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IN THIS ISSUE . . .

B2B Marketing in China: Challenges and Strategies (Rui Wang) 2

B2B Leadership Board Update: ISBM's Research Priority: Marketing's Role in B2B Innovation (Fred Wiersema & Abbie Griffin)..... 4

From the Membership: ISBM's 30th Anniversary (Ralph Oliva & Gary Lilien) .5

Celebrating 30 Years - An ISBM Timeline5

IPSS Update: Fall 2013 Lineup (Raj Grewal)9

EFMD Case Competition in B2B Markets9

ISBM's 2013 Business Marketing Doctoral Support Award Competition10

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In This Issue . . .



Gary L. Lilien



Raj Grewal

Welcome to a very special issue of the ISBM Academic Newsletter. As we move into the heat of the summer, this is a very exciting time for the ISBM.

The feature, by Rui Wang, discusses B2B Marketing in China. The B2B market in China is enormous and Rui shows that it offers both great challenges and great opportunities for those researchers interested in facing up to those challenges. The ISBM is keen to help (along with Rui) move a B2B Marketing in China agenda

forward.

Fred Wiersema along with Abbie Griffin discuss the progress the B2B Leadership Board has made on the Board's first priority: *Marketing's Role in B2B Innovation*. They report the results of a very successful research competition and a follow-up symposium to be held in August to discuss the key issues and potential developments. They will continue to report progress on this and other Leadership Board Initiatives in future reports and newsletters.

In this issue's *From the Membership*, Ralph Oliva (along with Gary Lilien) report on the ISBM 30th Anniversary Meeting. 30 years? Hard to believe. The meeting will be held in State College, Sept 24 and 25. The program for the September meeting will be special indeed and as an encouragement for academics to attend, we are **offering a discount price of \$100** to academic participants. It will be well worth your time to attend and share the celebration with us!

The *From the Membership* column also references key events from the ISBM Timeline, published here for the first time. The ISBM has had a rich history and the Timeline is one element of an ISBM archive we are in the process of developing. If you have ISBM memorabilia, please send to us for the archive.

Raj Grewal reminds us of the Fall ISBM PhD Seminar Series (IPSS) offerings—the lineup is again outstanding and we urge you to make this information available to your students. Also please remind your students that entries for the annual PhD Dissertation Support Award Competition are due September 15. Details are included here.

Again, all our best wishes for a great summer and enjoy!

Gary and Raj

Gary L. Lilien
Research Director
Institute for the Study
of Business Markets

Raj Grewal
Associate Research Director
Institute for the Study
of Business Markets

As always, we hope you find this issue a valuable resource to connect with the ISBM community (practitioners, faculty, and students) around the world. If you would like to suggest or contribute items, please let either of us know. This issue and past issues or our newsletter can be found at <http://isbm.smeal.psu.edu/research/isbm-research-newsletter>.

B2B Marketing in China: Challenges and Strategies



Rui Wang

China, one of the leading economic powers on the world stage, has recorded an average growth rate of around 10% for the last two decades. The B2B markets in China also evidence fast growth. According to the market report by Enfodesk, the quarter on quarter growth for China B2B operation revenue in 2012 was 11.3% and the year-on-year growth was 13%.¹ Based on the market

report by Iresearch company, the online B2B markets in China account for 81.6% of total online transactions, which reached 8100 billion RMB (\$1.3 Trillion) in 2012.²

But despite China's increasing influence, challenges remain for those looking to do business in the country. This market is still different from other markets in many aspects, although China is becoming increasingly integrated into the world economy. Following are some of the barriers and challenges that are faced by foreign B2B firms.

Within-country heterogeneity. One of the biggest current challenges in China's business environment is that the market is highly fragmented. Companies should not assume the existence of a homogenous "China market" and monolithic block of 1.3 billion consumers, adopting a one-size-fits-all strategy. Companies must recognize that, while China is one country, it is comprised of distinct regions, cultures, dialects, and consumer preferences. According to McKinsey, China can be divided into twenty-two city clusters, defined as "groups of cities that are developing around one or two large hub cities."

