S
eason’s Greetings from the ISBM and our last Research Newsletter of the year. And a rich newsletter it is indeed!

Many of you readers participated in either the ISBM PhD Camp or the Academic Conference, both graciously hosted by the Harvard Business School in August. Both were the largest, most successful events of their type the ISBM has run to date and we provide a brief retrospective (and some photos) here.

Ralph Oliva, in his From the Membership column, provides an overview of the ISBM members’ meeting held in September. The meeting focused on the Marketing-Sales Interface/Divide and a centerpiece of the meeting was the induction of Ajay Kohli and Andy Zoltners as our newest ISBM Fellows. Was it a coincidence that Ajay (Market Orientation) and Andy (with his academic work and with his firm, ZS as the world leader in scientific salesforce management) were the ones selected to be so honored at this specific meeting? Read their fascinating remarks, the centerpiece of this newsletter, and, draw your own conclusions.

2011 will bring us to a new semester of IPSS (ISBM PhD Seminar Series) courses: one a repeat of a popular regular offering on “Sales Management and Personal Selling” by Bart Weitz and the other a new offering by Fabio Caldieraro and Jeff Shulman, on “Analytic Models in Business-to-Business Marketing”. For details, see the feature inside.

Many of you know that, due to the economic downturn, the ISBM has been on a research funding moratorium. While the ISBM’s economic picture is not totally rosy, it is not nearly as tenuous as it was a year or two ago. So—good news! We are pleased to note that the ISBM is, once again, accepting proposals for research support. You will have a better shot at funding if you can show that your topic is important and relevant to both the BtoB academic and practice communities. If you have questions, please contact either of us or see http://isbm.smeal.psu.edu/researcher/rsrchfund.

As this is the last newsletter of 2010, we take this opportunity to with you all a great holiday season and a happy and healthy new year!

In This Issue . . .

KOHLI AND ZOLTNERS INDUCTED AS NEWEST ISBM FELLOWS

At the Gala Dinner of our annual members’ meeting on September 15 (see Ralph Oliva’s synopsis elsewhere in this newsletter) the ISBM inducted Ajay Kohli and Andy Zoltners as the newest ISBM Fellows.

To be recognized as an ISBM Fellow, an individual must be a senior scholar/thought leader in one or more domains of BtoB marketing who is dedicated to advancing both the theory and the practice of the discipline through their research, their scholarship, their teaching and their hands-on involvement with the practice community.

Bernie Jaworski introduced Ajay and Arvind Rangaswamy introduced Andy; in their remarks they underlined that both Ajay and Andy exemplify what it means to be an ISBM Fellow; their contributions to theory and practice have been and continue to be enormous.

Ajay and Andy’s remarks follow; I am sure you will enjoy them. (For more about the ISBM Fellows, see the full list at http://isbm.smeal.psu.edu/library/links/fellows.html/?searchterm=Fellows)

Please join me in congratulating Ajay and Andy!

Gary Lilien
Becoming Market Oriented

It is a distinct honor and privilege to be invited to join a very eminent group of scholars who are ISBM Fellows. For decades now, I have held ISBM and the people who run it in great regard, and have had the good fortune to be involved with some of its activities. I am proud to be one of the two BW inductees this year.

I have had the privilege of working with Bernie Jaworski, a dear friend and a great scholar, for over two decades now. Together we started working on the topic of market orientation in the late 1980s, and have continued to explore it ever since. I’d like to share with you a few thoughts based on our research and consulting experiences to date.

Market Orientation and Its Drivers

• First, what does it mean to be market oriented? Briefly, a business is market oriented if it (i) generates intelligence about its customers and competitors and the forces influencing them, (ii) disseminates the intelligence across hierarchical levels, functional departments and geographies, and (iii) responds to this intelligence by evolving its target customers and how it serves them (Kohli and Jaworski 1990). Importantly, market intelligence is generated not just by sales and marketing folks, but also folks in other functions such as finance, manufacturing and R&D. Moreover, the market intelligence dissemination process is both formal and informal, the latter being just as valuable as the former. Finally, while many businesses do a reasonable job of generating and disseminating intelligence in their businesses, they have a difficult time actually responding in accord with the intelligence to change their marketing strategy and execution.

