Business-To-Business Marketing 2018-2019

Richard K. Miller & Associates
since 1972
BUSINESS-TO-BUSINESS MARKETING 2018-2019

3rd Edition

RKMA MARKET RESEARCH HANDBOOK SERIES

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ISSN 2472-4955 (online)
ISSN 2472-4947 (print)

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PART I: MARKET OVERVIEW
1 BUSINESS-TO-BUSINESS MARKETING

1.1 B2B Marketing

The Business Marketing Association (www.marketing.org) defines business-to-business (B2B) marketing as the promotion and sale of goods and services to businesses that either resell them, use them as components in products or services they offer, or use them to support their operations. Business-to-business marketing is also sometimes referred to as business marketing or industrial marketing.

1.2 Comparison Of B2B and B2C Marketing

B2B marketing differs significantly from business-to-consumer (B2C) marketing, in large part because the marketplace is more concentrated. While there are 115 million consumer households in the United States, there are only about 8 million businesses (excluding non-employee entities), according to the U.S. Census Bureau (www.census.gov). Large corporations such as GE, duPont, and IBM spend more than $60 million a day on purchases of goods and services to support their operations. In comparison, the average household spends an average $51,100 annually.

With a concentrated marketplace, B2B marketers spend considerable effort on identifying potential customers and lead generation. In comparison, B2C marketers generally reach potential customers through the general media.

While the bulk of B2C marketing spending is for advertising and brand building, B2B marketing generally focuses on face-to-face interactions and relationship-building efforts.

B2C companies spend about $150 billion annually on media advertising, according to Kantar Media (www.kantarmedia.com). B2B companies spend a similar amount to engage with key customers at venues ranging from country clubs to trade shows to sports events.

1.3 B2B Marketing Tactics

A survey by Sagefrog Marketing Group (www.sagefrog.com) of marketing and management professionals from a cross-section of industries reported that U.S. B2B marketers are using the following tactics in their marketing programs (percentage of respondents):
<table>
<thead>
<tr>
<th>Marketing Channel</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>85%</td>
</tr>
<tr>
<td>Email marketing</td>
<td>72%</td>
</tr>
<tr>
<td>Social media</td>
<td>67%</td>
</tr>
<tr>
<td>Search engine optimization (SEO)/organic search</td>
<td>56%</td>
</tr>
<tr>
<td>Press releases</td>
<td>51%</td>
</tr>
<tr>
<td>Trade shows</td>
<td>49%</td>
</tr>
<tr>
<td>Direct marketing</td>
<td>40%</td>
</tr>
<tr>
<td>Print ads</td>
<td>32%</td>
</tr>
<tr>
<td>Search engine marketing (SEM)/pay-per-click</td>
<td>31%</td>
</tr>
<tr>
<td>White papers</td>
<td>30%</td>
</tr>
<tr>
<td>Webinars</td>
<td>26%</td>
</tr>
<tr>
<td>Telemarketing</td>
<td>25%</td>
</tr>
<tr>
<td>Online ads</td>
<td>24%</td>
</tr>
<tr>
<td>Seminars</td>
<td>23%</td>
</tr>
<tr>
<td>Books/ebooks</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>23%</td>
</tr>
</tbody>
</table>

Note: Respondents were primarily from small- and medium-sized businesses (SMBs).

“The Sagefrog Marketing Group ... found that the four most popular marketing channels for B2Bs were all digital.”

eMarketer
## B2B SPENDING

### 2.1 B2B External Spending

The Business Marketing Association (BMA, www.marketing.org) estimates that U.S. business-to-business marketers spend about $108 billion a year to promote their goods and services, distributed as follows:

- Trade shows/events: $21.9 billion
- Internet/electronic media: $15.8 billion
- Promotion/market support: $13.8 billion
- Magazine advertising: $13.7 billion
- Publicity/public relations: $13.3 billion
- Direct mail: $11.9 billion
- Dealer/distributor materials: $6.6 billion
- Market research: $4.8 billion
- Telemarketing: $3.0 billion
- Directories: $1.8 billion
- Other: $6.5 billion

PricewaterhouseCoopers (PwC, www.pwc.com) assesses U.S. B2B marketing spending as follows:

- 2012: $83.1 billion
- 2013: $85.3 billion
- 2014: $87.6 billion
- 2015: $89.9 billion
- 2016: $92.3 billion
- 2017: $94.7 billion

The B2B market as assessed by PwC comprises five segments: business information, trade shows, trade directories, trade magazines, and professional books. The BMA and PwC estimates include only external spending; in-house or internal spending is not included.

### 2.2 Digital Advertising and Marketing Spending

In the *BtoB Outlook: Marketing Priorities and Plans* survey, by Advertising Age, B2B marketing executives reported digital advertising spending as a percentage of their
company’s overall marketing budget as follows (percentage of respondents):
• 25% or less of total spending: 39%
• 26% to 30% of total spending: 22%
• 31% to 75% of total spending: 29%
• 76% or more of total spending: 10%

Marketing executives were asked about which online platforms their company increased spending. Responses were as follows:
• Website: 66%
• Email: 63%
• Video: 63%
• Social media: 58%
• Search: 54%
• Webcasts/webinars: 52%
• Mobile: 42%
• Banners: 34%
• Sponsorships: 28%

2.3 Digital Content Publishing Spending
According to the Chief Marketing Officer (CMO) Council (www.cmocouncil.org) and NetLine (www.netline.com), B2B marketers invest an estimated $16.6 billion annually in digital content publishing to acquire business leads and influence customer specification and consideration, as well as to educate and engage prospects. This comprises about 25% of B2B marketing budgets.

2.4 B2B Sales Collateral
In a survey of the budgets of major B2B companies, ITSMA (www.itsma.com) found that collateral represents 16% of the average corporate marketing budget. This includes spending on creating and distributing presentations, data sheets, proposals, and other content.

2.5 Market Resources
Business Marketing Association, 708 Third Avenue, 33rd Floor, New York, NY 10017. (212) 697-5950. (www.marketing.org)

Chief Marketing Officer (CMO) Council, 1494 Hamilton Avenue, San Jose, CA 95125. (408) 677-5300 x5333. (www.cmocouncil.org)

ITSMA, 91 Hartwell Avenue, Lexington, MA 02421. (781) 862-8500. (www.itsma.com)
Outsell Inc., 330 Primrose Road, Suite 510, Burlingame, CA 94010. (650) 342-6060. (www.outsellinc.com)

PricewaterhouseCoopers (PwC), 300 Madison Avenue, 24th Floor, New York, NY 10017. (646) 471-4000. (www.pwc.com)
3

B2B MARKETING SPENDING TRENDS

3.1 Overview


3.2 Marketing Budget 2016

Business-to-business marketers reported budget changes in FY2016 as follows:

- Increased 10% or more: 3%
- Increased 5% to 9%: 14%
- Increased 5% or less: 17%
- Flat: 26%
- Reduced by 5% or less: 6%
- Reduced by more than 5%: 9%

3.3 Marketing Spending Distribution

Marketing budgets in 2016 were distributed as follows:

- In-person events: 18%
- Digital advertising/marketing: 13%
- Content marketing: 12%
- Agency fees: 7%
- Website: 7%
- PR/AR/influencer relations: 6%
- Marketing automation: 6%
- Direct marketing: 6%
- Digital events: 4%
- Market research: 4%
- Telemarketing/teleprospecting: 4%
- Data analytics: 3%
- Hospitality: 3%
- Traditional advertising: 2%
- Sponsorships: 2%
- Testing new marketing innovation: 1%
3.4 Marketing Challengers

B2B marketers identified the biggest challenges in setting a marketing budget as follows (percentage of respondents; three responses per survey participant):

- Attributing program spend to revenue results: 56%
- Demonstrating a clear return on marketing investment: 52%
- Justifying proposed marketing budgets to stakeholders and senior management: 33%
- Connecting marketing goals with business objectives: 29%
- Securing incremental budget for experimentation and innovation: 27%
- Allocating program budgets across different digital and traditional channels: 21%
- Protecting budget from cuts: 21%
- Determining how and where to invest digital marketing: 20%
- Finding benchmarks across industry peer group: 15%
- Other: 4%

3.5 Market Resources

Forrester Research, 60 Acorn Park Drive, Cambridge, MA 02140. (617) 613-5730. (www.forrester.com)
B2B MARKETING BENCHMARKS

4.1 Overview
Conducted by Duke University’s Fuqua School of Business (www.fuqua.duke.edu) and sponsored by the American Marketing Association (www.marketingpower.com) and McKinsey & Company (www.mckinsey.com), The CMO Survey (www.cmosurvey.com) is a semi-annual poll of chief marketing officers (CMOs) from B2B and B2C companies.

4.2 B2B CMO Survey
The following are responses by CMOs in B2B products and B2B services companies in the February 2017 survey:

<table>
<thead>
<tr>
<th>Change in Company Performance, Prior 12 Months</th>
<th>B2B Products</th>
<th>B2B Services</th>
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</thead>
<tbody>
<tr>
<td>Sales:</td>
<td>2.2%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Profit:</td>
<td>1.8%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Marketing ROI:</td>
<td>2.7%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Customer acquisition:</td>
<td>2.2%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Customer retention:</td>
<td>0.7%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Brand value:</td>
<td>0.8%</td>
<td>2.7%</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Percentage of Company Sales Through The Internet</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>B2B Products:</td>
<td>14.2%</td>
</tr>
<tr>
<td>B2B Services:</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Marketing Budget as a Percentage Of Revenues</th>
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<tbody>
<tr>
<td>B2B Products:</td>
<td>12.4%</td>
</tr>
<tr>
<td>B2B Services:</td>
<td>7.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Marketing Budget as a Percentage Of Total Budget</th>
<th></th>
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<tbody>
<tr>
<td>B2B Products:</td>
<td>16.9%</td>
</tr>
<tr>
<td>B2B Services:</td>
<td>8.2%</td>
</tr>
</tbody>
</table>
Change in Marketing Budget, Prior 12 Months
• B2B Products: 5.2%
• B2B Services: 7.0%

Expected Change in Marketing Budget, Next 12 Months
• B2B Products: 8.8%
• B2B Services: 8.5%

Expected Change in Marketing Knowledge Investments, Next 12 Months

<table>
<thead>
<tr>
<th>B2B Products</th>
<th>B2B Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing knowledge about how to do marketing:</td>
<td>4.9%</td>
</tr>
<tr>
<td>Market research and intelligence:</td>
<td>5.0%</td>
</tr>
<tr>
<td>Marketing consulting services:</td>
<td>2.5%</td>
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<tr>
<td>Marketing training:</td>
<td>2.4%</td>
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</tbody>
</table>

Distribution of Sales

<table>
<thead>
<tr>
<th>B2B Products</th>
<th>B2B Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic markets:</td>
<td>81.1%</td>
</tr>
<tr>
<td>International markets:</td>
<td>18.9%</td>
</tr>
</tbody>
</table>

Distribution of Marketing Budget

<table>
<thead>
<tr>
<th>B2B Products</th>
<th>B2B Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic markets:</td>
<td>85.8%</td>
</tr>
<tr>
<td>International markets:</td>
<td>14.2%</td>
</tr>
</tbody>
</table>

Expected Change in Social Media Spending

<table>
<thead>
<tr>
<th>B2B Products</th>
<th>B2B Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current:</td>
<td>14.6%</td>
</tr>
<tr>
<td>Next 12 months:</td>
<td>17.1%</td>
</tr>
<tr>
<td>Next five years:</td>
<td>25.5%</td>
</tr>
</tbody>
</table>

Use of Social Media

<table>
<thead>
<tr>
<th>B2B Products</th>
<th>B2B Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquiring new customers:</td>
<td>27.0%</td>
</tr>
<tr>
<td>Brand awareness and brand building:</td>
<td>45.3%</td>
</tr>
<tr>
<td>Brand promotions:</td>
<td>27.7%</td>
</tr>
<tr>
<td>Identifying new customer groups:</td>
<td>14.6%</td>
</tr>
<tr>
<td>Identifying product/service opportunities:</td>
<td>8.8%</td>
</tr>
<tr>
<td>Improving current products/services:</td>
<td>6.6%</td>
</tr>
<tr>
<td>Improving employee engagement:</td>
<td>17.5%</td>
</tr>
<tr>
<td>Introducing new products/services:</td>
<td>29.9%</td>
</tr>
<tr>
<td>Market research:</td>
<td>12.4%</td>
</tr>
<tr>
<td>Retaining current customers:</td>
<td>26.3%</td>
</tr>
</tbody>
</table>

Impact of Social Media On Business

<table>
<thead>
<tr>
<th>B2B Products</th>
<th>B2B Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have proven the impact quantitatively:</td>
<td>27.3%</td>
</tr>
<tr>
<td>Good qualitative sense of impact, but not quantitatively:</td>
<td>33.3%</td>
</tr>
<tr>
<td>Have not been able to show the impact yet:</td>
<td>34.5%</td>
</tr>
</tbody>
</table>
Percentage Of Marketing Budget Spent On Mobile

<table>
<thead>
<tr>
<th>Year</th>
<th>B2B Products</th>
<th>B2B Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>7.1%</td>
<td>7.7%</td>
</tr>
<tr>
<td>2020</td>
<td>17.2%</td>
<td>15.6%</td>
</tr>
</tbody>
</table>

Percentage of Marketing Budget Spent On Analytics

<table>
<thead>
<tr>
<th>Year</th>
<th>B2B Products</th>
<th>B2B Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>3.5%</td>
<td>4.3%</td>
</tr>
<tr>
<td>2020</td>
<td>20.9%</td>
<td>20.6%</td>
</tr>
</tbody>
</table>

Percentage of Projects Using Marketing Analytics

- B2B Products: 33.2%
- B2B Services: 38.5%

Expected Change in Marketing Hires, Next 12 Months

- B2B Products: 3.7%
- B2B Services: 0.8%

Expected Change in Outsourcing of Marketing Activities, Next 12 Months

- B2B Products: 2.3%
- B2B Services: 2.6%

4.3 Market Resources
Duke University, Fuqua School of Business, 100 Fuqua Drive, Box 90120, Durham, NC 27708. (www.fuqua.duke.edu)
STATE OF B2B MARKETING

5.1 Overview
Regalix Research (www.regalix.com) surveyed marketing executives about the priorities and effectiveness of their marketing programs. Findings were published in *State Of B2B Marketing 2016* and are summarized in this chapter.

5.2 Objectives
When asked about their company’s marketing objectives, responses were as follows (percentage of respondents):

- Increase in revenue: 67%
- Increase in sales: 61%
- Increase in leads generated: 61%
- Increase in customers acquired: 56%
- Improved engagement/customer relationship: 54%
- Increase brand awareness: 48%
- Thought leadership: 48%
- Increase in brand loyalty and advocacy: 43%
- Better customer experience: 41%
- Reduction in cost of operations: 21%

5.3 Effectiveness
When asked whether digital/online or offline marketing programs were most effective in meeting their company’s marketing goals, B2B marketing executives provided the following assessment (percentage of respondents):

- Digital/online and offline are equally effective: 52%
- Digital/online marketing most effective: 37%
- Offline marketing most effective: 11%

5.4 Digital/Online Channels
B2B marketing executives said the following digital/online channels are most effective in meeting their company’s marketing goals (percentage of respondents):


- Website: 86%
- Email: 72%
- SEO (organic search): 54%
- Social media: 52%
- Blogs: 39%
- Online events (workshops, seminars, etc.): 37%
- Paid search: 30%
- Social communities: 24%
- Online display ads: 21%
- Mobile web: 14%
- Video advertising: 14%
- Mobile apps: 13%
- Affiliate marketing: 10%
- Mobile messaging (text messaging): 5%

5.5 Offline Channels
B2B marketing executives plan to increase budget spending for the following offline channels (percentage of respondents):
- Exhibitions and trade shows: 74%
- Direct mail: 32%
- Print media: 35%
- Telemarketing: 17%
- Television: 9%
- Radio: 9%
- Outdoor advertising: 6%

5.6 Integration of Digital and Traditional Marketing
B2B marketing executives assessed integration of digital and traditional marketing activities within their company as follows (percentage of respondents):
- Fully integrated: 17%
- Partly-integrated; plan to integrate further: 65%
- Limited integration; no plans for further integration: 12%
- Not integrated at all: 6%

5.7 Marketing Initiatives
When asked which marketing initiatives had the most impact on their business, B2B marketing executives responded as follows (percentage of respondents):
- Content marketing: 63%
- Marketing automation: 50%
- Social media marketing: 45%
- SEO (organic search): 42%
- Video marketing: 38%
- Paid search: 30%
- Mobile marketing: 25%
- Big data: 24%
- Community forums: 19%
- Affiliate marketing: 15%

5.8 Market Resources
Regalix Research, 1121 San Antonio Road, Suite B200, Palo Alto, CA 94303. (650) 331-1167. (www.regalix.com)

6.1 Business News Magazines

*Bloomberg Businessweek*
731 Lexington Avenue, New York, NY 10022.  (212) 318-2000.  (www.businessweek.com)
- Circulation: 980,000
- Website traffic: 9.4 million average unique monthly viewers
- Ad rate (print, global): $161,000 for one page
- Ad rate (online): $18 to $200 CPM

*Entrepreneur*
2445 McCabe Way, Suite 400, Irvine, CA 92614.  (949) 261-2325.  (www.entrepreneur.com)
- Circulation: 629,000
- Website traffic: 6 million average unique monthly viewers
- Ad rate (print): $83,480 for one page, four color
- Ad rate (online): $40 CPM

*Fast Company*
7 World Trade Center, New York, NY 10007.  (212) 389-5300.  (www.fastcompany.com)
- Circulation: 767,626
- Website traffic: 6.5 million average unique monthly viewers
- Ad rate (print): $93,650 for one page, four color
- Ad rate (online): $100 to $200 CPM

*Forbes*
60 Fifth Avenue, New York, NY 10011.  (212) 620-2200.  (www.forbes.com)
- Circulation: 925,050
- Website traffic: 44.2 million average unique monthly viewers
- Ad rate (print): $142,520 for one page, four color
- Ad rate (online): $136 CPM
Fortune
Rockefeller Center, New York, NY 10020. (212) 522-8007. (www.cnnmoney.com)
• Circulation: 846,965
• Website traffic: 12 million average unique monthly viewers
• Ad rate (print, North America): $148,400 for one page, four color
• Ad rate (print, worldwide): $204,700 for one page, four color

