

## Syllabus

### Course description

<b>Course title</b>	Marketing B2B and Sales Management
<b>Course code</b>	27178
<b>Scientific sector</b>	SECS-P/08
<b>Degree</b>	Master Entrepreneurship and Innovation
<b>Semester and academic year</b>	1 <sup>st</sup> semester, ac.y. 2017-18
<b>Year</b>	1
<b>Credits</b>	6
<b>Modular</b>	No

<b>Total lecturing hours</b>	36
<b>Total lab hours</b>	0
<b>Total exercise hours</b>	18
<b>Attendance</b>	Suggested, but not required
<b>Prerequisites</b>	No formal prerequisite is set; nevertheless, familiarity with topics like Introduction to Marketing is expected
<b>Course page</b>	<a href="https://www.unibz.it/en/faculties/economics-management/master-entrepreneurship-innovation/course-offering/">https://www.unibz.it/en/faculties/economics-management/master-entrepreneurship-innovation/course-offering/</a>

<b>Specific educational objectives</b>	<p>The course refers to the typical educational activities.</p> <p>The objective of this course is twofold. On the one hand, advanced knowledge on the contemporary approaches models, concepts and analytical tools in B2B Marketing is provided. On the other hand, one major goal of the Sales Management perspective of this course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort.</p> <p>At the end of this course student will be able to understand professional B2B sales including its planning and staffing, structure, and evaluation. In addition, students will have the ability to interpret, analyze and discuss B2B marketing strategies.</p>
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<b>Lecturer</b>	Christian Linder, E510b, <a href="mailto:Christian.linder@unibz.it">Christian.linder@unibz.it</a> , +39 0471 013301 <a href="https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35248-christian-linder">https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35248-christian-linder</a>
<b>Scientific sector of the lecturer</b>	SECS-P/08

<b>Teaching language</b>	German
<b>Office hours</b>	<a href="https://www.unibz.it/en/timetable/?department=26&amp;degree=12835">https://www.unibz.it/en/timetable/?department=26&amp;degree=12835</a>
<b>Lecturing assistant</b>	none
<b>Teaching assistant</b>	none
<b>Office hours</b>	18
<b>List of topics covered</b>	<p><b>Part One</b></p> <p><b>Characterization of B2B Marketing</b>  Content: Concepts, differences between consumer and industrial markets,  Tools: Marketing instruments, resources and strategy analysis</p> <p><b>B2B Environment: Customers, Organizations, &amp; Markets</b>  Content: Buying center concept, buying processes, B2B marketing and different business models  Tools: Market segmentation, classification of goods in B2B markets</p> <p><b>Organizational Buying Behavior</b>  Content: Types of buyers, individuals, roles and functions, the role of emotions  Tools: Theoretical foundation, both behavioristic and process oriented</p> <p><b>Branding and Pricing in B2B Markets</b>  Content: Concepts, the B2B brand, component branding, brand evaluation  Tools: Brand measurement tools, push/pull logic, clue-utilization theory</p> <p><b>Part Two</b></p> <p><b>Personal Selling Process</b>  Content: Relationship building, CRM, needs assessment  Tools: Process engineering, workflow management</p> <p><b>Sales Force Organization</b>  Content: Personal characteristics and sales aptitude, sales force recruitment and selection  Tools: HRD approaches, strategy analysis tools, HR accounting tools</p> <p><b>Managing the Sales Force: Performance, Compensation and Incentive Plans</b>  Content: Performance measurement, types of incentives, motivation  Tools: Success dimensions and assessment, calculation</p> <p><b>Conducting Sale Negotiations</b>  Content: Types of negotiations, gathering and passing on information, decision making  Tools: Process model, game theory</p>

