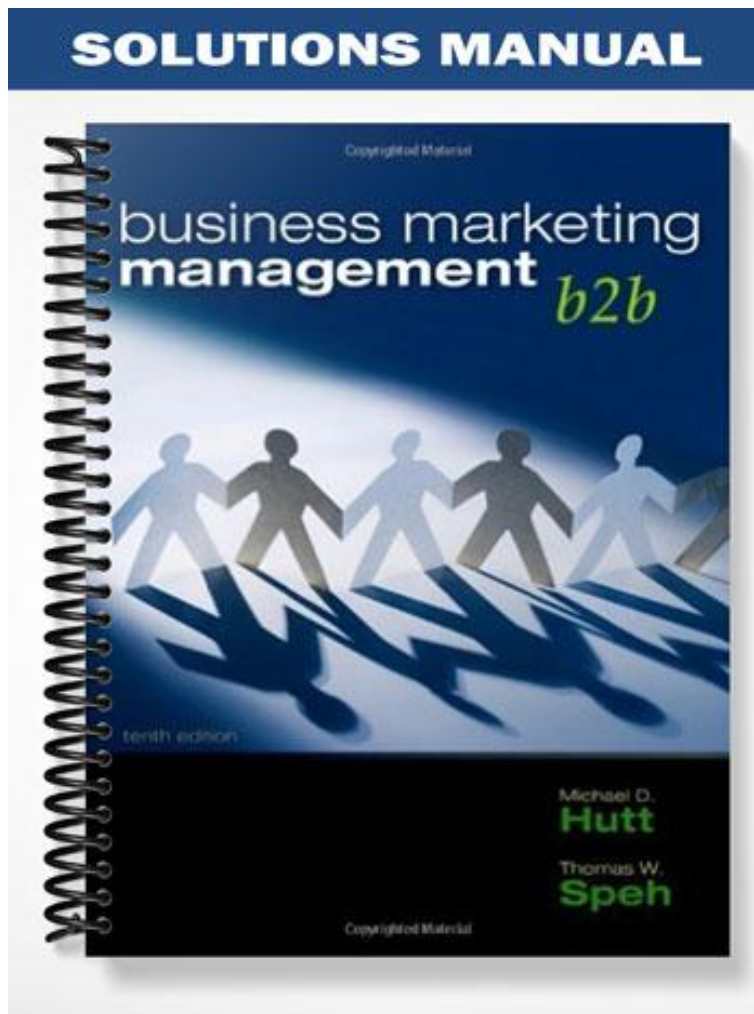


# SOLUTIONS MANUAL



**Instructors' Resource Manual for**  
**BUSINESS MARKETING MANAGEMENT: B2B**

Tenth Edition

**Michael D. Hutt**  
Arizona State University

**Thomas W. Speh**  
Miami University

Prepared by  
John Eaton  
Arizona State University

## **PREFACE**

The most successful marketing courses are those that capitalize on an instructor's particular skills, teaching style, and approach. Our discussions with many colleagues who teach the business or industrial marketing course indicate that they employ a number of successful approaches. We intend this Instructor's Manual to provide a supplementary base of resources that instructors can draw upon as they develop their own approach.

### **An Overview of the Instructor's Manual**

The manual for the tenth edition features:

- Course design suggestions;
- Additional business marketing examples that further support main chapter themes;
- Case analysis suggestions;
- Essay questions;
- A series of cooperative learning exercises to spark in-class involvement and,
- A set of informative video links to supplement course learning.

### **The Content and Structure of the Manual:**

#### **PART ONE—COURSE STRUCTURE and LIST OF CANDIDATE READINGS**

Course objectives and the weekly themes and text reading assignments are provided for both a quarter-system and a semester-system course. To further facilitate course planning, a lengthy list of suggested readings is provided for each chapter part of the text. Selected readings might be drawn from this list in line with the preferences of the instructor.

#### **PART TWO—CHAPTER MATERIAL**

For each chapter, a compact summary or chapter overview is provided, followed by recent business examples not included in the text to support chapter materials and facilitate further classroom discussions. Comments and suggested answers to end-of-

chapter discussion questions and exercises are also included.

### **PART THREE—CASE ANALYSIS SUGGESTIONS**

For each case, a compact summary, comments, and thorough case analysis suggestions are provided.

### **PART FOUR—COOPERATIVE LEARNING EXERCISES AND ESSAY TEST QUESTIONS**

For each chapter, one or more cooperative learning exercises are provided to spawn small group discussion or to motivate general class discussion.

### **PART FIVE – VIDEO SUGGESTIONS**

This segment provides a summary of the major concepts illustrated in each video and includes suggestions for how the videos might be used in the course.

We hope that you find these supplementary resources useful in developing your business marketing management course. We thank Chris Moberg of Ohio University for conscientiously putting together this group of resources and John Eaton of Arizona State University for carefully revising the resources to accompany the new edition. Thanks also to Walt Zarnoch, Sales Rep Extraordinaire, for his editorial approach to his sales job, always going above and beyond to ask instructors how they teach the course, how they like the material they use, and how they want to innovate. Your comments and suggestions are welcomed.