In terms of industry composition, clusters develop around certain industries. The McKinsey report cites Shanghai's automotive industry as an example. Due to SAIC (SAIC Motor Corp., Ltd) and GM's successful joint venture, a developed network of automotive parts suppliers has emerged in the suburbs and cities nearby. Li and Park (2006) also suggest that foreign firms favor locations in China where local governments have open policies toward foreign direct investment, a relatively high level of privatization, and improved legal system.

Therefore there is no such thing as a "one China strategy" for B2B firms. Companies are scrambling to find a more tailored approach to be successful in China's many markets, adopting multiple strategies to gain access to this market. For example, Carrefour has different local distribution partners in different areas in China, although any one of the local partners can provide service nationwide.

Government procurement. Building good relationships with Chinese governments not only helps firms get through regulations, but also brings business to firms in many industries. Government procurement in B2B markets contributes significantly to the fast growth of luxury auto brand Audi, infrastructure firm Caterpillar, and domestic PC brand Lenovo in China. In recent years, the Chinese government has played a more important role in the B2B area. According to a government report, Chinese government procurement reached over 1100 billion RMB in 2011 (\$179 Billion).⁴ The Chinese government has become a critical institutional buyer in B2B industries such as energy and the automobile industry. In addition, due to the state-owned enterprises' economic structure in China, many firms' purchasing decisions in B2B markets are also influenced by the government.

Personalized relationship marketing. Relationship marketing is defined as "all marketing activities directed towards establishing, developing, and maintaining successful relational exchanges" (Morgan and Hunt 1994, p. 22). China has long been recognized as a relationship-oriented society, in which managing relationships and networks are crucial to marketing success. Chinese firms rely on relational ties for complex exchanges and craft customized contracts to facilitate necessary adaptation.

Relationship marketing in China is commonly derived from personal ties and there are many unique terms in relationship marketing in the context of China, such as *guanxi* (personal connections), *renqing* (human-heartedness), *mianzi* (face) and *xinyong* (personal trust).

Guanxi refers to a Chinese system of doing business on the basis of personal relationships on which an individual can draw to secure resources or advantage when doing business. The *guanxi* system in China, demonstrating a concern for harmony of the group, provides an informal monitoring mechanism that may be beneficial for both buyers and sellers. *Guanxi* can even be used as an informal mechanism to supplement formal institutional mechanisms or to bypass institutional barriers in China.

To build and sustain a position within a *guanxi* network requires knowledge of the rules of *renqing*. *Renqing* refers to one's obligations of performing and repaying favors and showing empathy to partners involved in their business network. Wang, Siu, and Barnes (2008) show that without *renqing*, trust is not sufficient in itself to build the long-term orientation of Chinese B2B relationships.

Face refers to recognizing and respecting the status or moral

¹ <http://www.chinainternetwatch.com/category/b2b/>

² <http://ec.iresearch.cn/shopping/20130128/192198.shtml>

³ <http://www.mckinseychina.com/>

⁴ http://www.ccg.gov.cn/cggt/201207/t20120704_2204321.shtml

B2B Marketing in China: Challenges and Strategies

continued from page 2

reputation in society and enhancing this status by whatever means possible. It is important to protect one's "face" but it is perhaps even more important to "give face" to other people. In short, face involves a reciprocal relationship of respect and courtesy to and from your counterparts. "Give face" means praising someone's reputation in society. To cause someone to "lose face" is to denounce status and reputation. It also indicates a loss of confidence and a lack of trust. Leung and Chan (2003) suggest that foreign negotiators use "face work" as a cultural strategy to help them negotiate through the complex business networks in China.

Xinyong refers to the integrity, credibility, trustworthiness, or the reputation of a person. The term previously referred to a person's ethical integrity in business and now extends to indicate trust in inter-organizational relationships in China. Leung et al. (2005) indicate that a *xinyong* strategy is essential for a supplier to establish partner relationships with the buyer. Interestingly, Chinese buyers and suppliers place great emphasis on *xinyong* at a personal level rather than trust at an organizational level, indicating that Chinese business people intermix business relationship with personal relationship.