Harvard Business Review
60 Harvard Way, Boston, MA 02163. (617) 782-4400. (www.hbr.org)
• Circulation: 252,195
• Website traffic: 3.2 million average unique monthly viewers
• Ad rate (print): $44,181 for one page, four color
• Ad rate (online): $50 to $85 CPM

Inc.
7 World Trade Center, New York, NY 10007. (212) 389-5300. (www.inc.com)
• Circulation: 724,537
• Website traffic: 4.85 million average unique monthly viewers
• Ad rate (print): $83,200 for one page, four color
• Ad rate (online): $100 - $300 CPM

The Economist
750 3rd Avenue, 5th Floor, New York, 10017. (212) 541-0500. (www.economist.com)
• Circulation: 840,719
• Website traffic: 8.5 million average unique monthly viewers
• Ad rate (print): $64,175 for one page, four-color
• Ad rate (online): $60 CPM

6.2 Business Technology Magazines

CIO
492 Old Connecticut Path, P.O. Box 9208, Framingham, MA 01701. (508) 872-0080. (www.cio.com)
• Circulation: 140,000
• Website traffic: 959,000 average unique monthly viewers
• Ad rate (print): $42,865 for one page, four color
• Ad rate (online): $225 - $505 CPM

Computerworld
492 Old Connecticut Path, P.O. Box 9171, Framingham, MA 01701. (508) 879-0700. (www.computerworld.com)
• Circulation: 165,050
• Website traffic: 3.5 million average unique monthly viewers
• Ad rate (print): $50,700 for one page, four color
• Ad rate (online): $225 - $505 CPM

**CRN**
550 Cochituate Road, 1st Floor, West Wing, Framingham, MA 01701. (508) 416-1144. (www.crn.com)
• Circulation: 100,000
• Website traffic: 520,000 average unique monthly viewers
• Ad rate (print): $28,325 for one page, four color
• Ad rate (online): $30 - $170 CPM

**EE Times**
303 Second Street, South Tower, Suite 900, San Francisco, CA 94107. (415) 947-6000. (www.eetimes.com)
• Circulation: online only
• Website traffic: 100 million average unique monthly viewers
• Ad rate (online): $40 - $350 CPM

**Federal Computer Week**
8609 Westwood Center Drive, Suite 500, Vienna, VA 22182. (703) 876-5100. (www.fcw.com)
• Circulation: 80,000
• Website traffic: 173,000 average unique monthly viewers
• Ad rate (print): $26,456 for one page, four color
• Ad rate (online): $75 - $300 CPM

**Information Week**
303 Second Street, South Tower, Suite 900, San Francisco, CA 94107. (415) 947-6000. (www.informationweek.com)
• Circulation: 220,000
• Website traffic: 5.53 million average unique monthly viewers
• Ad rate (print): $46,290 for one page, four color
• Ad rate (online): $135 - $235 CPM

**TechTarget**
275 Grove Street, Newton, MA 02466. (888) 274-4111. (www.techtarget.com)
• Website traffic: 17 million average unique monthly viewers
• Ad rate (online): varies

**ZDNet**
235 Second Street, San Francisco, CA 94105. (415) 344-1247. (www.zdnet.com)
• Website traffic: 69 million average unique monthly viewers
• Ad rate (online): $50 - $95 CPM
### 6.3 Newspapers

**Barron’s**
1211 Avenue of the Americas, New York, NY 10036. (212) 597-5945.  
- [www.barrons.com](http://www.barrons.com)
- Circulation: 305,362
- Website traffic: 2.3 million average unique monthly viewers
- Ad rate (print): $52,719 for one page, four color

**The New York Times**
- Circulation: 1.61 million (weekdays)
- Website traffic: 43 million average unique monthly viewers
- Ad rate (print): varies by category
- Ad rate (online): varies by category

**Financial Times**
Number One Southwark Bridge, London SE1 9HL, United Kingdom. [www.ft.com](http://www.ft.com)
- Circulation: >600,000
- Website traffic: 2 million average daily global audience
- Ad rate (print): $36,480 for one page, black & white (Americas only)
- Ad rate (print): $157,760 for one page, black & white (global)
- Ad rate (online): $152 CPM

**USA Today**
7950 Jones Branch Drive, 9th Floor, McLean, VA 22108. (703) 854-6444. [www.usatoday.com](http://www.usatoday.com)
- Circulation: 1.8 million
- Website traffic: 37.1 million average unique monthly viewers
- Ad rate (print, Mon.-Thus.): $199,000 for one page, four color
- Ad rate (print, Fri.): $242,600 for one page, four color

**Wall Street Journal**
1211 Avenue of the Americas, New York, NY 10036. (212) 597-5600. [www.wsj.com](http://www.wsj.com)
- Circulation (U.S.): 2.4 million
- Website traffic: >18 million average unique monthly viewers
- Ad rate (print): $327,897 for one page, four color
MARKETING TECHNOLOGY

7.1 Most Important Marketing Technologies
A survey by Spear Marketing Group (www.spearmarketing.com) asked U.S. B2B marketers the most important marketing technologies for their company. Responses were as follows (percentage of respondents):

- Content marketing: 85%
- Search engine optimization: 70%
- Customer relationship management: 68%
- Marketing automation: 62%
- Social media management: 59%
- Lead lifecycle/attribution reporting: 42%
- Testing and optimization: 41%
- Personalization: 33%
- Big data/analytics: 25%
- Database optimization: 25%
- Predictive analytics: 16%
- Programmatic advertising: 13%

7.2 Marketing Technology Trends
Ascend2 (www.ascend2.com) surveyed B2B marketing executives about their use of marketing technologies. The findings were published in Marketing Technology Trends Survey Summary Report, a 2017 publication, and are summarized as follows (percentage of respondents):

Most Important Goals For An Effective Marketing Technology Strategy
- Increase sales revenue: 57%
- Increase lead generation: 56%
- Gain competitive advantage: 45%
- Act more strategically: 34%
- Improve business decisions: 33%
- Improve marketing efficiency: 25%
- Justify technology investment: 19%

Most Significant Barriers To Achieving Marketing Technology Goals
- Inadequate budget: 42%
• Lack of an effective strategy: 39%
• Inadequate technology integration: 38%
• Poor data quality/completeness: 36%
• Complexity of sales cycle: 35%
• Utilization of technology we have: 33%
• Lack of technical skills: 30%

Integration of Marketing Technologies
• Marginally integrated: 55%
• Extensively integrated: 40%
• Not integrated: 5%

Resources Used To Integrate Marketing Technologies
• Combination of outsourced and in-house: 56%
• In-house resources: 23%
• Outsourced to a specialist: 21%

Availability and Utilization of Marketing Technologies
• Have all the tools we need and fully utilize what we have: 32%
• Have all the tools we need but don’t fully utilize what we have: 31%
• Don’t have all the tools we need but fully utilize what we have: 22%
• Don’t have all the tools we need and don’t fully utilize what we have: 15%

Types Of Marketing Used Most Effectively
• Email marketing: 52%
• Social and relationship marketing: 40%
• Content marketing: 39%
• Advertising and remarketing: 34%
• Data-driven marketing: 32%
• Account-based marketing: 31%
• Search engine marketing: 29%

Change In The Effectiveness For Marketing Technology
• Effectiveness is increasing significantly: 31%
• Effectiveness is increasing marginally: 59%
• Effectiveness is decreasing marginally: 8%
• Effectiveness is decreasing significantly: 2%
7.3 Market Resources
Ascend2, 36 Links Lane, Marstons Mills, MA 02648. (800) 762-1595. (www.ascend2.com)

Spear Marketing Group, 1630 North Main Street, Suite 200, Walnut Creek, CA 94596. (925) 891-9050. (www.spearmarketing.com)
PART II: MARKET LEADERS
8

TOP ADVERTISERS

8.1 Top 100 B2B Advertisers

Based on data from Kantar Media (www.kantarmedia.com), Advertising Age annually reports on the Top 100 companies with the highest spending for business-to-business advertising.

The August 2016 assessment reported the Top 100 B2B advertisers as follows:

- Microsoft: $250.4 billion
- Apple: $185.4 billion
- AT&T: $155.4 billion
- Samsung Electronics: $120.4 billion
- Amazon: $106.7 billion
- T-Mobile: $106.6 billion
- Verizon Communications: $105.4 billion
- IBM Corp.: $100.7 billion
- United Health Group: $97.5 billion
- Intel Corp.: $88.7 billion
- Southwest Airlines: $88.5 billion
- United Parcel Service: $83.7 billion
- Sprint: $79.5 billion
- Comcast: $74.9 billion
- Staples: $73.6 billion
- State Farm Mutual: $70.6 billion
- General Electric: $68.2 billion
- FedEx: $65.7 billion
- Monsanto: $62.6 billion
- JPMorgan Chase & Co: $61.4 billion
- Alphabet (Google): $59.7 billion
- Berkshire Hathaway: $55.3 billion
- CNO Financial Group: $52.3 billion
- Intuit: $51.7 billion
- Aflac: $50.9 billion
- Marriott: $50.2 billion
- Enterprise: $49.9 billion
- Hilton: $47.3 billion
- Wells Fargo & Co.: $45.7 billion
- HP: $44.4 billion
• Progressive: $ 42.9 billion
• Citigroup: $ 39.4 billion
• Nationwide Mutual: $ 39.3 billion
• Bank of America: $ 39.2 billion
• Zurich Insurance: $ 38.6 billion
• Nestlé: $ 38.3 billion
• Office Depot: $ 38.1 billion
• Capital One: $ 34.8 billion
• Ford Motor Co.: $ 34.6 billion
• NRG Energy: $ 33.7 billion
• LG Electronics: $ 32.8 billion
• Expedia: $ 31.0 billion
• Walt Disney Co.: $ 27.9 billion
• American Express: $ 27.8 billion
• American Petroleum Institute: $ 26.9 billion
• SAP: $ 26.6 billion
• Delta Air Lines: $ 26.4 billion
• Squarespace: $ 25.9 billion
• Starwood Hotels & Resorts: $ 25.3 billion
• Humana: $ 25.3 billion
• Fiat Chrysler: $ 24.9 billion
• United Continental: $ 24.8 billion
• Cigna: $ 24.4 billion
• Recruit Holdings: $ 24.2 billion
• Bayer: $ 23.4 billion
• Customlink: $ 22.1 billion
• Boeing Co.: $ 21.7 billion
• Deere & Co.: $ 21.3 billion
• Choice Hotels: $ 21.2 billion
• PayPal: $ 20.9 billion
• Wix.com: $ 20.3 billion
• Constant Contact: $ 19.9 billion
• Accenture: $ 19.5 billion
• Prudential Financial: $ 19.1 billion
• Dell: $ 18.1 billion
• GoDaddy: $ 16.9 billion
• Daimler: $ 16.7 billion
• Fisher Investments: $ 16.4 billion
• Vantage Holdings Corp.: $ 15.8 billion
• Koch Industries: $ 15.6 billion
• BASF: $ 15.4 billion
• Kaiser Permanente: $ 15.4 billion
• Siemens: $ 15.3 billion
• InventHelp: $ 15.0 billion
• Cisco Systems: $ 14.9 billion
• Hyatt Hotels: $ 14.9 billion
• Cox Enterprises: $ 14.8 billion
• United Technologies: $ 14.6 billion
• Uber: $ 14.5 billion
• DuPont: $ 14.3 billion
• Exelon: $ 14.2 billion
• Wyndham Worldwide: $ 14.1 billion
• InterContinental Hotels: $ 14.0 billion
• Hewlett Packard: $ 13.9 billion
• Kubota: $ 13.9 billion
• U.S. Bancorp: $ 13.9 billion
• W.W. Granger: $ 13.9 billion
• Web.com: $ 13.5 billion
• FirstService: $ 13.4 billion
• Dow Chemical: $ 13.3 billion
• CDW: $ 13.3 billion
• Deloitte Touche Tohmatsu: $ 13.2 billion
• Newell Brands: $ 13.1 billion
• Seiko Epson: $ 12.9 billion
• Anthem: $ 12.9 billion
• Levano: $ 12.8 billion
• Charles Schwab Corp.: $ 12.7 billion
• Charter Communications: $ 12.5 billion
• Northrup Grumman: $ 12.3 billion
• Citrix Systems: $ 12.2 billion

8.2 Market Resources
Advertising Age, 711 Third Avenue, New York, NY 10017. (212) 210-0100. (www.adage.com)

Kantar Media, 100 Park Avenue, 4th Floor, New York, NY 10017. (212) 991-6000. (www.kantarmedia.com)
TOP B2B AGENCIES


Ranked by annual U.S. revenue, Advertising Age (August 2016) lists the largest B2B agencies as follows (parent companies or networks in parentheses):

- Ogilvy & Mather (WPP): $548.5 million
- Freeman: $260.0 million
- Harte Hanks: $255.2 million
- PwC Digital Services (PwC): $219.0 million
- BBDO Worldwide (Omnicom): $198.9 million
- George P. Johnson (Project Worldwide): $168.8 million
- Wunderman (WPP): $153.5 million
- Epislon (Alliance Data Systems Corp.): $146.2 million
- McCann Worldgroup (Interpublic): $131.6 million
- Havas Worldwide (Havas): $126.4 million
- Y&R (WPP): $125.2 million
- DigitasLBi (Publicis): $110.1 million
- Derse: $94.5 million
- EPAM Systems: $85.8 million
- Rapp (Omnicom): $84.9 million
- Gyro: $84.2 million
- Global Experience Specialists (Viad Corp.): $82.5 million
- AbelsonTaylor: $73.1 million
- Merkle: $63.5 million
- Ansira: $63.0 million
- MarketStar (Omnicom): $58.8 million
- DDB Worldwide (Omnicom): $57.6 million
- FCB (Interpublic): $53.5 million
- Razorfish (Publicis): $52.1 million
- Impact XM: $49.6 million
- Leo Burnett Worldwide (Publicis): $36.1 million
- Cramer: $35.5 million
- Doremus (Omnicom): $35.2 million
- Bader Rutter & Associates: $34.7 million
- Wire Stone: $33.5 million
- Tukaiz: $32.6 million
- Sparks: $30.1 million
• Jackson Marketing Group: $ 26.6 million
• Isobar (Dentsu): $ 25.1 million
• CMD (Jenn-Wen): $ 22.7 million
• Allen & Gerritsen: $ 21.4 million
• Huge: $ 20.0 million
• Eric Mower & Associates: $ 19.3 million
• Fathom: $ 19.0 million
• Sullivan: $ 16.7 million
• KBS: $ 16.1 million
• Godfrey Q: $ 16.1 million
• Gelia: $ 16.1 million
• Fusion Marketing: $ 15.5 million
• Imagination: $ 15.4 million
• Makovsky: $ 14.7 million
• The Mx Group: $ 14.5 million
• SourceLink: $ 14.0 million
• Sandbox Group: $ 14.0 million
• Power Agency: $ 13.9 million

9.2 Market Resources
Advertising Age, 711 Third Avenue, New York, NY 10017. (212) 210-0100. (www.adage.com)
10

TOP B2B BRANDS

10.1 Overview
Since 2005, Millward Brown (www.millwardbrown.com) and WPP (www.wpp.com) have annually published the BrandZ™ Top 100 Most Valuable Global Brands ranking and report. Business-to-business brand valuations are among the 14 categories in the annual assessment.

10.2 Ranking 2016
The 2016 BrandZ™ ranking of the Top 20 Most Valuable B2B Brands, is as follows:

- Microsoft: $121.8 billion
- IBM: $86.2 billion
- Wells Fargo: $58.5 billion
- General Electric: $54.1 billion
- UPS: $49.8 billion
- SAP: $39.0 billion
- Accenture: $22.8 billion
- Hewlett Packard: $21.4 billion
- HSBC: $20.3 billion
- Oracle: $19.5 billion
- Huawei: $18.7 billion
- Intel: $18.6 billion
- Citi: $17.1 billion
- ExxonMobile: $16.8 billion
- Federal Express: $16.2 billion
- Shell: $14.9 billion
- Cisco: $14.5 billion
- Sinopec: $13.2 billion
- DHL: $13.1 billion
- Siemens: $12.5 billion

Note: B2B brands are defined as those that generate the majority of their revenues from their B2B business.
10.3 Market Resources
Millward Brown, 11 Madison Avenue, 12th Floor New York, NY 10010. (212) 548-7200. (www.millwardbrown.com)

WPP, 100 Park Avenue, New York, NY 10017. (212) 632 2200. (www.wpp.com)
TOP B2B CAMPAIGNS

11.1 Overview
Advertising Age recognizes the best creative work by business-to-business marketers and their agencies across all media with its BtoB Best Awards.

11.2 Award Winners
Recipients of the 2016 BtoB Best Awards were as follows:

**Branded App**
- Runner-up: “Marketing Impact Calculator,” United States Postal Service (Agency: MRM/McCann Salt Lake City)

**Direct Campaign (Mail or Email)**
- Winner: “Meat and Greet,” Spredfast Co. (In-house)
- Runner-up: “Atari Campaign,” Intronis (In-house)

**Integrated Campaign More Than $200,000**
- Honorable Mention: “Bring Life Forward,” Toshiba (Agency: Gyro San Francisco)

**Integrated Campaign Less Than $200,000**
- Winner: “If Cables Were People,” Intel (Agency: MRM/McCann Salt Lake City)

**Non-Traditional Placement**
- Runner-up: “Wall of America,” Cisco (Agency: Frukt Co.)
Online Campaign (Websites, Microsites)

Out-of-Home Campaign
- Winner: “Earthquakes Experience,” Avaya (Agency: Gyro Cincinnati)

Print Campaign More Than $200,000
- Runner-up: “#ILoveSTEM,” Emerson Electric Co. (Agency: DDB Chicago)

Print Campaign Less Than $200,000

Single Print Ad
- Runner-up: “Innovation Inspired By You,” USG Boral (Agency: Gyro Chicago)

Social Media Campaign

Video
- Winner: “The Postcard,” Vistaprint (In-house)
- Runner-up: “Mean Streets,” Adobe (Agency: Goodby Silverstein & Partners)
12

TOP B2B COMMERCIAL CHANNEL
SOFTWARE COMPANIES

12.1 Overview
Commercial software is any software or program that is designed and developed for licensing or sale to end users or that serves a commercial purpose. Commercial software is normally licensed, not sold.

*Distributor and Reseller Tracking Service*, by The NPD Group (www.npd.com), assesses the 2016 U.S. B2B commercial channel market at $75.2 billion. The average annual growth rate is 4.4%.