M.D.H. Michael.hutt@asu.edu  
T.W.S. Spehtw@muohio.edu

## TABLE OF CONTENTS

### **PART ONE—COURSE STRUCTURE AND LIST OF CANDIDATE READINGS**

### **PART TWO—CHAPTER MATERIAL (Supporting Resources)**

Chapter 1	A Business Marketing Perspective
Chapter 2	The Business Market: Perspectives on the Organizational Buyer
Chapter 3	Organizational Buying Behavior
Chapter 4	Customer Relationship Management Strategies for Business Markets
Chapter 5	Segmenting the Business Market and Estimating Segment Demand
Chapter 6	Business Marketing Planning: Strategic Perspectives
Chapter 7	Business Marketing Strategies for Global Markets
Chapter 8	Managing Products for Business Markets
Chapter 9	Managing Innovation and New Industrial Product Development
Chapter 10	Managing Services for Business Markets
Chapter 11	Managing Business Marketing Channels
Chapter 12	E-Commerce Strategies for Business Markets
Chapter 13	Supply Chain Management
Chapter 14	Pricing Strategy for Business Markets
Chapter 15	Business Marketing Communications: Advertising and Sales Promotion
Chapter 16	Business Marketing Communications: Managing the Personal Selling Function
Chapter 17	Marketing Performance Measurement

### **PART THREE—CASE ANALYSIS SUGGESTIONS**

Case 1	Columbia Industries, Inc.
Case 2	Clariant Corporation Marketing
Case 3	Circuit Board Corporation
Case 4	3M Canada: Industrial Business Division
Case 5	FedEx Corp: Structural Transformation through e-Business
Case 6	Clearwater Technologies
Case 7	Barro Stickney, Inc.
Case 8	We've Got Rhythm! Medtronic Corporation's Cardiac Pacemaker Business
Case 9	Total Quality Logistics: Sales Force Management
Case 10	Telezoo (A): Feast or Famine?
Case 11	Van Leer Packaging Worldwide: The TOTAL Account (A)
Case 12	Ethical Dilemmas in Business Marketing

### **PART FOUR—COOPERATIVE LEARNING EXERCISES AND ESSAY QUESTIONS**

### **PART FIVE – VIDEO SUGGESTIONS**

## **PART ONE—COURSE STRUCTURE AND LIST OF CANDIDATE READINGS**

### **Course Overview**

In the business market, the customers are organizations (businesses, governments, and institutions) and these customers represent a huge market opportunity. While we think of companies like Procter & Gamble, Sony, or Ford as sellers, they are also buyers that annually spend billions of dollars each on products and services sold to them by other businesses. They buy enormous quantities of raw materials and manufactured component parts; they make large investments in building, equipment, and information technology, and they continually purchase supplies and business services to support operations. Building and maintaining a close relationship with a customer, like P&G, requires careful attention to details, meeting promises, and swiftly responding to new requirements.

The purpose of this course is to introduce you to business-to-business marketing by identifying the distinctive characteristics of the business market, exploring the way in which organizations make buying decisions, and isolating the requirements for marketing strategy success. The course also provides a perfect vehicle for profiling leading business marketing firms such as IBM, Cardinal Health, Cisco Systems, Dell Computer, and others that demonstrate best practices in marketing strategy. Because more than half of all business school graduates are employed by firms that compete in the business market, many business-to-business firms make regular recruiting visits to our campus. To that end, the course might suggest a new career path or help you make a more informed career choice. That's my wish.

### **Business Marketing Course Outline**

#### **Course Objectives:**

- a. To facilitate the student's understanding of the nature, structure, and distinguishing characteristics of the industrial or business-to-business market.
- b. To provide a framework for understanding and analyzing organizational buying behavior in all sectors of the business market—commercial enterprises, government, and institutions.
- c. To enhance the student's ability in applying demand analysis and segmentation techniques in the business market.
- d. To develop the student's ability for managing the firm's marketing efforts directed to the business market; specifically, the course should provide a framework for understanding business marketing strategy development and, thereby, provide the student with decision-making capabilities in the field.
- e. To make the acquisition of knowledge in this area an enjoyable experience.

**Semester Structure:**

Week #1	A Business Marketing Perspective	Ch. 1
Week #2	The Business Market: Perspectives on the Organizational Buyer	Ch. 2
Week #3	Organizational Buying Behavior	Ch. 3
Week #4	Customer Relationship Management Strategies for Business Markets	Ch. 4
Week #5	Segmenting the Business Market and Estimating Segment Demand	Ch. 5
Week #6	Business Marketing Planning: Strategic Perspectives Business Marketing Strategies for Global Markets	Ch. 6 Ch. 7
<i>Exam #1</i>		
Week #7	Managing Products for Business Markets	Ch. 8
Week #8	Managing Innovation and New Industrial Product Development	Ch. 9
Week #9	Managing Services for Business Markets Managing Business Marketing Channels	Ch. 10 Ch. 11
Week #10	E-Commerce Strategies for Business Markets	Ch. 12
<i>Exam #2</i>		
Week #11	Supply Chain Management	Ch. 13
Week #12	Pricing Strategies for Business Markets	Ch. 14
Week #13	Business Marketing Communications: Advertising and Sales Promotion	Ch. 15
Week #14	Business Marketing Communications: Managing the Personal Selling Function	Ch. 16
Week #15	Marketing Performance Measurement	Ch. 17