<b>Teaching format</b>	<p>Frontal lectures with intense interaction, exercises, and case study presentation. Students are expected to read in advance cases and other materials in order to participate to the class discussions. In addition, each student has to give a short (5 min) presentation about a specific topic.</p>
<b>Learning outcomes</b>	<p>Knowledge and understanding of theories, models and concepts to describe businesses markets and buying behavior.</p> <p>Ability to apply knowledge and understanding of: a) tools to measure sales success and B2B brand value; b) tools for analysis of B2B marketing strategy.</p> <p>Making judgments on the appropriate strategies, organization and process design of specific firm's B2B and sales management approaches.</p> <p>Communication skills to present in a consistent and convincing way the analysis on firms B2B marketing and sales processes.</p> <p>Learning skills are the ability to establish links among the theory and real business cases in an autonomous and independent way.</p>
<b>Assessment</b>	<p>It is intended that the course takes place in cooperation with local businesses. The assessment happens throughout the participation in a semester long project with a company.</p> <p>In case that not enough companies provide suitable projects, the course is assessed by a written exam that consists of multiple-choice questions to assess knowledge and understanding and open-ended questions to assess the ability to transfer and apply knowledge and understanding to new problems compared to those treated in class. Students short presentation.</p> <p>The precise exam type is presents in the beginning of the course. Students should not have the choice for any of these options.</p>
<b>Assessment language</b>	German
<b>Evaluation criteria and criteria for awarding marks</b>	<p>Project assessment according the criteria: implementation, practical relevance, structure, innovation, recognizable value, and presentation.</p> <p>In case of an exam consist the final mark of the two partial</p>

	<p>assessments for multiple-choice questions and open-ended questions. The partial assessment is weighted as follows:</p> <ul style="list-style-type: none"> <li>• 30% for multiple-choice questions,</li> <li>• 70% for open-ended questions, and</li> </ul> <p>Non-attending students:          Class attendance and assignments not required – final written exam of 120 Minutes (100%)</p> <p>NOTE: Project work and classroom contributions are valid for 1 academic year and cannot be carried over beyond that time-frame</p>
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<p><b>Required readings</b></p>	<p><b>Part One</b></p> <p><b>Characterization of B2B Marketing</b></p> <p>Backhaus, K., &amp; Voeth, M. (2010). <i>Industriegütermarketing</i> (9., überarb. Aufl.). Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften. München: Vahlen. (pp.1-35).</p> <p>Vargo, S. L., &amp; Lusch, R. F. (2011). It's all B2B...and beyond: Toward a systems perspective of the market. <i>Industrial Marketing Management, 40</i>(2), 181–187.</p> <p><b>B2B Environment: Customers, Organizations, &amp; Markets</b></p> <p>Brennan, R., Canning, L. E., &amp; McDowell, R. (2011) <i>Business-to-business marketing</i> (SAGE Advanced Marketing Series). Thousand Oaks, CA: SAGE Publications. (pp.89-117).</p> <p>Hutt, M. D., &amp; Speh, T. W. (2013). <i>Business marketing management: B2B</i> (11th ed.). Mason, OH: Cengage Learning. (Chapter 4)</p> <p>Backhaus, K., &amp; Voeth, M. (2010). <i>Industriegütermarketing</i> (9., überarb. Aufl.). Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften. München: Vahlen. (pp. 215-276).</p> <p><b>Organizational Buying Behavior</b></p> <p>Backhaus, K., &amp; Voeth, M. (2010). <i>Industriegütermarketing</i> (9., überarb. Aufl.). Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften. München: Vahlen. (pp.35-118).</p> <p>Brown, B. P., Zablah, A. R., Bellenger, D. N., &amp; Johnston, W. J. (2011). When do B2B brands influence the decision making of organizational buyers? An examination of the relationship between purchase risk and brand sensitivity. <i>International Journal of Research in Marketing, 28</i>(3), 194–204.</p> <p><b>Branding and Pricing in B2B Markets</b></p>
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Brown, B. P., Bellenger, D. N., & Johnston, W. J. (2007). The implications of business-to-business and consumer market differences for B2B branding strategy. *Journal of Business Market Management*, 1(3), 209–230.

Bendixen, M., Bukasa, K. A., & Abratt, R. (2004). Brand equity in the business-to-business market. *Industrial Marketing Management*, 33(5), 371–380.

Leek, S., & Christodoulides, G. (2010). A literature review and future agenda for B2B branding: Challenges of branding in a B2B context. *Industrial Marketing Management*, 40(6), 830–837.

## **Part Two**

### **Personal Selling Process**

Hair, J. F., Anderson, R. E., & Babin, B. J. (2009). Sales management: Building customer relationships and partnerships. Mason, OH: Cengage Learning. (Chapter 4)

Cravens, D. W., Le Meunier-FitzHugh, K., & Piercy, N. (2011). *The Oxford handbook of strategic sales and sales management*. Oxford handbooks. Oxford: Oxford University Press. (403-425)

Care, J., & Bohlig, A. (2014). *Mastering technical sales: The sales engineer's handbook* (Third edition). Artech House technology management and professional development library.

