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ISBM MISSION:

- Expand research and teaching in business-to-business marketing in academia...
- Improve the practice of business-to-business marketing for member firms in industry...

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Maximize Your B-to-B 'RORI' with ISBM's Resource Shelf

Working day-to-day in the trenches of today's challenging business markets, our Member-company professionals strive to be their best, aided by the very latest tools. We all face the obligation—to ourselves and our organizations—to learn about the latest ideas and business marketing techniques that can help us improve performance.

But time is tight. With so many articles, periodicals, books and other resources available and clamoring for attention, where should we focus? Where can today's B-to-B marketer find the materials that provide the best RORI: the "Return On Reading Investment"?

Through my own work here at ISBM, I've come to appreciate the value of scholarship. Members of the ISBM faculty—and our virtual faculty around the world—are at the forefront, creating new knowledge in business marketing. They also constantly screen the academic, practitioner, and consulting literature along with newly available books in the field, identifying those gems that are really worth reading. The quality of these materials, the care with which we select them, and the various ways that we make knowledge available in *bite-size pieces* create a significant part of the value ISBM Members receive from the "ISBM Resource Shelf."

The books, papers, conference "nuggets" and research abstracts we put on our resource shelf—titles accessible through our isbm.org Web site—are, in my opinion, information jewels with a high insights-per-page count. They are designed to boost your RORI whether you read them in the office, at home, or on a plane to convert downtime into productive, more valuable hours.

"Must-Read" Articles

Our resource shelf includes a selection of seminal articles written by our ISBM Fellows and other giants in the field. These are not only great reading, but are useful works to share with colleagues, corporate management, and others coming into contact with marketing. We often see, even among ISBM Member firms, that the business marketers charged with growing their firms are hindered by other managers who misunderstand what marketing is, how it works, and what it can and should do.

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Our *must read papers* help managers in other disciplines better understand the pivotal role of marketing.

For example, one of the very best articles on our resource shelf clearly captures the essence of marketing and its role as driver of the firm. “Sustainable Marketing Leadership,” by Harvard Professor Ben Shapiro, writing in the *Harvard Business Review* (November 2003), has become an intellectual compass for growing numbers of B-to-B marketing organizations and their chief marketing officers. Most B-to-B firms have an incomplete view of marketing, considering it largely a communications and sales support function. But, wrote Shapiro, marketing is “the firm’s orientation to its marketplace ... the very heart of what good companies focus on.” Marketing is every leader’s responsibility, “much too important to be left to the marketing department alone.”

Among other thought-provoking articles on the ISBM Resource Shelf:

- ISBM Fellow Dr. Das Narayandas, of the Harvard Business School, published “Building Loyalty in Business Markets” in the September 2005 *Harvard Business Review*. In addition to providing one of the best descriptions of B-to-B and B-to-C marketing differences that we’ve seen, he introduces some simple yet powerful concepts about customer decision dynamics and the nature of customer loyalty.
- Last March, ISBM Fellows Dr. James Anderson, of the Kellogg School of Management at Northwestern, and Dr. James Narus, of Wake Forest University, published “Customer Value Propositions in Business Markets” in *HBR*. Their global field studies yield a new way to classify and understand product and service benefits to create winning marketing and sales programs.

Insightful books

The ISBM Resource Shelf includes our ISBM Bookshelf, a list of outstanding works oriented to business marketing or to concepts of great relevance to B-to-B marketers. The list includes the newest books from the ISBM Fellows, many of our conference speakers, and other leading business marketing experts who we feel make a genuinely valuable intellectual contribution. See the list, ISBM Bookshelf Highlights, in the adjacent box. Then call on us for these resources to keep yourself current.

Select a productive read before your next big flight, or when you’re looking for a thoughtful gift for someone on your management team. Peruse our Web site and send us an email with inquiries about any resource shelf item. Chances are there’s something in the ISBM Resource Shelf that will help you and your colleagues. —by *Ralph A. Oliva*

Sample ISBM Bookshelf Highlights

(in alphabetical order)

You can select these and many more titles from our Web site via links directly to online book retailers.

Robert G. Cooper, *Product Leadership: Pathways to Profitable Innovation* (Perseus Books, 2005). ISBM Fellow and new product marketing leader Cooper reports on his newest study of product innovation practices and results—the largest study of its kind—to reveal which approaches have worked best.

Harvard Business School, *Performance Management—Manage and Improve the Effectiveness of Your Employees* (Harvard Business School Press; 2006). This addition to the Harvard Business Essentials Series helps new and seasoned managers alike to evaluate and coach improved employee productivity.

Philip Kotler and Alice Tybout, eds., *Kellogg on Branding: The Marketing Faculty of The Kellogg School of Management* (Wiley, 2005). Chapters by Kellogg professors and the managers of successful companies review the best strategies for building and reviving brands.