*Final Exam***Quarter System Structure:**

Week #1	A Business Marketing Perspective The Business Market: Perspectives on the Organizational Buyer	Ch. 1 Ch. 2
Week #2	Organizational Buying Behavior Customer Relationship Management Strategies for Business Markets	Ch. 3 Ch. 4
Week #3	Segmenting the Business Market and Estimating Segment Demand	Ch. 5
Week #4	Business Marketing Planning: Strategic Perspectives Business Marketing Strategies for Global Markets	Ch. 6 Ch. 7
Week #5	Managing Products for Business Markets Managing Innovation and New Industrial Product Development	Ch. 8 Ch. 9



*Mid-term Exam*

Week #6	Managing Services for Business Markets	Ch. 10
	Managing Business Marketing Channels	Ch. 11
Week #7	E-Commerce Strategies for Business Markets	Ch. 12
	Supply Chain Management	Ch. 13
Week #8	Pricing Strategies for Business Markets	Ch. 14
	Business Marketing Communications: Advertising and Sales Promotion	Ch. 15
Week #9	Business Marketing Communications: Managing the Personal Selling Function	Ch. 16
Week #10	Marketing Performance Measurement	Ch. 17

*Final Exam*

## Supporting Materials:

**Cases:** Twelve cases appear at the end of the text. We provide a case planning guide in the text to assist you in choosing the cases and positioning them within your course. Also, a short case appears at the end of each chapter.

**Essay Questions:** Over 100 essay questions are included in the manual.

**\*Cooperative Learning Exercises:** Included within the bank of essay questions are a number of more lengthy essay questions that are particularly well-suited for general class discussion or for small group exercises.

*\* These cooperative learning exercises are marked with an asterisk.*

## Selected Readings (Resources) for the Business Marketing Course:

### Chapter 1: A BUSINESS MARKETING PERSPECTIVE

1. Peter C. Verhoef and Peter S.H. Leeflang, "Understanding the Marketing Department's Influence Within the Firm," *Journal of Marketing* 73 (March 2009), 14-37.
2. Robert M. Monczka and James P. Morgan, "Quantum Leap: What It Will Take to Be World Class at Supply Management in 2006," *Purchasing* 130, June 6, 2002, 25-34.
3. Frank V. Cespedes, "Industrial Marketing: Managing New Requirements," *MIT Sloan Management Review* 35 (spring 1994), 45-60.
4. See the annual award-winning purchasing department profiles by *Purchasing* (usually a September issue). See, for example, James Carbone, "Harley-Davidson Wins by Getting Suppliers on Board," *Purchasing* 128, September 21, 2000, 52-65.
5. See the annual survey of expenditures by the largest purchasing departments each year in *Purchasing* (usually a November issue). See, for example, "The Top 250: Tough Measures for Tough Times," *Purchasing* 130, November 7, 2002.
6. Frederick E. Webster, Jr. and Kevin Lane Keller, "A Roadmap for Branding in Industrial Markets," *Journal of Brand Management* 11 (May 2004), 388-402.
7. Ajay K. Kohli and Bernard J. Jaworski, "Market Orientation: The Construct, Research Propositions, and Managerial Implications," *Journal of Marketing* 54 (April 1990), 1-18.
8. Robert M. Morgan and Shelby D. Hunt, "The Commitment-Trust Theory of Relationship Marketing," *Journal of Marketing* 58 (July 1994), 20-38.
9. Girish Ramani and V. Kumar, "Interaction Orientation and Firm Performance," *Journal of Marketing* 72 (January 2008), 27-45.

## **Chapter 2: THE BUSINESS MARKET: PERSPECTIVES ON THE ORGANIZATIONAL BUYER**

1. Kapil R. Tuli, Ajay K. Kohli, and Sundar G. Bharadwaj, "Rethinking Customer Solutions: From Product Bundles to Relational Processes," *Journal of Marketing* 71 (July 2007), 1-17.
2. Thomas H. Davenport, Jeanne G. Harris, and Ajay K. Kohli, "How Do They Know Their Customers So Well?" *MIT Sloan Management Review* 42 (winter 2001), 63-73.
3. Michael R. Leenders, Harold E. Fearon, Anna E. Flynn, and P. Fraser Johnson, *Purchasing and Supply Management*, 12th ed. (Chicago: Irwin, 2002).
4. Matthew G. Anderson and Paul B. Katz, "Strategic Sourcing," *International Journal of Logistics Management* 9, no. 1 (1998), 1-13.