“The business of selling technology products into the commercial market is changing. Cloud services are displacing on-premises hardware and software. Employees are using their [own] personal devices at work. And there is more focus on services and less on ownership.”

The NPD Group, 2/1/17

12.2 Marketshare Leaders 2016
*Distributor and Reseller Tracking Service* ranked B2B commercial channel software companies by 2016 sales as follows:
1. Hewlett-Packard
2. Cisco Systems
3. Lenovo
4. Microsoft
5. IBM
6. Apple
7. EMC
8. Samsung
9. Dell
10. Network Appliance

Dell acquired EMC subsequent to the ranking.

12.3 Market Resources
The NPD Group, 900 West Shore Road, Port Washington, NY 11050. (516) 625-0700. (www.npd.com)
13

TOP B2B MARKETING BLOGS

13.1 Top 100 B2B Marketing Blogs

Feedspot, authored by Anuj Agarwal ranks the Top 100 B2B Marketing Blogs for B2B marketers (http://blog.feedspot.com/b2b-marketing-blogs/). The ranking includes international blogs and is updated weekly.

The Top 100 B2B Marketing Blogs in January 2017 were as follows:

- Hubspot Inbound Marketing | Inbound Hub (http://blog.hubspot.com/marketing)
- B2B Marketing Blog (www.b2bmarketing.net/en-gb/resources/blog)
- Velocity Partners Blog (www.velocitypartners.com/blog)
- Fresh Marketing By Rachel Foster (www.copywritertoronto.com/blog)
- Modern (www.modernb2b.co/b2b-marketing-blog)
- B2B Marketing - Forrester Blogs (http://blogs.forrester.com/b2b_marketing)
- B2B Marketing Tips By Precision Marketing Group (www.precisionmarketinggroup.com/blog)
- B2B Marketing Blog by Active Conversion (http://b2b-marketingblog.activeconversion.com)
- Schubert B2B (www.schubertb2b.com/b2b-blog)
- The Oktopost Blog (www.oktopost.com/blog)
- B2B Marketing Blog By BrightBull (www.brightbull.co.uk/blog)
- Align.me (www.align.me/b2b-marketing-blog)
- B2B Marketing Directions (http://b2bmarketingdirections.blogspot.in/)
- Marketing Interactions (www.marketinginteractions.com/blog)
- Ideas@work Blog By MLT Creative (www.mltcreative.com/b2b-resource-center/)
- Yesler | B2B Marketing Agency (www.yesler.com/blog)
- LBDGA Blog (www.lbdga.com/blog)
- B2B Marketing Blog By G2m Solutions (www.g2msolutions.com.au/blog)
- MarketingProfs Daily (www.marketingprofs.com/topic/all/b2b-marketing)
- The Think Tank (www.thinktank.org.uk/blog.php)
- Cascade Insights (www.cascadeinsights.com/blog)
- B2B Marketing Experiences (www.b2bmarketingexperiences.com)
- Invoke Recruitment (www.invokerecruitment.com/marketing-blog/)
• Blend Marketing Blog (www.blendb2b.com/blog)
• Great B2B Marketing By Fusion Marketing Partners (www.greatb2bmarketing.com)
• B2B Marketing Blog By GCL Direct (http://blog.gcldirect.com/blog)
• Tips for B2B Marketing By The Lead Agency (www.leadagency.com.au/blog)
• The One Red Bird Marketing Blog (www.oneredbird.ca/blog)
• Inbound Marketing Blog By GoBeyond SEO (www.gobeyondseo.com/blog)
• The Savvy Marketer By Callbox (www.callboxinc.com/blog)
• B2B Marketing Blog By Launch Marketing (www.launch-marketing.com/blog)
• The Point By Spear Marketing Group (www.spearmarketing.com/blog)
• B2Bento By GetIT Comms (www.b2bento.com)
• Blog - Heinz Marketing (www.heinzmarketing.com/blog)
• KoMarketing Associates Blog (www.komarketingassociates.com/blog)
• BBN On B2B: The Blog (www.bbn-international.com/blog-2)
• B2B Commerce Digital By Handshake (www.handshake.com/blog)
• True Influence Blog (www.trueinfluence.com/blog)
• ReachForce (www.reachforce.com/blog)
• The B2B Research Blog By Circle Research (www.circle-research.com/blog)
• B2B Marketing Blog By Capterra (http://blog.capterra.com/articles/b2b-software-marketing/)
• Red on Marketing Blog By B2B Communications (www.b2bcommunications.com/blog)
• B2B Blog By Dun & Bradstreet (https://b2b.dnb.com/blog/)
• B2B PR Blog (www.b2bprblog.com)
• PureB2B Blog (www.pureb2b.com/blog)
• Channel Marketing Blog By Elastic Grid (https://blog.elasticgrid.com)
• Unilog Blog (www.unilogcorp.com/blog)
• Aspidistra Software Ltd (www.aspidistra.com/blog)
• Waypoint Group's B2B Customer Experience Blog (www.waypointgroup.org/blog)
• The Small Manufacturer Blog (www.huffindustrialmarketing.com/blog/)
• B2B Technology Blog By Golden Spiral (www.goldenspiralmarketing.com/blog)
• MovingDneedle Blog (www.movingdneedle.com/blog)
• Corporate 360 Blog (www.corporate360.us/blog)
• Madison Logic Blog (http://blog.madisonlogic.com)
• B2B Blog By Canadian Marketing Association (www.the-cma.org/get-involved/councils/b2b/blog)
• IDG Enterprise Blog (www.idgenterprise.com/resource-type/blog/)
• Integrate Blog (http://blog.integrate.com)
• Champion Communication Blog (www.championcomms.com/blog)
• Kompass Blog (www.kompassinfo.co.uk/blog)
• Leadspace Blog (www.leadspace.com/blog)
• RightHello (www.righthello.com/blog)
• B2B Marketing Blog By Invoca (http://blog.invoca.com/category/b2b-marketing/)
• Inbox Insight Blog (www.inboxinsight.co.uk/resources/blog/)
• LeadCrunch Blog (http://blog.leadcrunch.com)
• Marketing Envy Blog (http://blog.marketingenvy.com)
• Content4Demand Blog (www.content4demand.com/blog)
• Sleeknote.com (www.sleeknote.com/blog)
• Industrial Marketer (www.industrialmarketer.com)
• Aberdeen Services Blog (www.aberdeenservices.com/blog)
• B2B Marketing Blog By Socedo (http://blog.socedo.com/tag/b2b-marketing/)
• B2B Marketing Academy (www.b2bmarketingacademy.com)
• VantagePoint Marketing Blog (www.vantagep.com/blog)
• B2B Marketing Blog By Biznology (www.biznology.com/category/traditional-marketing/b2b-marketing-2/)
• SnapApp Blog (www.snapapp.com/blog)
• LeanData Blog (www.leandatainc.com/blog)
• B2B Marketing Blog By Social123 (http://social123.com/category/b2b-marketing/)
• Lead Forensics Blog (http://blog.leadforensics.com)
• B2B Marketing Blog By The Drum (www.thedrum.com/b2b-marketing)
• Man Bites Dog Blog (www.manbitesdog.com/blog)
• BusinessOnLine Blog (www.businessol.com/resources/blog)
• Fieldworks Marketing Blog (www.fieldworksmarketing.co.uk/blog)
• Connecting Dots Blog (http://connectingdots.com/category/the-web-chefs-ebytes-blog/)
• Converse Digital Blog (www.conversedigital.com)
• The Allwebcafe Blog (www.allwebcafe.com/blog)
• Floodlight New Marketing Blog (http://floodlightnewmarketing.co.uk/blog/)
• Hinge Branding and Marketing Blog (www.hingemarketing.com/blog)
• JCS Marketing Blog (www.jcsmarketing.co.uk/blog)
• Wings Blog By Goose Digital (www.goosedigital.com/blog)
• Pipeline Marketing Blog By Bizible (www.bizible.com/blog)
• B2B Content Marketing Blog By Considered Content (www.consideredcontent.com/blog)
• Customer Experience Matrix (http://customerexperiencematrix.blogspot.in/)
PART III: MARKET SEGMENTATION
14.1 Number of Businesses

According to the U.S. Census Bureau (www.census.gov) and the Small Business Administration (SBA, www.sba.gov), there are 30.2 million private-sector businesses in the United States. By employee count, the number of businesses are as follows:

- No employees: 23.0 million
- 1-to-50 employees: 5.4 million
- 50 or more employees: 1.8 million

14.2 Small Businesses

The Small Business Administration defines small businesses by the North American Industry Classification System (NAICS). Small business classification is measured by number of employees for some NAICS categories and by annual revenue for other NAICS categories.

Small Business Size Standards as of January 2017 are available online at www.sba.gov/sites/default/files/files/Size_Standards_Table.pdf.

The SBA counts 27.9 million small businesses and 18,500 firms with 500 employees.

14.3 Workforce

According to the Bureau of Labor Statistics (www.bls.gov), the U.S. private-sector workforce employs 150,539,900 people. Distribution is as follows:

- Services providing: 120,641,000
- Goods producing: 19,170,500
- Self employed: 8,590,200
- Agriculture: 2,138,300

There are 86,429,000 people working full-time, year-round in the private sector, including 77,392,000 employed as wage and salary workers for private-sector enterprises and 9,037,000 who work for themselves.
## 14.4 State Assessment

By state, private-sector employer counts are as follows:

<table>
<thead>
<tr>
<th>State</th>
<th>Small Employers*</th>
<th>Large Employers**</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>64,485</td>
<td>28,484</td>
<td>92,969</td>
</tr>
<tr>
<td>Alaska</td>
<td>15,124</td>
<td>4,319</td>
<td>19,443</td>
</tr>
<tr>
<td>Arizona</td>
<td>88,472</td>
<td>36,098</td>
<td>124,570</td>
</tr>
<tr>
<td>Arkansas</td>
<td>42,698</td>
<td>18,462</td>
<td>61,160</td>
</tr>
<tr>
<td>California</td>
<td>659,286</td>
<td>176,919</td>
<td>836,206</td>
</tr>
<tr>
<td>Colorado</td>
<td>110,929</td>
<td>34,139</td>
<td>145,067</td>
</tr>
<tr>
<td>Connecticut</td>
<td>64,305</td>
<td>20,573</td>
<td>84,879</td>
</tr>
<tr>
<td>Delaware</td>
<td>16,097</td>
<td>6,159</td>
<td>22,256</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>13,853</td>
<td>7,184</td>
<td>21,037</td>
</tr>
<tr>
<td>Florida</td>
<td>398,970</td>
<td>107,013</td>
<td>505,982</td>
</tr>
<tr>
<td>Georgia</td>
<td>153,554</td>
<td>52,422</td>
<td>205,976</td>
</tr>
<tr>
<td>Hawaii</td>
<td>20,866</td>
<td>8,304</td>
<td>29,170</td>
</tr>
<tr>
<td>Idaho</td>
<td>35,868</td>
<td>8,528</td>
<td>44,396</td>
</tr>
<tr>
<td>Illinois</td>
<td>226,394</td>
<td>73,998</td>
<td>300,392</td>
</tr>
<tr>
<td>Indiana</td>
<td>98,782</td>
<td>39,495</td>
<td>138,277</td>
</tr>
<tr>
<td>Iowa</td>
<td>64,807</td>
<td>20,365</td>
<td>85,172</td>
</tr>
<tr>
<td>Kansas</td>
<td>54,099</td>
<td>18,577</td>
<td>72,676</td>
</tr>
<tr>
<td>Kentucky</td>
<td>59,870</td>
<td>25,078</td>
<td>84,948</td>
</tr>
<tr>
<td>Louisiana</td>
<td>69,787</td>
<td>24,692</td>
<td>94,479</td>
</tr>
<tr>
<td>Maine</td>
<td>31,076</td>
<td>8,214</td>
<td>39,289</td>
</tr>
<tr>
<td>Maryland</td>
<td>95,644</td>
<td>39,506</td>
<td>135,150</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>125,059</td>
<td>38,237</td>
<td>163,296</td>
</tr>
<tr>
<td>Michigan</td>
<td>160,774</td>
<td>52,661</td>
<td>213,435</td>
</tr>
<tr>
<td>Minnesota</td>
<td>110,905</td>
<td>35,138</td>
<td>146,044</td>
</tr>
<tr>
<td>Mississippi</td>
<td>40,992</td>
<td>14,911</td>
<td>55,902</td>
</tr>
<tr>
<td>Missouri</td>
<td>106,790</td>
<td>37,829</td>
<td>144,619</td>
</tr>
<tr>
<td>Montana</td>
<td>30,339</td>
<td>6,495</td>
<td>36,834</td>
</tr>
<tr>
<td>Nebraska</td>
<td>45,505</td>
<td>12,400</td>
<td>57,905</td>
</tr>
<tr>
<td>Nevada</td>
<td>40,445</td>
<td>15,530</td>
<td>55,976</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>25,355</td>
<td>8,095</td>
<td>33,450</td>
</tr>
<tr>
<td>New Jersey</td>
<td>168,119</td>
<td>44,915</td>
<td>213,034</td>
</tr>
<tr>
<td>New Mexico</td>
<td>29,781</td>
<td>11,284</td>
<td>41,064</td>
</tr>
<tr>
<td>New York</td>
<td>393,330</td>
<td>89,239</td>
<td>482,569</td>
</tr>
<tr>
<td>North Carolina</td>
<td>156,318</td>
<td>50,985</td>
<td>207,303</td>
</tr>
<tr>
<td>North Dakota</td>
<td>21,989</td>
<td>6,197</td>
<td>28,185</td>
</tr>
<tr>
<td>Ohio</td>
<td>168,826</td>
<td>69,500</td>
<td>238,326</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>69,643</td>
<td>22,984</td>
<td>92,628</td>
</tr>
<tr>
<td>Oregon</td>
<td>84,627</td>
<td>24,408</td>
<td>109,035</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>212,357</td>
<td>69,945</td>
<td>282,302</td>
</tr>
<tr>
<td>Rhode Island</td>
<td>21,396</td>
<td>5,629</td>
<td>27,026</td>
</tr>
<tr>
<td>South Carolina</td>
<td>70,113</td>
<td>28,492</td>
<td>98,605</td>
</tr>
<tr>
<td>State</td>
<td>Employed</td>
<td>Not Employed</td>
<td>Total</td>
</tr>
<tr>
<td>---------------</td>
<td>----------</td>
<td>--------------</td>
<td>----------</td>
</tr>
<tr>
<td>South Dakota</td>
<td>21,953</td>
<td>6,245</td>
<td>28,197</td>
</tr>
<tr>
<td>Tennessee</td>
<td>82,812</td>
<td>38,263</td>
<td>121,075</td>
</tr>
<tr>
<td>Texas</td>
<td>361,960</td>
<td>146,490</td>
<td>508,450</td>
</tr>
<tr>
<td>Utah</td>
<td>53,789</td>
<td>17,003</td>
<td>70,793</td>
</tr>
<tr>
<td>Vermont</td>
<td>16,780</td>
<td>3,773</td>
<td>20,554</td>
</tr>
<tr>
<td>Virginia</td>
<td>130,371</td>
<td>46,596</td>
<td>176,967</td>
</tr>
<tr>
<td>Washington</td>
<td>140,552</td>
<td>42,550</td>
<td>183,102</td>
</tr>
<tr>
<td>West Virginia</td>
<td>24,083</td>
<td>11,198</td>
<td>35,281</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>103,041</td>
<td>36,630</td>
<td>139,671</td>
</tr>
<tr>
<td>Wyoming</td>
<td>17,178</td>
<td>4,227</td>
<td>21,406</td>
</tr>
<tr>
<td>Total</td>
<td>5,420,149</td>
<td>1,756,376</td>
<td>7,176,526</td>
</tr>
</tbody>
</table>

* Fewer than 50 employees but excluding non-employee businesses
** 50 or more employees

14.5 Market Resources

U.S. Census Bureau, 4600 Silver Hill Road, Washington, DC 20233. (800) 923-8282. (www.census.gov)

U.S. Small Business Administration, 409 3rd Street SW, Washington, DC 20416. (800) 827-5722. (www.sba.gov)
15

NAICS

15.1 Overview

The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. Use of the NAICS allows for a high level of comparability in business statistics.

NAICS was developed under the auspices of the Office of Management and Budget (OMB) in conjunction with government agencies in Canada and Mexico. NAICS was adopted in 1997 to replace the Standard Industrial Classification (SIC) system.

NAICS industries are identified by a 6-digit code, in contrast to the 4-digit SIC code. The longer code accommodates the larger number of sectors and allows more flexibility in designating subsectors.

The NAICS hierarchical structure is as follows:

```
XX  Industry Sector (20 sectors up from 10 SIC sectors)
XXX  Industry Sub sector
XXXX  Industry Group
XXXXX  Industry
XXXXXX  U.S., Canadian or Mexican National specific
```

15.2 NAICS Segments and Business Counts

The following are the NAICS sectors and the number of businesses in each:

<table>
<thead>
<tr>
<th>Code</th>
<th>NAICS Sector</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Agriculture, Forestry, Fishing and Hunting:</td>
<td>414,582</td>
</tr>
<tr>
<td>21</td>
<td>Mining:</td>
<td>28,520</td>
</tr>
<tr>
<td>22</td>
<td>Utilities:</td>
<td>28,207</td>
</tr>
<tr>
<td>23</td>
<td>Construction:</td>
<td>1,270,691</td>
</tr>
<tr>
<td>31-33</td>
<td>Manufacturing:</td>
<td>577,432</td>
</tr>
<tr>
<td>42</td>
<td>Wholesale Trade:</td>
<td>673,738</td>
</tr>
<tr>
<td>44-45</td>
<td>Retail Trade:</td>
<td>1,619,124</td>
</tr>
<tr>
<td>48-49</td>
<td>Transportation and Warehousing:</td>
<td>432,467</td>
</tr>
<tr>
<td>51</td>
<td>Information:</td>
<td>290,960</td>
</tr>
<tr>
<td>52</td>
<td>Finance and Insurance:</td>
<td>643,483</td>
</tr>
<tr>
<td>53</td>
<td>Real Estate Rental and Leasing:</td>
<td>683,800</td>
</tr>
<tr>
<td>54</td>
<td>Professional, Scientific, and Technical Services:</td>
<td>2,058,179</td>
</tr>
</tbody>
</table>
55 Management of Companies and Enterprises: 44,616
56 Administrative and Support and Waste Management: 2,499,821
61 Educational Services: 325,937
62 Health Care and Social Assistance: 1,311,395
71 Arts, Entertainment, and Recreation: 266,428
72 Accommodation and Food Services: 749,578
81 Other Services (except Public Administration): 1,618,545
92 Public Administration: 215,203

15.3 Market Resources
NAICS Association, 129 Lakeshore Drive, Rockaway, NJ 07866. (973) 625-5626. (www.naics.com)


The official U.S. government website for NAICS information is www.census.gov/eos/www/naics/.
16. DISTRIBUTION CHANNELS

16.1 Overview
A distribution channel is the path through which products are made available to customers. Channel intermediaries are companies such as agents, brokers, distributors, retailers, and wholesalers who help move a product from the producer to the business user.

