



# Business to Business Marketing Management

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# **Business to Business Marketing Management**

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*For their patience, love, and understanding,  
this book is dedicated to  
Caryl and Sherrie*



## Preface

There is a boom in the business to business marketing area. Trade magazines and scholarly journals are giving ever more space to the special issues and concerns of business marketers and students of business marketing. The recent focus on these markets reflects the recognition that the largest part of American business is not driven by consumer business methods, but has its own practices and complexities. What's more, students are also realizing the variety of career opportunities in business marketing and are eager to prepare themselves with the practical information and theoretical principles of business marketing practices.

Business to business marketing is also in a period of transformation, reflecting the changing face of American business in general: less growth in heavy industry and more in service, the evolution of information as a product, and the increasing prominence of international opportunities. A couple of years ago this text would have been called "industrial marketing management," but smokestack industries are on the decline, and course and text titles are changing to reflect the broader range of enterprises that rightfully fall under the umbrella of business marketing. Almost every available product or service is either aimed at business users or has a business marketing facet. Financial services, company car fleets, construction cranes, trade magazines, industrial lubricants, corporate jets, convention services: the list is vast.

The business to business boom has led to a parallel rise in the number of textbooks devoted to business marketing. But quantity has not always proven to be quality. When it came time to teach this course ourselves, we were dissatisfied with the available texts, new and old. All seemed to lack either a practical grounding in the real-world activities of business to business marketers, or a full integration of the newest developments and insights into the study of this evolving discipline. So it became our custom to prepare lengthy, detailed lecture outlines to fill in the gaps with which every text seemed to be riddled. These notes, in time, became *Business to*

*Business Marketing Management*. We think that we have produced a text worthy of our high aspirations. We hope that you think so, too.

## ■ The Intended Audience for This Book

The business to business marketing course, often called business marketing or industrial marketing, is taught at trade schools, two- and four-year colleges at the junior or senior level for undergraduates, or as an MBA-level course. *Business to Business Marketing Management* is aimed at those students with a foundation in basic marketing principles. It builds upon this and focuses on the special elements and requirements of business markets.

## ■ What to Look For in Our Book

While the business to business market has undergone rapid change, the textbooks have been slow to do the same. We have included a number of special features and pedagogical aids in *Business to Business Marketing Management* to add structure and depth to the learning process, many of which will be new to this market.

**Chapter Outlines:** These are simply a supplement to the table of contents, enabling the student to see at a glance the chapter structure and content, without having to turn to the front of the book. They also reflect the way in which various topics are related, serving as a sort of “road map” to the chapter.

**Learning Objectives:** Each chapter begins with a listing of the major topics of the chapter and some indication of what the student should be able to glean from its coverage in the text. These are perhaps the primary points of interest in the chapter “road map.”

**Concept Questions:** Concept Questions occur two or three times within each chapter, and are designed to give students a chance to test their recall of the preceding material. They are a simple and effective way for the student to check retention of concepts before getting to the end of the chapter.

**Business to Business Marketing in Action Boxes:** Each box contains a brief story of real business dilemmas or tactics that elaborates the chapter’s basic concepts.

**Enumerated Summaries:** The summary recaps the chapter contents point by point, rather than in a cluttered paragraph format, and is numbered for easy reference.

**Chapter Cases:** Unlike any other book on the market, *Business to Business Marketing Management* provides two cases at the end of each chapter (after Chapter 1). The cases are generally short to medium in length, and give a more focused examination of the chapters topics and issues than do the lump of long cases provided at the back of other textbooks. The shorter length of the chapter cases allows the instructor a number of options for their implementation, such as homework or in-class assignments, test questions, or group study. Each case is followed by two or more discussion

questions that help the student to probe the case scenario for causes, solutions, and lessons.

**Part Cases:** We fully recognize the usefulness of longer cases, and therefore, we end each part division with one or two extended cases. These cases enlarge upon the material covered in the preceding part, focusing on the attendant issues while often drawing on topics covered in previous parts. The last section of the book contains two extended comprehensive cases.

## ■ Unique Content

**Buyers and Sellers:** We have arranged *Business to Business Marketing Management* to give a uniquely strong emphasis to the unique elements of the buyer-seller connection. Following Part I, the Introduction, we move to three chapters in Part II that examine the buying function and business buyer behavior, from fundamentals of purchasing management to management of the buying function and buyer-seller relationships. This approach brings forward the factor that most clearly shapes business to business marketing: the unique needs and processes of the business buyer. It is the buyer, after all, that distinguishes consumer marketing from business marketing, a point we feel should be made early and maintained throughout the course.

**Personal Selling and Sales Management:** Unlike most other texts, we recognize the inescapable importance of personal selling in the business marketing process by devoting separate chapters to the selling process and the management of the process and sales force. The multitude of issues surrounding both sides of the person-to-person sales contact deserve comprehensive treatment, not to be squeezed into one chapter.

**Marketing of Business to Business Services:** As America's economy becomes more service oriented, the emphasis on this topic is going to grow. We think that students should be made aware of the unique problems and concerns that face marketers of services, as well as the newest practices and scholarly findings.

**Ethics:** If there is one change that we are proud to take a lead in, it is the increasing illumination of ethical perspectives in business textbooks. All businesses and business people must face their social and legal responsibilities. Students will take their leads from the actions of business people, their professors, and their textbooks. Therefore, we find it essential to end our discussion of business to business marketing practices with a thorough overview of the various social ramifications of business practices.

**Appendices:** We are fortunate to have three unique appendices on (1) careers in business to business marketing; (2) negotiating practices; and, (3) future trends in business to business marketing. All three appendices provide material found in no other competitor.

**International Topics:** We have taken special care to introduce global concepts and examples whenever possible and logical. This approach appeals to us more than having a separate chapter on international topics. The

benefit of our arrangement, we think, is that the student, exposed numerous times to the global focus of business, will learn to look for the international facets in all areas of business.

## ■ Instructor's Manual

The Instructor's Manual and test bank for *Business to Business Marketing Management* consists of several features:

*Chapter Teaching Materials* are comprised of (1) an overview/outline of the chapter contents to facilitate lecture preparation; (2) comparison notes that correlate our chapter's contents with those of the competition to ease the conversion of class notes from a competitor's text to *Business to Business Marketing Management*; (3) answers to review questions; and (4) end-of-chapter case discussions.

*Part-Ending Case Materials* provide an overview of the issues presented in each case, suggestions for using the case in class, and a discussion of the case outcome, where applicable.

The *Test Bank* contains 30 multiple choice questions and 5 essay questions per chapter.

*Transparency Masters* of 50–75 of the most important tables and charts from the text are provided.

## ■ Acknowledgments

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