## **Chapter 3: ORGANIZATIONAL BUYING BEHAVIOR**

1. Thomas H. Davenport, Jeanne G. Harris, and Ajay K. Kohli, "How Do They Know Their Customers So Well?" *MIT Sloan Management Review* (winter 2001), 63-73.
2. Robert E. Spekman, David W. Stewart, and Wesley J. Johnston, "An Empirical Investigation of the Organizational Buyer's Strategic and Tactical Roles," *Journal of Business-to-Business Marketing* 2, No. 4 (1995), 37-63.
3. Brent M. Wren and James T. Simpson, "A Dyadic Model of Relationships in Organizational Buying: A Synthesis of Research Results," *Journal of Business & Industrial Marketing* 11, No. 3/4 (1996), 68-79.
4. Wesley J. Johnston and Jeffrey E. Lewin, "Organizational Buying Behavior: Toward an Integrative Framework," *Journal of Business Research* 35 (January 1996), 1-15.
5. Michele D. Bunn, "Taxonomy of Buying Decision Approaches," *Journal of Marketing* 57 (January 1993), 33-56.
6. Sandy D. Jap, "Online Reverse Auctions: Issues, Themes, and Prospects for the Future," *Journal of the Academy of Marketing Science* 30 (Fall 2002), 506-525.
7. Frederick E. Webster Jr. and Kevin Lane Keller, "A Roadmap for Branding in Industrial Markets," *Journal of Brand Management* 11 (May 2004), 388-402.
8. Mark Gottfredson, Rudy Puryear, and Stephen Phillips, "Strategic Sourcing: From Periphery to the Core," *Harvard Business Review* 83 (February 2005), 132-139.

9. Joseph A. Bellizzi and Joseph J. Belonax, "Centralized and Decentralized Buying Influences," *Industrial Marketing Management*, 11 (April 1982), 111–115.
10. Jagdish N. Sheth, "A Model of Industrial Buyer Behavior," *Journal of Marketing* 37 (October 1973), 50-56.

#### **Chapter 4: CUSTOMER-RELATIONSHIP MANAGEMENT STRATEGIES FOR BUSINESS MARKETS**

1. Robert W. Palmatier, "Interfirm Relational Drivers of Customer Value," *Journal of Marketing* 72 (July 2008), 76-89.
2. Darrell K. Rigby, Frederick F. Reichheld, and Phil Schefter, "Avoid the Four Perils of CRM," *Harvard Business Review* 78 (February 2002), 101-109.
3. George S. Day, "Capabilities for Managing Customer Relationships," Working Paper, Report No. 99-118, Marketing Science Institute, Cambridge, MA, 2000.
4. Joseph P. Cannon and William D. Perreault, "Buyer-Seller Relationships in Business Markets," *Journal of Marketing Research* 36 (November 1999), 439-460.
5. M. Bensaou, "Portfolios of Buyer-Supplier Relationships," *MIT Sloan Management Review* 40 (summer 1999), 35-44.
6. Jeffrey H. Dyer, Dong Sung Cho, and Wujin Chu, "Strategic Supplier Segmentation: The Next 'Best Practice' in Supply Chain Management," *California Management Review* 40 (winter 1998), 57-76.
7. Douglas M. Lambert, Martha C. Cooper, and James D. Pagh, "Supply Chain Management: Implementation Issues and Research Opportunities," *The International Journal of Logistics Management* 9 (No. 2, 1998), 1-17.
8. Michael D. Hutt, Edwin R. Stafford, Beth A. Walker, and Peter H. Reingen, "Defining the Social Network of a Strategic Alliance," *MIT Sloan Management Review* 41 (winter 2000), 51-62.
9. George S. Day, "Managing Market Relationships," *Journal of the Academy of Marketing Science* 28 (winter 2000), 24-30.
10. Robert M. Morgan and Shelby D. Hunt, "The Commitment-Trust Theory of Relationship Marketing," *Journal of Marketing* 58 (July 1994), 20–38.
11. James C. Anderson and James A Narus, "Partnering as a Focused Market Strategy," *California Management Review* 33 (spring 1991), 95-115.

12. Patricia M. Doney and Joseph P. Cannon, "An Examination of the Nature of Trust in Buyer-Seller Relationships," *Journal of Marketing* 61 (April 1997), pp. 35–51.
13. Das Narayandas and V. Kasturi Rangan, "Building and Sustaining Buyer-Seller Relationships in Mature Industrial Markets," *Journal of Marketing* 68 (July 2004), 63-77.
14. Christian Homburg and Andreas Fürst, "How Organizational Complaint Handling Drives Customer Loyalty: An Analysis of the Mechanistic and the Organic Approach," *Journal of Marketing* 69 (July 2005), 95–114.

## **Chapter 5: SEGMENTING THE BUSINESS MARKET AND ESTIMATING SEGMENT DEMAND**

1. Alexander Krasnikov and Satish Jayachandran, "The Relative Impact of Marketing, Research-and-Development, and Operations Capabilities on Firm Performance," *Journal of Marketing* 72 (July 2008), 1-11.
2. Per Vagn Freytug and Ann Højbjerg Clarke, "Business to Business Market Segmentation," *Industrial Marketing Management* 30 (August 2001), 473-486.
3. James C. Anderson and James A. Narus, "Business Marketing: Understand What Customers Value," *Harvard Business Review* 76 (November/December 1998), 53-65.
4. George S. Day, "Continuous Learning about Markets," *California Management Review* 36 (summer 1994), 9-31.
5. Gary Hamel, "Strategy as Revolution," *Harvard Business Review* 74 (July/August 1996), 70-73.
6. Craig S. Galbraith and Gregory B. Merrill, "The Politics of Forecasting: Managing the Truth," *California Management Review* 38 (Winter 1996), 29-43.
7. David E. Schnedler, "Use Strategic Market Models to Predict Customer Behavior," *Sloan Management Review* 37 (spring 1996), 85-92.
8. Robert S. Kaplan, "Add a Customer Profitability Metric to Your Balanced Scorecard," *Balanced Scorecard Report* July/August 2005 (Cambridge, Mass.: Harvard Business School Publishing Corporation).
9. C. K. Prahalad and Gary Hamel, "The Core Competence of the Corporation," *Harvard Business Review* 69 (May–June 1990), 79–91.
10. John T. Mentzer and Mark Moon, *Sales Forecasting Management: A Demand Management Approach* (Thousand Oaks, Calif.: Sage Publications, 2005).