• Second, why are some businesses more market oriented than others? While there are many drivers of a business’s market orientation, Bernie and I (Jaworski and Kohli 1993) found that two drivers stand head and shoulders over others: (i) Top management emphasis. It takes ongoing jawboning and symbolic and “real” actions on the part of a CEO to make sure the business continues to focus on customers and competitors. Why? Because being market oriented is very hard work, and it is all too easy and comfortable for people in even highly market oriented businesses to slip and let go. (ii) Reward and recognition metrics. It is a simple but very powerful truth – people do things for which they are rewarded and recognized. If someone in a business is not contributing to its market orientation, chances are his or her reward/recognition metrics are out of alignment.

Enhancing Market Orientation

Over the years, I have also learned a few things in working with businesses interested in enhancing their market orientation. Let me share three lessons that stand out for me.

1. Lesson 1: The value of a consultant is directly proportional to the distance between the consultant’s office and the client’s office. This is tongue in cheek, but my experience is that clients hold me in higher regard if I have to fly half way around the globe to see them than if I have to get in my car and drive a few miles to their office. We know distance makes the heart grow fonder, but it seems to make a consultant more valuable as well!

2. Lesson 2: Businesses often confuse (random) motion for movement. When a business decides it needs to become more market oriented (often at the suggestion of a top executive), folks from across various functions and support departments charge off doing all sorts of things that they believe reflects a market orientation or contributes to market orientation. These include lots of meetings with lots of internal people, lost of brainstorming for ideas, a flurry of visits to customers’ offices and operations, consumer research studies, reaching out for the latest wisdom from management gurus, internal chest beating (“fessing up” that the business is just not market oriented), and more. Unfortunately, all this eventually leads nowhere and saps the business of its energy. Folks institute minor changes in some inconsequential procedures, declare victory and return to business as usual (except for a small set who now need to figure out the next important initiative to push).

3. Lesson 3: The tyranny of “who’s done it before?” shackles many businesses. On the one hand, most businesses like to tell consultants how their business is very different from others that the consultants may have previously worked with. This usually is a polite hint that the consultant should not try to pitch an initiative from his or her last client engagement. Yet, when a consultant works closely with a business to truly understand its unique situation and develops a creative initiative, folks in the business often shy away from implementing it because there is no “proof” that the initiative will work. No one has done it before! But that is exactly why the business might get a leg up on competition!

To conclude, it is an honor to be inducted as an ISBM Fellow. I look forward to working with ISBM even more closely. Thank you!

References:


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A Case for More Research in The Sales Force Space

Sales force expenditures exceed sales force knowledge

The sales force represents a significant investment for most businesses. According to a Selling Power magazine survey (2010), computer and office equipment manufacturers such as Microsoft, Xerox, Cisco, and IBM each have over 14,000 salespeople in the United States. Manufacturers of consumable goods such as PepsiCo, Sysco, and Hostess Brands each have over 10,000 salespeople, and medical products manufacturers such as Schering Plough, Johnson & Johnson, and Pfizer each employ over 7,500. Service businesses also use sales forces as an important marketing channel. Insurance company Hartford Financial employs 100,000 U.S. salespeople, telecommunications giant Verizon has 35,000, and financial company American Express employs a force of over 23,000. By our estimates, the amount invested in sales forces in the US exceeds $800 billion a year. This is more than three times the estimated $241 billion spent on all media advertising in 2009 (Barclays Capital) and more than 35 times the $22.7 billion spent on internet advertising in 2009 (IAB – Interactive Advertising Bureau).

The significance of the sales force goes beyond its cost. The sales force is perhaps the most highly empowered organization within many companies. Usually working alone and unsupervised, salespeople are entrusted with a company’s most important asset – its customers. Because of the sales force’s critical impact on customer relationships, its effect on top line performance is significant. Sales leaders agree that every sales force has the opportunity to improve sales revenues through enhanced sales force effectiveness. Projected incremental short-term gains of at least 10% are common as are long-term increases of up to 50%.

Yet our investment in our sales forces greatly exceeds our understanding of how to run a successful selling organization. Compared to Marketing, the number of good books and academic articles in the Sales Force Space is woefully inadequate. To illustrate, in the last ten years, roughly 3% of the articles in Marketing Science, 2% in Harvard Business Review and Journal of Marketing, and 1% in Journal of Marketing Research have focused on sales force topics. Last year, the graduating MBA class at the Kellogg School at Northwestern left the University having taken over 4000 course equivalents on Marketing topics. This same class left having taken 100 course equivalents focused on Sales – 100 students across two sessions of my course. What does this say? Sales forces present a huge opportunity for companies to generate higher revenues and for academics to make a significant business impact.