IMPLICATIONS FOR RESEARCH

As China is transitioning from a centrally planned economy to a market economy, new problems are arising which extant knowledge may not fully address, since western business marketing research and theories are largely based on western practices and models. In addition, the rapid changes in China create complex and heterogeneous industrial dynamics that greatly challenge business operations.

A review on 153 articles regarding B2B marketing in China from 23 key marketing and management journals showed that currently there is still a dearth of studies that explore the unique business marketing practices in China (Wang and Song 2011). Most studies either use China as a research sample to exemplify extant business marketing theories in the Chinese context or use China as a comparison object to show many business marketing activities in China differ from those in other countries. Yet with the growing importance of Chinese economy, we expect more studies interested in the unique Chinese business marketing and management phenomena such as *guanxi* and *xinyong*. Many interesting topics have not been studied. An indicative, though not exhaustive list of suggested topics includes:

- Marketing strategies in diversified B2B markets in China

- Chinese government procurement and involvement in B2B markets
- Use of informal business practices such as gift-giving and business banquets to get business done in B2B marketing in China
- Ethical issues such as bribery in B2B marketing in China
- Mechanisms and consequences of personalized relationship marketing practices in China
- Globalization of Chinese B2B firms
- Online B2B marketing practices and innovations in China

In sum, we believe the Chinese B2B marketplace provides a rich context for researchers. Although the Chinese economy is becoming more open and globalized, many foreign B2B firms struggle to devise the right business model(s) and marketing strategies to succeed there. And there is a great need for a *Chinese theory of business marketing* which focuses on creating explanations for the unique business marketing practices in China.

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B2B Leadership Board Update:

ISBM's Research Priority: Marketing's Role in B2B Innovation



Fred Wiersema



Abbie Griffin

The biggest challenges for business-to-business marketing that surfaced in the 2012 B2B Board's exploration of the B2B Agenda were building stronger interfaces between marketing and other functions--particularly innovation and sales--and leveraging more granular customer and market knowledge (see Wiersema, 2013). ISBM's top research priority addresses these challenges. Thus far, we have primarily focused our attention on marketing's role in B2B innovation--an update follows below--with Abbie Griffin providing direction. The innovation thrust will continue, and we will begin to pursue organizational buying behavior as B2B Board initiative. Raj Grewal will be providing academic direction on this topic: details on the organizational buying initiative will follow in the next newsletter.

MARKETING'S ROLE IN B2B INNOVATION

Last August, we explored specific topics for research in a workshop of senior academics and research-oriented practitioners. A paper with findings from that session is forthcoming (Griffin et al., 2013). In the November 2012 issue of the ISBM Research Newsletter we issued a call for innovation-related research proposals on these topics. After a two-stage review process, four research teams were selected for funding by the ISBM. One representative from each of the funded teams will be discussing their work in a small, invitation-only academic/practitioner "Innovation-Marketing" symposium in August. Our plans are to capture the key outcomes of this session for dissemination in both in the academic and practice community.

The funded research proposals fit one of three broad umbrella themes:

1. Taking B2B innovation beyond the product and beyond the lab.

With the growing recognition that innovation can fruitfully take more forms than that involving traditional NPD processes, customer-related implications warrant attention. The particular research that the ISBM is sponsoring is focused on organizational capabilities to develop innovative B2B customer solutions. The researchers are:

Sundar Bharadwaj; University of Georgia
Stefan Worm; HEC Paris
Chloe Renault; HEC Paris.

