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CONTACT INFORMATION

Research Director
Gary L. Lilien, (GLilien@psu.edu)

Associate Research Director
J. Andrew Petersen, (jap57@psu.edu)

Executive Director
Lynn Yanyo, (lynnyanyo@gmail.com)

Newsletter Editor
Lori Nicolini, (LNicolini@psu.edu)

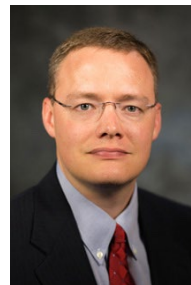
Institute for the Study of Business Markets
Smeal College of Business
The Pennsylvania State University
484 Business Building
University Park, PA 16802
USA

+1-814-863-2782 • WWW.ISBM.ORG

In This Issue . . .



Gary L. Lilien



J. Andrew Petersen

Happy New Year! I hope the holiday season has been happy and healthy for all of you and that you are back at work, reinvigorated, and ready for a productive and satisfying 2018!

The past few months here have brought a number of changes to the ISBM. A major change is that Suzanne Lavin has stepped down as ISBM Executive Director. Although with the ISBM for just over two years, Suzanne’s leadership and the initiatives that she started (such as the virtual Big Talk in September) will have an impact on the ISBM for years to come. Thank you again, Suzanne for your many contributions to the ISBM in particular and the B2B community more generally!

I am pleased to announce that Lynn Yanyo has assumed the role of Executive Director. Lynn has been an Associate Director of the Institute for over a decade has run the ISBM webinar program. She was once a practicing member of the Institute and spent 20 years in various marketing roles at companies including LORD Corp, United Way, and recently a fractional CMO for various start-ups. Please join me in welcoming Lynn!

And in another transition, Hari Sridhar, ISBM Associate Research Director has stepped down from that position. Hari has been invaluable in helping to guide ISBM research activities, including driving the ISBM B2B Analytics Program, running the ISBM PhD Seminar Series (IPSS), serving as Conference Chair or Co-Chair at the biennial ISBM Academic Conference and more. Hari—thanks so much for your contributions!

I am pleased to announce that Andrew Petersen has taken on the role of Associate Research Director. Andrew will be running the IPSS program and is also serving as Conference Chair for the Academic Conference coming up in August at MIT. Please join me in welcoming Andrew!

Now, on to what is in this issue....

The issue opens with Lynn’s first “From the Membership” column, where she provides an overview of the presentations at the most recent Big Talk, the first one delivered solely online. The topic—the Thriving Marketer—covered many topics we academics need to be aware of to inform both our research and the guidance we provide our students in and out of the classroom about the rapidly changing world of the B2B marketer.

At that meeting, we were pleased to induct two new ISBM Fellows, Erich Joachimsthaler and Rob Palmatier. ISBM Fellows are recognized thought leaders in one or more domains of B2B marketing, are dedicated to the Institute mission of advancing both the theory and practice of B2B marketing and have been active in Institute academic meetings, practitioner meetings and/or Institute educational programs. Erich and Rob fill that bill wonderfully and it is a pleasure to welcome them to the group of Institute Fellows. Congratulations to you both! (See <http://isbm.org/research/> for

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a complete list). Erich and Rob each gave insightful presentations at the meeting and a summaries of each of those presentations are available later in this newsletter.

Lynn also includes a feature on the next ISBM Member's Meeting, March 7-8, 2018 in State College, PA. It promises to be a blockbuster event and a great opportunity for academics to network with leading edge practitioners as well as a number of our academic colleagues. (And there is a significant academic discount as well!)

Please see the notice from Michael Kleinaltenkamp concerning B2B at the European Marketing Academy conference in May. I hope to see many of you there as well as in Boston in August!

Every two years the Institute sponsors a research camp and an academic conference, immediately before the summer AMA educator's conference, held in Boston this year, August 10-12. MIT's Sloan School, and Sharmilla Chatterjee will be hosting the Camp and Conference this year on August 7-9. A more formal call for special sessions and papers will go out shortly, and more details are included later in this newsletter.

The newsletter also includes a call for nominations for the ISBM-David T. Wilson-Sheth Foundation Award for Long Term Impact in B2B Marketing. The award is made biennially to a paper published in a refereed journal that has made a significant long run impact on the theory and practice of B2B Marketing. There will be a special session at the Academic Conference, honoring the winner(s).