11. William E. Cox Jr. and George N. Havens, "Determination of Sales Potentials and Performance for an Industrial Goods Manufacturer," *Journal of Marketing Research* 14 (November 1977), 574-578.
12. John T. Mentzer and Mark A. Moon, "Understanding Demand," *Supply Chain Management Review* 8 (May–June 2004), 38-45.
13. K. Nikolopoulos, K. Metaxiotis, V. Assimakopoulos, and E. Tararidou, "A First Approach to E-Forecasting: A Survey of Forecasting Web Services," *Information Management & Computer Security* 11 (July 2003), 146–152.
14. Robert Mirani, Deanne Moore, and John A. Weber, "Emerging Technologies for Enhancing Supplier-Reseller Partnerships," *Industrial Marketing Management* 30 (February 2001), 101–114.

## **Chapter 6: BUSINESS MARKETING PLANNING: STRATEGIC PERSPECTIVES**

1. Eric M. Olson, Stanley F. Slater, and G. Thomas M. Hult, "The Performance Implications of Fit among Business Strategy, Marketing Organization Structure, and Strategic Behavior," *Journal of Marketing* 69 (July 2005), 49–65.
2. Ahmet H. Kirca, Satish Jayachandran, and William O. Bearden, "Market Orientation: A Meta Analytic Review of Its Antecedents and Impact on Performance," *Journal of Marketing* 69 (April 2005), 24–41.
3. Christine Moorman and Roland T. Rust, "The Role of Marketing," *Journal of Marketing*, 63 (Special Issue 1999), 180–197.
4. Gary L. Frankwick, James C. Ward, Michael D. Hutt, and Peter H. Reingen, "Evolving Patterns of Organizational Beliefs in the Formation of Marketing Strategy," *Journal of Marketing* 58 (April 1994), 96–110.
5. Charles H. Noble and Michael P. Mokwa, "Implementing Marketing Strategies: Developing and Testing a Managerial Theory," *Journal of Marketing*, 63 (October 1999), 57–73.
6. Douglas W. Vorhies and Neil A. Morgan, "Benchmarking Marketing Capabilities for Sustainable Competitive Advantage," *Journal of Marketing* 69 (January 2005), 80–94.
7. Robert S. Kaplan and David P. Norton, *Strategy Maps: Converting Intangible Assets into Tangible Outcomes* (Boston: Harvard Business School Publishing Corporation, 2004).
8. Robert S. Kaplan and David P. Norton, *The Balanced Scorecard: Translating Strategy into*

*Action* (Boston: Harvard Business School Press, 1996).

9. Michael E. Porter, "What Is Strategy?" *Harvard Business Review* 74 (November–December 1996), 61-78.

## **Chapter 7: BUSINESS MARKETING STRATEGIES FOR GLOBAL MARKETS**

1. Arindam Bhattacharya, Thomas Bradtke, Jim Hemerling, Jean Lebreton, Xavier Mosquet, Immo Rumpf, Harold L. Sirkin, and Dave Young, "Capturing Global Advantage: How Leading Industrial Companies Are Transforming Their Industries by Sourcing and Selling in China, India, and Other Low-Cost Countries," The Boston Consulting Group, Inc., April 2004.
2. Jim Hemerling, Dave Young, and Thomas Bradtke, "Navigating the Five Currents of Globalization: How Leading Companies Are Capturing Global Advantage," *BCG Focus* (April 2005), The Boston Consulting Group, Inc.
3. Michael R. Czinkota and Ilka A. Ronkainen, *International Marketing*, 2d ed. (Hinsdale, Ill.: Dryden Press, 1990).
4. Michael E. Porter, "Changing Patterns of International Competition," *California Management Review* 28 (winter 1986), 9-40.
5. Michael E. Porter, "Competing across Locations: Enhancing Competitive Advantage through A Global Strategy," in Michael E. Porter, ed., *On Competition* (Boston: Harvard Business School Press, 1998).

## **Chapter 8: MANAGING PRODUCTS FOR BUSINESS MARKETS**

1. C. K. Prahalad and Gary Hamel, "The Core Competence of the Organization," *Harvard Business Review* 68 (May–June 1990), 79–91.
2. Wade Ferguson, "Impact of ISO 9000 Series Standards on Industrial Marketing," *Industrial Marketing Management* 25 (July 1996), 310-325.
3. Ajay Menon, Christian Homburg, and Nikolas Beutin, "Understanding Customer Value in Business-to-Business Relationships," *Journal of Business-to-Business Marketing* 12, no. 2 (2005), 1-35.
4. Das Narayandas, "Building Loyalty in Business Markets," *Harvard Business Review* 83 (September–October 2005), 131-139.
5. Frederick E. Webster Jr., "A Roadmap for Branding in Industrial Markets," *Journal of Brand*

*Management* 11 (May 2004), 388-402.