A distribution channel can be as short as a direct transaction from the vendor to the end user or may include several interconnected intermediaries along the way.

Direct distribution – producers of products and services selling direct to end-users – accounts for an estimated 70% of all business-to-business transactions. Indirect channels of distribution – at least one intermediary in the channel between the producer and user – account for roughly 30%.

16.2 Distributors
Modern Distribution Management identifies the following market leaders in several B2B distribution segments ranked by annual sales:

**Building Materials and Construction Distributors**
- Builders FirstSource (www.bldr.com): $ 6.1 billion
- ABC Supply Co. (www.abcsupply.com): $ 5.9 billion
- Allied Building Products (www.alliedbuilding.com): $ 2.5 billion
- Beacon Roofing Supply (www.beaconroofingsupply.com): $ 2.5 billion
- 84 Lumber (www.84lumber.com): $ 2.5 billion
- US LBM Holdings Inc. (www.uslbm.com): $ 2.2 billion
- BlueLinx Corp. (http://bluelinxco.com): $ 1.9 billion
- HD Supply (www.hdsupply.com): $ 1.7 billion
- BMC Stock Holdings Inc. (www.buildwithbmc.com): $ 1.6 billion
- L&W Supply (www.lwsupply.com): $ 1.4 billion
- SRS Distribution (www.srsicorp.com): $ 1.4 billion

**Industrial Distributors**
- W.W. Grainger (www.grainger.com): $10.0 billion
- HD Supply (www.hdsupply.com): $ 7.4 billion
- Airgas (www.airgas.com): $ 5.3 billion
- Motion Industries (www.motionindustries.com): $ 4.6 billion
- MRC Global Corp. (www.mrcglobal.com): $4.5 billion
- The Fastenal Company (www.fastenal.com): $3.9 billion
- DistributionNOW (www.distributionnow.com): $3.0 billion
- MSC Industrial Supply (www.mscdirect.com): $2.9 billion
- McMaster-Carr (www.mcmaster.com): $2.8 billion
- Winsupply (www.winsupplync.com): $2.7 billion
- Applied Industrial Technologies (www.applied.com): $2.6 billion
- Edgen Group (www.edgengroup.com): $2.0 billion
- Interline Brands (www.interlinebrands.com): $2.0 billion
- Wurth Group (www.wurthindustry.com): $1.7 billion
- Sonepar Industrial (http://sonepar.com): $1.5 billion
- Wolseley Industrial Group (www.wolseley.com): $1.4 billion
- DXP Enterprises (www.dxpe.com): $1.2 billion

Pharmaceutical Distributors
- McKesson Corporation (www.mckesson.com): $147.3 billion
- AmerisourceBergen (www.amerisourcebergen.com): $133.7 billion
- Cardinal Health (www.cardinal.com): $97.4 billion

Restaurant Foodservice Distributors (source: Technomic [www.technomic.com]):
- Sysco Corp. (www.sysco.com): $39.3 billion
- US Foods (www.usfoods.com): $20.0 billion
- Performance Food Group (www.pfgc.com): $12.5 billion
- Gordon Food Service (www.gfs.com): $8.6 billion
- Reinhart Foodservice (www.rfsdelivers.com): $4.5 billion
- Maines Paper & Food Service (www.maines.net): $3.1 billion
- Ben E. Keith Foods (www.benekeith.com): $3.1 billion
- Services Group of America (www.sgagroup.com): $2.8 billion
- Shamrock Foods Co. (www.shamrockfoods.com): $2.1 billion
- Labatt Food Service (www.labattfood.com): $1.0 billion
- Cheney Brothers Inc. (www.cheneybrothers.com): $1.0 billion

16.3 Purchasing Consortiums

Purchasing consortiums marshal the collective buying power of their members to broker deep-discounted deals with suppliers and distributors.

Purchasing consortiums are the dominant distribution model in the hospital and healthcare sector. Called group purchasing organizations (GPOs) in that sector, virtually all U.S. hospitals buy through consortiums. Consortiums are also active in the hospitality and industrial manufacturing sectors.

The following are the largest purchasing consortiums:
Hospitals and Healthcare Providers
- Novation (www.novationco.com)
- Premier (www.premierinc.com)
- MedAssets (www.medassets.com)
- HealthTrust (www.healthtrustpg.com)
- Amerinet (www.amerinet-gpo.com)
- GeriMed (www.gerimedgso.com)
- Resource Optimization & Innovation (www.roiscs.com)
- FirstChoice Cooperative (www.fccoop.org)

Hospitality
1. Hospitality Sustainable Purchasing Consortium (www.hspiconsortium.com)
3. Procurement Consortium (www.procurementconsortium.com)

Industrial Manufacturing
1. Industrial Advantage (www.primeadvantage.com)
2. Industrial Buying Consortium (www.industrialbuyers.com)
3. Sweatfree Purchasing Consortium (www.buysweatfree.com)
4. MACNY (www.macny.org)

16.4 Retailers
While retail stores are generally classified in the consumer marketplace, B2B sales are an important revenue source for businesses such as home centers and office supply retailers.

According to JPMorgan (www.jpmorgan.com), 35% of Home Depot’s sales come from professional contractors; Loews generates 25% of revenue from contractors.

Owners of small businesses and home offices account for an estimated 70% to 80% of sales at Staples, Office Depot, and OfficeMax.

16.5 Wholesalers
The following are the largest supermarket, grocery, and convenience store wholesalers (sources: Convenience Store News and Supermarket News):
- McLane Co. (www.mclaneco.com): $27.3 billion
- C&S Wholesale Grocers (www.cswg.com): $20.4 billion
- Core-Mark (www.core-mark.com): $ 8.1 billion
- Associated Wholesale Grocers (www.awginc.com): $ 7.6 billion
- Eby-Brown Co. (www.eby-brown.com): $ 4.5 billion
- H.T. Hackney Co. (www.hthackney.com): $ 4.0 billion
- Grocers Supply Co. (www.grocerssupply.com): $ 3.0 billion
- Associated Wholesalers (www.awiweb.com): $ 2.4 billion
• Affiliated Foods Midwest (www.afmidwest.com): $ 1.5 billion
• Affiliated Foods (www.afiama.com): $ 1.3 billion
• Grocery Supply Company (www.grocerysupply.com): $ 1.3 billion
• Farner-Bocken Co. (www.farner-bocken.com): $ 1.2 billion
• Harold Levinson Associates (www.hladistributors.com): $ 1.2 billion
• Imperial/Harrison Super Regional (www.imperialtrading.com): $ 1.0 billion
• Amcon Distributing Co. (www.amcom.com): $ 1.0 billion
• S. Abraham & Sons (www.sasinc.com): $ 939 million
• Consumer Product Distributors (www.jpolep.com): $ 926 million

16.6 Market Resources
Modern Distribution Management, 3100 Arapahoe Avenue, Suite 201, Boulder, CO 80303. (303) 443-5060. (www.mdm.com)

Purchasing Association of Cooperative Entities, 1314 Hines Avenue, San Antonio, TX 78208. (210) 370-5204. (www.pacecoop.org)

Supply and Demand Chain Executive, 1922 East Washington Avenue, Gilbert AZ 85234. (877) 382-9187. (www.sdceexec.com)
BUSINESS DIRECTORIES & DATABASES

17.1 Overview
Primarily used to find or promote products and services, business directories are also useful tools for marketers for lead generation and competitor intelligence. This chapter identifies some of the more prominent business directories and databases.

17.2 Business Directory/Database Publishers
The following are the major U.S. business directories:

**American City Business Journals**
120 W. Morehead Street, Charlotte, NC 28202. (704) 973-1000.
(www.bizjournals.com)

**BizHWY**
2131 W. Republic Road, Suite 175, Springfield, MO 65807. (www.bizhwy.com)
- BizHWY provides online business directories for each state.

**Business List Database**
(www.businesslistdatabase.com)
- Business List Database publishes an online database of over 1.7 million U.S. companies.

**Business.com**
1900 Wright Place, Suite 250, Carlsbad, CA 92008. (888) 441-4466.
(www.business.com)
- The Business.com directory provides a comparison engine useful for finding and comparing companies, products, and services.
Google
1600 Amphitheatre Parkway, Mountain View, CA 94043. (650) 253-0000. (www.google.com)
• Google’s searchable online business directory Google + Business was developed to connect businesses and customers. The service, at www.google.com/+/business/, is free.

Hoovers
7700 West Parmer Lane, Building A, Austin, TX 78729. (512) 374-4500. (www.hoovers.com)
• Hoovers, a Dun & Bradstreet (D&B) company, provides data on more than 1,000 industry segments and 85 million corporations. Hoovers information is derived from the D&B global database which, with more than 225 million business records, is the largest single source of business information available.

US Company Database (www.uscompanydatabase.com)
• The US Company Database profiles 20 million U.S. businesses spanning 11,700 NAICS Codes.
DIRECT MARKETING LISTS

18.1 Overview
Direct marketing lists provide contact information for business-to-business marketers. Lists are available from list brokers, list compilers, and list managers. This chapter provides a directory of the major providers of such lists.

18.2 List Brokers, Compilers and Managers
The following are major list providers:

- Acton International (www.acton.com)
- Acxiom Corp. (www.acxiom.com)
- ALC (www.alc.com)
- AllMedia (www.allmediainc.com)
- Bethesda List Center (www.bethesda-list.com)
- Carney Direct Marketing (www.carneydirect.com)
- Database USA (www.databaseusa.com)
- DataJoe (www.datajoe.com)
- Dun & Bradstreet (www.dnb.com)
- Dunhill International List Co. (www.dunhills.com)
- Every Market Media (www.everymarketmedia.com)
- Experian Marketing Services (www.experian.com/marketing-services/marketing-services.html)
- Harte-Hanks Market Intelligence (www.hartehanks.com)
- Hoovers (www.hoovers.com)
- Hugo Dunhill Media (www.hdml.com)
- IDG List Services (www.idglist.com)
- Infogroup Targeting Solutions (www.infogrouptargeting.com)
- International B2B Marketing Database (www.everymarketmedia.com/b2b-data/
- Kompass North America (http://us.kompass.com)
- Kroll Direct Marketing (www.krolldirect.com)
- Lake Group Media (www.lakegroupmedia.com)
- Leon Henry Inc. (www.leonhenryinc.com)
- Lighthouse List Co. (www.lighthouselist.com)
- List Services Corp. (www.listservices.com)
- Mardevdm2 (www.mardevdm2.com)
• Marketry Inc. (www.marketry.com)
• Mazzone Marketing Group (www.mazzonemarketinggroup.com)
• MCH Strategic Data (www.mchdata.com)
• Merit Direct (www.meritdirect.com)
• MetaResponse Group (www.metaresponse.com)
• Neustar Information Services (www.neustar.biz/infoservices)
• Noble Ventures (www.nobleventures.com)
• Oceanos (www.oceanosinc.com)
• PMX Agency (www.pmagency.com)
• Q Interactive (www.qinteractive.com)
• Reach Marketing (www.reachmarketing.com)
• SMS Marketing Services (www.sms-inc.com)
• TriMax Direct (www.trimaxdirect.com)
• Valassis Lists (www.valassislists.com)
• World Innovators (www.worldinnovators.com)
• Worlddata (www.worlddata.com)
• Zoominfo (www.zoominfo.com)
PART IV: MARKETING & SALES
19.1 Overview

Account-based marketing (ABM) is a strategic approach to B2B marketing that focuses on an organization rather than an individual as its potential customer.

The term “account-based marketing” was coined by ITSMA (www.itsma.com), which pioneered the approach in the early 2000s, although many companies had already been implementing the strategies in one capacity or another for years. ABM has increased in popularity with the rise in B2B marketing’s emphasis on demand generation and inbound marketing.

ITSMA defines account-based marketing as “more than a sales or marketing approach; it is a collaborative strategy that engages sales, marketing, subject matter experts and delivery professionals, as well as key executives in the chosen client account to determine where and how to best meet the client’s unique business challenges. With deep insight into the client’s business and key goals, this collaborative team creates a well-orchestrated marketing and sales campaign for a single account.

“Account-based marketing is one of the latest terms picking up steam in the B2B marketing community. While not an entirely new concept, ABM is both a complimentary and more targeted strategy than traditional demand generation. While demand generation focuses on targeting specific personas or client types, ABM is hyper-focused on targeting specific personas at specific companies with which a firm wants to do business or is already engaged. It has been described as fishing with a spear, as opposed to fishing with a net.”

Circle Studios, 2/2/17
19.2 Implementation

ABM is ideally suited for B2B firms with long, complex sales cycles that often involve many stakeholders, and are typically high-value.

ABM takes an outbound rather than inbound approach. With ABM, marketers are not waiting for target clients to land on their website, then be funneled in a lead nurturing system. Instead, they put together a highly-personalized strategy to reach out to your target clients directly.

For the more complex B2B sale, it’s rarely ever one person making the ultimate decision. There are primary decision makers, of course, but there are also key influencers, end users, procurement departments, and other stakeholders involved in the selection process. According to KnowledgeTree (www.knowledgetree.com), the typical B2B buying process involves 7 to 20 individuals. ABM focuses on the account or specific target client, instead of focusing solely on an individual lead.

“B2B salespeople talk about accounts, they talk about customers...they don’t talk about leads. Salespeople think about how they’re going to win accounts in the first place, then how they’re going to keep and grow those accounts.”

Megan Heuer,
SiriusDecisions, 1/12/17

According to Demand Gen Report (www.demandgenreport.com), 47% of U.S. B2B marketers had an ABM strategy in place in 2016; among these companies 60% had practiced ABM for less than a year. Thirty-two percent of companies reported plans for launching an ABM strategy in 2017.

A survey by Forrester Research (www.forresterresearch.com) found that 37% of B2B marketers made account-based marketing a critical priority for 2017, second only to growing revenue.
“The resurgence of account-based marketing means B2B marketers will become more customer-focused and put less emphasis on products and solutions. Going forward in 2017, we'll see what are real use cases that make sense for account-based marketing.”

Laura Ramos, Analyst
Forrester Research
Advertising Age, 11/3/16

19.3 Effectiveness
ITSMA found that over 80% of marketers who measure ROI say that ABM initiatives outperform other marketing investments.

According to Demandbase (www.demandbase.com), when firms leverage ABM, it results in a 285% higher close rate for targeted enterprise accounts and a 166% higher close rate for mid-market accounts.

19.4 Approaches To Account-Based Marketing
An April 2016 survey of B2B marketers by ITSMA found the following approaches scale up to their ABM programs:
• Developing tools and templates to facilitate reuse and best practice sharing: 77%
• Adding technology to automate and create more leverage: 69%
• Adding more ABM resources to cover more accounts: 42%
• Having existing ABM marketers cover more accounts: 20%

19.5 Account-Based Marketing Survey
A survey of marketing and sales professionals, conducted in February 2017 by Ascend2 (www.ascend2.com), explored strategies for account-based marketing. The following is a summary of the findings of the survey (percentage of respondents):
### Objectives Of Account-Based Marketing

<table>
<thead>
<tr>
<th>Objective</th>
<th>Most Important</th>
<th>Critical Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow revenue per existing account:</td>
<td>56%</td>
<td>39%</td>
</tr>
<tr>
<td>Increase number of new accounts:</td>
<td>48%</td>
<td>42%</td>
</tr>
<tr>
<td>Unify marketing and sales teams:</td>
<td>46%</td>
<td>40%</td>
</tr>
<tr>
<td>Integrate marketing and sales technologies:</td>
<td>41%</td>
<td>38%</td>
</tr>
<tr>
<td>Identify more contacts within accounts:</td>
<td>31%</td>
<td>31%</td>
</tr>
<tr>
<td>Reduce sales cycle time:</td>
<td>28%</td>
<td>36%</td>
</tr>
<tr>
<td>Increase appointments with accounts:</td>
<td>21%</td>
<td>31%</td>
</tr>
</tbody>
</table>

### Tactics Used For Account-Based Marketing

<table>
<thead>
<tr>
<th>Task</th>
<th>Most Effective</th>
<th>Most Effort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personalize content and messaging:</td>
<td>51%</td>
<td>50%</td>
</tr>
<tr>
<td>Identify high-value existing accounts:</td>
<td>45%</td>
<td>32%</td>
</tr>
<tr>
<td>Create account-specific campaigns:</td>
<td>42%</td>
<td>43%</td>
</tr>
<tr>
<td>Develop target account segments:</td>
<td>38%</td>
<td>35%</td>
</tr>
<tr>
<td>Profile key contacts within accounts:</td>
<td>36%</td>
<td>29%</td>
</tr>
<tr>
<td>Measure results for optimization:</td>
<td>34%</td>
<td>37%</td>
</tr>
<tr>
<td>Develop content delivery channels:</td>
<td>29%</td>
<td>33%</td>
</tr>
</tbody>
</table>

### Resources Used For Implementation

<table>
<thead>
<tr>
<th>Resource</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combination of outsourced and in-house:</td>
<td>53%</td>
</tr>
<tr>
<td>Outsourced to a specialist:</td>
<td>24%</td>
</tr>
<tr>
<td>In-house resources:</td>
<td>23%</td>
</tr>
</tbody>
</table>
20

CONTENT MARKETING

20.1 Overview

Branded content includes anything created on behalf of a brand – be it company website content, a YouTube video, Facebook page, or mobile app – and hosted directly by the brand. Branded content, also referred to as sponsored content and native advertising, educates, entertains, amuses, informs, and otherwise serves a function or satisfies a customer need.

“Content marketing differs from advertising in two fundamental ways. First, content resides on owned or earned media. If there’s a media buy involved, it’s advertising, not content marketing. Second, content marketing is a pull, rather than a push, strategy. Content doesn’t interrupt, it attracts.”