2. Ideation in B2B: tapping customers and non-experts for fresh ideas

This addresses the theme of improving customer needs understanding and customer involvement in developing new products. The work we are funding is on crowdsourcing innovative ideas in B2B firm. The researchers are:

Barry Bayus; North Carolina State University
Nicholas Lurie; University of Connecticut
Steve Hoeffler; Vanderbilt University

3. The interface of innovation with marketing and sales

The proper role of marketing and sales in innovation is a theme brought up repeatedly by practitioners, and is a potentially promising area for further research. The ISBM is funding work on two proposals under this umbrella. The first one is related to the ideation theme: it focuses on salespeople as knowledge brokers facilitating the involvement of B2B customers in NPD. The researchers are:

Ad de Jong; Eindhoven University of Technology
Edwin Nijssen; Eindhoven University of Technology

A second proposal funded on this theme focuses on the roles of marketing and sales in B2B innovation through a multi-country investigation. The researchers are:

Wim Biemans; University of Groningen
Tamara Kesze; Corvinus University of Budapest
Martin Klarmann; Karlsruhe Institute of Technology
Avinash Malshe; University of St. Thomas.

We encourage any feedback or ideas to move forward on the above innovation-related themes, the organizational buying behavior theme, other research topics described in Wiersema (2013) or any other subject pertaining to the B2B Board's initiatives.

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From the Membership: ISBM's 30th Anniversary



Ralph Oliva

The ISBM Members Meeting that will take place on the Penn State Campus September 24-25, 2013 will be a special event for us - it will celebrate the ISBM's 30th anniversary. In honor of that anniversary, we have developed a special theme for the meeting: "Key Lessons and Insights from 30 Years of Research, Practice and Progress." We discuss the meeting in more detail below and we are hoping to get a great crowd of top academics as well as practitioners to share their views on what we have learned and the challenges we face in the B2B world moving forward. But first a little history.

A Brief History of the ISBM



Gary L. Lilien

As the timeline shows, Gary Lilien and Dave Wilson (both Penn State Professors centered on B2B Marketing) met with Irv Gross (then Director of Marketing Research at DuPont) in 1982 to discuss their mutual interest in a research center or institute focused on business to business markets. With the help and support of Dean Gene Kelley and Associate

Dean for Research, Paul Rigby, they organized a formative meeting of academics and practitioners in May of 1982 to explore the feasibility of such an institute.

The enthusiastic response of both the academic and practitioner communities lead the three founders to move forward with a proposal to form the Institute for the Study of Business Markets, with Irv Gross as its Founding Executive Director, Gary Lilien as its Founding Research Director and Dave Wilson as its Founding Managing Director. The Institute was formally launched in July 1983, with initial commitments for a minimum of 3 years of funding of \$50,000/year from founding sponsors AT&T Bell Laboratories, Control Data, DuPont and GE.

Membership grew slowly but steadily, with 12 members joining the founding sponsors by 1985 and with a total of six sponsors and 25 members by 1987 and to 34 members by 1990.

Early meetings of the ISBM blended both academics and practitioners, but the different needs of the two audiences lead the ISBM to focus subsequent events on one or the other audiences.

From its early days, the ISBM sponsored academic research in the B2B domain and attempted to connect researchers with potentially interested companies. It has had, since its inception, the same dual mission statement that it has today: "To expand research and teaching in business-to-business marketing and sales in academia... and To improve the practice of business-to-business marketing and sales for member firms in industry." Over the years the ISBM has

CELEBRATING 30 YEARS

AN ISBM TIMELINE

1981

- Gary Lilien joins Dave Wilson at Penn State, forming strong B2B nucleus, seeking structure to support B2B research

1982

- Irv Gross connects with Gary Lilien and Dave Wilson to investigate feasibility of a business-to-business research center/institute affiliated with Penn State.
- Formative meeting of academics and potential sponsors. Conference at Penn State on May 17
- Proposal submitted (July 1) to the College of Business Administration by Peter Bennett, Gary Lilien and Dave Wilson for the Institute for the Study of Industrial Marketing