6. Geoffrey A. Moore, *Inside the Tornado: Marketing Strategies from Silicon Valley's Cutting Edge* (New York: HarperCollins, 1995).

## **Chapter 9: MANAGING INNOVATION AND NEW INDUSTRIAL PRODUCT DEVELOPMENT**

1. Khaled Aboulnasr, Om Narasimhan, Edward Blair, and Rajesh Chandy, "Competitive Response to Radical Product Innovations," *Journal of Marketing* 72 (May 2008), 94–110.
2. Jim Andrew, "Innovation 2005," *BCG Senior Management Survey* (Boston: The Boston Consulting Group, April 2005).
3. Michael D. Hutt, Peter H. Reingen, and John R. Ronchetto Jr., "Tracing Emergent Processes in Marketing, Strategy Formation," *Journal of Marketing* 52 (January 1988), 4–19.
4. Ashish Sood and Gerard J. Tellis, "Technological Evolution and Radical Innovation," *Journal of Marketing* 69 (July 2005), 152–168.
5. Clayton Christensen, "Three Approaches to Creating New Growth Business" in *The Innovator's Solution*, (2003), Harvard Business School Publishing Corporation.
6. Christine Moorman and Anne S. Miner, "The Convergence of Planning and Execution: Improvisation in New Product Development," *Journal of Marketing* 62 (July 1998), 1-20.
7. Robert G. Cooper, Scott J. Edgett, and Elko J. Kleinschmidt, "Benchmarking Best NPD Processes – I," *Research Technology Management* 47 (January–February 2004), 31–43.

## **Chapter 10: MANAGING SERVICES FOR BUSINESS MARKETS**

1. Bruce Cooil, Timothy L. Keiningham, Lerzan Aksoy, and Michael Hsu, "A Longitudinal Analysis of Customer Satisfaction and Share of Wallet: Investigating the Moderating Effect of Customer Characteristics," *Journal of Marketing* 71 (January 2007), 67-83.
2. Mohanbir Sawhney, Sridhar Balasubramanian, and Vish V. Krishnan, "Creating Growth with Services," *MIT Sloan Management Review* 45 (winter 2004), 34–43.
3. Stephen L. Vargo and Robert F. Lusch, "Evolving to a New Dominant Logic for Marketing," *Journal of Marketing* 68 (January 2004), 1–18.
4. C. K. Prahalad and Venkat Ramaswamy, *The Future of Competition: Co-Creating Unique Value with Customers* (Boston: Harvard Business School Press, 2004).
5. Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler, *Services Marketing:*



- Integrating Customer Focus across the Firm*, 4th ed. (Boston: McGraw-Hill Irwin, 2006).
6. Valerie A. Zeithaml, A. Parasuraman, and Leonard R. Berry, "Problems and Strategies in Services Marketing," *Journal of Marketing* 49 (spring 1985), 33-46.
  7. Valerie A. Zeithaml, Leonard R. Berry, and A. Parasuraman, "Communication and Control Processes in the Delivery of Service Quality," *Journal of Marketing* 52 (April 1988), 35-48.
  8. Christopher Lovelock and Evert Gummesson, "Whither Services Marketing? In Search of a New Paradigm and Fresh Perspectives," *Journal of Services Research* 7 (August 2004).
  9. Michael Clemen, Diane Mollenkopf, and Darryl Burn, "An Investigation of Marketing Problems across Service Typologies," *Journal of Services Marketing* 14, no. 6-7 (2000), 573-594.
  10. Leyland Pitt, Michael H. Morris, and Pierre Oosthuizen, "Expectations of Service Quality as an Industrial Market Segmentation Variable," *Service Industries Journal* 16 (January 1996), 1-9.

## **Chapter 11: MANAGING BUSINESS MARKETING CHANNELS**

1. Jennifer Shang, Tuba Pinar Yildirim, Pandu Tadikamalla, Vikas Mittal, and Lawrence H. Brown, "Distribution Network Redesign for Marketing Competitiveness," *Journal of Marketing* 73 (March 2009), 146-163.
2. Rajkumar Venkatesan, V. Kumar, and Nalini Ravishanker, "Multichannel Shopping: Causes and Consequences," *Journal of Marketing* 71 (April 2007), 114-132.
3. Sertan Kabadayi, Nermin Eyuboglu and Gloria P. Thomas, "The Performance Implications of Designing Multiple Channels to Fit with Strategy and Environment," *Journal of Marketing* 71 (October 2007), 195-211.
4. Lawrence G. Friedman, *Go to Market Strategy: Advanced Techniques and Tools for Selling More Products, to More Customers, More Profitably* (Boston: Butterworth-Heinemann, 2002).
5. Erin A. Anderson and Bob Trinkle, *Outsourcing the Sales Function: The Real Cost of Field Sales* (Mason, Ohio: Thomson Higher Education, 2005).
6. Michael D. Hutt and Thomas W. Speh, "Realigning Industrial Marketing Channels," *Industrial Marketing Management* 12 (July 1983), 171-177.