Advertising Age

20.2 Content Spending

According to The Content Council (www.thecontentcouncil.com), businesses spend $43.9 billion annually for content marketing. Distribution is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Creation/Production</th>
<th>Distribution</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print/traditional media</td>
<td>$16.3 billion</td>
<td>$ 8.5 billion</td>
<td>$25.2 billion</td>
</tr>
<tr>
<td>Digital media</td>
<td>$ 8.3 billion</td>
<td>$ 5.1 billion</td>
<td>$13.4 billion</td>
</tr>
<tr>
<td>Events, video, and other</td>
<td>$ 3.6 billion</td>
<td>$ 1.7 billion</td>
<td>$ 5.3 billion</td>
</tr>
<tr>
<td>Total</td>
<td>$28.4 billion</td>
<td>$15.7 billion</td>
<td>$43.9 billion</td>
</tr>
</tbody>
</table>

Of total content spending, $16.2 billion, or 37%, is B2B; 63% is B2C.
A survey by Curata (www.curata.com) reported the following content marketing mix:

- Original content: 65%
- Curated content: 35%
- Syndicated content: 10%

### 20.3 Content Marketing Trends

Content Marketing Institute (www.contentmarketinginstitute.com) surveys members annually to assess trends in B2B content marketing. The following is a summary of the 2016 survey (percentage of respondents):

#### Percentage Of Total Marketing Budget Spent On Content Marketing

- 0%: 3%
- 1% to 9%: 23%
- 10% to 24%: 20%
- 25% to 49%: 16%
- 50% to 74%: 10%
- 75% to 99%: 4%
- 100%: 1%

#### Content Marketing Spending Over Next 12 Months

- Increase: 57%
- Remain the same: 39%
- Decrease: 4%

#### B2B Content Marketing Tactic Usage

- Social media content: 93%
- Case studies: 82%
- Blogs: 81%
- eNewsletters: 81%
- In-person events: 81%
- Articles on website: 79%
- Videos: 79%
- Illustrations/photos: 76%
- White papers: 71%
- Infographics: 67%
- Webinars/webcasts: 66%
- Online presentations: 65%

#### Top Priorities For B2B Content Marketers

- Creating more engaging content: 72%
- Better understanding of content: 65%
- Finding more/better ways to repurpose content: 57%
• Creating visual content: 51%
• Becoming better storytellers: 41%
• Better understanding of audience: 41%

Top Challenges For B2B Content Marketers
• Producing engaging content: 60%
• Measuring content effectiveness: 57%
• Producing content consistently: 57%
• Measuring ROI of content marketing: 52%
• Lack of budget: 35%
• Producing a variety of content: 35%

20.4 State Of B2B Content Marketing
In May 2016, Regalix Research (www.regalix.com) conducted survey interviews with senior marketing executives to understand the state of B2B content marketing.

The following are responses to the survey (percentage of respondents):

Percentage Of Total Marketing Budget Spent On Content Marketing
• <10%: 19%
• 11% to 25%: 57%
• 26% to 50%: 18%
• >50%: 6%

Key Objectives Of Content Marketing Program
• Lead generation: 87%
• Creating awareness: 76%
• Building thought leadership: 69%
• Nurturing prospects and influencing purchase: 69%
• Building website traffic: 51%
• Engaging customers to build loyalty and advocacy: 50%
• Improving SEO ranking: 45%
• Generating sales: 39%

Most Effective Media Channel For Distributing Content
• Email: 28%
• Social media: 27%
• Website: 26%
• Web-based events: 6%
• Media sites/third-party sites: 5%
• Community platforms: 3%
• Mobile: 3%
• Display: 2%
Most Effective Content Formats

- Blogs: 20%
- Videos: 16%
- Webinars/webcasts/podcasts: 16%
- Email: 13%
- Social media posts: 12%
- Whitepapers: 9%
- Articles on third party sites: 7%
- Reports (research, trends, etc.): 5%
- e-Magazines: 2%

Metrics Used To Evaluate Success Of Content Marketing Program

- Website traffic: 64%
- Conversion rate: 63%
- Downloads: 55%
- Page views: 51%
- Level of engagement: 43%
- Time spent on website: 31%
- ROI: 30%
- SEO ranking: 30%

Top Content Marketing Challenges

- Producing quality content: 62%
- Producing enough content: 45%
- Mapping content to stages of customer buying cycle: 43%
- Lack of skilled people: 34%
- Lack of budget: 31%
- Inability to measure ROI: 27%
- Repurposing content into various formats: 22%
- Lack of buy-in from senior management: 10%

Exclusive Mobile Content Strategy

- Yes: 89%
- No: 11%

Twenty-seven percent (27%) of survey participants rated their organization’s content marketing program as very effective; 71% said it was somewhat effective.

20.5 Content Marketing Survey

A June 2016 survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored trends in B2B content marketing. The following is a
summary of the findings of the survey (percentage of respondents):

**Key Objectives Of Content Marketing Program**
- Lead generation: 58%
- Customer engagement: 55%
- Brand awareness: 46%
- Lead nurturing: 41%
- Increase sales revenue: 39%
- Website traffic: 24%
- Improve search engine rankings: 20%

**Most Significant Barriers To Achieving Content Marketing Goals**
- Lack of an effective strategy: 48%
- Lack of content creation resources: 48%
- Budget constraints: 47%
- Inability to measure effectiveness: 36%
- Lack of cross-channel integration: 31%
- Lack of compelling content ideas: 25%
- Lack of content variety: 18%

**Types Of Content Used**

<table>
<thead>
<tr>
<th>Types of Content</th>
<th>Most Effective</th>
<th>Most Difficult To Create</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research reports</td>
<td>46%</td>
<td>62%</td>
</tr>
<tr>
<td>Blog posts</td>
<td>45%</td>
<td>8%</td>
</tr>
<tr>
<td>Videos/podcasts</td>
<td>40%</td>
<td>64%</td>
</tr>
<tr>
<td>News/articles</td>
<td>35%</td>
<td>12%</td>
</tr>
<tr>
<td>Infographics</td>
<td>31%</td>
<td>35%</td>
</tr>
<tr>
<td>Webinars</td>
<td>30%</td>
<td>45%</td>
</tr>
<tr>
<td>Newsletters</td>
<td>29%</td>
<td>12%</td>
</tr>
</tbody>
</table>

**Resources Used To Create Content**
- Combination of outsourced and in-house: 61%
- In-house resources: 28%
- Outsourced to a specialist: 11%

**20.6 Buyer Perspective**

According to *Understanding How BtoB Buyers Source, Value, and Share Content Online*, a report by the CMO Council (www.cmocouncil.org), B2B decision-makers say the impact of online content on vendor preferences and selections are as follows (percentage of respondents):
- Major: 27%
- Moderate: 60%
- Small: 12%
- None: 1%
B2B customers find the following sources of online content most valuable in shaping purchasing decisions (percentage of respondents):

- Professional associations and online communities: 47%
- Industry organizations and groups: 46%
- Online trade publications: 41%
- Seminars/workshops: 41%
- Trade shows: 35%

B2B buyers value the following specific types of content most when making purchase decisions (percentage of respondents):

- Professional association research reports and white papers: 67%
- Industry group research reports and white papers: 50%
- Customer case studies: 48%
- Analyst reports and white papers: 44%
- Product reviews: 40%

The role of content in purchasing decisions is as follows (percentage of responses; survey participants could choose up to three responses):

- Helps identify new solutions and approaches to solving problems/needs: 58%
- Introduces fresh thought leadership on business issues and challenges: 38%
- Validates value of products and solutions in addressing needs: 37%
- Highlights solution providers who understand issues and challenges: 35%
- Provides valuable advice on best solutions and vendors: 32%
- Provides competitive data on solutions providers: 27%
- General education on topic of interest: 18%
- Provides peer perspectives on industry or market: 15%
- Confirms or refutes internal opinions and views: 14%

B2B buyers identified the characteristics they most value in online content as follows:

- Breadth and depth of information: 47%
- Ease of access, understanding, and readability: 44%
- Originality of thinking and ideas: 39%

Marketing executives generally share online content. When asked how many peers and associates they typically share content with, responses were as follows:

- Over 100: 28%
- 50-to-100: 15%
- 25-to-50: 16%
- 15-to-25: 15%
The characteristics B2B marketers most dislike in B2B content are as follows (percentage of respondents):

- Too many requirements for download: 50%
- Blatantly promoting and self serving: 43%
- Non-substantive and uninformed: 34%

20.7 Market Resources

The following is a list of content marketing agencies (source: Content Marketing Institute [www.contentmarketinginstitute.com]):

- 10x digital (www.10xdigitalinc.com)
- 3degreeZ Marketing (www.3degreez.com)
- 72andSunny (www.72andsunny.com)
- 97th Floor (www.97thfloor.com)
- Aberdeen (www.aberdeen.com)
- Accenture Digital (www.accenture.com)
- Adhere Creative (www.adherecreative.com)
- adQuadrant (www.adquadrant.com)
- Advance Ohio (www.advance-ohio.com)
- AG Integrated Marketing Strategists (www.anthonygaenzle.com)
- AHA (www.ahainc.com)
- Allison+Partners (www.allisonpr.com)
- ANNUITAS (www.annuitas.com)
- AP Content Services (www.ap.org/solutions/content-services)
- Arnold Worldwide (www.arn.com)
- Arras Keathley (www.arrasgroup.com)
- Artifact Studios (www.artifactla.com)
- Ascend Integrated Media (www.ascendmedia.com)
- Atlantic Media Strategies (www.atlanticmediastrategies.com)
- Audienz (www.audienz.com)
- Austin Lawrence Group (www.austinlawrence.com)
- Avalaunch Media (www.avalaunchmedia.com)
- Avanade (www.avanade.com)
- Ayzenberg Group (www.ayzenberg.com)
- BKA Content (www.bkacontent.com)
- Babcock & Jenkins (www.bnj.com)
- Bader Rutter (www.baderrutter.com)
- Bandolier Media (www.Bandoliermedia.com)
- BankBound (www.bankbound.com)
- Barkley (www.barkleyus.com)
• Content Flair (www.contentflair.com)
• Content Harmony (www.contentharmony.com)
• Content Launch (www.contentlaunch.com)
• Content Ohana (www.contentohana.com)
• Content Science (www.content-science.com)
• ContentBoost (www.contentboost.com)
• Convince and Convert (www.convinceandconvert.com)
• CopyPress (www.copypress.com)
• Coqui Content Marketing (www.coquicontentmarketing.com)
• CoreElement (www.core-el.com)
• Cramer (www.cramer.com)
• Cranberry (www.cranberry.com)
• Cultivate Communications (www.cultivatecommunications.com)
• Curate Directive (www.curatedirective.com)
• Cursive Content Marketing (www.cursivecontent.com)
• Customer Magnetism (www.customermagnetism.com)
• Cut to the Content (www.cuttothecontent.com)
• D Custom (www.dcustom.com)
• Davis Harrison Dion (www.dhdcchicago.com)
• Deloitte Digital (www.deloittedigital.com)
• Demand Signals (www.demandsignals.com)
• DemandLab (www.demandlab.com)
• DeSantis Breindel (www.desantisbreindel.com)
• Diablo Custom Publishing (www.dcpubs.com)
• Dialect (www.dialectinc.com)
• Digital Remedy (www.consumedmedia.com)
• DigitasLBi (www.digitaslbi.com)
• Dino Publishing (www.dinopublishing.com)
• Directive Consulting (www.directiveconsulting.com)
• DK New Media (www.dknewmedia.com)
• DMI (www.dminc.com/integrated-approach/brand-marketing)
• Droga5 (www.droga5.com)
• early bird digital marketing (www.earlybirddigitalmarketing.com)
• Eastwick Communications (www.eastwick.com)
• EBYLINE (www.ebyline.com)
• Edelman (www.edelman.com)
• Embryo Creative (www.embryocreative.com)
• emfluence (www.emfluence.com)
• Eemota (www.eemota.com)
• Empower MediaMarketing (www.empowermm.com)
• Endurance Marketing (www.endurancemktg.com)
• EnVeritas Group (www.enveritasgroup.com)
• Epic Presence (www.epicpresence.com)
• Eric Mower + Associates (www.mower.com)
• Erwin Penland (www.erwinpenland.com)
• Ethology (www.ethology.com)
• Ethos Creative Group (www.ethoscreate.com)
• Eucalypt LLC (www.eucalypt.co)
• EVB (www.evb.com)
• Extractable (www.extractable.com)
• Fahlgren Mortine (www.fahlgren.com)
• fama PR (www.famapr.com)
• Family Features (www.familyfeatures.com)
• Fathom, Digital Marketing (www.fathomdelivers.com)
• Favorite Brother (www.favoritebrother.com)
• Federated Media (www.federatedmedia.net)
• FH ContentWorks (www.fleishmanhillard.com/fh-contentworks)
• First Pointer (www.firstpointer.com)
• Focused Agency (www.fcsd.agency)
• Forbes Media (www.forbesmedia.com)
• Forrester Consulting (www.forrester.com)
• Forward Push (www.forwardpush.com)
• Four Dots (www.fourdots.com)
• Foxtail Marketing (www.foxtailmarketing.com)
• Fractl (www.fractl.com)
• Frame Concepts (www.frameconcepts.com)
• FSC Interactive (www.fscinteractive.com)
• Full Tilt Consulting (www.fulltiltconsulting.com)
• Fusion 360 (www.fusion360agency.com)
• FusionSpark Media (www.fusionspark.com)
• FVM (www.thinkfvm.com)
• G/O Digital (www.godigitalmarketing.com)
• G3 Communications (www.gthreecom.com)
• Gannett Custom Media (www.gannett.com)
• Gate6 (www.gate6.com)
• GLC (www.glcdelivers.com)
• Global Prairie (www.global-prairie.com)
• Go! Experience Design (www.goxd.com)
• Grafik (www.grafik.com)
• Gravitate (www.gravitatedesign.com)
• Grayton Integrated Publishing (www.graytonpub.com)
• Grey (www.grey.com)
• Group SJR (www.groupsjr.com)
• GS Design (www.gsdesign.com)
• GSW (www.gsw-w.com)
• GYK Antler (www.gykantler.com)
• gyro (www.gyro.com)
• H.O. Zimman (www.hozinc.com)
• Hammock (www.hammock.com)
• Hanley Wood Marketing (www.hanleywood.com)
• HB Agency (www.hbagency.com)
• Hello Marketing Agency (www.hellomarketingagency.com)
• High Five Marketing (www.h5marketing.com)
• Hileman Group (www.hilemangroup.com)
• HIMSS Media Lab (www.himssmedialab.com)
• Hinge (www.hingemarketing.com)
• Hop Online (www.hop-online.com)
• Hotwire PR (www.hotwirepr.com)
• HubShout (www.hubshout.com)
• Huge (www.hugeinc.com)
• Huify (www.huify.com)
• Hustl emo (www.hustlemo.re)
• HyperX Media (www.hyperxmedia.com)
• iAcquire (www.iacquire.com)
• IBM iX (www.ibm.com/ibmix)
• iconiContent (www.iconiccontent.com)
• iCrossing (www.icrossing.com)
• icuc.social (www.icuc.social)
• ICW Content (www.icwcontent.com)
• Idea Grove (www.idealgrove.com)
• IDG Enterprise (www.idgerpentreprise.com)
• IEEE Engineering360 Media Solutions (www.engineering360.com/advertising)
• Imagination (www.imaginepub.com)
• Institute Imaginovation (www.imaginovation.net)
• Immersion Active (www.immersionactive.com)
• Impression Marketing (www.impression-marketing.com)
• IMPRINT, a Sullivan Content Lab (www.imprintcontent.com)
• Indigo Slate (www.indigoslate.com)
• Influence & Co. (www.influenceandco.com)
• InkHouse (www.inkhouse.com)
• inSegment (www.insegment.com)
• Internet Marketing Inc. (www.internetmarketinginc.com)
• ion interactive (www.ioninteractive.com)
• iostudio (www.iostudio.com)
• iProspect (www.iprospect.com)
• Isadora (www.isadoradesign.com)
• Johnson Communications (www.linkedin.com/in/shelleymjohnson)
• Journey Group (www.journeygroup.com)
• Just Media (www.justmedia.com)
• Ken Cook Co. (www.kencook.com)
• KEO Marketing (www.keomarketing.com)
• King Content (www.kingcontentagency.com)
• King Fish Media (www.kingfishmedia.com)
• KPMG International (www.kpmg.com)
• Kuno Creative (www.kunocreative.com)
• Latcha+Associates (www.latcha.com)
• Laughlin Constable (www.laughlin.com)
• Launch Squad (www.launchsquad.com)
• Layer One Media (www.layeronemedia.com)
• Leopard, an Ogilvy & Mather Company (www.leopard.com)
• Leverage Media (www.leveragemedia.com)
• Lewis PR (www.teamlewis.com)
• Lexicon Content Marketing (www.lexiconcontentmarketing.com)
• Liquid Agency (www.liquidagency.com)
• Luckie & Company (www.luckie.com)
• Lumeno Marketing (www.lumenomarketing.com)
• Lure Agency (www.lureagency.com)
• Madalana (www.madalana.com)
• Madden Media (www.maddenmedia.com)
• Madison, Michigan & Market (www.MadisonToMarket.com)
• madison/miles media (www.madisonmilesmedia.com)
• Manifest (www.manifest.com)
• Marccx Media (www.marccx.com)
• March Communications (www.marchpr.com)
• Marcus Thomas (www.marcusthomasllc.com)
• Marketing Insider Group (www.marketinginsidergroup.com)
• Matter (www.matternow.com)
• McConnell Marketing (www.mcconellmarketing.com)
• McKee Wallwork + Co. (www.mckeewallwork.com)
• MEC Global (www.mecglobal.com)
• Media Link (www.medialinkinc.com)
• Media Logic (www.medialogic.com)
• MediaSource (www.mediasourcetv.com)
• MedTouch (www.medtouch.com)
• Meredith Xcelerated Marketing (www.mxm.com)
• MerinCarson (www.merin Carson.com)
• Merkle (www.merkleinc.com)
• MESH Interactive Agency (www.meshagency.com)
• Miles Partnership (www.milespartnership.com)
• Mills James (www.millsjames.com)
• Mindgruve (www.mindgruve.com)
• Mindshare (www.mindshareworld.com)
• Mirum (www.mirumagency.com)
• Mobium (www.mobium.com)
• Modern Marketing Partners (www.modernmarketingpartners.com)
• Mojo Media Labs (www.mojomedialabs.com)
• Mother New York (www.mothernewyork.com)
• Movable Media (www.movablemedia.com)
• Moving Minds (www.movingmindsllc.com)
• MRM//McCann (www.mrm-mccann.com)
• MSP-C (www.msp-c.com)
• Mullen Lowe Profero (www.mullenloweprofero.com)
• MullenLowe U.S. (www.us.mullenlowe.com)
• nDash.Co (www.ndash.co)
• Nelson Schmidt (www.nelsonschmidt.com)
• Neo@Ogilvy (www.neoogilvy.com)
• Netmark.com (www.Netmark.com)
• New Digital Noise (www.ndndigital.co)
• Nina Hale (www.ninahale.com)
• Nomadic Agency (www.nomadicagency.com)
• Nowspeed (www.nowspeed.com)
• NR Media Group (www.nrmedia.biz)
• O’Neill Communications (www.oneillcommunications.com)
• OgilvyOne Worldwide (www.ogilvyone.com)
• Onion Labs (www.labs.thenonion.com)
• Original9 Media (www.original9.com)
• Outlook Marketing (www.outlookmarketingsrv.com)
• Pace (www.paceco.com)
• PadillaCRT (www.padillacrt.com)
• PageLadder (www.pageladder.com)
• Palio, an inVentiv Health company (www.palio.com)
• Pappas Group - a DMI Company (www.pappasgroup.com)
• Park&Co (www.parkandco.com)
• Parthenon Publishing (www.parthenonpub.com)
• Pepper Group (www.peppergroup.com)
• Petrol Advertising (www.petrolad.com)
• PJA Advertising + Marketing (www.agencypja.com)
• Pluck PR (www.pluckpr.com)
• PM Digital (www.pmdigital.com)
• PMI (www.pmi.tv)
• PMX Agency (www.pmxagency.com)
• Point It (www.pointit.com)
• Point Taken Communications (www.pointtakenpr.com)
• Point To Point (www.pointtopoint.com)
• Portal A (www.portal-a.com)
• Position² (www.position2.com)
• POSSIBLE (www.possible.com)
• PR 20/20 (www.pr2020.com)
• PropelGrowth (www.propelgrowth.com)
• Publicitas (www.publicitas.com)
- PwC (www.pwc.com)
- Pyxl (www.thinkpyxl.com)
- R2i (www.r2integrated.com)
- Racepoint Global (www.racepointglobal.com)
- RAPP (www.rapp.com)
- Rauxa (www.rauxa.com)
- Razorfish (www.razorfish.com)
- Ready State (www.readystate.com)
- ReadyPens (www.readypens.com)
- Red Chair Communications (www.ahredchair.com)
- Red Door Interactive (www.reddoor.biz)
- Redbird (www.redbirdgroup.com)
- Relevent (www.relevent.com)
- Rem Custom Communications (www.remcustomcommunications.com)
- Reputation Ink (www.rep-ink.com)
- Response Capture (www.responsecapture.com)
- Response Mine Interactive (www.responsemine.com)
- Reuters News Agency (www.agency.reuters.com)
- Revelry Agency (www.revelryagency.com)
- RevUnit (www.revunit.com)
- Right Source (www.rightsourcemarketing.com)
- Rise Interactive (www.riseinteractive.com)
- ROAR Groupe (www.roargroupe.com)
- Roberts Communications (www.robertscomm.com)
- RocketFuel (www.gorocketfuel.com)
- Rodale Grow (www.rodale.com)
- Rodgers Townsend (www.roderstownsend.com)
- Rosetta (www.rosetta.com)
- SCORCH (www.scorchagency.com)
- SHIFT Communications (www.shiftcomm.com)
- Siege Media (www.siegamedia.com)
- Siegel+Gale (www.siegelgale.com)
- Sigma Group (www.sigmagroup.com)
- Slack and Company (www.slackandcompany.com)
- Slicebread (www.slicedbread.agency)
- Social Intensity Media (www.socialintensitymedia.com)
- SPARK (www.spark.us)
- Sparkloft Media (www.sparkloftmedia.com)
- Speakeasy (www.yourspeakeasy.com)
- SPROUT Content (www.sproutcontent.com)
- Stalwart Communications (www.stalwartcom.com)
- Stein IAS (www.steiniyas.com)
- Stevens Strategic Communications (www.stevensstrategic.com)
- Story Worldwide (www.storyworldwide.com)
• Stryde (www.stryde.com)
• StudioOne (www.studioone.com)
• Stunt and Gimmick’s (www.stuntandgimmicks.com)
• Sumèr (www.writtenbysumer.com)
• SyncShow (www.syncshow.com)
• T Brand Studio (www.tbrandstudio.com)
• T3 Custom (www.t3custom.com)
• Tane Digital Video (www.tanedv.com)
• TDA Group (www.tdagroup.com)
• TEKsystems (www.teksystems.com)
• Tell Your Story (www.tellyourstoryinc.com)
• Tendo Communications (www.tendocom.com)
• Teresa Meek Communications (www.teresameek.com)
• Textbroker International (www.textbroker.com)
• That’s Nice (www.thatsnice.com)
• The Adcom Group (www.theadcomgroup.com)
• The Barbarian Group (www.barbariangroup.com)
• The Content Factory (www.contentfac.com)
• The Foundry, a division of Time (www.thefoundry.nyc)
• The Garrigan Lyman Group (www.glg.com)
• The Idea People (www.theideapeople.com)
• The Mx Group (www.themxgroup.com)
• The Pohly Company (www.pohlyco.com)
• The Writer (www.thewriter.com)
• Thinkhandy (www.thinkhandy.com)
• Third Door Media (www.thirddoormedia.com)
• Three Ships (www.three-ships.com)
• thunder::tech (www.thundertech.com)
• Tigerlily Consultants (www.tigerlilyconsultants.com)
• TopRank Marketing (www.toprankmarketing.com)
• Torchlite (www.torchlite.com)
• Touchpoint Media (www.touchpointmedia.com)
• Traction (www.tractionco.com)
• TrafficPRM (www.traffic-prm.com)
• TREW Marketing (www.trewmarketing.com)
• Triad Retail Media (www.triadretail.com)
• Tribune Content Agency (www.tribunecontentagency.com)
• True North Custom (www.truenorthcustom.com)
• Twist Creative (www.twist-creative.com)
• Uproar Group Marketing (www.uproargroup.com)
• Upward Brand Interactions (www.goupward.com)
• VaynerMedia (www.vaynermedia.com)
• Verdino & Co. (www.verdino.co)
• Vertical Measures (www.verticalmeasures.com)
• vh.AGENCY (www.vh.agency)
• ViMax Media (www.vimaxmedia.com)
• Viral Ideas Marketing (www.viralideasmketing.com)
• VIRGEN Digital Brand Marketing (www.virgenlv.com)
• Visionista (www.visionista.tv)
• Vivial (www.vivial.net)
• VML (www.vml.com)
• Wagstaff Worldwide (www.wagstaffworldwide.com)
• Walsworth (www.walsworth.com)
• Wax Custom Communications (www.waxcom.com)
• WE Communications (www.we-worldwide.com)
• Weber Shandwick (www.webershandwick.com)
• webSURGE (www.websurgenow.com)
• Weill Media (www.weillmedia.com)
• West Cary Group (www.westcarygroup.com)
• WhyteSpyder (www.whytespyder.com)
• Wieden + Kennedy (www.wk.com)
• WINDOWSEAT (www.windowseat.com)
• Wired PR Group (www.wiredprgroup.com)
• Wired SEO (www.wiredseo.com)
• WITH/agency (www.thewithagency.com)
• WP BrandStudio (www.washingtonpost.com/sf/brandconnect/brandstudio)
• WSJ. Custom Studios (www.wsjcustomcontentstudios.com)
• Yeager Marketing (www.yeagermarketing.com)
• Yesler (www.yesler.com)
• Zehnder Communications (www.z-comm.com)
• Zoomph (www.zoomph.com)