Finally, for those interested, there are no IPSS classes scheduled for Spring 2018. The instructors we had hoped to feature were, unfortunately, not available. Andrew Petersen promises that IPSS will feature an exciting schedule in Fall 2018, so stay tuned.

Again, happy new year!

Gary and Andrew

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

J. Andrew Petersen
Associate Research Director
Institute for the Study
of Business Markets

From the Membership: The Thriving Marketer



Lynn Yanyo

I hope you had the opportunity to join us for the recent Big Talk 19-20 September. I was pleased that this innovative meeting format was the first major event at the ISBM with me serving as Executive Director. I offer a summary of the presentations below along with areas of interest from the discussion.

We took an opportunity with this Big Talk, to think like a marketer and run a marketing experiment with a live, online format. We have been running successful monthly webinars, so this was our dive into a 2-day on-line event.

We have extensive survey information from our platform (ON24) that we are analyzing – and I'll present that in a future update. We had a lot of positive feedback on the ability to allow more of our member company marketers to attend (at near zero cost). We had over 190 marketers attend the Big Talk on-line; almost three times the attendance of an in-person meeting. But many noted that they missed the time to connect in person with colleagues.

Hence, we have decided that our next member meeting (March 7-8, 2018) will be in person at Penn State, but we are going to include the features of live/on-line which will allow us to make the content available to the membership back in their home offices or for later viewing.

Here are some thought-provoking topics and actionable ideas that came up in the talks as a whole:

- The Platform – not the Silo – is the way of the future
- Think inside and out - Platform Thinking is holistic
- Take advantage of your assets –Help your employees become Brand Ambassadors
- Leave the guesswork behind, use tools - analytics are the key to creating real insight
- Feel the power of social selling – social media can help B2B to be thought leaders

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From the Membership: The Thriving Marketer. . . (continued)

A few highlights from the nine talks featured from September's Big Talk.

“Marketing As A Strategic Partner” - Jeff Schmitz, Zebra

Jeff gave us surprising examples of how strategic marketing helped Zebra stay ahead of the curve, how they adapted their brand and put themselves on the leading edge of the Internet of Things. Thought leadership that encourages opportunities for customer partnerships is crucial as salespeople assume the role of educator and advisor. [Watch the presentation](#)

“The Thriving Marketer: Institute Research Findings On How You Can Thrive In Today's Marketplace” - Suj Chandrasekhar, Strategic Insights Inc.

Suj found that as marketers move into uncharted territory, digital technology facilitates platform thinking, helping to further a collaborative environment. Marketers perform a great balancing act that fosters relationships and value co-creation with many constituents along the platform. Increasingly taking on the lead role of curator, advisor, and orchestrator marketers play a vital role in designing offerings, finding better markets, and building content in faster, better and smarter ways. [Watch the presentation](#)

“A Revolution Is Coming In How Business Marketers Create Value Across Industries And Markets” - Erich Joachimsthaler, Vivaldi Partners

Erich's energetic talk used some great examples to illustrate the tremendous things that can happen when business marketers adopt a platform method of value creation. Digital connectivity put to use in real time provides suppliers and customers information they can use at the exact moment they need it the most. Erich was also inducted as an ISBM Fellow at the meeting: see his remarks elsewhere in this newsletter. [Watch the presentation](#)

“Marketing And Procurement” - Amy Haney, Abbott

Amy gave an overview of how procurement at Abbott has taken on a proactive role in collaborating with marketing to help drive the process of getting to market quicker. In the past three years Abbott has seen a culture change, due in part to technology and the rapid pace that is required of all verticals and services. Amy described how Abbott partners differently internally and externally. [Watch the presentation](#)

“Delivering Organizational Value Through Analytics” - Paulo Costa, Cisco

Paulo presented some fascinating insights on the power of advanced analytics. Cisco uses a very collaborative and democratic approach to managing its teams. Big data and the customer insight is something your firm needs be able to control in order to retain competitive advantage and customize the offering. Relational capital – not just with your customers but with your

employees too- and the tools you create to keep a handle on this knowledge acquisition really needs to be proprietary and customizable. [Watch the presentation](#)

“Marketing's Role In Building Social Sales Teams”- Amy Heiss and Havilah Tower-Perkins, Dell

