### Detailed Contents

*Guide to the book*  
*Guide to the Online Resource Centre*  

### Part One: The Organizational Marketing Context  

1. **The Significance of B2B Marketing**  
   - Introduction & Learning Objectives  
     3  
   - 1.1 The Significance of B2B Marketing  
     - Defining B2B marketing  
     - B2B marketing management  
     5  
   - 1.2 The Significance of Supply/Demand & Value Chains  
     - Supply/demand chains  
     - Value chains  
     11  
   - 1.3 Some Characteristics of Organizational Markets  
     - The size of the market  
     - International aspects  
     - Concentration of buyer power  
     - The nature of demand  
     - Buying processes and decision-making  
     - Implications for marketing management  
     15  
   - 1.4 The Significance of Relationships & Networks  
     - Relationships in B2B marketing  
     - The significance of social networks  
     19  
   - 1.5 Supply/Demand Chain Ethics  
     - The cost of supply chain efficiency?  
     - Fairness in supply/demand chains?  
     21  
   - Summary  
     24  
   - Discussion questions  
     25  
   - Case study  
     25  
   - Case study questions  
     28  
   - Further Reading  
     28  
   - References  
     29  

2. **Organizational Buying Behaviour**  
   - Introduction & Learning Objectives  
     32  

---  

*xxiv*  

*xxvi*  

*1*  

*3*  

*5*  

*6*  

*9*  

*11*  

*13*  

*15*  

*16*  

*17*  

*18*  

*19*  

*21*  

*22*  

*xvii*
### DETAILED CONTENTS

2.1 Types of Organizational Markets 33  
   - Commercial customers 33  
   - Institutional customers 35  
   - Governmental organizations 36  

2.2 Learning from Organizational & Consumer Buyer Behaviour 36  
   - Similarities between B2B and B2C buying 36  
   - Differences between B2B and B2C buying 37  

2.3 Influences on Organizational Demand 40  
   - External influences 41  
   - Internal influences 42  
   - Individual influences 45  
   - Relationship influences 46  

2.4 Organizational Decision-Making 47  
   - The buying centre or decision-making unit 47  
   - The decision-making process 49  

2.5 Buying Decisions in Relationships 54  
   - Summary 56  
   - Discussion questions 56  
   - Case Study 57  
   - Case study questions 60  
   - Further Reading 60  
   - References 61  

---

### Part Two: Inter-Organizational Relationships & Networks 63

3. Inter-Organizational Relationships 65  
   - Introduction & Learning Objectives 65  

3.1 From Market Transactions to Relational Exchange 66  
   - Some conceptual views of business relationships 67  
   - Key elements of relationship marketing 69  

3.2 Customer Relationship Management (CRM) 75  
   - Relationship life cycles 78  

3.3 Partnerships & Alliances 81  

3.4 How IORs May ‘Work’ in Different Contexts 83  
   - IORs under pressure 85  

   - Summary 87  
   - Discussion questions 87  
   - Case study 88  
   - Case study questions 90  