### **Sales Force Organization**

Johnston, M. W., & Marshall, G. W. (2013). *Sales force management* (11th ed.). New York: Routledge. (Chapter 7)

Davies, I. A., Ryals, L. J., & Holt, S. (2010). Relationship management: A sales role, or a state of mind? *Industrial Marketing Management*, 39(7), 1049–1062.

Cravens, D. W., Le Meunier-FitzHugh, K., & Piercy, N. (2011). *The Oxford handbook of strategic sales and sales management*. Oxford handbooks. Oxford: Oxford University Press. (201-224)

### **Managing the Sales Force: Performance, Compensation and Incentive Plans**

Johnston, M. W., & Marshall, G. W. (2013). *Sales force management* (11th ed.). New York: Routledge. (Chapter 11)

Ahearne, M., Rapp, A., Hughes, D. E., & Jindal, R. (2010). Managing sales force product perceptions and control systems in the success of new product introductions. *Journal of Marketing Research*, 47(4), 764–776.

Hair, J. F., Anderson, R. E., & Babin, B. J. (2009). Sales

management: Building customer relationships and partnerships. Mason, OH: Cengage Learning. (Chapter 13)

### Conducting Sale Negotiations

Dewulf, A., Gray, B., Putnam, L., Lewicki, R., Aarts, N., Bouwen, R., & van Woerkum, C. (2009). Disentangling approaches to framing in conflict and negotiation research: A meta-paradigmatic perspective. *Human Relations*, 62(2), 155–193.

Moosmayer, D. C., Chong, A. Y.-L., Liu, M. J., & Schuppar, B. (2013). A neural network approach to predicting price negotiation outcomes in business-to-business contexts. *Expert Systems with Applications*, 40(8), 3028–3035.

Thompson, L. L., Wang, J., & Gunia, B. C. (2010). Negotiation. *Annual Review of Psychology*, 61(1), 491–515.

### Supplementary readings

Desai, K. K., & Keller, K. L. (2002). The Effects of Ingredient Branding Strategies on Host Brand Extendibility. *Journal of Marketing*, 66(1), 73-93.

Gummesson, E. (2004). Return on relationships (ROR): The value of relationship marketing and CRM in business-to-business contexts. *Journal of Business & Industrial Marketing*, 19(2), 136–148.

Hutt, M. D., & Speh, T. W. (2013). *Business marketing management: B2B* (11th ed.). Mason, OH: Cengage Learning. (Chapter 2)

Madhani, P. M. (2011). Reallocating Fixed and Variable Pay in Sales Organizations: A Sales Carryover Perspective. *Compensation & Benefits Review*, 43(6), 346–360.

Sharma, A., Iyer, G. R., Mehrotra, A., & Krishnan, R. (2010). Sustainability and business-to-business marketing: A framework and implications. *Industrial Marketing Management*, 39(2), 330–341.

Zimmerman, A. S., & Blythe, J. (2013). *Business to business marketing management: A global perspective* (2nd ed.). New York, NY: Routledge. (pp.17-35).

## Syllabus

### Beschreibung der Lehrveranstaltung

<b>Titel der Lehrveranstaltung</b>	Marketing B2B und Sales Management
<b>Code der Lehrveranstaltung</b>	27178
<b>Wissenschaftlich-disziplinärer Bereich der Lehrveranstaltung</b>	SECS-P/08
<b>Studiengang</b>	L77 – Master in Entrepreneurship and Innovation
<b>Semester und akademisches Jahr</b>	1. Semester, ak. Jahr 2017-18
<b>Studienjahr</b>	1
<b>Kreditpunkte</b>	6
<b>Modular</b>	Nein

<b>Gesamtanzahl der Vorlesungsstunden</b>	36
<b>Gesamtzahl der Laboratoriumsstunden</b>	0
<b>Gesamtzahl der Übungsstunden</b>	18
<b>Anwesenheit</b>	Die Teilnahme wird empfohlen aber sie ist nicht Pflicht
<b>Voraussetzungen</b>	Nicht vorgesehen aber der Besuch der Lehrveranstaltung „Grundlagen des Marketings“ wird empfohlen um die Vorlesungen erfolgreich zu besuchen.
<b>Link zur Lehrveranstaltung</b>	<a href="http://www.unibz.it/it/economics/progs/master/entrepreneurs/hip/courses/default.html">http://www.unibz.it/it/economics/progs/master/entrepreneurs/hip/courses/default.html</a>