Amy and Havilah discussed the efforts that Dell has implemented to encourage their employees to be “social ambassadors” for the brand. They focused on LinkedIn and Twitter as their platform and hired a company that could help them (and their executives) create, manage, and deliver content. For those thinking about taking the steps towards creating a bigger social media presence and culture, this talk will be especially of interest to you. [Watch the presentation](#)

“The Challenges Online Supply Management Tools Pose For B2B Marketers” - Jim Narus and Michelle Steward, Wake Forest University

Purchasing employment is entering a period of slow growth. Baby boomers are retiring from purchasing and their replacements are millennials, who we all know are at ease with digital. Jim and Michelle set out to research and discover whether the customer journey is really different or if it is just the digital tools leading this change. In a cost-constrained environment, specialized digital tools can amount to a huge save for companies and customers. Jim and Michelle looked at 8 recurring tasks and the tools that are most commonly used as a solution. [Watch the presentation](#)

“Reimagine B2B Marketing and Building Your Own Agenda” - Jerry Wind, Wharton

Jerry provided a fantastic summary of the current world of the B2B Marketer. The change that marketers face needs to be understood but the opportunities here are boundless. Whether you're an academic or practitioner, don't be afraid to take up the challenge. Marketers don't have to be scientists or technology experts to find solutions, build partnerships, and implement effective strategy. We are all people and each and every one of us can be a marketing leader! [Watch the presentation](#)

Induction of Two New ISBM Research Fellows: Erich Joachimsthaler and Rob Palmatier

In keeping with ISBM tradition, we inducted two new fellows during the meeting. Both Erich and Rob are B2B thought leaders, dedicated to the practice and the dissemination of their specific B2B research areas. We are so pleased to welcome both of them into our esteemed research group and provide an opportunity for interaction with our membership. Again, their remarks are available elsewhere in this newsletter. [Watch the presentation](#)

Academic viewers will find numerous important research questions that need attention surrounding the issues facing the Thriving B2B Marketer!

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From the Membership: Next ISBM Members Meeting

INSTITUTE
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BUSINESS
MARKETS

MEMBERS MEETING

MAR
7 - 8

PENN
STATE

KEY MARKETING OPPORTUNITIES AND CHALLENGES: MOVING TOWARD B2B 2020

Our Spring 2018 event is shaping up to be a real blockbuster meeting. Our next members meeting will be held on campus here at Penn State, Smeal College of Business, and broadcast live online (ON24 web casts). Hear from world thought Leaders and ISBM Fellows. Join us March 7-8th to learn about, and gain perspective on key problems and opportunities facing our B2B profession from world thought leaders and industry B2B practitioners as we move toward the end of the decade.

This meeting is not to be missed: with the combination of powerful speakers and topics, it is shaping upon to be our best ever! And to optimize interaction and accessibility to all our Members, you can attend in person or online.

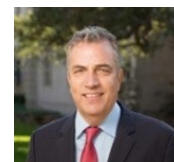
Agenda Highlights Include:

- Keynote from Russ Klein, CEO American Marketing Association, and Dr. Bernie Jaworski, ISBM Fellow: **The Seven Big Opportunities (and problems) Facing Marketing – B2B focused insights from the AMA Intellectual Agenda 1.0.**
- Feature Member Presentation from Dr. Robert Lurie, V.P. Corporate Strategy, Eastman Chemical: **Effectively Targeting High Value Sources of Growth.**
- Feature ISBM Fellow Presentation from Dr. Abbie Griffin, ISBM Fellow & Inventor of “Voice of the Customer”: **Eliminating Managerial Bias for High-End Products in Our Market-Driven Product Development.**
- Feature ISBM Fellow Presentation from Dr. Liam Fahey, ISBM Fellow: **Getting to Marketplace Insights: What it Really Takes.**
- Invited **ISBM Member Case Studies** from The Godfrey Group and others.
- Plus, other presentations, interactive breakout sessions, and lots of time for networking!

Visit <http://isbm.org/event/isbm-members-meeting/> for an up to date listing of speakers, sessions and to register. Academic members can attend in person for a reduced rate or join online free.

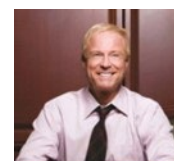
Lynn Yanyo
Executive Director
Institute for the Study
of Business Markets
lynnanyo@gmail.com

FEATURED SPEAKERS:



BERNIE JAWORSKI

ISBM Fellow & Peter F. Drucker Chair, Claremont University



RUSS KLEIN

CEO, American Marketing Association



ROBERT LURIE

V.P. Corporate Strategy, Eastman Chemical



ABBIE GRIFFIN

ISBM Fellow & Royal L. Garff Presidential Chair in
Marketing, University of Utah



LIAM FAHEY

ISBM Fellow & Executive Director, Leadership Forum, Inc.