1983

- Irv Gross hired June 15 as Executive Director, Gary Lilien Research Director, Dave Wilson, Managing Director
- Institute for the Study of Business Markets launched with a formal prospectus in July. Underwritten for 3 years by grants from four founding Sponsors: AT&T, ControlData, DuPont, GE
- ISBM Located in Business Admin Bldg II

1984

- First Advisory Board meeting held at the Toftrees Country Club in State College, PA

1985

- First ISBM Members Meeting Philadelphia, PA
- First issue of ISBM Marketplace Newsletter
- Twelve member firms join four founding sponsors

1986

- First ISBM course offering, "Value and Pricing Strategy", Dr. Irv Gross

1987

- ISBM's second course offering "Profiting from Business and Industrial Marketing Research"

1988

- ISBM offers "New Products" seminar
- Relationship with the University Lowell as the ISBM Applications Group, headed by Prof. Valerie Kijewski

1989

- Relationship with the University of Toledo with Prof. David Reid

From the Membership:

ISBM's 30th Anniversary

continued from page 6

explored a variety of ways to fulfill that dual mission; we focus mainly on the academic side here.

The ISBM has explored institutional research partnerships with UMass Lowell (1988), the University of Toledo (1989) and Georgia State University (1994), leveraging the combined strengths of key faculty at those universities the firms in their geographical vicinity for mutual benefit. In addition, in the case of Georgia State, the ISBM co-sponsored a number of academic conferences focused on B2B over the years.

In 1996, Irv Gross retired as ISBM Executive Director and the ISBM hired Ralph Oliva, then Vice President of Market Communications and Design at Texas Instruments as Irv's replacement. Shortly after Ralph joined, the ISBM began its current program of organizing two main members meetings per year, in addition to other events. Ralph also began forming special interest groups at the ISBM, with the first one, the ISBM Web Consortium, meeting for the first time in 1998. Other consortia of varying levels of interest and longevity followed, including the Educators consortium, the New Product Consortium and the Segmentation Consortium.

In the ensuing years, the ISBM has grown considerably, to its current level of 71 member firms and it is connected to about 1500 academics around the world. It has gone beyond supporting and sponsoring academic research through grants and access to firms in a number of ways:

- In 1991, the ISBM initiated its dissertation support award competition, and has been granting 3 to 5 awards per year of up to \$7500 each per year ever since.
- In 2004, the ISBM began running a formal academic conference at a hosting institution on a formal, biennial basis. Including that conference, the ISBM academic conference has been hosted by Harvard (twice), Northwestern University, University of Chicago, and University of San Diego.
- 2004 also witnessed the launch of the ISBM Fellows: top B2B scholars who are in touch with leading edge practice as well. There were 11 Inaugural Fellows and the quite exclusive list now numbers just 21 in 2013.
- In 2005, recognizing the need to provide guidance and networking to students in PhD programs, the ISBM ran its first B2B PhD Camp, with Abbie Griffin serving as Head Camp Counselor.
- Also in 2005, recognizing the growth and complexity of the ISBM Academic Programs, Raj Grewal was appointed ISBM Associate Research Director.

CELEBRATING 30 YEARS

AN ISBM TIMELINE

1990

- ISBM names 4 ISBM Research Fellows after the firms at the sponsor level-Stephane Gauvin (Northern Telecom), Kate Searls (Alcoa), Valerie Kijewski (Cahners), Jim Anderson (ATT Bell Labs)

1991

- First ISBM Dissertation Support Competition, 5 winners were named

1992

- MKISUF (Marketing Information Systems Users Forum) networks with ISBM

1993

- Conclude Affiliate Research Center connections with UMass Lowell and Toledo
- ISBM's 10th Anniversary Members Meeting titled: "Business Marketing 1983-1993: "Increasingly Information Intensive." Keynoted by Philip Kotler
- ISBM moves to 402 Business Admin. Building

1994

- Eliminate two tier ISBM membership options: all are now members
- Begin connection with Center for Business and Industrial Marketing (CBIM) at Georgia State (Prof. Wes Johnston)