7. Daniel H. McQuiston, "A Conceptual Model for Building and Maintaining Relationships between Manufacturers' Reps and Their Principals," *Industrial Marketing Management* 30 (February 2001), 165–181.
8. Louis W. Stern and Frederick Sturdivant, "Customer-Driven Distribution Systems," *Harvard Business Review* 65 (July–August 1987), 34–41.
9. James C. Anderson and James A. Narus, "A Model of Distribution Firm and Manufacturing Firm Working Partnerships," *Journal of Marketing* 54 (January 1990), 42-58.

## **Chapter 12: E-COMMERCE STRATEGIES FOR BUSINESS MARKETS**

1. Michael E. Porter, "Strategy and the Internet," *Harvard Business Review* 77 (March 2001), 63-78.
2. David Feeny, "Making Business Sense of the E-Opportunity," *MIT Sloan Management Review* (winter 2001), 41-51.
3. Antesh Barua, Prabhudev Konana, Andrew B. Whinston, and Fung Yin, "Driving E-Business Excellence," *MIT Sloan Management Review* (fall 2001), 36-44.
4. Sandy D. Jap and Jakki J. Mohr, "Leveraging Internet Technologies in B2B Relationships," *California Management Review* 44 (summer 2002), 24-38.
5. Das Narayandas, Mary Caravella, and John Deighton, "The Impact of Internet Exchanges on Business-to-Business Distribution," *Journal of the Academy of Marketing Science* 30 (fall 2002), 500-505.
6. Frederick E. Reichheld and Phil Schefter, "E-Loyalty: Your Secret Weapon on the Web," *Harvard Business Review* 78 (July-August 2000), 105-113.
7. George S. Day and Katrina J. Bems, "Capitalizing on the Internet Opportunity," *Journal of Business & Industrial Marketing* 20, no. 4–5 (2005), 160–168.
8. David J. Good and Roberta J. Schultz, "E-Commerce Strategies for Business-to-Business Service Firms in the Global Environment," *American Business Review* 14 (June 2002), 111-118.
9. Sandy D. Jap, "An Exploratory Study of the Introduction of Online Reverse Auctions," *Journal of Marketing* 67 (July 2003), 96–107.
10. D. Eric Boyd and Robert Spekman, "Internet Usage Within B2B Relationships and Its Impact on Value Creation: A Conceptual Model and Research Propositions," *Journal of Business-to-Business Marketing* 11, no. 1–2 (2004), 9–32.

### **Chapter 13: SUPPLY CHAIN MANAGEMENT**

1. Peter C. Brewer and Thomas W. Speh, "Using the Balanced Scorecard to Measure Supply Chain Performance," *Journal of Business Logistics* (spring 2000), 75-93.
2. Bill Copacino, "Supply Chain Challenges: Building Relationships," *Harvard Business Review* 81 (July 2003).
3. Martha C. Cooper, Douglas M. Lambert, James D. Pagh, "Supply Chain Management: More Than a New Name for Logistics," *International Journal of Logistics Management* 8, no. 1 (1997), 1-14.
4. Kate Vitasek, Karl B. Manrodt, and Jeff Abbott, "What Makes a LEAN Supply Chain?" *Supply Chain Management Review* 9 (October 2005), 39-45.
5. Jeffrey K. Liker and Thomas Y. Choi, "Building Deep Supplier Relationships," *Harvard Business Review* 82 (December 2004), 104-113.

### **Chapter 14: PRICING STRATEGY FOR BUSINESS MARKETS**

1. Ajay Menon, Christian Homburg, and Nikolas Beutin, "Understanding Customer Value in Business-to-Business Relationships," *Journal of Business-to-Business Marketing* 12, no. 2 (2005), 1-33.
2. Das Narayandas, "Building Loyalty in Business Markets," *Harvard Business Review* 83 (September 2005), 131-139.
3. Irwin Gross, "Insights from Pricing Research," in *Pricing Practices and Strategies*, Earl L. Bailey, ed. (New York: The Conference Board, 1978).
4. Robert J. Dolan, "How Do You Know When the Price Is Right?" *Harvard Business Review* 73 (September-October 1995), 174-183.
5. Arun Sharma, R. Krishnan, and Dhruv Grewal, "Value Creation in Markets: A Critical Area of Focus for Business-to-Business Markets," *Industrial Marketing Management* 30 (June 2001), 391-402.
6. Sandy D. Jap, "Online Reverse Auctions: Issues, Themes, and Prospects for the Future," *Journal of the Academy of Marketing Science* 30 (fall 2002), 506-525.

### **Chapter 15: BUSINESS MARKETING COMMUNICATIONS: ADVERTISING AND SALES PROMOTION**

1. Leigh McAlister, Raji Srinivasan, and MinChung Kim, "Advertising, Research and Development, and Systematic Risk of the Firm," *Journal of Marketing* 71 (January 2007), 35-48.
2. Bob Lamons, *The Case for B2B Branding* (Mason, Ohio: Thomson/South-Western, 2005).
3. C. K. Prahalad and Venkat Ramaswamy, *The Future of Competition: Co-Creating Value with Customers* (Boston: Harvard Business School Press, 2004).
4. Ritu Lohtia, Wesley J. Johnston, and Linda Rab, "Business-to-Business Advertising: What Are the Dimensions of an Effective Print Ad?" *Industrial Marketing Management* 24 (October 1995), 369–378.
5. Timothy M. Smith, Srinath Gopalakrishna, and Paul M. Smith, "The Complementary Effect of Trade Shows on Personal Selling," *International Journal of Research in Marketing* 21 (March 2004), 61–69.
6. Srinath Gopalakrishna and Jerome D. Williams, "Planning and Performance Assessment of Industrial Trade Shows: An Exploratory Study," *International Journal of Research in Marketing* 9 (September 1992), 207–224.
7. Srinath Gopalakrishna and Gary L. Lilien, "A Three-Stage Model of Industrial Trade Show Performance," *Marketing Science* 14 (winter 1995), 22–42.