It is very challenging to lead a sales force

Discovering ways to enhance sales force effectiveness starts with understanding the various components and linkages that explain how a sales force influences company results. At the beginning of an executive-education course that we teach at Kellogg and other venues, entitled “Accelerating Sales Force Performance,” we ask the sales leaders in attendance a simple question: “How do you know when you have a successful sales force?” Their answers, both spontaneous and reflective, span a wide range of topics. Figure 1 provides some typical responses to our question, organized around several dimensions of sales force effectiveness that link logically to one another. Sales leaders tell us that in a successful sales force, salespeople with strong skills, capabilities, values, and motivations engage in the right kinds of activity to drive customer results, and customer results ultimately impact company results.

Sales leaders can make sales forces more effective through their decisions, and through the various processes, systems, and programs that they are responsible for. We call these the sales force effectiveness (SFE) drivers. As shown in Figure 2, the SFE drivers form the root of the chain of components that link salespeople to company results. Sales leaders can build an excellent sales force by doing an excellent job of managing the sales force effectiveness drivers.

continued on page 4
The SFE drivers are organized into five categories, with Figure 2 providing several examples of drivers for each category. The categories affect the sales organization in different ways.

- **Definer drivers** – such as sales force size and structure – define the sales organization by specifying the right sales force investment and giving salespeople a straight line of vision by setting up a logical organizational structure with clear roles for salespeople.

- **Shaper drivers** – such as sales force hiring and training programs – shape the members of the sales force by ensuring that everyone has the skills, capabilities, and values needed for success.

- **Enlightener drivers** – such as sales data and tools – enlighten the sales force by providing the information salespeople and managers need to understand customers and to be successful.

- **Exciter drivers** – such as sales compensation and incentive programs – generate excitement within the sales force by motivating salespeople to work hard and inspiring them to achieve.

- **Controller drivers** – such as sales force performance management systems – control and direct sales force activities to ensure that the sales force stays on course to achieve company goals.

Individual SFE drivers can have influence in multiple ways, yet for simplicity, the framework lists them in the driver category where they generally have the most significant impact. For example, the SFE driver “compensation/incentives” is categorized as an exciter because the right compensation and incentive plan motivates salespeople to work hard to achieve challenging goals. However, compensation and incentives can also have impact as a shaper because they help attract the right type of person to the sales job, and as a controller because by aligning incentives with the right products or customers, the company communicates to salespeople what it wants them to do.

Figures 1 and 2 demonstrate that a wide range of skills and knowledge is required to run a successful selling organization. The requisite disciplines range from Organizational Design to HR to Finance to IT to Decision Sciences to Motivation Theory. Using these disciplines to run a sales force requires intuition and analytics, people skills and the ability to condense large data bases into insight. There is a huge financial opportunity if it is done right.

**A research agenda can be developed to better understand and help lead a selling organization**

To help today’s sales leaders, researchers need to better:

- Calibrate how each SFE driver impacts company results
- Develop best practices for the SFE drivers
- Synchronize strategies across the different SFE drivers to put forth an effective sales force system

SFE driver decisions affect salespeople and activities and ultimately drive customer and company results. Figure 3 lays out a hypothesis for how key linkages in the Sales Force System work.
The SFE drivers impact results through salespeople and activities. Salespeople and activities have several dimensions. Salespeople need capabilities (knowledge, skills, and abilities) and motivation if they are to execute sales activities effectively. At the same time, effective execution of sales activity requires sufficient quantity and quality of activity, and also requires proper allocation of activity to the right customers, products, and sales tasks. With the right quantity, quality, and allocation of activity, a sales force can produce the desired results.

The components and dimensions shown in Figure 3 are linked together in various ways. The arrows show our hypothesis for the linkages that exist and the strength of their impact. Strength of impact is expressed as an ordinal classification – the thickest arrows signify linkages with the strongest impact, while the thinnest dashed arrows represent linkages with the weakest impact. The lack of an arrow suggests that no meaningful linkage exists between the components. For example, incentives have very strong impact on salespeople’s motivation, but no meaningful impact on their capabilities. Motivation has very strong impact on the quantity of activity and strong impact on the quality and allocation of activity. Data and tools have strong impact on salespeople’s capabilities and moderate impact on their motivation. Most SFE drivers affect sales activities through one or both of the salespeople dimensions. We hypothesize that three SFE drivers impact activities directly, size has very strong impact on the quantity of activity that a sales force can deliver, and alignment and structure have impact on the allocation of activity across products, markets, and sales territories.