Gary L. Lilien and Arvind Rangaswamy, *Marketing Engineering* (rev. 2nd ed., Trafford Publishing; 2006). Lilien, ISBM Research Director, and Rangaswamy, Research Director of Penn State’s eBusiness Research Center, combine tutorials and a software CD to present a comprehensive collection of 26 leading-edge analytical models for marketing planning and decision making.

Thomas T. Nagle and John Hogan, *The Strategy and Tactics of Pricing: A Guide to Growing More Profitably* (4th ed., Prentice Hall; 2005). Leading price- and value-management consultants cover the full range of pricing strategy and tactics, particularly for business products and services with identifiable economic value.

Adrian J. Slywotzky, Richard Wise and Karl Weber, *How to Grow When Markets Don’t* (Warner Business Books; 2003). Leading consultants report how established firms in matured markets nonetheless develop new sources of organic growth by tapping their powerful but intangible assets.

Gerald Zaltman, *How Customers Think: Essential Insights into the Mind of the Market* (Harvard Business School Press; 2003). In this thought-provoking book for all marketers, the Harvard-based inventor of the Zaltman Metaphor Elicitation Technique (ZMET) explains his multidisciplinary probes of consumers’ unconscious reactions to products and marketing campaigns.

ISBM Bridges Business vs. Academic Gap

One of ISBM's most important objectives is promoting high-quality academic research with strong practical value for B-to-B marketing executives. To that end, ISBM awarded a total of \$100,000 in extra funding support to eight managerially relevant academic research proposals this summer. The recipients were winners in ISBM's Academic Challenge, part of ISBM's Second Biennial Academic Conference held in August in Chicago.

Dubbed **"Thinking Big, Thinking Different: Contributions and Challenges in B-to-B Research,"** ISBM's conference dwelled on the field's information needs, which generally are underserved by the academic community. At the conference, held at Northwestern University's Kellogg School of Management, speakers on both sides of the academic vs. practitioner divide stated their views of corporate information requirements and the academic research community's output. A panel of judges evaluated 22 proposed projects accepted into the competition, giving equal weight to academic merit in furthering marketing knowledge and the usefulness of that knowledge to actual business marketers. Bridging what is often a gap between academic rigor and real-world marketing relevance is a key part of ISBM's mission.

Of three finalists to receive at least \$15,000 each in additional funding from ISBM, the proposal judged best was, "Understanding the Effects of Marketing Contacts on Buyer-Seller Relationships." Its authors, who will receive another \$10,000 or more in support, are Professors V. Kumar and S. Sriram of the University of Connecticut, Pradeep Chintagunta of the University of Chicago, and doctoral student Anita Luo at the University of Connecticut. They plan to study how business marketers can best allocate their limited marketing communications and sales resources among customers with different needs and buying propensities.

Five other research proposals earned Silver Medallist awards from ISBM, receiving at least \$5,000 each in support. Judges awarded another \$5,000 minimum funding to the two proposals deemed the best of the five. (See the list of Finalists and Silver Medallists on page 6.)

ISBM's Academic Conference co-sponsors were: Northwestern University's Center for Research in Technology

and Innovation; the Marketing Science Institute (MSI), located in Cambridge, MA, which supports programs in business-to-consumer and business-to-business marketing; the Center for Business and Industrial Marketing (CBIM), located at Georgia State University; and the Zyman Institute of Brand Science, based in Atlanta at Emory University.

Defining business needs

The conference featured the industry research priorities deemed by ISBM and MSI—posted on their Web sites at *isbm.org* and *msi.org*—to be the most significant information needs of manufacturers and service firms marketing to business and institutional buyers. According to ISBM, its biennial Trends Study of business and academic experts cites improved knowledge of customer needs, market segmentation, and value creation as top research priorities for at least this year and 2007. More effective strategies for competing globally, mastering analytical marketing tools, and achieving more growth from new products are also critical areas requiring more research, ISBM reports. B-to-B concerns at MSI are very similar.

Although business-to-business marketing often differs from the techniques of selling products and services to consumers, B-to-B is as complex and sometimes more so than B-to-C.

Limited amounts of data from relatively small numbers of customers make that staple of consumer product marketing, traditional survey research, much trickier in B-to-B. That is often daunting to doctoral students, the marketing field's future professors, who often prefer the comfort of working with familiar products they themselves might buy and vast pools of consumer data amenable to statistical modeling.

As a result, B-to-B doesn't get its fair share of academic research even though B-to-B transactions account for about half of U.S. gross domestic product. B-to-C-related articles in the top marketing journals outnumber B-to-B articles by more than four-to-one, according to Gary Lilien, ISBM Research Director, who headed the Academic Conference. ISBM attempts to right that imbalance with incentives such as its proposal funding and numerous conferences and corporate programs bringing together academic researchers and the 60 major corporate members of ISBM.