   Further Reading 91  
   - References 92
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction &amp; Learning Objectives</td>
<td>153</td>
</tr>
<tr>
<td>6.1 The Planning Process &amp; Supply/Demand Chain Management (S/DCM)</td>
<td>155</td>
</tr>
<tr>
<td>Marketing management &amp; supply chain management</td>
<td>155</td>
</tr>
<tr>
<td>Managing in global supply chains</td>
<td>157</td>
</tr>
<tr>
<td>6.2 The Marketing Planning Process</td>
<td>158</td>
</tr>
<tr>
<td>A formal, rational approach to marketing planning</td>
<td>159</td>
</tr>
<tr>
<td>Other approaches to marketing planning</td>
<td>164</td>
</tr>
<tr>
<td>Relationship portfolios in planning</td>
<td>166</td>
</tr>
<tr>
<td>6.3 Situation Analysis</td>
<td>167</td>
</tr>
<tr>
<td>The marketing audit</td>
<td>167</td>
</tr>
<tr>
<td>SWOT analysis</td>
<td>169</td>
</tr>
<tr>
<td>6.4 Information Sources &amp; Assessing Market Potential</td>
<td>170</td>
</tr>
<tr>
<td>Maintaining an MKIS</td>
<td>170</td>
</tr>
<tr>
<td>B2B market research</td>
<td>171</td>
</tr>
<tr>
<td>Assessing market potential</td>
<td>172</td>
</tr>
<tr>
<td>6.5 B2B Market Segmentation</td>
<td>173</td>
</tr>
<tr>
<td>Bases for segmenting B2B markets</td>
<td>173</td>
</tr>
<tr>
<td>Making segmentation decisions</td>
<td>175</td>
</tr>
<tr>
<td>Summary</td>
<td>177</td>
</tr>
<tr>
<td>Discussion questions</td>
<td>177</td>
</tr>
<tr>
<td>Case study</td>
<td>177</td>
</tr>
<tr>
<td>Case study questions</td>
<td>180</td>
</tr>
<tr>
<td>Further Reading</td>
<td>181</td>
</tr>
<tr>
<td>References</td>
<td>181</td>
</tr>
<tr>
<td>Introduction &amp; Learning Objectives</td>
<td>183</td>
</tr>
<tr>
<td>7.1 Market Positioning</td>
<td>184</td>
</tr>
<tr>
<td>Positioning by value proposition</td>
<td>185</td>
</tr>
<tr>
<td>Repositioning</td>
<td>186</td>
</tr>
<tr>
<td>Positioning using marketing mix programmes</td>
<td>187</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>188</td>
</tr>
<tr>
<td>7.2 B2B Branding Strategy</td>
<td>188</td>
</tr>
<tr>
<td>Investing in B2B branding</td>
<td>191</td>
</tr>
<tr>
<td>7.3 Making B2B Strategy Decisions</td>
<td>192</td>
</tr>
<tr>
<td>Managing in business networks</td>
<td>192</td>
</tr>
<tr>
<td>Managing risk and tracking value</td>
<td>195</td>
</tr>
<tr>
<td>Strategies for SMEs</td>
<td>196</td>
</tr>
<tr>
<td>7.4 Issues of Implementation</td>
<td>198</td>
</tr>
<tr>
<td>The credibility of the marketing function</td>
<td>198</td>
</tr>
<tr>
<td>Planning and internal relationships</td>
<td>199</td>
</tr>
</tbody>
</table>
### 10. Value & Pricing in B2B Markets

**Introduction & Learning Objectives**

265

10.1 Notions of Value in Organizational Markets

**Benefits and costs**

266

10.2 Making Pricing Decisions

**Price-setting decisions**

271

**Inter-organizational relationships and price setting**

275

**Discounts**

275

10.3 B2B Pricing Strategies

**Outside-in orientated strategies**

277

**Inside-out orientated strategies**

278

**Competitive bidding and electronic marketplaces**

279

**Leasing**

281

**Some further relational considerations in B2B price negotiations**

282

**The value of IORs**

283

**Summary**

284

**Discussion questions**

284

**Case study**

285

**Case study questions**

288

**Further Reading**

288

**References**

289

### 11. B2B Marketing Communications

**Introduction & Learning Objectives**

291

11.1 Communication Strategies

**General communication strategies**

293

**Linking communication strategies to channel conditions**

296

**Integrated marketing communication**

298

11.2 Elements of the Communications Mix

**Advertising**

300

**Sales promotion**

300

**Public relations**

301

**Direct marketing**

302

**Personal selling**

303

**Trade shows**

303

**B2B communication via the Internet**

304

**Summary**

310

**Discussion questions**

310
12. Personal Selling & Sales Management

Introduction & Learning Objectives

12.1 Personal Selling in B2B Markets
- Is a sales force necessary?
- The role of the B2B sales person
- Sales force effectiveness

12.2 Organizing the Sales Force
- Managing a relational sales approach
- Controlling the sales force
- Setting up sales teams
- Structuring the sales force
- Technology in organizational selling

12.3 Key Account Management (KAM)
- Organizing for KAM
- Some assumptions about KAM approaches
- The key account manager
- Linking KAM levels to IOR life cycles
- A network perspective on KAM

Summary

Discussion questions

Case study
- Case study questions

Further Reading

References

Index