Florida
- Spring 2009 - *Methodological Challenges in Business Research*, Srinath Gopalakrishna, Univeristy of Missouri & Gerrit van Bruggen, Erasmus University
- Fall 2009 - *Qualitative Research Methods*, Abbie Griffin, University of Utah
- Fall 2009 - *Marketing Metrics*, Raji Srinivasan, University of Texas
- Spring 2010 - *Innovation Strategy*, Gerard J. Tellis, University of Southern California
- Spring 2010 - *Channel Management*, Mark Bergen & George John, University of Minnesota
- Fall 2010 - *Marketing Strategy*, Sundar Bharadwaj, University of Georgia
- Fall 2010 - *Relationship Marketing Theory & Research*, Lisa Scheer, University of Missouri & Rob Palmatier, University of Washington
- Spring 2011 - *Analytical Models*, Fabio Caldieraro, Brazilian School of Public and Business Administration & Jeffrey D. Shulman, University of Washington
- Spring 2011 - *Sales Management & Personal Selling*, Bart Weitz, University of Florida
- Fall 2011 - *Qualitative Research Method*, Abbie Griffin, University of Utah
- Fall 2011 - *Marketing Metrics*, Raji Srinivasan, University of Texas
- Spring 2012 - *Social Networks in B2B Marketing*, Christophe Van den Bulte, University of Pennsylvania

Happy 10th Birthday, IPSS! . . . (continued)

We close by sharing some kind thoughts that former IPSS students (now faculty!) and current IPSS faculty have passed on about IPSS.

Some of my memories...Prof Ajay Kohli critiquing the theoretical building blocks of my paper, and then remembering at Summer AMA that my dissertation is based on that same idea...exceptional training from experts and great relationships across the field. I learned CLV from Prof. V Kumar, trust in B2B relationships from Prof. Dwyer, brands and firm performance from Prof. Raji Srinivasan, transaction costs economics from Prof. George John...just a few examples of learning from those Professors who have written the classic papers in marketing on these topics. Experiences I never would have had without IPSS.

One of the concerns Ph.D. students express to me regards the online setup at IPSS – especially if someone has taken a non-interactive Quora course. I assure them that the Institute ensures not only that the technology behind the IPSS courses works but also provides administrative support to the faculty and students (I should know – I was a member of the admin support team, and the support really is spectacular ;-)). The classes are highly interactive, and Professors teach just as they do in their face-to-face Ph.D. classes – through presentations, paper discussions and writing on the (online) whiteboard. Attending Prof. Mark Bergen's class on channel modeling, where he writes the equations on the online whiteboard and explains every step as he goes along would alleviate any concerns regarding the effectiveness of the online learning model.



Mahima Hada

Mahima Hada (Ph.D., Penn State), Assistant Professor and Director of Marketing Analytics Programs at the Aaronson Department of Marketing and International Business at Baruch College, City University of New York.

I have taken a nontraditional path for my academic career and much of this path began with my involvement with the Institute. My first encounter with the Institute was through Abbie Griffin's *Qualitative Research Methods* course in the IPSS seminar series. Although I came from a career in industry where I was comfortable speaking with clients, it was this course that demystified conducting academic research with firms. It made something that seemed out of reach feasible and inspired me to work with firms for my dissertation. Through Abbie's encouragement, I attended the Institute summer research camp that year where I was fortunate enough to meet both Rob Palmatier and Mark Houston both of whom later joined my advisor, Mark Arnold, to form my dissertation committee. My dissertation later went on to be published in *Journal of Marketing*. The friendships I made, first through IPSS and then in the Institute summer research camp gave me opportunities I would not otherwise have had. And I have continued working with firms. I will always be grateful to the Institute for guiding my path.



Colleen Harmeling

Colleen Harmeling (Ph.D., Saint Louis University), Assistant Professor of Marketing at Florida State University. Colleen was a Post-doctoral Research Fellow at the University of Washington's Center for Sales and Marketing Strategy and now serves as the Director of Research Partnerships and Membership Programs for the center.