## **Chapter 16: BUSINESS MARKETING COMMUNICATIONS: MANAGING THE PERSONAL SELLING FUNCTION**

1. James Cross, Steven W. Hartley, and William Rudelius, "Sales Force Activities and Marketing Strategies in Industrial Firms: Relationships and Implications," *Journal of Personal Selling & Sales Management* 21 (summer 2001), 199–206.
2. Eli Jones, Andrea L. Dixon, Lawrence B. Chonko, and Joseph P. Cannon, "Key Accounts and Team Selling: A Review, Framework, and Research Agenda," *Journal of Personal Selling & Sales Management* 25 (spring 2005), 181–198.
3. Michael D. Hutt, Wesley J. Johnston, and John R. Ronchetto Jr., "Selling Centers and Buying Centers: Formulating Strategic Exchange Patterns," *Journal of Personal Selling & Sales Management* 5 (May 1985), 33–40.
4. Dawn R. Deeter-Schmelz and Rosemary Ramsey, "A Conceptualization of the Functions and Roles of Formalized Selling and Buying Teams," *Journal of Personal Selling & Sales Management* 15 (spring 1995), 47–60.

5. Christian Homburg and Ruth M. Stock, "The Link between Salespeople's Job Satisfaction and Customer Satisfaction in a Business-to-Business Context: A Dyadic Analysis," *Journal of the Academy of Marketing Science* 32 (spring 2004), 144–158.
6. Mark W. Johnston and Greg W. Marshall, *Relationship Selling and Sales Management* (New York: McGraw-Hill/Irwin, 2005).
7. Frank V. Cespedes, *Concurrent Marketing: Integrating Products, Sales, and Service* (Boston: Harvard Business School Press, 1995).
8. Michael D. Hutt and Beth A. Walker, "A Network Perspective of Account Manager Performance," *Journal of Business & Industrial Marketing* 21 (forthcoming 2006).
9. William L. Cron, Greg W. Marshall, Jagdip Singh, Rosann Spiro, and Harish Sujana, "Salesperson Selection, Training, and Development Trends: Implications, and Research Opportunities," *Journal of Personal Selling & Sales Management* 25 (spring 2005), 123–136.

## **Chapter 17: MARKETING PERFORMANCE MEASUREMENT**

1. Xueming Luo and Christian Homburg, "Satisfaction, Complaint, and the Stock Value Gap," *Journal of Marketing* 72 (July 2008), 29-43.
2. Don O'Sullivan and Andrew V. Abela, "Marketing Performance Measurement Ability and Firm Performance," *Journal of Marketing* 71 (April 2007), 79-93.
3. Robert S. Kaplan and David P. Norton, *Strategy Maps: Converting Intangible Assets into Tangible Outcomes* (Boston: Harvard Business School Publishing, 2004).
4. Don Peppers and Martha Rogers, *Return on Customer: A Revolutionary Way to Measure and Strengthen Your Business* (New York: Currency/Doubleday, 2005).
5. Philip Kotler, *Marketing Management: The Millennium Edition* (Englewood Cliffs, N.J.: Prentice-Hall, 2000).
6. George S. Day, "Tough Questions for Developing Strategies," *Journal of Business Strategy* 7 (winter 1986), 60–68.
7. Donald N. Sull, "Strategy as Active Waiting," *Harvard Business Review* 83 (September 2005), 121–129.
8. Charles H. Noble and Michael P. Mokwa, "Implementing Marketing Strategies: Developing and Testing a Managerial Theory," *Journal of Marketing* 63 (October 1999), 57–73.
9. Michael D. Hutt and Thomas W. Speh, "The Marketing Strategy Center: Diagnosing the

- Industrial Marketer's Interdisciplinary Role," *Journal of Marketing* 48 (fall 1984), 53–61.
10. Robert S. Kaplan and David P. Norton, "Having Trouble with Your Strategy? Then Map It," *Harvard Business Review* 78 (September/October 2000), 167-176.
  11. James L. Heskett, Thomas O. Jones, Gary W. Loveman, W. Earl Sasser, Jr., and Leonard A. Schlesinger, "Putting the Service-Profit Chain to Work," *Harvard Business Review* 72 (March/April 1994), 164-174.
  12. Robert S. Kaplan and David P. Norton, "Using the Balanced Scorecard As a Strategic Management System," *Harvard Business Review* 74 (January/February 1996), 75-85.
  13. Christian Homburg, John P. Workman, and Ove Jensen, "A Configurational Perspective on Key Account Management," *Journal of Marketing* 66 (April 2002), 38-62.