Figure 3 suggests a possible research agenda for understanding how SFE driver decisions affect salespeople, activities, and ultimately results. Researchers can help sales leaders measure each component, measure the strength of the relationships between the components, and gain insight about how the components and linkages differ by industry and with varied business conditions (for example, how does an economic boom or recession affect the components and linkages?).

Most research to-date has focused on single SFE driver understanding and optimization. Of articles published between 2001 and 2009 in several leading academic journals (Harvard Business Review, Journal of Marketing, Journal of Marketing Research, Journal of Personal Selling and Sales Management, and Marketing Science), 168 articles focus on at least one SFE driver. Of these, 76.8 percent focus on a single SFE driver. Only 6.5% of the articles focus on three or more drivers. As another example, our book Sales Force Incentive Compensation presents a 490 page treatment of a single SFE driver.

Single SFE driver focus is also common in business practice, as companies frequently address the drivers one at a time. Last year a large pharmaceutical company made the “Sales Manager Role” the focus of a large improvement initiative that spanned all sales forces in all divisions in all countries. In another example, a provider of financial services to businesses made variable sales force incentive compensation its top priority, as it set out to increase the simplicity and consistency of more than 150 different variable incentive compensation plans across eight business units, while making all the plans more focused on paying for performance and profitability.

The best companies will assess all SFE drivers each year and will make improvements incrementally to build and maintain an effective selling organization over time. By helping sales leaders understand how SFE driver decisions affect all of the linkages and components of the sales force system within the context of the business environment, researchers can help these companies determine the most appropriate mix of SFE drivers for increasing sales effectiveness.

Good luck with your knowledge advancement. Keep me posted on what you discover.

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Insights, questions, and researchable issues from the 27th ISBM Members’ Meeting:

Was it the topic -- Bridging B-to-B Marketing and Sales to Drive Profitable Growth? The powerful keynote pane by Phil Kotler, Neil Rackham, and Fred Wiersema? The fact that the economy is heading in a better direction?

No matter the reason, it was gratifying to see how quickly the 27th ISBM Members Meeting, held September 15 -16th at the Nittany Lion Inn at Penn State filled to sellout. With 188 attendees, and a first rate lineup of speakers, it was a memorable meeting. Representatives from member firms, MBA Students and the ISBM team came away with insights, ideas, questions, and some suggestions and pathways for research.

Right from the outset, discussion delved into the processes of marketing and how they intersected with the processes of sales, and how this is made more complex as these process are changing. Changes – driven by technology, market trends, and the incredible stress of the downturn – have acted to confuse and decouple the marketing and sales in ways we don't fully understand, with short and long term impact just beginning to be understood.

Phil Kotler, Suj Krishnaswamy and Neil Rackham presented material discussed in their July 2006 article in *Harvard Business Review: “Ending The War Between Sales and Marketing.”* They outlined a four-level maturity model for this linkage, and provided a diagnostic tool for assessing which level the firm or business unit had achieved. (Although their work sets the stage, continuing to build a more robust maturity model, as well as tools to help drive stronger alignment clearly seems indicated.)

Dr. Kotler pointed to lack of understanding of the processes and roles of “Upstream Marketing” (identifying market/customer opportunities and setting corporate direction) and “Downstream Marketing” (largely the processes of market communications and direct sales support) in business-to-business firms. When these two processes are “mixed,” and not well defined, additional confusion and disconnect often happens.

Neil Rackham outlined a situation posing additional challenges—see chart—afforded by changes in market behavior. He cited that not long ago many business markets included a mix of transactional customers, value-focused customers, and a large “middle ground” where customers were willing to “pay a little more for a little more value.”

Rackham pointed to the “squeezing of the middle”: customers are retreating to either side of this spectrum -- with more customers buying in a purely “transactional mode,” wanting base products at very low prices; while others wanted total solutions, with all the extras, and were willing to pay a higher price. The navigation of this “bifurcation” is making the connection between sales and marketing—and effective business-to-business segmentation—more important than ever.