1995

- First Joint winter meeting with CBIM at Hotel Nikko, Atlanta, GA
- Launch week long Marketing Strategy in Business Markets with Penn State Executive programs

1996

- Blizzard of '96 hits ISBM/CBIM joint winter meeting in Atlanta. Ralph Oliva serves as "fill in" keynote
- Ralph Oliva hired August 1 to replace Irv Gross, who retires, as ISBM Executive Director

1997

- ISBM Business Marketing Web Consortium launched
- ISBM begins "Virtual University" with PPG Industries

1998

- Introduction of Marketing Engineering to members at the Winter Meeting
- Marketing Engineering published; authors, Gary Lilien and Arvind Rangaswamy
- First Marketing Engineering educational seminar
- First Meeting ISBM Educators Consortium

continued on page 7

From the Membership:

ISBM's 30th Anniversary

continued from page 7

- In 2006, the ISBM launched its “ISBM Academic-Practitioner Challenge,” offering up to \$100,000 in funding for research that had the potential to have a significant effect on both the theory and the practice of B2B Marketing.
- Also in 2006, under Raj Grewal’s direction, the ISBM launched its PhD Seminar Series (IPSS). Since that time, the ISBM has offered 4 online courses annually to PhD students globally seeking world-class instruction on topics central to B2B research.
- In 2008, the ISBM began publishing an Academic Newsletter, quarterly at the beginning, and now published three times a year (like this one).
- In 2011, the ISBM launched its B2B Leadership Board, with Fred Wiersema as its Chair. The Board’s Intent is to bring engage a committed group of B2B academics and forward-looking senior practitioners from the ISBM community to provide thought leadership and support high-potential initiatives.
- In 2012, Fred Wiersema produced a foundational document from the Board, “The B2B Agenda,” articulating the problems and domains that have the greatest to potential to move the B2B field forward. Fred, along with Abbie Griffin, provide news (elsewhere in this newsletter) concerning the first major initiative to emerge from the Board and its Agenda.
- Also in 2012, under the editorship of Gary Lilien and Raj Grewal, the ISBM (together with Edward Elgar Press) published the *Handbook of Business-to-Business Marketing*. The Handbook’s 70 authors produced 38 Chapters and nearly 800 pages of material reflecting what we know about B2B Marketing (both from a theory and practice perspective) and what the key unanswered questions are that the field faces.

We have focused here on the ISBM events and milestones that have had the most importance for the academic community. As the Timeline indicates, there is an equally rich set of events of most import for the Practice community. We have designed the 30th anniversary meeting to be a capstone event, one that will provide great value for the practitioner community and that will also offer the connection to great problems and great thinkers for academic attendees as well.

The 30th Anniversary Meeting

We have used the occasion of our 30th anniversary to assemble a landmark meeting framed around three prestigious panels: a panel of ISBM member firm presidents, a panel of senior ISBM fellows, and a panel of Chief Marketing Officers.

CELEBRATING 30 YEARS

AN ISBM TIMELINE

1999

- ISBM Working Papers Support program starts
- First edition of Business Market Management published, authors, Anderson and Narus
- First Meeting New Product Development Consortium
- First Meeting Market Research Consortium
- First Meeting Brand Consortium

2000

-

2001

- ISBM MBA Scholar Program Created
- First Meeting B2B Sales Management Consortium

2002

- Dave Wilson, ISBM Managing Director, retires
- First Meeting Marketing Engineering Consortium

2003

- ISBM and AMA cosponsor conference “Making the Business Case for Web-Marketing”
- 20th Anniversary Members Meeting Topic: “Building on the Foundations of Value”

2004

- First Biennial Academic conference held at Harvard, August
- Inaugural ISBM Fellows Named: James C. Anderson, Robert G. Cooper, Abbie Griffin, Wesley J. Johnston, Gary L. Lilien, Das Narayandas, James A. Narus, Don E. Schultz, Jagdish Sheth, Robert E. Spekman, Rajendra K. Srivastava, Robert J. Thomas