<b>Spezifische Bildungsziele</b>	<p>Die Lehrveranstaltung ist den fachtypischen Bildungstätigkeiten.</p> <p>Der Kurs verfolgt zwei Ziele. Zum einen wird aktuelles und vertieftes Wissen über Methoden, Modelle und Theorien sowie über Analysewerkzeuge in Bezug auf B2B Marketing vermittelt. Zum anderen ist es Ziel dieses Kurses Strategien sowie das Management einer effizienten Vertriebsorganisation zu vermitteln.</p> <p>Am Ende des Kurses werden Studenten in der Lage sein die Planung, die Organisation und die Bewertung des Industriegütermarketings eines Unternehmers zu interpretieren und kritisch zu hinterfragen.</p>
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<b>Dozent</b>	Christian Linder, E510b, <a href="mailto:Christian.linder@unibz.it">Christian.linder@unibz.it</a> , +39 0471 013301 <a href="https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35248-christian-linder">https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35248-christian-linder</a>
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<b>Wissenschaftlich-disziplinärer Bereich des Dozenten</b>	SECS-P/08
<b>Unterrichtssprache</b>	Deutsch
<b>Sprechzeiten</b>	<a href="https://www.unibz.it/en/timetable/?department=26&amp;degree=12835">https://www.unibz.it/en/timetable/?department=26&amp;degree=12835</a>
<b>Beauftragter für Übungsstunden</b>	Nicht vorgesehen
<b>Didaktischer Mitarbeiter</b>	Nicht vorgesehen
<b>Sprechzeiten</b>	18 Stunden
<b>Auflistung der behandelten Themen</b>	<p><b>Teil 1</b></p> <p><b>Einführung in das B2B Marketing</b>          Inhalt: Konzepte, Unterschiede zwischen industriellen und Konsumentenmärkten          Instrumente: Marketinginstrumente, Strategieanalyse</p> <p><b>B2B Umwelt: Kunden, Organisation, &amp; Märkte</b>          Inhalt: Buying Center-Konzept, Kaufprozesse, B2B Marketing im Hinblick auf unterschiedliche Geschäftsmodelle          Instrumente: Marktsegmentierung, Klassifikation von Gütern, Käufern und Konkurrenten auf B2B Märkten</p> <p><b>Kaufverhalten von Organisationen</b>          Inhalt: Käufertypologie, Individuen, Rollen und Funktionen, die Rolle von Emotionen          Instrumente: Theorie, sowohl behavioristische als auch Prozessansätze</p> <p><b>Marke und Preis auf B2B Märkten</b>          Inhalt: Konzepte, B2B Marken, Komponentenmarken, Markenbewertung          Instrumente: Markenmessungsinstrumente, push/pull-Logiken, Clue-utilization Theory</p> <p><b>Teil 2</b></p> <p><b>Verkaufsprozesse</b>          Inhalt: Beziehung, CRM, Bedürfnisermittlung          Instrumente: Process Engineering, Workflow Management</p> <p>Inhalt: Persönliche Charakteristika, Verkaufsfähigkeit und -leidenschaft, Rekrutierung und Auswahl          Instrumente: HRD, Potentialanalysen, Strategiebewertung, Mitarbeiterbewertung</p> <p><b>Management der Vertriebsorganisation: Leistung, Vergütung und Anreize</b>          Inhalt: Leistungsmessung, Formen der Vergütung, Motivation          Tools: Erfolgsdimensionen und deren Messung, Berechnungen</p>



	<p><b>Verkaufsverhandlungen</b>          Inhalt: Verhandlungssituation, Verhandlungstypen, Information, Entscheidungsprozess          Instrumente: Spieltheorie, Prozessmodelle</p>
<b>Unterrichtsform</b>	<p>Vorlesung mit Gruppendiskussion und intensiver Mitarbeit der Studierenden, Übungen und Case Studies. Darüber hinaus wird erwartet, dass jeder Student eine Kurzpräsentation (5 min) hält.</p>