ISBM Fellow Feature: How to Become a Platform Business?



Erich Joachimsthaler

Once in a generation or so, a massive change in business occurs: a fundamental new way to create meaningful new value for customers. The change can be so profound that it alters the nature of competition, disrupts the pecking order of players, creates entire new industries and categories, closes existing markets and opens new ones. The change can lead to new ways of building powerful brands and pursuing innovation, which requires the devising of entirely new types of organizations and business relationships.

Today, we are in the earliest stages of such a massive change. Its scientific foundation has been worked on by two economists Charles Rochet and Jean Tirole nearly fifteen years ago: *Platform Competition in Two-sided Markets*, for which they received the Nobel Prize in economics in 2014¹.

Rochet and Tirole described a two-sided platform or marketplace, a powerful new approach to business. Some speak of this approach in terms of platforms or platform ecosystems, digital ecosystems or the networked organization, others speak of multi-sided marketplaces or simply MSPs. It has been called the business model of the 21st Century.

Regardless of name, there is no question that the company of the future is going to be a platform business, particularly in B2B. Platform businesses are different from nearly all firms today that are organized around a pipeline that produce products or services and that scales in linear fashion.

Over more than a century, the organizing principles for businesses has been the pipeline. With this approach, progress in value creation largely reduced to improving, modifying, digitizing, and optimizing the steps, stages and functions along the pipeline or value chain. Typically this happened within the activities of a single function: Procurement improved the processes of sourcing, R&D improved the R&D output, manufacturing improved quality. Marketing was often relegated to downstream activities such as communications, sales, and service and brought about improvements in reaching customers.

Platforms change these age-old practices. With platforms, it is not about improving pipeline activities, but in managing networks, collaborations and interactions with customers, partners, experts, suppliers, and even competitors and with this, an entirely new world of value creation has become real and practical.

Platforms will rule because collaborations and interactions with multiple parties is now possible at an unprecedented scale. This is so because the costs associated with the global and digital technology infrastructure of connectivity – computing power, data storage, and bandwidth – relative to its performance have been decreasing exponentially².

This created a business context in which value creation shifted from supply-side economies of scale to demand-side economies of scale with associated network effects. Network effects occur when a product or service becomes more valuable to its users as more people or companies use it.³ Some examples of companies that built platforms on the top of their existing pipeline businesses are:

- John Deere improves farm productivity by enabling collaborations with a vast ecosystem of collaborators, farmers, AgTech software firms, fertilizer companies, and seed providers, and academics. It built a cloud-based platform where farmers share farm data with other farmers and the ecosystem who contribute their capabilities to increase the yield per hectares of land. The more farmers contribute their data, and the more the ecosystem partners contribute their capabilities, the more value is created far beyond what the state-of-the-art tractors, combines and other equipment from John Deere could possibly do.
- Intuit creates value for small business owners by reinventing its business as an open platform for app developers, accountants or partners such as American Express. Participants benefit from sharing of data and documents, matching business owners with accountants in local areas. Over 1,400 apps work seamlessly with Intuit products. The ever-growing community or network of participants interact in the Intuit ecosystem for mutual benefits.
- Kloeckner Metals, a medium-size metals distributor from Germany, creates value for its 200,000 customers and suppliers of steel such as Tata Steel or ArcelorMittal and even competitors. It built a platform that eliminates the time-consuming price haggling that is so customary in the industry while drastically reducing the inventory holding costs of the entire industry. In an industry with extremely unfavorable business conditions, and years of declining sales, Kloeckner now performs above expectations, adding nearly a billion of new sales through the platform in three years.