20.8 Market Resources
Ascend2, 36 Links Lane, Marstons Mills, MA 02648. (800) 762-1595. (www.ascend2.com)

Chief Marketing Officer (CMO) Council, 1494 Hamilton Avenue, San Jose, CA 95125.
(408) 677-5300 x5333. (www.cmocouncil.org)

Content Marketing Institute, 17040 Amber Drive, Cleveland, OH 44111.
(888) 554-2014. (www.contentmarketinginstitute.com)

Regalix Research, 1121 San Antonio Road, Suite B200, Palo Alto, CA 94303.
(650) 331-1167. (www.regalix.com)

The Content Council, 355 Lexington Avenue, 15th Floor, New York, NY 10017.
(212) 297-2191. (www.thecontentcouncil.org)
21

CUSTOMER EXPERIENCE

21.1 Overview

Accenture (www.accenture.com) defines customer experience (CX) as: marketing and sales campaigns, lead follow-up, account management, quote/order management, solution shaping, contracting, customer support, preventive maintenance, service-level agreement (SLA) definition and monitoring, planning and performance management, sales effectiveness, and multi-channel customer interaction.

Harley Manning, an analyst at Forrester Research (www.forrester.com), defines good customer experience as comprising two-way interactions that are useful (i.e. deliver value), usable (i.e. possess value that is easy to find and engage with), and enjoyable (i.e. are emotionally engaging so people want them).

The customer experience is also referred to as customer engagement, customer centricity, and the emotional connection with customers.

21.2 Importance Of The Customer Experience

Gallup (www.gallup.com/topic/b2b.aspx) assessed that B2B companies with high customer engagement achieve 50% higher revenue/sales and 34% higher profitability. Yet, Gallup finds that only 29% of B2B customers are actively engaged, 60% are indifferent, and 11% are disengaged.

“B2B companies across all industries are at risk of being replaced – not because of their products or prices, but because they are failing their customers. There are hundreds of millions of dollars of lost growth within the B2B customer base.”

Gallup, 4/20/17
A survey by Accenture found that 85% of B2B supplier executives consider the overall customer experience they provide in sales and service to be ‘very important’ to their strategic priorities. Seventy percent (70%) foresee that, over the next two years, customer-experience related considerations will play an even larger role in the overall corporate strategy.

According to *Customers 2020: The Future of B-to-B Customer Experience*, a study by Walker Information (www.walkerinfo.com), CX will overtake price and product as the key brand differentiator.

Brands and companies are well aware of the increasing importance of CX. In a survey by Regalix Research (www.regalix.com), 86% of marketers said that superior CX is extremely critical to a company’s growth, and 81% reported that CX is their top strategic priority.

In a 2016 survey by B2B Marketing (www.b2bmarketing.net), 99% of senior B2B marketing managers said that customer centricity, or the customer experience, is important; 86% recognized it as very important.

### 21.3 Customer Experience Survey

Regalix Research conducted survey interviews with senior marketing executives to understand the state of B2B customer experience. The following are key findings of the survey:

- Ninety-one percent (91%) of marketers say integrating customer feedback with product development is key to high-quality customer experience.
- Ninety-one percent (91%) of executives report that improving online customer experience is their program’s top priority.
- Eighty-one percent (81%) of marketers consider customer experience as one of their top strategic priorities.
- Eighty percent (80%) of marketers identified advocacy and positive word-of-mouth as the key benefits of improving their customer experience.
- Eighty percent (80%) of marketers use customer retention as a metric to measure customer experience program effectiveness.
- Seventy-six percent (76%) of marketers have yet to implement a single-pane view of customers.
- Sixty-two percent (62%) of marketers identified the lack of a clear customer experience strategy as being a significant obstacle to improving customer experience.
- Sixty-two percent (62%) of marketers expect to see their customer experience program budgets increase in the next 12 months.
- Fifty percent (50%) of marketers report that their executive team’s goals for customer experience is to differentiate themselves from their competitors.
- Forty-nine percent (49%) of marketers say they have an executive in charge of improving customer experience across products and channels.
The following are other findings of the Regalix Research survey (percentage of respondents):

**Factors Critical For Providing Superior CX**
- Integration of customer feedback data: 91%
- Integration of customer behavioral data: 65%
- Rise of customer experience training: 57%
- Predictive anticipatory customer service: 52%
- Integration of mobile with other channels: 47%

**Key Benefits Of Improving CX**
- Enhanced customer loyalty: 80%
- Advocacy and positive word-of-mouth: 80%
- Enhanced engagement: 77%
- Increase in sales: 60%
- Thought leadership: 50%
- Accelerated conversions: 43%
- Reduction in cost: 43%

**Offline Channels Predominately Used To Interact With Customers**
- Direct mail: 68%
- Print media: 68%
- Telemarketing: 53%
- Outdoor ads: 32%
- Store/branch: 32%
- Television: 16%
- Radio: 11%

**Online Channels Predominately Used To Interact With Customers**
- Website: 100%
- Email: 88%
- Blogs: 80%
- Social media: 80%
- Social communities: 48%
- Online display ads: 44%
- Mobile apps: 32%
- Mobile web: 32%
- Online chat: 32%
- Paid search: 28%
- Affiliate marketing: 20%
- Mobile text messaging: 12%
Preferred CX Improvement Tactics

- Employing feedback tools (e.g., annual relationship studies): 62%
- Conducting customer studies (e.g., focus groups, individual interviews, feedback, etc.): 57%
- Monitoring social media sites: 52%
- Use customer journey maps to better understand needs: 52%

Customer Areas Organizations Have An Excellent Understanding Of

- Customer’s past purchase behavior: 64%
- Customer’s demographic makeup: 48%
- When customers are likely to purchase: 44%
- Customer’s wants, needs, likes, and interests: 40%
- Customer-journey map: 36%
- Customer’s channel preferences: 24%

Key Metrics For Measuring Effectiveness Of CX Program

- Customer retention: 80%
- Sales: 66%
- Customer acquisition: 60%
- Leads generated: 55%
- Rate of conversion: 51%
- Customer churn rate: 45%
- Repeat sales: 45%
- Up-sell and cross-sell rate: 40%
- Referrals: 36%
- Increase in traffic (website or in-store): 35%
- Frequency of visits (website or in-store): 35%
- Net promoter score (i.e., pct. of people who would recommend you to their friends and networks): 34%
- Social engagement measurement: 30%
- Requests for product trials: 11%

Obstacles Faces While Improving CX

- Lack of clear CX strategy: 62%
- Lack of CX management process: 55%
- Lack of budget: 48%
- Lack of customer-centric culture: 41%
- Lack of integrated cross-channel management: 38%
- Lack of understanding about customers: 28%
- Buy-in from executive teams: 27%
21.4 Emotional Connections With Customers

Findings from a Corporate Executive Board (CEB, www.cebglobal.com) study suggest that a higher level of emotional connection exists between B2B brands and their clients compared with B2C businesses and their customers.

“Emotional connections across the organization strengthen business relationships. [B2B] marketers need to win over the horse and the rider – not just the rider, as in consumer products. Businesses selling to other businesses have more stakeholders in a purchase to win over. The integration of e-commerce, procurement, and other technology requires an emotional connection from many more people within the organization. The [B2B] relationship now requires the business to fulfill the personal and the emotional needs of the client. Success means teaching customers something new about their business and providing customers with compelling reasons to act by providing them with a unique value.”

Karl Schmidt, Practice Manager
Marketing and Communications
Corporate Executive Board

The CEB study cited Edwards Lifesciences, Grainger, and Xerox as being among companies that have moved to an emotional-connections business model with success. In assessing a marketing campaign by Edwards Lifesciences, the study found that professional benefits, social benefits, and emotional value had a 41.6% aggregate impact on perceived brand benefits, while perceived business value benefit was only 21.4%. Similar results occurred from a Grainger campaign, which highlighted current challenges rather than future gains through a get-it-done message. In general, CEB found that campaigns offering personal value tend to garner twice the lift as those that do not.
The CEB study, which included a survey of B2B customers by Motista (www.motista.com), found that between 40% and 70% of customers feel emotionally connected to B2B brands like Oracle, Accenture, FedEx, SAP, and Salesforce.com. For comparison, between 10% and 40% of B2C customers feel emotionally connected to B2C brands like CVS, L’Oreal, and Walmart.

21.5 Vendor Relationships

In a 2016 survey by LinkedIn (www.linkedin.com), B2B buyers were asked the most important factors in building stronger relationships with vendors. Responses were as follows:

- Trust: 52%
- Personal relationships: 45%
- Responsiveness: 45%
- Quality improvements: 43%
- Value: 38%

21.6 Market Resources

Corporate Executive Board, 1919 North Lynn Street, Arlington, VA 22209. (571) 303-3000. (www.cebglobal.com)

Gallup, 901 F Street NW, Washington, DC 20004. (202) 715-3030. (www.gallup.com)

Regalix Research, 1121 San Antonio Road, Suite B200, Palo Alto, CA 94303. (650) 331-1167. (www.regalix.com)
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CUSTOMER RELATIONSHIP MANAGEMENT

22.1 Overview
Customer relationship management, or CRM, is defined as the tools, technologies, and procedures to manage, improve, or facilitate sales, support, and related interactions with customers, prospects, and business partners throughout a company.

CRM involves the use of technology to optimize business processes through organization, synchronization, and automation. This optimization primarily involves activities related to sales, but may also involve activities related to technical support, marketing, and customer service. The primary goals of CRM are related to discovering and engaging new customers as well as maintaining relationships with established customers, restoring relationships with former customers, and minimizing resources used on marketing and serving customers.

“The universal rule of thumb in businesses, or the 80-20 rule, states that 80% of a business’s sales come from 20% of its customers; this goes to show the importance of customer relationship management. Without a CRM, a sale is just a one-time sale; you create a loyal customer and improve his buying frequency only by ensuring proper service.”