<b>Erwartete Lernergebnisse</b>	<p>Wissen und Verstehen von Theorien, Modellen und Konzepten zur Beschreibung von B2B Märkten und Käuferverhalten.</p> <p>Fähigkeit zur Wissensanwendung bezüglich a.) Instrumente zur Verkaufserfolgsmessung und dem B2B Markenwert; b.) Instrumente zur Strategiebewertung im B2B Marketing.</p> <p>Urteilsfähigkeit bezüglich der Angemessenheit von Strategien, dem Prozessdesign sowie der Vertriebsorganisation anhand von Firmenbeispielen.</p> <p>Kommunikationsfähigkeit zur überzeugenden Präsentation der eigenen Analysen des B2B Marketingprozesses einer Beispielfirma.</p> <p>Fähigkeit eine Verbindung zwischen Theorie und Praxis eigenständig herzustellen.</p>
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<b>Art der Prüfung</b>	<p>Geplant ist es den Kurs in Kooperation mit Wirtschaftsunternehmen aus Südtirol durchzuführen. In diesem Falle die Prüfungsleistung in Form eines Semesterbegleitenden Projekts abgenommen.</p> <p>Nur im Falle, dass das Projekt nicht zustande kommt, wird die Prüfungsleistung wie folgend aussehen. Schriftliche Prüfung bestehend aus einem Multiplechoice Teil und einem Teil mit offenen Fragen inklusive Transferfragen zur Identifikation der Problemlösungsfähigkeit der Studierenden. Darüber hinaus eine Kurzpräsentation. Die Prüfungsleistung kann nicht vom Studierenden gewählt werden.</p>
<b>Prüfungssprache</b>	<p>Deutsch</p>
<b>Bewertungskriterien und Kriterien für die</b>	<p>Bewertung des Projektes gemäß der Kriterien: Umsetzung, Praxisbezug, Struktur, Innovation,</p>

<p><b>Notenermittlung</b></p>	<p>erkennbarer Nutzen und Präsentation.</p> <p>Im Falle der Klausur besteht die Endnote aus zwei Teilnoten für Multiplechoice und offene Fragen. Die Gewichtung sieht wie folgend aus:</p> <ul style="list-style-type: none"> <li>• 30% für den Multiplechoice Teil,</li> <li>• 70% für dem Teil mit offenen Fragen,</li> </ul> <p>Die Bewertung von Projekten, Hausarbeiten, Präsentationen ist für das laufende akademische Jahr gültig.</p> <p>Nicht an den Vorlesungen anwesenden Studierende: Abschlussprüfung im Umfang von 120 Minuten (100%)</p>
<p><b>Pfichtliteratur</b></p>	<p><b>Teil 1</b></p> <p><b>Einführung in das B2B Marketing</b></p> <p>Backhaus, K., &amp; Voeth, M. (2010). <i>Industriegütermarketing</i> (9., überarb. Aufl.). Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften. München: Vahlen. (pp.1-35).</p> <p>Vargo, S. L., &amp; Lusch, R. F. (2011). It's all B2B...and beyond: Toward a systems perspective of the market. <i>Industrial Marketing Management</i>, 40(2), 181–187.</p> <p><b>B2B Umwelt: Kunden, Organisation, &amp; Märkte</b></p> <p>Brennan, R., Canning, L. E., &amp; McDowell, R. (2011) <i>Business-to-business marketing</i> (SAGE Advanced Marketing Series). Thousand Oaks, CA: SAGE Publications. (pp.89-117).</p> <p>Hutt, M. D., &amp; Speh, T. W. (2013). <i>Business marketing management: B2B</i> (11th ed.). Mason, OH: Cengage Learning. (Chapter 4)</p> <p>Backhaus, K., &amp; Voeth, M. (2010). <i>Industriegütermarketing</i> (9., überarb. Aufl.). Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften. München: Vahlen. (pp. 215-276).</p> <p><b>Kaufverhalten von Organisationen</b></p> <p>Backhaus, K., &amp; Voeth, M. (2010). <i>Industriegütermarketing</i> (9., überarb. Aufl.). Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften. München: Vahlen. (pp.35-118).</p> <p>Brown, B. P., Zablah, A. R., Bellenger, D. N., &amp; Johnston, W. J. (2011). When do B2B brands influence the decision making of organizational buyers? An examination of the relationship between purchase risk and brand sensitivity. <i>International Journal of Research in Marketing</i>, 28(3), 194–204.</p>

## Marke und Preis auf B2B Märkten

Brown, B. P., Bellenger, D. N., & Johnston, W. J. (2007). The implications of business-to-business and consumer market differences for B2B branding strategy. *Journal of Business Market Management*, 1(3), 209–230.