Today, many B2B companies already have taken the first steps. Their experiences provide valuable guidance for those who wish to build a platform business. From a technology or digital standpoint, the foundations exist, and can be built with relatively little investments.⁴

Business marketers or researchers though should raise the following issues before building a platform business:

1. *What is the problem or tension or crunch point that your product or service or company is relevant to within your industry or beyond?* This could be structural for the industry such as: Kloeckner: opacity of the steel industry,

ISBM Fellow Feature:

How to Become a Platform Business? . . . (continued)

or specific for a company: how does W.W. Grainger, for example, deal with new competition from Amazon Business? Defining the problem – the biggest, difficult, intractable problems and challenges – that a platform solves is a critical first step. Some methodologies do exist in the areas of business modeling, design thinking and systems thinking.⁵ But more work is needed here. Research is also required to define what types of platforms are best able to solve these problems.⁶

2. *What unique assets and capabilities are required to develop a platform business?* A business needs to ask: What do I already possess that could be leveraged in moving to a platform business? Kloeckner had its huge customer base. John Deere had its high-performance farming equipment range. Johnson & Johnson is a trusted brand. But beyond the capabilities or assets of a firm, there is a need to define the assets and capabilities in the broader business ecosystem of participants who can create value for customers.⁷ John Deere for example accessed the software capabilities of numerous AgTech startup companies who built applications for farmers.
3. *What organizational changes will be necessary to create value with platforms?* The linear or pipeline business's organization structure, people configuration, and cultural values may not be best-suited to the platform model. That is why Kloeckner created a new unit, based outside the traditional home of Duisburg, to escape the constraints of pipeline thinking. Researcher who wish to pursue this line of research should consult the recent work on networked organizations.⁸
4. *What new business models and pricing strategies should be deployed to capture the value and profit opportunities from platforms.* This is one of the most challenging issues of platform businesses. It involves issues of the value proposition to the multiple participants of the platform and the brand strategy. It involves the need to create a field of interaction that attracts participants to the platform and exerts a sort of gravitational pull of value creation. There is an enormous gap of research in this area. Traditionally, marketing and brand strategy focused on creating value for just one side of the platform, namely customers and extract a price for the value delivered. In a platform world, though, value is created for many participants. Research is needed to identify mechanisms to capture and share the value across participants and partners of a platform business. A good starting point for further research is the work by Michel (2014).⁹

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Erich Joachimsthaler

2017 ISBM Fellow
 CEO & Founder of Vivaldi Partners
vivaldigroup.com

ISBM Fellow Feature:

B2B Firm's Shift from Outside to Inside Sales Structures



Robert Palmatier

Sales structures are evolving, from a traditional focus on an outside field sales force to a hybrid structure focusing more on an inside sales force and enhanced online capabilities. Under a hybrid sales model, customers are assigned both dedicated inside and outside sales contacts and can elect to interact with either at their discretion where inside salespeople have similar product knowledge and pricing authority. In some situations, firms are even removing the outside salesperson completely from the interaction and this is not just for smaller accounts but even for larger accounts. The shift to hybrid and inside sales models are being driven by three main factors, which are key to understanding when this strategy will be effective.

1. *Enhancements in technology* such as internet-based interfaces and customer relationship management (CRM). These technologies have made more information immediately available online, reduced communications through field salespeople, and enhanced coordination between inside and outside salespeople. In addition, CRM has improved the relative efficiency of inside more than outside salespeople across the acquisition, cross-selling, and retention stages. One study finds that 68% of B2B customers now purchase online and 94% report associated online research, even before contacting the seller (Accenture 2014). These technologies are reducing the “importance” of all salespeople, but the slower responding and less accessible field salespeople are being especially undermined.
2. *Evolving buyer preferences and requirements* are shifting in multiple ways including being more accepting of computer-mediated communication (e.g., Skype, WebEx) even for complex product development and negotiations, and being under immense time pressure requiring faster decisions with less time for face-to-face relationship building (long meetings, business lunches). For example, 70% of customers prefer inside salespeople over outside salespeople during the initial stages of the buying cycle, which is a large shift from past norms (Sinha, 2015).
3. *Increasing pressure to reduce selling expenses.* The outside salesforce is more expensive due to travel expenses and fewer number of calls per week than inside sales forces. Thus, firms often start the transition by shifting to a hybrid or combined outside-inside organizations and then after evaluating the results move more and more to inside-only sale organization. An estimated 15%-32% of all sales organizations in the United States have shifted to a hybrid sales model (Sales Management Association 2014).

Thus, while SAP reported a 40% increase in sales, others have shown little or no improvement from transitioning to an in-

side sales organization and many senior sales managers remain unconvinced. However, an evaluation of the conditions when this shifting to inside or hybrid sales organization payoff suggests firm, product, and customer factors determine when this inside salesforce-transition strategy is most effective.