The IPSS seminars were an essential stepping stone for me, not only for my dissertation but also for my professional development. The seminars helped tremendously in furthering my understanding how to conduct high-quality research. This help was particularly important for me because PhD students in Germany rarely have the opportunity to participate in in-depth PhD seminars. The seminars showcased best practices of high-quality and high-impact research and also required me to develop new research ideas.

In particular, the course *Qualitative Research Methods* taught by Abbie Griffin really helped, leading to a visit from Abbie at my University in Germany and me becoming a Visiting PhD Student at the University of Utah, where Abbie and I acquired an Institute research grant to conduct research on low-end innovation. This research resulted in two papers that are currently under review at leading journals and my dissertation which is in its final stage.

I am convinced that the IPSS seminars are a unique opportunity for PhD students around the world and I wholeheartedly recommend them to any B2B PhD students starting their research career.



Ronny Reinhardt

Ronny Reinhardt (Ph.D. Technische Universität Dresden) Research Associate at Friedrich-Schiller University Jena. He was a Research Associate at TU Dresden, Research Group Value Based Innovation and was a Visiting Researcher at the University of Utah.

It was via the Institute's IPSS PhD seminars that I first got in touch with eLearning twelve years ago, way before the term became a fancy buzzword. And even though the Institute deserves credit for having been a pioneer in web-based education, the appeal of these classes did not lie in the course-delivery method itself. It was the opportunity to enroll in B2B-specific doctoral seminars, held by world-class faculty that attracted me, like other PhD students from around the globe.

With B2B marketing often underrepresented in doctoral coursework, the webinars leveraged the emerging technology to fill a gap in PhD training. The courses were complemented by the Institute's doctoral support competition and the biennial PhD-student

Happy 10th Birthday, IPSS! . . . (continued)

camp. Having strongly benefited from all three activities, I can say that they provide an invaluable service to the B2B marketing community. First, the courses and the seminar provide a unique opportunity to network with B2B faculty and PhD students. Second, those of us in smaller, less research-focused PhD programs get exposure to high-quality, cutting-edge research. Third and perhaps most importantly, students receive useful feedback on dissertation projects that their own, non-B2B faculty could often not provide. It is great that the Institute continues investing in the next generation of B2B scholars. I wish that even more colleagues will encourage their students to participate and benefit from the seminars, the PhD camp, and the doctoral competition.



Stefan Worm

Stefan Worm (Ph.D., University of Kaiserslautern) Associate Professor at the Marketing Department of the Norwegian Business School. Stefan was on the faculty of HEC Paris; he has been a visiting professor at Singapore Management University, a visiting scholar at Emory University, and a lecturer in Marketing at the University of Kaiserslautern.

I have been delighted to teach in the Institute's IPSS program of online Ph.D. Seminars since its inception. Given how dispersed B2B marketing academics (faculty and students) typically are across institutions, these classes are a wonderfully efficient way of delivering both methods (qualitative research methods, network analysis) and domain (sales, innovation management) to Ph.D. students interested in all domains of B2B research.

Over the years, I've met wonderful students who have given me the opportunity to:

- work with them on interesting research after they've completed my class,
- participate on their Ph.D. committees,
- have them come to Utah as Visiting Scholars for some number of months to gather US-based data, improve their English, take classes at my institution, and further extend the international B2B academic community,

- travel to their home institutions all over the world as a Visiting Scholar to work with both them and others in their institutions.

In my experience, the Institute IPSS classes have been instrumental in creating and supporting academic B2B research that is richer and more global in nature than before the Seminars were created.



Abbie Griffin

Abbie Griffin Royal L. Garff Presidential Chair in Marketing at the David Eccles School of Business at the University of Utah. Abbie teaches *Qualitative Research Methods* for the IPSS Program; she also co-chairs the PhD Camp for B2B Research.