2005

- Raj Grewal becomes Associate Research Director
- First biennial ISBM PhD Camp
- ISBM hosts first B2B CMO Forum in conjunction with MSI, BMA, and HSR
- ISBM Moves to Business Building at Penn State

2006

- Second B2B Academic conference with the “ISBM Academic-Practitioner Challenge”, awarding up to \$100,000 in research grants, held at Northwestern University’s Chicago Campus
- ISBM holds joint meeting with ANA and AAAA
- ISBM PhD Seminar Series begins in Fall 2006 with “Theory Construction” instructed by Ajay Kohli

continued on page 8

From the Membership: ISBM's 30th Anniversary

continued from page 7

We have asked each panelist to recount what they feel the most important impact of the business-to-business marketing profession has been on their firm – or on their life – and why. We have asked them to explicitly consider the key issues identified in the “B2B agenda”, published by the ISBM Leadership Board, and written by Dr. Fred Wiersema, Board Chairman. We have then asked them to look forward, and outline the key insights, frameworks, tools, and breakthroughs they feel the B2B profession should consider over the next decade, and why.

After these brief presentations, the panelists will be engaged in a moderated panel discussion, facilitated by the most thought-provoking ISBM associates.

Dr. Michael Raynor, principal at Deloitte, will kick off the meeting, sharing insights from his multiyear study, which is culminating in an upcoming book “The Three Rules”. (For more, see the April, 2013 issue of Harvard Business Review.) We will also be hearing perspectives on the economy of this decade – what we’ve learned over the past few years, and what we can look forward to--from Dr. Dennis Jacobe, Chief Economist at Gallup.

We are hoping that this meeting will provide valuable direction and insights to augment, support, and flesh out the work that is emerging from the B2B Agenda.

An Opportunity and Invitation

Please join us! We hope that there will be deep insight for practitioners, many lessons learned, insightful cases, and direction and perspective for researchers as well.

In honor of its 30th Anniversary, the ISBM is offering a specially discounted price for of \$100 to academics attending the meeting. We know you will find it a great place to listen, learn and network and we hope to see you in State College Sept 24-25!

Ralph and Gary

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CELEBRATING 30 YEARS

AN ISBM TIMELINE

2007

- ISBM PhD Seminar Series adds three more programs, moving to 4 programs per year
- Principles of Marketing Engineering published; authors, Lilien, Rangaswamy, De Bruyn
- Value Merchants published; authors, Anderson, Kumar, and Narus, authors

2008

- First Issue of Academic Newsletter published
- Rajdeep Grewal, V. Kumar, and Fred Wiersema named ISBM Fellows

2009

- Liam Fahey, Bart Weitz named ISBM Fellows

2010

- Ajay K. Kohli and Andris A. Zoltners named ISBM Fellows

2011

- Bernie Jaworski named ISBM Fellow
- B2B Leadership Board launched, Fred Wiersema, Chair

2012

- Lisa K. Scheer and Gerard J. Tellis named ISBM Fellows
- The B2B Agenda Published; author Fred Wiersema
- Handbook of Business-to-Business Marketing Published; editors, Lilien and Grewal

2013

- ISBM's 30th Anniversary Members Meeting
- 71 member firms

THE 30TH ANNIVERSARY ISBM MEMBERS MEETING
September 24-25, 2013

ISBM at 30: Insights, Perspectives, and Focus

A Look Back:

The Important Tools, Approaches, Cases — Focus For Now

A Look Forward:

The Key Points of Focus for the Future

Register Now >>



IPSS Update:

Fall 2013 Course Line-up



Raj Grewal

It is hard to believe that the IPSS (ISBM PhD Seminar Series) will be starting its eighth year this coming Fall. Through the years we have had great students come through the program and we hope to continue offering these sessions. This past spring, we had great feedback for both courses (both from faculty and students) and would like to thank our instructors, Kersi Anita who taught *Distribution Channel Relationship* and Lisa Scheer and Rob Palmatier who taught *Relationship Marketing Theory & Research*. There is a great deal of work that goes into these courses, and the ISBM would like to thank you for your contributions to the field.