Success Factors for Migrating to Inside Sales and Hybrid Sales Structures ¹	Explanation
More transactional and rebuy orders	Efficiency of inside sales is more valued by customers and sellers save selling costs
Less complex products, service, and purchase cycles	Lower richness associated with computer-mediated interface used by inside sales is sufficient
Dynamic industries with fast purchase cycles and significant price discounting	Increased accessible and speed of response from inside sales allows more business to be closed with fewer missed opportunities
High turnover of buyers and key decision makers	Less opportunity for outside salespeople to build and use strong buyer-seller relationships to improve sales performance
Low profitability of industry and selling firm	Lower cost of inside sales organizations provides a competitive advantage

The trend of many B2B firms shifting to inside and hybrid sales organization may seem compelling, but one caution is that most of the performance evidence is relatively short-term. A number of issues may emerge when firms look at this over longer periods of time. First, as firms lose the strong relationships built between field sales people and customers where meetings are longer and less transactional they may be less able to explore new long-term opportunities. This may undermine sellers' future product innovation efforts since they lose the exploring and wide-ranging conversations that occur in a less structured meetings (i.e., lunch meetings). Second, seller's relationships with customer firms may become “narrower” where all of the interactions are restricted to one or two contacts at the seller. This prevents sellers from expanding their relationship portfolio in order to collect and triangulate information from engineering, quality, and operations contacts, which will prevent sellers from understanding the true value of their offering or other opportunities to leverage their product. Finally, outside salespeople often gain key insights by visiting the customer's location, which are not available to inside sales people. Thus, shifting to an inside or hybrid sales organization may payoff in the short run due to its lower cost, accessibility, and responsiveness, but could “hollow out” the seller's interface with their customers with long-term ramifications. Firms should

ISBM Fellow Feature:

B2B Firm's Shift from Outside to Inside Sales Structures . . . (continued)

carefully weigh the short-term benefits against these possible long-term problems as reversing course and rebuilding a field salesforce with strong customer relationship will not be easy.

The ongoing upheaval in salesforce structures requires additional research across multiple areas. First, and maybe most critical field experiments are needed to provide clear causal evidence of the payoff of shifting to inside or hybrid sales organizations. Second, work needs to be done to understand the conditions (industry, firm, customer, product, transaction), which determines the effectiveness of an inside salesforce migration strategy. Third, what is the long-term impact of these moves away from field sales on deep, broad customer-seller relationships and the many spinoff benefits (e.g., innovation, trends and insights)? Lastly, identifying and testing other communication channels or linkages a firm can build to offset some of the weaknesses of moving customers away from face-to-face interaction is needed (customer councils, product development forums). Business-to-business relationships were historically built around the field salesperson and relationship managers. Additional research is critical to understand the impact as these critical linkages are undermined by changes in sales organizations.

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Robert W. Palmatier

2017 ISBM Fellow
John C Narver Professor of Business Administration
University of Washington
Research Director of Center of Sales and Marketing Strategy
palmatrw@uw.edu

Results in this article are based on joint work with Justin M. Lawrence, Assistant Professor of Marketing Utah State University (Justin.Lawrence@usu.edu).

Invitation to EMAC 2018 and B2B SIG



Michael Kleinaltenkamp

I would like to draw your attention to the upcoming 2018 EMAC conference to be held at the University of Strathclyde in Glasgow, Scotland from 29 May to 1 June, 2018. Adam Lindgreen and I are jointly chairing the track "Business-To-Business Marketing & Supply Chain Management" and we encourage you to submit a paper for the track. Additional information is available at www.emac-2018.org.

Following up on the successful launch of the B2B SIG at the 2017 EMAC conference in Groningen, Vishal Kashyap and I will host an invited panel discussion session where we continue on the theme of future research in B2B marketing.

In an additional attempt to provide young researchers with a broader forum for their research and a further incentive to engage in B2B research, we would also like to invite a few doctoral students that will present a B2B related research project at the doctoral colloquium of EMAC 2018 to repeat their research presentation at the special session. We look forward to seeing you in Glasgow.