Over the years, I have taught several marketing metrics research seminars in the ISBM IPSS seminars.

I have greatly enjoyed conducting these research seminars as they have allowed me to connect with like-minded budding scholars around the world.

I have built good relationships with young scholars, including inviting them to UT Austin and collaborating with them on research.

Overall, this is a wonderful service that ISBM provides to PhD students worldwide!



Raji Srinivasan

Raji Srinivasan Professor of Marketing at the McCombs School of Business, University of Texas at Austin and The Spurgeon Bell Centennial Fellow. Raji has taught *Strategic Brand and Business Performance Management* and *Marketing Metrics* for the IPSS Program.

2016 Doctoral Support Awards Competition Winners Announced

The Institute for the Study of Business Markets have named winners in the twenty-sixth annual doctoral support award competition. The Institute's competition provides financial support for PhD dissertations for candidates in accredited doctoral programs. This year there were three winners, named Institute Business Marketing Doctoral Fellows.

The 2016 winners are:



Yael Karlinsky

Yael Karlinsky (Columbia University)

Salesperson vs. Model of the Salesperson: A B2B Pricing Application

Ph.D. Advisor: Professor Oded Netzer

2016 Doctoral Support Awards Competition Winners Announced . . . (continued)



Wanqing Zhang

Minkyung Kim (Yale School of Management)

When Salesforces Manage Customer Relationships: Effect of Sales Incentives on Customer Adverse Selection and Moral Hazard

Ph.D. Advisor: Professor K. Sudhir

Wanqing Zhang (Purdue University)

A Study of B2B Learning Behavior and Sales Force Management

Ph.D. Advisor: Professor Manohar Kalwani



Minkyung Kim

This year there were thirty-one entrants from which ten finalists were selected. Dissertation entries are judged on the rigor of the proposed work and the relevance of that work to business-to-business marketing practice. Each winner will receive a grant of \$5000 to support their research. For information about the competition, email the Institute at ISBM@psu.edu or visit our website for current competition information; to see a list of past winners see <http://isbm.smeal.psu.edu/research/doctoral-awards/winners>. Congratulations to all!

Institute Personal Notes

A new feature for the ISBM Academic Newsletter, *Personal Notes*, features announcements about honors, awards and other important events in the lives of the global B2B Academic Community. Please send any proposed announcements about you or a B2B colleague to Lori Nicolini at LNicolini@psu.edu. To kick things off we have...

INFORMS Society for Marketing Science (ISMS) Buck Weaver Award Honors Gary Lilien

Gary L. Lilien, Distinguished Professor of Management Science at Penn State and the co-founder and Research Director of the ISBM was honored this year with the fifteenth annual Buck Weaver Award for Marketing.

The Buck Weaver Award is given annually by the INFORMS Society for Marketing Science (ISMS) to honor distinguished scholars and practitioners who have excelled in the achievement of rigor and relevance in marketing science. Previous winners include Paul Green, Vince Barabba (Head of US Census, previous Head of Marketing Research at Kodak and General Motors), Gerald Zaltman, John Little, David Aaker, Jerry Wind, Don Lehmann, Magid Abraham (co-founder of ComScore), Glen Urban, John Hauser, V. Srinivasan, and Dominique Hanssens.

Henry Grady "Buck" Weaver was a pioneer in marketing research and market-based decision making in the 1930s. Working for General Motors, he was the first known director of marketing research to pioneer formal consumer research on attitudes, opinions, styling preferences, and customer design feature priorities. His contributions to the field were noted by TIME Magazine in the 1930s.

Dominique Hanssens, Distinguished Research Professor at the University of California at Los Angeles, and President of ISMS, presented the award to Gary at the 39th ISMS Conference held June 7-9 2017 at the Marshall School of Business at the University of Southern California in Los Angeles.

Congratulations, Gary!

---Submitted by Raji Srinivasan



2017 Buck Weaver Award Recipient Gary Lilien w/ Raji Srinivasan