We heard several cases on Account-Based Marketing approaches and how marketing and sales work together to accomplish this. The ITSM (Information Technology Services Marketing Association) approach to account-based marketing—following three-phased approach (planning and design, account specific planning and implementation, program assessment and evaluation) was reviewed—with a concrete case from Xerox and how they implemented this process. It would seem upon reflection, however, that additional research on the efficacy of these processes in achieving better business results would be indicated. Early anecdotal and first-line results from the field look good, but implementing an account-based management approach takes time and money, and it’s unclear that the pathways to return are there.

Tim Furey, founding director of the consultancy MarketBridge outlined in broad terms the impact of “cloud computing” on sales and marketing. The lubricity of information flow, and the ability to locate and move large amounts of information from one place to another enabled by high-bandwidth access to substantial remote applications, will continue to unfold over the next few years. Tim offered interesting, forward-looking insights, but left us with questions on which information – delivered when – how – would have the greatest impact?

Jeff Summers, chief marketing officer of SAVO, outlined best practices, and provided an overview of the intelligent interface that the SAVO has developed. SAVOs product offerings promise to deliver just the right information – just in time – to salespeople as they are going in to make the sale. (Interesting to me is that as continued on page 7
SAVO continues to foster implementation of their offerings, they may be generating data sets of great interest to researchers on the nature of the selling process itself, and how marketing can be more effective in providing leverage to the sales force. Perhaps we might convince them to make these data available.) Which information provides the greatest impact on closing a sale? Which information is pure “noise”? Jeff seem to point to the idea that the right kind of “war stories” where an offering and solved a problem, rescued a customer, saved the day, deployed at just the right time, had the highest impact. This too might be an interesting area for further research.

Paul Kindzierski, V.P. Marketing at W.W. Grainger, shared their team approach to building innovative solutions for new markets, which involved a pivotal team member focused on creating the sales and marketing connection. This new role – an “implementation officer” – was a great interest to our audience. Granger pointed to the importance of selecting the right person for this task, putting them in the right place at the right time, and providing them the right sort of support. They hold that this function is key in helping them rapidly build offerings for new, complex markets – and well worth the investment.

Wes Johnston from Georgia State University was engaged by ISBM member firm Sabert Corporation to assess how their customers viewed the Sabert selling process. Wes has built a framework, and a diagnostic tool which can assess whether a supplier is viewed as a simple “transactional vendor,” a “credible source,” a “problem solver,” or a “trusted adviser”. Sabert used insight from Wes’ research to build a very strong connection with one of their key customers – with amazing results. They also shared with us some interesting insights – (if it’s not broke – fix it anyway.)

Keith Pigues and Jerry Alderman and their new book Winning With Customers: A Playbook for B2B introduced a new conceptualization called the “differential value proposition”. Julie Bizzis, CMO at Owens Corning, fleshed out how she took their thoughts and created genuine impact on the selling process at Owens Corning. Pigues and Alderman offer new frameworks which provide great focus on proving that your customers will make more money working with you, than the next best competitor.

Wrapping up the meeting we had a great presentation from Michael Moorman and Andy Zoltners at ZS Associates.

Zoltners and Moorman outlined a framework for thinking through the alignment between sales and marketing: culture, people, structure, processes and systems. Their framework and some of the lessons they’ve learned by developing and deploying what they term “Early Experience Teams” enabled them to forge a stronger more efficient and effective links between sales and marketing for their client firms.

For readers who want to know more about the meeting, a summary overview and selected presentations have been made available and are on the ISBM website.

In retrospect, my view is that forging a stronger link between sales and marketing boils down to a compact set of elements, including:

- Linkages in language – is everyone on the team speaking the same language of value – through the whole fabric of the firm – but especially through sales and marketing
- Linkages of process: does the firm understand the processes of upstream and downstream marketing, as well as the sales process, and invested in the right resources to link these together and constantly tune that linkage?
- Linkages of organization – is the firm experimenting with organizational approaches, and as well as activities – that link these two functions together – or are they in their own separate silos? Compensated differently? Headed in different directions?

It would seem that a framework such as this would bear further research and thinking from the ISBM research community.

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August 11-13 represented a highpoint for the ISBM - three separate conferences in three days, all hosted by the Harvard Business School! All were outstanding successes (but I’m not sure the ISBM staff is keen to try to repeat this feat).

On Wednesday, August 11, Camp Director Abbie Griffin brought together an outstanding group of academics to interact with 44 student participants in our largest BtoB PhD camp to date. The Camp involved 20 faculty counselors and included seven presentations in addition to 10 parallel research roundtables where 25 students got to present and discuss their research.