RelationshipManagement.org

Successful implementation of CRM may yield higher productivity in sales; streamlined marketing and sales processes; improved levels of service, retention and loyalty; increases in cross-selling and up-selling; higher rates of closes; increased efficiency in call centers; reductions in expenses; more accurate targeting and profiling; higher overall levels of profit; increases in market shares, and marginal costs.
22.2 CRM Use

A survey by Kapost (www.kapost.com) asked B2B marketers which marketing technologies they have already invested in or plan to invest in. Responses were as follows (percentage of respondents):

- Customer relationship management: 71%
- Marketing automation: 63%
- Content management system: 57%
- Marketing content platform: 34%

“CRM technology appears to be B2B marketers’ top choice for investment when putting it up against other solutions.”

eMarketer, 11/14/16

CRM is used extensively in B2B sectors where a close relationship with clients is essential. One example is IT consulting. A November 2016 survey by Insightly (www.insightly.com) found that 46% of IT consultants use CRM platforms daily; another 36% say they use CRM two or three times per week. IT consultants participating in the survey said CRM improves their business in the following ways (percentage of respondents):

- Improves efficiency: 73%
- Improves productivity: 57%
- Increases sales: 16%
- Shorter sales cycle: 14%
- Shorter meetings: 13%
- Happier customers/clients: 12%
- Reduced costs: 9%
- Competitive advantage: 8%

22.3 CRM Spending

Markets and Markets (www.marketsandmarkets.com) assesses CRM spending as follows:

- 2013: $17.2 billion
- 2014: $18.4 billion
- 2015: $19.7 billion
- 2016: $21.1 billion
• 2017: $22.6 billion
• 2018: $24.2 billion

22.4 CRM Technology Products

The following are vendors of customer relationship management software:

Amdocs
• Product: Amdocs Enterprise Customer Management
• Website: www.amdocs.com/Products/Customer-Management/Pages/Customer-Management.aspx

Avaya
• Product: Avaya Ace CRM Integration
• Website: www.avaya.com

GreenRope
• Product: GreenRope Complete CRM
• Website: www.greenrope.com

Infor
• Product: Infor 10x CRM
• Website: www.infor.com

Infusionsoft
• Product: Small Business CRM
• Website: www.infusionsoft.com

Jive Software
• Product: Jive Software CRM
• Website: www.jivesoftware.com

Kana
• Product: CRM Solution
• Website: www.kana.com

Microsoft
• Product: Microsoft Dynamics CRM
• Website: www.microsoft.com/en-us/dynamics/crm.aspx

NetSuite
• Product: NetSuite CRM+
• Website: www.netsuite.com/portal/products/crm/main.shtml
Oracle
• Product: Oracle CRM
• Website: www.oracle.com

Oracle-PeopleSoft
• Product: PeopleSoft Enterprise CRM
• Website: www.oracle.com/us/products/applications/peoplesoft-enterprise/crm/052431.html

Pardot, a Salesforce company
• Product: Pardot Marketing Automation
• Website: www.pardot.com

Pegasystems
• Product: Pegasystems CRM
• Website: www.pegasystems.com

PhaseWare
• Product: PhaseWare CRM
• Website: www.phaseware.com/customerrelationshipmanagement/

Sage
• Product: Sage CRM Cloud
• Website: www.sagecrm.com/united_states/

Salesforce
• Product: Sales Cloud
• Website: www.salesforce.com

Salesnet
• Product: Web Based CRM
• Website: www.salesnet.com

SAP
• Product: SAP 360 Customer powered by SAP HANA
• Website: www.sap.com

SAS
• Product: SAS Customer Intelligence
• Website: www.sas.com

SugarCRM
• Product: SugarCRM
• Website: www.sugarcrm.com
Teradata Corp.
- Product: Integrated Marketing Management Solution
- Website: www.teradata.com

VeraCentra
- Product: VeraCentra Customer Intelligence
- Website: www.veracentra.com

Vertical Solutions
- Product: Vertical Solutions CRM
- Website: www.vertsol.com

Vtiger
- Product: Vtiger CRM
- Website: www.vtiger.com

Zoho
- Product: Zoho CRM
- Website: www.zoho.com/crm/

22.5 Market Resources
CRM Directory (www.crmdirectory.com)

RelationshipManagement.org (www.relationshipmanagement.org)
23

DATA-DRIVEN MARKETING

23.1 Overview

Data-driven marketing refers to acquiring, analyzing, and applying information about consumer wants, needs, context, behavior, and motivations.

Winterberry Group (www.winterberrygroup.com) estimates annual spending by marketers in the United States on data and data-related services at $11.5 billion.

Ascend2 (www.ascend2.com) found that 39% of B2B marketing professionals feel their company’s data-driven marketing program is very successful in achieving important objectives; 57% said their program is somewhat successful.

23.2 Data-Driven Advertising and Marketing

B2B Outlook 2017, by Dun & Bradstreet (www.dnb.com), reported data-driven advertising and marketing tactics used by B2B marketers as follows (percentage of respondents):

- Cross-channel: 60%
- Cross-device: 55%
- Lookalike targeting: 52%
- Real-time optimization: 51%
- Account-based marketing: 43%
- Contextual email: 37%
- Multichannel attribution: 32%

“While data-driven marketing refers to a wide range of marketing tactics, many executives mention cross-channel and cross-device marketing and advertising, along with lookalike targeting, the most popular data-fueled marketing tactics. These three techniques were the most-used by B2B marketers polled by Dun & Bradstreet.”

eMarketer, 1/11/17
23.3 Data-Driven Marketing Strategy

Ascent2 conducted its third annual survey of B2B marketers on Data-Driven Marketing in January 2017. The findings are as follows:

Data-Driven Marketing Goals
What are the most important goals of a data-driven marketing strategy?
- Personalizing the customer experience: 70%
- Acquiring new customers: 43%
- Measuring data-driven marketing ROI: 40%
- Targeting individual market segments: 39%
- Integrating data across platforms: 28%
- Growing the marketing database: 28%
- Enriching data quality and completeness: 24%

Barriers To Success
What are the most significant barriers to achieving data-driven marketing success?
- Integrating data across platforms: 50%
- Enriching data quality and completeness: 49%
- Measuring data-driven marketing ROI: 42%
- Personalizing the customer experience: 32%
- Acquiring new customers: 31%
- Growing the marketing database: 27%
- Targeting individual market segments: 22%

Tactical Effectiveness
What are the most effective data-driven marketing personalization tactics used?
- Email message personalization: 47%
- Targeted landing pages: 43%
- Contact data segmentation: 38%
- Web content personalization: 37%
- Triggered email campaigns: 36%
- Retargeted advertising: 35%
- Lead intelligence collection: 34%

Tactical Difficulty
What are the most difficult data-driven marketing personalization tactics used?
- Lead intelligence collection: 50%
- Web content personalization: 48%
- Contact data segmentation: 41%
- Retargeted advertising: 34%
- Email message personalization: 27%
- Triggered email campaigns: 26%
- Targeted landing pages: 23%
Tactical Resources Used
Which best describes the resources used to execute data-driven marketing personalization tactics?
• Combination of outsourced and in-house: 56%
• Outsourced to a specialist: 29%
• In-house resources only: 15%

Rating Strategic Success
Which describes the success of your data-driven marketing strategy compared to competitors?
• Very successful: 37%
• Somewhat successful: 44%
• Somewhat unsuccessful: 18%
• Very unsuccessful: 2%
24

DIRECT MARKETING

24.1 Business Spending

The Data & Marketing Association (DMA, www.thedma.org) assesses that U.S. marketers spend $79 billion on business-to-business direct marketing (DM) annually. Including an additional $84 billion for consumer direct marketing, total DM spending is $163 billion. These expenditures generate nearly $2 trillion in incremental sales.

Direct marketing spending by medium is as follows:

- Direct mail: $50 billion
- Telephone: $37 billion
- Online media: $31 billion
- Television: $22 billion
- Newspaper: $8 billion
- Magazine: $7 billion
- Radio: $4 billion
- Other: $4 billion

In a survey by Advertising Age, 34% of business-to-business marketing executives said their company increased its direct mail marketing budget.

24.2 Direct Marketing Agencies

According to Advertising Age, the following are the largest direct marketing agencies:

- Epsilon (Alliance Data Systems Corp.): $1.37 billion
- Axiom Corp.: $765 million
- Wunderman (WPP): $496 million
- Rapp (Omnicom): $482 million
- Merkle: $465 million
- DigitasLBi (Publicis): $459 million
- Experian Marketing Services (Experian): $432 million
- Harte Hanks: $381 million
- MRM/McCann (Interpublic): $293 million
- OglivyOne Worldwide (WPP): $245 million
24.3 Response Rate

According to the Response Rate Report, by the DMA, direct marketing response rate by media is as follows:

<table>
<thead>
<tr>
<th>Media Type</th>
<th>House List</th>
<th>Prospects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct mail, letter size:</td>
<td>3.40%</td>
<td>1.28%</td>
</tr>
<tr>
<td>Direct mail, oversize:</td>
<td>3.95%</td>
<td>1.44%</td>
</tr>
<tr>
<td>Direct mail, postcard:</td>
<td>2.47%</td>
<td>1.12%</td>
</tr>
<tr>
<td>Direct mail, catalog:</td>
<td>4.26%</td>
<td>0.94%</td>
</tr>
<tr>
<td>Email:</td>
<td>0.12%</td>
<td>0.03%</td>
</tr>
<tr>
<td>Telephone:</td>
<td>12.95%</td>
<td>8.21%</td>
</tr>
<tr>
<td>Display ad:</td>
<td>n/a</td>
<td>0.04%</td>
</tr>
<tr>
<td>Paid search:</td>
<td>n/a</td>
<td>0.22%</td>
</tr>
</tbody>
</table>

24.4 Market Resources

Data and Marketing Association, 1333 Broadway, Suite 301, New York, NY 10018. (212) 768-7277. ([www.thedma.org](http://www.thedma.org))
25.1 Overview
Event marketing, also called engagement marketing and experiential marketing, is broadly defined as live events where audiences interact with a product or a brand. Event marketing most commonly involves sports events but can also include parties, festivals, and cultural events.

“Event marketing is a strategic area that has top-of-mind recall among marketers because of its unique ability to provide customers and prospects with interactive, immersive experiences of a company, its products, and its services. Event marketing not only raises awareness of a company, but also enhances an organization’s reputation and builds an organization’s brand. Event marketing takes customers to where the action is and etches lasting impressions of an organization, products, and services.”

Regalix Research

25.2 Event Spending
B2C companies have spent upward of $4 million for a 30-second spot that airs during the Super Bowl to promote their brand to the 111 million viewers in the U.S. that watch the game on TV. B2B companies spend similarly to engage with their small circle of key customers. One example is the use of a hospitality suite at the NCAA Final Four to host customers.
“The Final Four is presumably about the NCAA men’s basketball championship, but some of the best games are played on smartphones, in luxury suites, and behind the flaps of corporate hospitality tents. The Final Four is one of little more than a handful of in-demand events routinely circled on the corporate calendar, as regional vice presidents and chief executives all too familiar with the Pareto Principle (80% of sales come from 20% of your clients) try to impress their most valuable customers.”

Money

Money estimates that companies spend $12,000 to $30,000 per person wooing clients with limousines, hotels, parties, and celebrity guests in hospitality suites. Such costs are a small investment to make toward winning the large contracts at stake in the B2B marketplace.

Event spending fluctuates with economic conditions. During periods of recession, entertainment is among the first budget items to be cut as corporations pare back spending and companies try to avoid unwanted publicity for lavish public displays. As the U.S. economy grows, so too does event spending.

25.3 Major Sports Events

Large corporations often entertain customers at major sporting events. According to SportsBusiness Journal, major league stadiums and arenas have a total of 10,371 suites and 454,279 club seats. Suites are largely sold to corporate purchasers who use them to host customers and prospective clients.

Jacob Turnage, co-founder and vice president of marketing for high-end sports hospitality firm EB Corporate (www.ebcorporate.com), identifies The “Big Six” corporate hospitality events as the Super Bowl, the NCAA Final Four, the Masters Tournament, tennis’ U.S. Open, the Kentucky Derby, and, biennially, the Ryder Cup.

The Super Bowl, by far, garners the greatest amount of corporate dollars of all the sports events.

The Federal Aviation Administration typically reports a surge of 1,200 extra private jet flights – primarily corporate jets – in the days surrounding Super Bowl games.
The Kentucky Derby, well-known for the celebrities which the race attracts, is also popular as a corporate hospitality event. The Turf Club and Millionaires Row, the highest seating-tier options, are licensed to corporations who have reserved the right to buy a group of seats over several years. Licensing costs are up to $60,000 per seat.

Prestige Ticketing Limited (www.prestigeentertainment.com), the company responsible for selling corporate packages for the 2012 London Olympics, reported sales of $4.6 billion for 100,000 hospitality packages at venues including the Olympic Park, Horse Guards Parade, and Wimbledon. Analysis commissioned by Prestige assessed that companies investing in corporate hospitality at the Summer Olympics earned a 12% return on investment.

25.4 Hospitality Tents

Many large corporations rent hospitality tents to engage with clients at sporting events such as golf tournaments and auto races. Companies also sign on as sponsors of events along with hosting clients and prospects at their hospitality tents.

The Professional Golfer’s Association of America (PGA, www.pga.com) conducts the 56-event PGA Tour which includes several premier golf events, such as the Masters, PGA Championship, Ryder Cup, Senior PGA Championship, and PGA Grand Slam of Golf. B2B companies that sponsor the PGA Tour include Avis, Carey International, Cessna, Charles Schwab, FedEx, Forbes, GE, John Deere, MasterCard, PricewaterhouseCoopers, United Airlines, and Western Union Business Solutions.

The United States Golf Association (USGA, www.usga.org) conducts the United States’ national championships. These include the U.S. Open, the U.S. Women’s Open, and the U.S. Senior Open. In recent years, U.S. Open hospitality revenue has ranged from $10 million to $20 million. About 50 tents are typically available, although the number varies with the course hosting the event. Only the USGA’s five corporate partners – American Express, Chevron, IBM, Lexus, and Rolex – have hospitality on the course; other tents are located in adjacent areas.

“A 40-by-30 tent with 100 tickets per day and 40 parking passes [at the U.S. Open] costs $275,000 for the week. Food and beverage and decorating typically can double the cost for clients.”

SportsBusiness Journal
Trackside hospitality tents at the Grand Prix rent for up to $48,000 for three days, according to Los Angeles Times. An infield tent for 100 guests at The Preakness costs $30,000, according to The Baltimore Sun.

25.5 Market Resources
Association of Luxury Suite Directors, 10017 McKelvey Road, Cincinnati, OH 45231. (513) 674-0555. (www.alsd.com)

EB Corporate, 6300 Powers Ferry Road, Building 600, Suite 125, Atlanta, GA 30339. (678) 500-1760. (www.ebcorporate.com)

International Special Events Society, 330 N. Wabash Avenue, Suite 2000, Chicago, IL 60611. (800) 688-4737. (www.ises.com)

26 INBOUND MARKETING

26.1 Overview
Inbound marketing refers to marketing activities that bring visitors in to an organization, rather than activities that require marketers to go out to get prospects’ attention. Inbound marketing is aimed at drawing the attention of customers and driving customers to the company or brand website.

A survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored strategies for B2B inbound marketing. This chapter presents the findings of the survey.

26.2 Objectives
The most important objectives of inbound marketing strategy are as follows (percentage of respondents):

- Increase conversion rates: 49%
- Improve lead quality: 48%
- Increase sales revenue: 46%
- Increase lead quality: 44%
- Increase brand awareness: 31%
- Increase web page traffic: 29%
- Improve analytics/reporting: 16%
- Reduce marketing costs: 9%

Twenty-three percent (23%) of B2B marketing professionals said their company was very successful in achieving important inbound marketing-related objectives; 69% feel their program is somewhat successful.

26.3 Effectiveness
B2B marketing professionals consider the most effective tactics for inbound marketing as follows (percentage of respondents):

- Marketing content creation: 59%
- Search engine optimization: 54%
- Social media/social networking: 38%
- Website design optimization: 33%
• Blogging/guest blogging: 27%
• Inbound tactic integration: 21%
• Press and public relations: 15%
• Mobile marketing: 8%

26.4 Program Execution
The following are the most difficult inbound marketing tactics to execute (percentage of respondents):
• Marketing content creation: 54%
• Inbound tactic integration: 39%
• Search engine optimization: 30%
• Website design optimization: 26%
• Social media/social networking: 26%
• Blogging/guest blogging: 24%
• Press and public relations: 20%
• Mobile marketing: 20%

26.5 Challenges
The following are the most challenging obstacles to inbound marketing success (percentage of respondents):
• Lack of an effective strategy: 46%
• Lack of content creation: 41%
• Inadequate budget: 33%
• Lack of tactical integration: 32%
• Inability to prove ROI: 29%
• Ineffective metrics tracking: 22%
• Lack of training/experience: 21%
• Lack of website control: 11%

26.6 Market Resources
Ascend2, 36 Links Lane, Marstons Mills, MA 02648. (800) 762-1595. (www.ascend2.com)
27

LEAD GENERATION

27.1 Qualified Leads

2017 State of Digital Marketing, by DemandWave (www.demandwave.com), reported that 48% of B2B marketers ranked the delivery of quality leads as their top marketing objective in 2017, ahead of increasing the quantity of leads (23%) and increasing marketing ROI (12%).

“According to a study of U.S. B2B, from marketing managers to C-level executives, by DemandWave, B2B marketers chose lead quality over quantity. This year’s survey solidifies the trend with marketers choosing ‘deliver quality leads’ as their top marketing goal for 2017.”

Research Brief, 2/16/17

In a survey by Advertising Age, B2B marketing executives said a qualified lead is one that results in the following (percentage of respondents):

- Requested a sales contact: 76%
- Called in: 59%
- Contacted organization through more than one channel: 49%
- Requested a white paper or other content: 43%
- Accepted by sales: 41%
- Qualified by telemarketing team: 35%
- Attended a webinar: 35%
- Visited website: 30%
- Achieved a threshold lead score: 25%
- Followed or liked on social media: 18%
27.2 Most Effective Lead Generation Tactics

A survey by the ABM, The Association of Business Information and Media Companies (www.abmassociation.com), asked B2B marketers the most successful marketing tactics for generating targeted leads of new buyers. Responses were as follows (percentage of respondents):

- Face-to-face event attendance: 90%
- Face-to-face event sponsorship: 76%
- Sponsored white papers: 65%
- Sponsored video on B2B platforms: 62%
- Third-party webinars: 61%
- E-newsletter advertising: 53%
- Print advertising: 52%
- Search engine advertising: 51%
- Website banner advertising: 42%
- Mobile advertising: 42%
- Out-of-home: 22%
- Radio: 15%
- TV: 14%

*B2B Demand Generation Benchmark*, a report by SoftwareAdvice (www.softwareadvice.com), reported that trade shows rank highest as a source of B2B leads. Seventy-seven percent (77%) of marketers said they generated a “somewhat” or “very high” quantity of leads from trade shows; 82% said they generated leads of “good” or “excellent” quality. Referrals and in-house email marketing ranked second and third, respectively, as sources of B2B leads.