It seems odd to be talking about fall already, as Summer is hardly begun, but this Fall (2013) two very popular courses are on offer for our IPSS series. Abbie Griffin will be teaching her course on *Qualitative Research Methods* and Raji Srinivasan will teach her course on *Marketing Metrics in BtoB*. Course details, description, and registration deadlines can be found on our website. Thanks to Abbie and Raji for agreeing to continue contributing to IPSS.

Please bring these two seminars to the attention of your promising BtoB Ph.D. students. Students should register online <http://ipss.isbm.org>. Additionally if there is any other feedback or suggestions, please do not hesitate to contact me.

Raj Grewal
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Case Competition in the Field of B2B Markets

ESMT (European School of Management and Technology) in Berlin and EFMD (the European Foundation for Management Development) in Brussels have open a new category in the annual case competition titled *Bringing Technology to Market*.

To encourage the generation of case materials in these areas, ESMT has emphasized the following subcategories:

- Corporate strategies and internal adjustments when serving both high-end and low-end markets
- Making the transition to a global company; successes and failures
- Business strategies of European incumbents for defending their leading positions in global markets
- Business strategies of Asian competitors entering European B2B markets
- New European business models on global B2B markets
- The role of European headquarters in a globalized corporation
- Involvement of companies from emerging markets in Europe: exports, financial investments, joint ventures,
- Acquisitions/founding local companies
- The winning case will be awarded € 2,000

The deadline for submissions is 16 September 2013. For further information, please check the EFMD website: <https://www.efmd.org/index.php/research/awards/case-writing-competition>.

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ISBM's 2013 Business Marketing Doctoral Support Award Competition

Penn State's *Institute for the Study of Business Markets* announces its twenty-third annual Business Marketing Doctoral Support Award Competition. Up to three candidates in accredited doctoral programs will receive dissertation support awards. Dissertations in any area of Business-to-Business (industrial) marketing or in any of the methodological areas that support advances in business marketing will be considered. See "Research Priorities" under the ISBM Research section of the ISBM website for more information www.isbm.org.

In addition to applications from PhD students in marketing, we encourage applications from students in economics, management science, organizational psychology, statistics, anthropology and other disciplines whose developments help advance our understanding of the operation of the business marketplace.

The award consists of:

- Up to \$7,500 in financial assistance to be used for travel, conference attendance, data collection, and other expenses of conducting and presenting the results of the research.
- Assistance, as needed, in gaining the cooperation of

both ISBM member and non-member firms for data, interviews, etc.

The outstanding submission, if awarded, will receive the ISBM Dissertation Proposal Prize, an additional award of \$2,500.

Submission Information:

PhD candidates interested in the competition should submit an abstract of their research ***not to exceed five double-spaced pages***, along with a current vita and a vita of their dissertation advisor. The abstract should address the potential importance of their work to business marketing practice, its theoretical contributions, the research methodology, and the amount and kind of support requested. The abstract must be submitted by email no later than *15 September 2013*. An email will be sent confirming receipt of your abstract.

Proposals will be judged by an academic panel, consisting of representatives of the ISBM and qualified faculty members from other universities. The panel will not provide feedback to the entrants at this stage. Finalists will be notified by 10 October 2013. Final proposals ***not to exceed 15 double-spaced pages*** are due on *15 November 2013*. Winners will be announced by *15 February 2014*. All finalists

will receive feedback from the academic review panel.

Any pages of the abstract and/or proposal (not including reference pages) exceeding the page limits will not be considered in the review process. Request samples of abstracts or proposals by sending an email to LNicolini@psu.edu.

Instructions on submission requirements as well as more information about the ISBM and the competition may be found on the ISBM website www.isbm.org under the ISBM Research/Awards Competition link. Entries should be sent, following the instructions on the website, to LNicolini@psu.edu.

COMMENTS... IDEAS...

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

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