Michael Kleinaltenkamp

Professor of Business and Services Marketing
Freie Universitat Berlin
michael.kleinaltendamp@fu-berlin.de



MIT to Host 2018 PhD Student Camp for Research and the B2B Academic Conference August 2018

Mark your calendars! We are pleased to announce that MIT (Massachusetts Institute of Technology) will be hosting the 2018 Institute for the Study of Business Market's Biennial PhD B2B Student Camp for Research and the B2B Academic Conference at the Sloan School of Management in Cambridge, MA.

We are planning to begin the afternoon of **7 August** with our PhD Camp for a day and a half followed by the Academic Conference kicking off at noon on **8 August 2018** and continue through the end of the day on **9 August**. These dates are just prior to the AMA Summer Educator's Conference which will be held in Boston beginning on 10 August.

Some features of the events:

- **PhD Camp:** Designed for students who have completed at least one year of doctoral work and have interest in or are thinking of pursuing work in B2B marketing and management. There are no geographic or field restrictions; we anticipate that students studying in fields including marketing, strategy, management, R&D management, information systems, and business logistics/supply chain management will find the Camp attractive and beneficial.
- **Overlap between the 2018 B2B PhD Camp and Conference:** The half day overlap means that we will be mixing PhD students with prominent faculty and young, promising scholars for at least the early part of the conference. The PhD students are invited to participate in the academic conference as well, so many students will stay around for the entire event.
- **Invited plus competitive paper sessions:** We will hold many concurrent sessions. The Institute is currently focused on three main domains that have emerged from the B2B Agenda: 1) The B2B Marketing-Innovation Link, 2) B2B Buying Behavior, and 3) B2B Analytics. Special consideration will be given to these topics.
- **Call for Proposals and Special Sessions:** will be emailed in early in 2018.

In the meantime, if you have any questions or suggestions for the committees, please feel free to contact any one of us.

PhD Camp Committee:

Lisa Scheer, Scheer@missouri.edu
Abbie Griffin, abbie.griffin@eccles.utah.edu

Academic Conference Committee:

Gary L. Lilien, GLilien@psu.edu
J. Andrew Petersen, jap57@psu.edu (Conference Chair)
Sharmila Chatterjee, sharmila@mit.edu

Academic Conference and Camp Administrator:

Lori Nicolini, LNicolini@psu.edu



Call for Nominations: 2018 ISBM-David T. Wilson-Sheth Foundation Award for Long Term Impact in B2B Marketing



David T. Wilson
1934 - 2015

Nominations are *due no later than March 31, 2018* for the ISBM-David T. Wilson-Sheth Foundation Award for Long Term Impact in B2B Marketing. This award is made biennially to a paper published in a refereed journal that has made a significant long run impact on the theory and practice of B2B Marketing.

The award is named in honor of the late Penn State Professor David T. Wilson, a leading B2B scholar and founding Managing Director of the ISBM (Institute for the Study of Business Markets).

The winner will receive a cash award of \$2000 along with a plaque of recognition and will be honored at a special session of the ISBM Academic Conference at the Sloan School, MIT 8-9 August 2018.

Eligibility

To be eligible, a paper should have been published between 2003 and 2013.

The paper should be primarily or exclusively on an issue or issues specific to B2B marketing, *that is, the building of mutual value-generating relationships (including goods and services) between organizations (which include businesses, government agencies and not-for-profit organizations) and the many individuals within them.* Thus manufacturer-retailer, pharmaceutical firm-doctor, firm-information intermediary, firm-government, and agribusiness-farmer relationships fall within the B2B domain as defined here.

Measures of Impact

The winning paper should have made significant impact, both in academia and in practice. As measures of impact, nominators should consider the following criteria, and possibly others.

- citations
- press coverage
- magnitude of subsequent work that builds on the paper
- applications in practice
- applications in litigation
- use in PhD reading lists and seminars
- use in undergrad, MBA or Executive teaching

High impact papers normally have one or more of the following characteristics: (1) show the field something that it did not know before, (2) show a new way of thinking about a problem or issue and/or (3) open up a new field of inquiry.

Procedure

Nominations are invited from any individuals and self-nominations are permitted. The nominations should include a pdf of the nominated paper as well as a nominating letter, not to exceed 500 words, that addresses the impact criteria above.

Nominations should be directed to Gary L. Lilien, ISBM Research Director (Glilien@psu.edu) who will serve as chair of the award committee. Other committee members are Andrew Petersen, Penn State and ISBM Associate Research Director and Tomas Hult, Michigan State, and Sheth Foundation Board President.

The winner will be announced 15 May 2018.

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