The Academic Conference kicked off at noon on August 11, sharing lunch with the PhD Camp and overlapping a half day and ran through the end of the day on August 12. The Academic Conference was also our largest ever, with 99 papers presented and 185 conference registrants (including 54 PhD students!). The conference closed with a Plenary Session, chaired by Das Narayandas and Tom Steenburgh. In that session, Ralph Oliva presented the ISBM Trends Study, highlighting BtoB topics of key concern both to academics and practitioners. Ralph’s presentation was followed by a CMO panel featuring Sean Burke, Global Chief Marketing Officer, GE Healthcare IT, Jean-Francois Baril, Senior Vice President, Sourcing and Procurement, Nokia, and Brian Halligan, CEO & Founder, Hubspot. All sessions were lively and well attended and the closing plenary brought the full group together for some challenging dialog and debate.

Finally on Friday, August 13, more than half of the more than 40 authors contributing to the ISBM Handbook of BtoB Marketing (to be published in 2011 by Edward Elgar Press) convened for an all-day workshop. Each author presented an overview of his or her chapter and received useful feedback from the group.

The meals and receptions provided great opportunities to catch up and network. We hope that the attendees enjoyed the events as much as we enjoyed putting them on.

Detailed outlines of the events are available at [http://isbm.smeal.psu.edu/researcher/academic-conferences-and-events](http://isbm.smeal.psu.edu/researcher/academic-conferences-and-events), where you will find links to some of the presentations. (If you made a presentation and would like to post it there, please send a copy to Lori Nicolini at LNicolini@psu.edu).

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Other Announcements:

2010 CBIM Annual Academic Workshop

The 17th CBIM Academic Workshop focusing on “Marketing Value Creation: Process, Service, Brands and Relationships”, is scheduled for January 14-17, 2011 in San Juan, Puerto Rico. Each year the CBIM Workshop is a candid and friendly discussion among academics, professionals and doctoral students from around the world. In 2010, researches and insights from more than 12 countries were presented providing a dynamic discussion of current B2B marketing. We welcome you to join us in 2011.

For conference details, please email CBIM Workshop Director, Tom Brashear, brashear@mktg.umass.edu

Special Issue on “Marketing of Emerging Technologies in B2B Markets”

Emerging technologies are new technologies that have not “crossed the chasm” and found acceptance in the mainstream market. They may have product or service applications across many different industries but face common marketing challenges. Examples of such emerging technologies include alternative (non-fossil based) energy sources, nanotechnology, biotechnology, life sciences, mobile telecommunications, social media, robotics and computing, among others. B2B markets include commercial, government or institutional organizations as customers.

This special issue is intended to encourage research on the topics below from international researchers worldwide. Theoretical or conceptual papers and empirical studies are welcome. Research methodologies may be eclectic including literature review, case study, ethnographic research, interviews, surveys, laboratory or field experiments, analysis of behavioral or archival data.

For further details, submission guidelines, and deadlines, visit http://www.inderscience.com/browse/callpaper.php?callID=1416

Call for Papers: 5th International Conference on Business Marketing Management

Every second year, leading academics in the field of business-to-business markets meets at the International Conference on Business Marketing Management to present and discuss latest research results. Researchers in the field to BtoB markets are invited to share their knowledge while enjoying a stimulating and diverse program, complemented by the opportunity to network with colleagues and friends. The conference will take place in Tampere, Finland, on May 18-20, 2011.

For conference details, visit http://www.business-market-management.de

IPSS Update: ISBM Ph.D. Seminar Series Fall 2010

Let me begin by thanking Rob Palmatier and Lisa Scheer for teaching an excellent seminar on Relationship Marketing this past Fall (2010) and to Sundar Bharadwaj for an equally outstanding offering on Marketing Strategy. Indeed, with these scholars devoting their time to develop future BtoB researchers, I can safely say that the future of the field is in good hands.

In this coming Spring (2011) semester Bart Weitz will do a repeat of his popular and successful “Sales Management and Personal Selling” Ph.D. Seminar.

Fabio Caldieraro and Jeff Shulman, both from the University of Washington in Seattle, will be offering a new course titled “Analytic Models in Business-to-Business Marketing”. The course will cover a brief introduction on analytical modeling and will cover models related to sales force, multi-level channels, outsourcing, market entry, channel pricing and BtoB relationships. Details on these courses can be obtained at the IPSS url (see below).

I would like to thank Bart, Fabio, and Jeff in advance for their efforts.

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

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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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