ISBM Adds to Leadership Team

Helene C. Mathern and Richard I. (Rick) Kean, two experienced leaders in business-to-business marketing, have joined the ISBM management team to broaden services available to members.

Mathern, long active in ISBM as a vice president of member company Unisys Corporation, takes the title of Director, a new position at ISBM. She is located in the Philadelphia area.

Kean, ISBM's newest Associate Director, is based in Chicago. Well-versed in association member service, he had been Executive Director of the Business Marketing Association and, earlier, a division manager at the American Marketing Association.

Mathern and Kean add significant business marketing knowledge and experience to the ISBM leadership team. They join Associate Director Mary Donato, who joined ISBM in 2005, to provide member services and assistance, reporting directly to ISBM Executive Director Ralph A. Oliva.

"We are continuously looking for new ways to enhance the member experience as well as provide broader coverage,"

Mathern explains. With 20 years of corporate experience in all areas of business marketing, development and management, she brings an important member-centric understanding to her new job. Previously she was Vice President, Marketing Process Management/Customer Advocacy at Unisys, responsible for developing consistent marketing systems worldwide. Earlier, as Vice President, Alliances for Unisys Global Industries, she managed the corporation's numerous alliances and partnering practices. She also served on the board of directors of the Association of Strategic Alliance Professionals, Inc. as a founding sponsor.

Kean, who headed the Business Marketing Association

(BMA) for 13 years, has partnered with ISBM many times over those years. The BMA, known as the Business/Professional Advertising Association until its name change in the early 1990s, serves individual members in the field. BMA administers the Certified Business Communicator accreditation, which Kean holds. Previously, Kean had been Group Publisher of the many publications of the American Marketing Association. "ISBM is ideally and uniquely positioned to meet the challenge that all companies face; raising their collective marketing intellect," Kean observes.

In bringing important skills and experience to their ISBM positions, Mathern, Kean and Donato (formerly a senior sales, marketing and communications executive at ISBM members Xerox Corp. and Dun & Bradstreet) expand the senior marketing management perspective ISBM's staff makes available to institute members.

Mathern, for example, brings substantial global marketing management experience to her ISBM work. Responsible for the development and global deployment of consistent marketing practices at Unisys, she also developed the global curriculum of the Marketing School of Unisys University. She co-chaired the Unisys Marketing Executive Council, the company's most senior forum for global marketing oversight, and she created and directed the first Unisys worldwide corporate program for third-party partnering.

Kean brings marketing communications leadership to his ISBM activities. Working in "marcom" his entire career, he received the prestigious 2006 G.D. Crain, Jr.

Award for career contributions to business-to-business marketing. To improve the basic knowledge and skills among business-to-business communicators, he created and heads the Business Marketing Institute, a Web-based skills assessment, training and certification program. Kean also serves as an adjunct professor of Integrated Marketing Communications at Roosevelt University in Chicago.

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UPCOMING 2007 ISBM/CBIM THIRTEENTH JOINT CONFERENCE**THEME****B-to-B Marketing: the Next Practice**

- Unleash the power of your brands
- Find new growth in new markets
- Really understand customer needs
- Mobilize data to boost profit

WHEN

February 22-23, 2007

WHEREMarriott Tampa Airport
Tampa, Florida**CONFERENCE LEADERS****Ralph Oliva**Executive Director
Institute for the Study of Business Markets
The Pennsylvania State University**Wesley Johnston**Executive Director
Center for Business and Industrial Marketing
Georgia State University**KEYNOTE SPEAKER****Dr. Philip Kotler**Kellogg School of Management
Northwestern University**SPEAKERS****Dr. Michael Raynor**

Distinguished Fellow, Deloitte Research

Lou Carbone

Founder, Experience Engineering, Inc.

Stephan Haeckel

President, Adaptive Business Designs

More...

FOR MORE INFORMATION

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E-mail: ISBM@psu.eduWeb: www.isbm.org**Beyond Best Practice to Next Practice
Adapt to Fast-Changing Markets Ahead of the Pack**

As markets, competition and marketing tools constantly change, following “best practices” today is no longer enough to ensure you can provide the best value to your customers. Come to our February conference and learn how to make your organization an adaptive enterprise, ready to meet the future with the “next practices” of B-to-B marketing.

We’ve assembled a team of B-to-B thought leaders and innovative next-practice managers now experimenting with leading-edge techniques yet to be “discovered” as widely followed best practices.

In addition, you’ll see and learn about the latest Marketing Engineering tools, designed for next-practice decision making. And, of course, learn from your business marketing peers during extensive networking opportunities, a hallmark of ISBM conferences.

