



## From the special issue editors: Global Business-to-Business Marketing

C. Anthony Di Benedetto & Sang-Lin Han

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## EDITORIAL

# From the special issue editors: Global Business-to-Business Marketing

Welcome to the *JGSMS* Special Issue on Global Business-to-Business Marketing!

Our global marketplace presents unique challenges to firms that sell goods and services in the business-to-business (B2B) market. B2B marketing is perhaps less appreciated because many B2B marketing activities are behind the scenes for most people. We go into an auto dealership and purchase a car – one business-to-consumer (B2C) transaction. Consider how many B2B transactions occurred in the process of manufacturing that car and bringing it to the consumer (for example, dozens or hundreds of suppliers provide parts and components, capital equipment, software, consulting services and so forth). Consider also how the firm will seek economies in car manufacture, for example, by developing a single platform upon which many lines of cars may be manufactured over several years. Other opportunities for economies may exist in operations, or procurement, or research and development (R&D). Ultimately, all of these components of the B2B marketing activity network combine to offer increased value to the ultimate consumer. Here is the point: all of these components become ten times, or a hundred times, more complex once the firm is on a global scale. And, like competitors in so many other industries, car manufacturers have gone global in a big way.

In many ways, B2B marketing resembles B2C marketing. Analysis of the customer base, the competition and the market and technology environment leads to the development of a marketing strategy (segmentation, targeting and positioning) and marketing programs (product, price, promotion and distribution). Brand value is also becoming critical, even in the B2B market setting (Han & Sung, 2008). But there are special challenges facing B2B marketers, especially those operating on a global scale. Product demand may be very volatile and uncertain, and demand may depend heavily on the target country's stage of development. Steel exporters, for example, might target countries in early stages of development (some parts of the Middle East, for example, or sub-Saharan Africa) due to their great need for basic infrastructure. Also, unlike B2C producers, B2B marketers experience the effects of derived demand. As was illustrated by the “Intel Inside” campaign, derived demand is one of the most representative characteristics of B2B marketing. A components manufacturer for the car or aircraft industry experiences sales shortfalls and possibly inventory overstock if demand for cars or aircraft slows. Some carmakers may have better strategies for smoothing out peaks and valleys in final demand, which in turn lessens unpredictability due to derived demand. Toyota or Ford, for example, produce and sell cars in many parts of the world, so a slowdown in the European market may be balanced by stable sales in North America. On the other hand, there are often fewer differences due to cultural reasons, so adaptation of the product or other marketing programs may not be necessary. Businesses in Southeast Asia, Western Europe or North or South America all need laptops, software, projectors, copiers, phones, and so forth, and requirements and preferences are not so different.

All B2B marketers care about quality, of course, but when operating on a global scale, one must consider global quality standards. Manufacturers wishing to export parts and components for sale strive to meet ISO 9000 certification standards. This is a set of industrial standards developed to assess and assure quality control, including quality of delivery and levels of customer satisfaction. Many B2B buyers, in fact, will not even purchase components from a company that

does not have ISO 9000 certification. At the same time, getting and maintaining the certification can be a big competitive advantage for a B2B marketer.

Let us not forget the importance of B2B services. Many service providers, such as banks, advertising agencies, market research firms, accounting services and others, have gone global, often in order to better serve their B2B customers who themselves have gone global. According to the US Department of Commerce, almost 30% of US exports are services, and a large share of this amount is accounted for by B2B services (such as commercial, professional and technical services, including construction, engineering and the like) (US Department of Commerce, 2002).

Finally, there is often a close relationship between the manufacturing firm and its partners, such as suppliers. These relationships can last for years or even decades, and a strong bond of trust can develop between supplier and manufacturer. In fact, supplier investment and involvement in a startup company's first product to market may be a deciding factor in its ultimate success (Song, Song, & Di Benedetto, 2011). The supplier is also a desirable open innovation partner for a manufacturer seeking to obtain technology or manufacturing knowhow. Kraft Foods, for example, in developing its Tassimo coffee-making system, worked in conjunction with Bosch-Siemens in a very successful open innovation framework, since the latter had the development and manufacturing skills to produce the coffee makers that Kraft needed (Cooper, 2012).

The first four articles of this issue of *JGSMS* make up the Special Issue on Global Business to Business Marketing. Each of these examines a different aspect of global B2B marketing. The topics range from global alliances for product innovation, to corporate social responsibility by the supplier firm, to high-visibility sponsorship opportunities by service providers. Whatever your area of interest within global B2B marketing, there is something for you in this issue. The goal here, as with all special issues, is to collect some of the best new work in the area and thereby become a starting point or "go-to" issue for academics doing research in this area for years to come. We hope you enjoy these articles and that they will give you a perspective on the issues and concerns surrounding business-to-business marketing on a global scale!