Bendixen, M., Bukasa, K. A., & Abratt, R. (2004). Brand equity in the business-to-business market. *Industrial Marketing Management*, 33(5), 371–380.

Leek, S., & Christodoulides, G. (2010). A literature review and future agenda for B2B branding: Challenges of branding in a B2B context. *Industrial Marketing Management*, 40(6), 830–837.

## Teil 2

### Verkaufsprozesse

Hair, J. F., Anderson, R. E., & Babin, B. J. (2009). Sales management: Building customer relationships and partnerships. Mason, OH: Cengage Learning. (Chapter 4)

Cravens, D. W., Le Meunier-FitzHugh, K., & Piercy, N. (2011). *The Oxford handbook of strategic sales and sales management*. Oxford handbooks. Oxford: Oxford University Press. (403-425)

Care, J., & Bohlig, A. (2014). *Mastering technical sales: The sales engineer's handbook* (Third edition). Artech House technology management and professional development library.

### Vertriebsorganisation

Johnston, M. W., & Marshall, G. W. (2013). *Sales force management* (11th ed.). New York: Routledge. (Chapter 7)

Davies, I. A., Ryals, L. J., & Holt, S. (2010). Relationship management: A sales role, or a state of mind? *Industrial Marketing Management*, 39(7), 1049–1062.

Cravens, D. W., Le Meunier-FitzHugh, K., & Piercy, N. (2011). *The Oxford handbook of strategic sales and sales management*. Oxford handbooks. Oxford: Oxford University Press. (201-224)

### Management der Vertriebsorganisation: Leistung, Vergütung und Anreize

Johnston, M. W., & Marshall, G. W. (2013). *Sales force*

*management* (11th ed.). New York: Routledge. (Chapter 11)

Ahearne, M., Rapp, A., Hughes, D. E., & Jindal, R. (2010). Managing sales force product perceptions and control systems in the success of new product introductions. *Journal of Marketing Research*, 47(4), 764–776.

Hair, J. F., Anderson, R. E., & Babin, B. J. (2009). Sales management: Building customer relationships and partnerships. Mason, OH: Cengage Learning. (Chapter 13)

### **Verkaufsverhandlungen**

Dewulf, A., Gray, B., Putnam, L., Lewicki, R., Aarts, N., Bouwen, R., & van Woerkum, C. (2009). Disentangling approaches to framing in conflict and negotiation research: A meta-paradigmatic perspective. *Human Relations*, 62(2), 155–193.

Moosmayer, D. C., Chong, A. Y.-L., Liu, M. J., & Schuppar, B. (2013). A neural network approach to predicting price negotiation outcomes in business-to-business contexts. *Expert Systems with Applications*, 40(8), 3028–3035.

Thompson, L. L., Wang, J., & Gunia, B. C. (2010). Negotiation. *Annual Review of Psychology*, 61(1), 491–515.

### **Weiterführende Literatur**

Desai, K. K., & Keller, K. L. (2002). The Effects of Ingredient Branding Strategies on Host Brand Extendibility. *Journal of Marketing*, 66(1), 73-93.

Gummesson, E. (2004). Return on relationships (ROR): The value of relationship marketing and CRM in business-to-business contexts. *Journal of Business & Industrial Marketing*, 19(2), 136–148.

Hutt, M. D., & Speh, T. W. (2013). *Business marketing management: B2B* (11th ed.). Mason, OH: Cengage Learning. (Chapter 2)

Madhani, P. M. (2011). Reallocating Fixed and Variable Pay in Sales Organizations: A Sales Carryover Perspective. *Compensation & Benefits Review*, 43(6), 346–360.

Sharma, A., Iyer, G. R., Mehrotra, A., & Krishnan, R. (2010). Sustainability and business-to-business marketing: A framework and implications. *Industrial Marketing Management*, 39(2), 330–341.

Zimmerman, A. S., & Blythe, J. (2013). *Business to business marketing management: A global perspective* (2nd ed.). New York, NY: Routledge. (pp.17-35).