The ‘Next Practice’ Future

Philip Kotler, the world-renowned marketing thought leader, keynotes the meeting with insights exclusively B-to-B as he explores the next practice in brand management. We will distribute free copies of his latest book, released last fall, *B2B Brand Management*. Closing the conference with guideposts to the next-practice future, widely read thought leaders Lou Carbone and Stephan Haeckel explain how to build “the adaptive and experience-driven enterprise.”

You will also hear from John Fleming, Chief Scientist of the Gallup Organization, revealing the “Human Sigma” within marketing’s next practices. Michael Raynor, Distinguished Fellow at Deloitte Research, explores next-practice challenges created by “The Strategy Paradox.” And Gary Lilien, ISBM Research Director, will introduce his newly enhanced “Marketing Engineering 3.0” analytical toolkit, sharing selected samples with conference attendees.

Leading business marketers joining us to reveal their next practice experiments and successes will be:

- Jeff Hayzlett of Kodak’s Graphic Communications Group
- Bryan Maach of Cisco Systems
- Vickie Maxon of IBM
- D. Keith Piques of CEMEX USA
- Rick Short of Indium Corp.

We’ve built our conference with person-to-person learning in mind, scheduling extensive networking breaks—chances to meet the speakers and compare notes with fellow attendees. Learn what’s coming in your B-to-B marketing “Next Practice” before your competition catches on!

Check our Web site for the meeting at www.isbm.org or call us. And register today!



Dr. Philip Kotler

2007 Calendar of ISBM Events

FEBRUARY 22-23

ISBM/CBIM Joint Conference
B-to-B Marketing: Beyond Best Practice >> to Next Practice
Tampa, FL

FEBRUARY 23

Marketing Educators Consortium
Tampa, FL

APRIL 2

ISBM Webinar: Creating a World Class Sales Organization

APRIL 12-13

Key Account Management: Planning and Strategies
Philadelphia, PA

NOVEMBER 4-9

B-to-B Marketing: Strategies for Driving Growth and Profit
State College, PA

SPRING SEMINARS TO BE SCHEDULED

Innovation for Practitioners
Value and Pricing Strategy
Advanced Negotiations
Competitor Analysis and Intelligence

FALL SEMINARS TO BE SCHEDULED

Segmentation Marketing
Rethinking Distribution Channels
Developing Integrated Market Communications Plans
Building Effective B-to-B Marketing Plans
Pathways to Profitable Innovation
Driving Customer Growth

Visit our web site for an up-to-date events calendar and more details about all our programs.

ISBM Welcomes the Following New Members:

- Cisco
- Deloitte
- Eka Chemicals
- Hercules
- Objective Management Group
- Respironics
- Roadway

2006 Academic Challenge Winners

Finalists:

Outstanding entry: "Understanding the Effects of Marketing Contacts on Buyer-Seller Relationships," a study of allocating marketing communications and sales resources among customers with different needs and buying propensities. Researchers are V. Kumar and S. Sriram of the University of Connecticut; Pradeep Chintagunta of the University of Chicago; and Anita Luo, doctoral student at the University of Connecticut.

"Multinational Innovation: Country Location or Firm Culture?" a study of the drivers of research and development activity outsourced to country subsidiaries. Researchers are: Gerard Tellis, University of Southern California; Rajesh Chandy, University of Minnesota; and Jaideep Prabhu, Imperial College.

"Assessing Value Creation at Business Trade Shows," determining how attendee search behavior affects the value of trade shows. Researcher: Srinath Gopalakrishna, the University of Missouri.

Silver Medallists:

Outstanding Silver Medallist: "Exploring Marketing-Sales Integration: The Role of Mindset Differences," how differences between sales and marketing personnel influence their relationships. Researchers are: Dr. Barton A. Weitz and Jun Xu, doctoral student of the University of Florida.

Outstanding Silver Medallist: "Managing Knowledge and Learning in B2B Marketing," how companies can maximize business marketing learning. Researchers: Christine Moorman of Duke University and Mitchell J. Lovett, doctoral student at Duke.

"The Development of Trust and Commitment in Asymmetric Buyer-Seller Relationships: An Experimental Study," how a relatively powerful relationship partner interacts with a relatively weaker partner. Researchers: Qiong Wang, The Pennsylvania State University; and Barton A. Weitz, University of Florida.

"The Channel Health Index: A Metric to Capture the Motivation of Business-to-Business Channels of Distribution," to develop a new metric for tracking resellers' motivation to support a manufacturer's brand. Researchers: David I. Gilliland, Colorado State University and Aston University; Stephen Keysuk Kim, Iowa State University; and Timothy Curran, CEO of the Global Technology Distribution Council.

"R&D and Marketing Competences, Product Innovation, and Financial Performance," to determine which firm characteristics contribute to superior new product and financial performance. Researcher: Erwin Danneels, Worcester Polytechnic Institute.



- Ralph A. Oliva
Executive Director
- Gary L. Lilien
Research Director
- Helene Mathern
Director
- Mary Donato
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