Keywords: B2B Marketing; product innovation; corporate social responsibility; business-to-business sponsorship opportunities; B2B marketing mix

## 全球B2B营销专题特刊简介

欢迎来到JGSMS(全球营销科学学报)全球B2B营销专题的特刊！

我们所谓的全球化市场给在企业与企业交易 (B2B) 的市场上销售商品和提供服务的企业带来了独特的挑战。B2B营销也许并不会被欣赏，因为在多数人看来众多B2B营销活动是幕后工作。我们光顾一家汽车经销商并购买一辆汽车——这是企业和消费者之间的交易 (B2C)。考虑一下汽车从制造到交付消费者手中的过程中存在多少B2B交易 (举个例子，数十个或数百个供应商提供零部件、设备、软件和咨询服务等等)。同时也将考虑公司如何在汽车制造业寻求经济效益，例如，通过开发一个单一的平台，此平台上拥有汽车时代的多条流水线，更为复杂的是一旦B2B营销活动在全球范围内进行也许将会大规模制造好几年。经济的其他存在机会可能是经营，或者是采购，或者是研究和开发(R&D)。最终，所有这些B2B营销活动网的各部分相结合，为最终的消费者提供附加值。很重要的一点是：所有这些组成部分变成十倍，或者上百倍，一旦公司处于全球环境中这种情况将更为复杂。像其他许多行业的竞争者一样，汽车制造商已经大张旗鼓地走向全球。

B2B 营销和B2C营销在很多方面存在相似性。通过对客户群体、竞争者、市场和技术环境的分析引导营销策略 (市场细分、选择目标市场和市场定位) 和营销方案 (产品、价格、促销和分销) 的发展。即使在B2B市场环境中，品牌价值仍然重要(Han & Sung, 2008)。但是B2B营销人员面临着特殊的挑战，那些全球性经营的营销者更甚。产品需求可能具有波动性和不确定性，同时产品需求很大程度上取决于国家层面的发展目标。例如，钢铁出口商可以定位于早期阶段的发展中国家 (例如，中东的一些地方或

者是撒哈拉以南的非洲地区)，因为他们对基础设施的需求量很大。此外，与B2C生产者不同的是，B2B营销人员体验过派生需求的影响。正如“英特尔在里面”的运动所示，派生需求是B2B市场上最具代表性的特征之一。汽车或者飞机行业的一个零件制造商会体验到两种情况：供不应求和在汽车或飞机需求放缓情况下的库存积压。一些汽车制造商可能对于平衡最终需求的峰谷值有更好的策略，反过来又减少因派生需求引发的不可预见性。以福特和丰田为例，它们在世界上多个地方生产和销售汽车，所以其销售额在欧洲市场上的下滑也许会与北美地区的稳定相均衡。另一方面，因文化因素而产生的差异较少，所以产品和其他营销计划可能无需进行调整。在东南亚、西欧或者北美和南美的企业均需要笔记本电脑、软件、投影仪、复印机和手机等等，但是其要求和喜好存在较大差异。

当然，所有的B2B营销人员都关心质量，但是在全球范围内经营时，必须考虑全球质量标准。制造企业都希望出口的零部件和配件力争达到ISO9000的认证标准。这是一套为评估和确保质量控制而研发的行业标准，包括交付质量和客户满意度水平。实际上许多B2B买家甚至不会从没有ISO9000认证的公司购买零部件。同时对于B2B营销人员来说，获取和保持认证是一个很大的竞争优势。

我们不要忘记B2B服务的重要性。许多服务提供商，例如银行、广告公司、市场调研公司、会计服务等已成功迈入全球化，其目的往往是为同样打入国际市场的B2B客户提供更好的服务。据美国商业部可知，近30%的美国出口业务类型是服务业，其中B2B业务占据相当大的份额（如商业、专业和技术服务，包括建筑和工程等）（美国商业部，2012）。

最后，制造公司和它的合作伙伴（例如供应商）之间往往会建立一个密切的关系。这些关系可以持续数年甚至数十年，供应商和制造商之间能够发展一个牢不可破的信任关系。实际上，供应商的投资以及参与一个创业公司将首个产品推向市场可能会成为其最终成功的决定性因素。供应商也是制造商为获得技术和专有制造技术而寻求的一个理想的开放式创新的合作伙伴。比如，卡夫食品在发展Tassimo咖啡冲泡系统时，曾与博世西门子在一个非常成功的开放式创新构架内一起合作，因为后者拥有卡夫生产咖啡所需的研发和制造能力（库伯，2012）。

JGSMS(全球营销科学学报)本刊的前四章内容构成了全球B2B营销的特刊。每个章节探讨了全球B2B营销的不同方面。主题涵盖了产品创新的全球联盟，从供应商的企业社会责任到服务供应商的高知名度赞助机会。无论你对全球B2B营销的兴趣点是什么，在这个问题上并没有什么可以提供给你。与所有特殊的问题一样其目的是在该地区收集一些最好的新工作，从而成为一个起点亦或使学者们多年研究的“去—来”问题得出结果。我们希望你喜欢这些文章，他们会给你提供一个崭新的角度去看待问题，同时关注周围B2B在全球范围内的营销。

关键词：B2B市场营销；产品创新；企业社会责任；B2B赞助机会；B2B营销组合

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C. Anthony Di Benedetto

*Fox School of Business, 1801 Liacouras Walk, Philadelphia, PA 19122, USA*

 [tonydy@temple.edu](mailto:tonydy@temple.edu)

Sang-Lin Han

*Division of Business Administration, School of Business, Hanyang University, 222 Wangimni-ro, Seongdong-gu, Seoul 04763, South Korea*