27.3 Conversion Rate

*B2B Sales Benchmarks*, a study by Implisit (www.implisit.com), reported B2B lead-to-deal conversion rates, by channel, as follows:

- Customer and employee referrals: 3.63%
- Website: 1.55%
- Facebook, Twitter, and other social networks: 1.47%
- Paid search: 0.99%
- Marketing and advertising: 0.78%
- Trade shows: 0.55%
- Business partners: 0.48%
- Webinars: 0.44%
- LinkedIn: 0.34%
- Email campaigns: 0.07%
- Events: 0.04%
- Lead lists: 0.02%
27.4 Cost Per Lead And ROI

According to Advertising Age, the average cost per qualified lead is $272. Cost-per-lead distribution is as follows:

- Greater than $1,000: 12%
- $501 to $1,000: 7%
- $101 to $500: 23%
- $76 to $100: 13%
- $51 to $75: 14%
- $25 to $50: 18%
- Less than $25: 13%

On average, marketers report a 31% return on investment (ROI) from their lead generation programs. ROI distribution is as follows (source: Advertising Age):

- >100%: 9%
- 76% to 100%: 6%
- 51% to 75%: 7%
- 26% to 50%: 10%
- 21% to 25%: 13%
- 16% to 20%: 18%
- 11% to 15%: 10%
- 6% to 10%: 15%
- 1% to 5%: 12%

27.5 Assessing Effectiveness

In a survey by Advertising Age, B2B marketers reported use of metrics for evaluating lead-generation programs as follows (percentage of respondents):

- Return on investment: 57%
- Closing rate: 50%
- Qualified lead value: 44%
- Cost-per-lead: 41%
- Overall lead volume: 38%
- Percent of qualified leads: 38%
- Average deal size: 33%
- Cost per acquisition: 29%
- Time to close: 27%
“More B2B marketers are getting wise to the benefits of lead generation technology, with many noting the tools help them increase the volume of warm leads created, better segment those prospects, and improve targeting efforts to reach them.”

eMarketer, 8/30/16

27.6 Lead Generation Survey

A survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored strategies for B2B lead generation. The findings were published in 2016 State of Lead Generation; the following is a summary (percentage of respondents):

Lead Generation Goals and Barriers

<table>
<thead>
<tr>
<th>Most Important Goal</th>
<th>Most Significant Barrier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving lead quality:</td>
<td>77%</td>
</tr>
<tr>
<td>Acquiring new customers:</td>
<td>50%</td>
</tr>
<tr>
<td>Improving lead quantity:</td>
<td>41%</td>
</tr>
<tr>
<td>Measuring lead performance:</td>
<td>32%</td>
</tr>
<tr>
<td>Automating marketing:</td>
<td>29%</td>
</tr>
<tr>
<td>Converting web visitors to leads:</td>
<td>25%</td>
</tr>
<tr>
<td>Reducing cost of lead acquisition:</td>
<td>24%</td>
</tr>
</tbody>
</table>

Lead Generation Tactics

<table>
<thead>
<tr>
<th>Most Effective</th>
<th>Most Difficult</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content marketing:</td>
<td>45%</td>
</tr>
<tr>
<td>Email marketing:</td>
<td>45%</td>
</tr>
<tr>
<td>Social media marketing:</td>
<td>39%</td>
</tr>
<tr>
<td>Landing page optimization:</td>
<td>38%</td>
</tr>
<tr>
<td>Search engine optimization:</td>
<td>33%</td>
</tr>
</tbody>
</table>
28.1 Overview

Lead management involves the use of software to aid in the process of turning business leads into sales.

Lead management software can include the following functions:
- Adaptive behavioral scoring
- Analytics and marketing reports
- Behavioral tracking and reporting
- Call tracking
- Customer relationship management (CRM) integration
- Customer insights
- Data segmentation
- Email marketing
- Lead capturing and profiling
- Lead nurturing
- Lead routing
- Lead scoring
- List targeting
- Real-time web lead capture
- Reports and dashboards
- Return on investment (ROI) analysis and reporting
- Sales campaign execution
- Sales lead tracking
- Social media prospecting
- Webinar management
- Website tracking

28.2 Implementation

In a survey by Advertising Age, 71% of marketers reported that they are involved in some form of lead management; 47% are “very” or “fully” involved. Fifty-five percent (55%) of B2B marketers responding said the effectiveness of their lead generation efforts was “just average.”

In prioritizing leads, B2B marketers said their prime definition of a lead is as follows:
• A prospect request to be contacted: 76%
• Request for a white paper: 43%
• Attendance at a webinar: 35%
• Visit to a company’s website: 30%
• Being followed or “liked” on social media: 10%

Respondents in the survey reported their most effective lead generation tactic as follows:
• Product demonstrations: 47%
• Educational webinars: 43%
• Product trials: 37%
• Offers and incentives: 36%
• Interactive tools, such as apps: 25%
• E-newsletters: 21%

Thirty-six percent (36%) of respondents in the survey said they don’t track leads to any specific marketing or sales touch point; 23% use only last-touch attribution to measure lead generation, ignoring the various other influences that may have warmed up the prospect toward conversion. Twenty-one percent (21%) of respondents said they evenly weigh the lead across all the touch points prior to the sale.

28.3 Lead Nurturing Trends
According to 2017 State Of B2B Lead Nurturing, by Demand Gen Report (www.demandgenreport.com), the effectiveness of lead nurturing programs for B2B marketers is as follows (percentage of respondents):
• Generating more sales-ready leads: 75%
• Better response to campaigns/offers due to targeting/relevancy: 69%
• Ability to segment products based in customer interests/behavior: 62%
• Higher acceptance of leads from sales: 54%
• Lower cost for qualified leads: 48%

“For B2B marketers, lead nurture campaigns deliver far better results than standard programs.”

eMarketer, 8/13/16
A survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored lead nurturing trends. The findings of the survey were as follows:

**Most Important Objectives Of A Lead Nurturing Strategy**

- Increase conversion rates: 68%
- Increase sales opportunities: 68%
- Increase lead qualification: 63%
- Increase brand awareness: 28%
- Improve lead data segmentation: 22%
- Improve multi-channel engagement: 20%
- Improve website personalization: 9%

**Most Effective Lead Nurturing Tactics**

- Creating relevant content: 69%
- Personalizing campaigns: 40%
- Targeting by prospect persona: 39%
- Targeting by decision stage: 38%
- Nurturing campaign workflows: 35%
- Segmenting lead data: 31%
- Multi-channel integration: 20%

**Most Challenging Obstacles To Lead Nurturing Success**

- Creating relevant content: 59%
- Targeting by decision stage: 49%
- Targeting by prospect persona: 39%
- Nurturing campaign workflows: 33%
- Personalizing campaigns: 32%
- Multi-channel integration: 31%
- Segmenting lead data: 29%

**Most Effective Online Channels For Lead Nurturing**

- Email: 78%
- Website: 48%
- Social Media: 39%
- Blog: 30%
- Events: 29%
- Search: 24%
- Mobile: 13%

**Integration Of Lead Nurturing Campaign Across Channels**

- Marginal multi-channel integration: 58%
- Extensive multi-channel integration: 23%
- No multi-channel integration: 19%
Eighty-two percent (82%) of B2B marketers participating in the survey considered their lead nurturing program very successful or somewhat successful.

### 28.4 Lead Management Technology Products

The following are vendors of lead management automation software:

**Act-On Software**
- Product: Act-On Marketing Platform
- Website: [www.actonsoftware.com](http://www.actonsoftware.com)

**Alinean**
- Product: Alinean XcelLive
- Website: [www.alinean.com](http://www.alinean.com)

**Elateral**
- Product: Elateral MSC
- Website: [www.elateral.com](http://www.elateral.com)

**eTrigue Corp.**
- Product: DemandCenter
- Website: [www.etrigue.com](http://www.etrigue.com)

**Genius.com**
- Product: Genius Marketing Automation
- Website: [www.genius.com](http://www.genius.com)

**IBM Enterprise Marketing Management**
- Product: LeadManagement Solution
- Website: [www-03.ibm.com/software/products/en/category/marketing](http://www-03.ibm.com/software/products/en/category/marketing)

**InsideSales**
- Product: Hosted Lead Management Platform
- Website: [www.insidesales.com](http://www.insidesales.com)

**Integrate**
- Product: AdHQ
- Website: [www.integrate.com](http://www.integrate.com)

**Kutenda**
- Product: Kutenda Online Marketing Suite
- Website: [www.kutenda.com](http://www.kutenda.com)
MakesBridge
• Product: MakesBridge
• Website: www.makesbridge.com

MarketNet Services
• Product: MarketNet Solutions
• Website: www.marketnetservices.com

Marketo
• Product: Marketo Lead Management
• Website: www.marketo.com

Net-Results
• Product: Net-Results Marketing Automation
• Website: www.net-results.com

NetLine Corp.
• Product: NetLine
• Website: www.netline.com

Oracle
• Product: Oracle CRM
• Website: www.oracle.com

Pardot, a Salesforce company
• Product: Pardot Marketing Automation
• Website: www.pardot.com

Right On Interactive
• Product: Lifecycle Marketing
• Website: www.rightoninteractive.com

Sales Engine International
• Product: Manticore Technology
• Website: www.salesengineintl.com

Salesforce
• Product: Sales Cloud
• Website: www.salesforce.com

SalesFUSION
• Product: SalesFUSION 8.0
• Website: http://salesfusion.com
SalesOptima
• Products: Stratus, StratusExpress, Cirrus, Nimbus
• Website: www.salesoptima.com

SAS
• Product: SAS Customer Intelligence
• Website: www.sas.com

SmartLead
• Product: SmartLead
• Website: www.smartlead.com

Teradata Corp.
• Product: Integrated Marketing Management Solution
• Website: www.teradata.com

VeraCentra
• Product: VeraCentra Customer Intelligence
• Website: www.veracentra.com

28.5 Market Resources

29.1 Market Research Companies

The 2016 AMA Gold Top 50 Report, by the American Marketing Association (www.ama.org), reported $10.46 billion in U.S. revenue for the 50 largest market research companies. These companies also had $11.32 in international revenue.

Ranked by U.S. annual revenue, these companies are as follows:

- Nielsen (www.nielsen.com): $3.60 billion
- IMS Health (www.imshealth.com): $1.10 billion
- Kantar (www.kantar.com): $973 million
- IRI (www.iriworldwide.com): $605 million
- Ipsos (www.ipsos-na.com): $552 million
- Westat (www.westat.com): $491 million
- GfK (www.gfk.com): $346 million
- comScore (www.comscore.com): $268 million
- The NPD Group (www.npd.com): $231 million
- J.D. Power and Associates (www.jdpower.com): $181 million
- ICF International (www.icfi.com): $155 million
- Decision Resources Group (www.decisionresourcesgroup.com): $120 million
- Abt SRBI (www.abtsrbi.com): $119 million
- MaritzCX (www.maritzcx.com): $111 million
dunnhumby (www.dunnhumby.com): $110 million
- Wood Mackenzie (www.woodmac.com): $109 million
- Rentrak (www.rentrak.com): $98 million
- National Research Corp. (www.nationalresearch.com): $84 million
- ORC International (www.orcinternational.com): $83 million
- Lieberman Research Worldwide (www.lrnonline.com): $82 million
- Burke Inc. (www.burke.com): $66 million
- C Space (www.cspace.com): $64 million
- Convergys (www.convergys.com): $58 million
- Morpace Inc. (www.morpace.com): $57 million
- PRS IN VIVO (www.prsvivo.com): $46 million
- Service Management Group (www.smg.com): $45 million
- YouGov (www.yougov.com): $41 million
- SSRS (www.ssrs.com): $40 million
- Directions Research (www.directionsresearch.com): $40 million
29.2 Market Research Publishers

Market research studies are an essential tool used to develop corporate strategy. The following is a selection of firms that publish market research reports assessing B2B market segments and market characteristics:

- First Research, 7700 West Parmer Lane, Building A, Austin, TX 78729. (866) 788-9389. (www.firstresearch.com)
- Gardner Business Media, 6915 Valley Avenue, Cincinnati, OH 45244. (513) 527-8800. (www.gardnerweb.com)
- Mintel, 333 West Wacker Drive, Suite 1100, Chicago, IL 60606. (312) 932-0400. (www.mintel.com)
- SIS International Market Research, 11 East 22nd Street, 2nd Floor, New York, NY 10010. (212) 505-6805. (www.sisinternational.com)
- The Freedonia Group, 767 Beta Drive, Cleveland, OH 44143. (440) 684-9600. (www.freedoniagroup.com)
A comprehensive collection of market intelligence reports from over 720 publishers is available from MarketResearch.com.

29.3 Competitor Intelligence

Competitor analysis typically includes lists of current and potential competitors and the following profiles:
• Background: history, location of offices, ownership, and personnel
• Financial information
• Products and services offered
• Marketing, channels of distribution, and pricing
• Corporate strategy
• Current research and product development that might reveal future product introductions
• Strengths that pose a competitive challenge to the firm
• Weaknesses that may be exploited


A directory of competitor intelligence providers is available online from Quirk’s at www.quirks.com/directory/sourcebook/Competitive_Intelligence.aspx.

29.4 Forecasting

Market forecasts are typically based on extrapolation of historical data or models based on scenarios with assumptions about the future.

Qualitative and quantitative sets of data are used for forecasting. Recorded Future (www.recordedfuture.com), for example, provides a service that scans 50,000 online sources looking for statements about the future. The company uses this information to create a “temporal index” that suggests trends. Users of the service include the U.S. intelligence community and other government agencies, banks, and several major corporations.
“The Web has come to reflect the world. We can use that to predict things.”

Christopher Ahlberg, CEO
Recorded Future
*The New York Times*

### 29.5 Market Resources

Academic centers of B2B market research are listed in Appendix A of this handbook.

Market analysts that focus on the B2B marketplace are listed in Appendix E of this handbook.

**American Marketing Association**, 130 E. Randolph Street, 22nd Floor, Chicago, IL 60601. (312) 542-9000. (www.ama.org)


**GreenBook**, 116 East 27th Street, 6th Floor, New York, NY 10016. (212) 849-2752. (www.greenbook.org)


**Quirk’s Marketing Research Media**, 4662 Slater Road, Eagan, MN 55122. (651) 379-6200. (www.quirks.com)

**Strategic & Competitive Intelligence Professionals (SCIP)**, 7550 IH 10 West, Suite 400, San Antonio, TX 78229. (703) 739-0696. (www.scip.org)
30

MARKETING ANALYTICS

30.1 Overview

According to Advertising Age, 44% of B2B technology companies and 29% of all B2B companies use analytics to show marketing ROI.

In a survey by Forrester Research (www.forrester.com), 73% of B2B marketing executives said that their organization used Web analytics tools.

Analytics software can include the following functions:

• Analyze ad performance
• Automated reports and marketing dashboards
• Capture and incorporate customer feedback
• Data warehousing, reporting, and analysis
• Marketing mix analysis
• Mine data to develop predictive models
• Prospect segmentation and targeting
• Real-time reporting of users’ interests and behaviors
• Strategic and financial performance management

Web analytics software can include the following functions:

• Combine data sets from online advertising, rich media, and search campaigns
• Data on website traffic
• Integration to drive dynamic Web content
• Mobile analytics
• Optimize customer acquisition, conversion, and retention
• Reporting on real-time hits, page views, sessions, path analysis, and visitors
• Search engine bid management
• Social media measurement

Enterprise Marketing Survey 2016, by Clutch (www.clutch.co), reported that marketing and Web analytics tools were used by 75% of U.S. B2B marketers. This ranked analytics as the #1 category of enterprise marketing technology, ahead of customer relationship management (62%), social community management platforms (59%), and Web content management systems (55%).
“More B2B marketers are tapping into the world of marketing analytics in an effort to improve ROI and try to more efficiently allocate their marketing dollars. In fact, as executives at B2B firms increasingly realize, many of these marketing analytics efforts are having a noticeable impact on their bottom line.”

eMarketer, 8/22/16

### 30.2 Predictive Analytics

Predictive analytics uses techniques from data mining, statistics, modeling, machine learning, and artificial intelligence to analyze current data to make predictions about future. It is used in marketing to suggest the likely outcome of marketing strategies and to deliver insights across the sales funnel to encourage sales from existing and new customers. The sales funnel refers to the path of a prospect from the initial contact, through the lead nurturing process, to the point of purchase. Predictive marketing requires modeling past behaviors of prospects or customers and predicting what their future needs are going to be.

A survey by OnTarget Consulting & Research (www.ontargetpartners.com) found that 43% of B2B marketers use predictive analytics to gain insight about where prospects are in the sales funnel. According to a survey by Forbes Insights (www.forbes.com/forbesinsights/), 26% of marketing executives say that a benefit of predictive marketing is better funnel conversions.

A survey by VB Insight (www.vbinsight.com) asked senior-level marketing professionals the primary objective of predictive analytics. Responses were as follows (percentage of respondents):

- Customer acquisition: 33%
- Ad/campaign effectiveness: 17%
- Customer lifetime value: 17%
- Customer retention: 17%
- Measuring customer behavior/audience insights: 17%
“Predictive technology is not new – tools are improving quickly and solutions are becoming increasingly powerful – but adoption among B2B marketers is still lagging.”

eMarketer, 4/13/16

30.3 Marketing Analytics Survey

Regalix Research (www.regalix.com) conducted survey interviews with marketing executives to understand the state of B2B marketing analytics.

Eighty-four percent (84%) of B2B marketing executives said that marketing analytics is important for marketing success; 16% feel that it is somewhat important. Twenty-eight percent (28%) said they are able to leverage analytics data to measure their organization’s marketing performance; 55% said they are somewhat successful. Twenty-two percent (22%) reported their organization is very successful at tracking the ROI of marketing analytics; 64% said they are somewhat successful.

The following are responses to the Regalix Research survey (percentage of respondents):

Key Benefits of Marketing Analytics
- Helps identify marketing channels that provide best ROI: 79%
- Helps allocate marketing spends more effectively: 68%
- Helps optimize the marketing mix: 64%
- Provides a better view of the sales funnel: 54%
- Helps in better marketing messaging: 54%
- Helps to better engage the customer: 51%
- Helps demonstrate marketing function’s contribution toward overall revenue: 49%
- Helps in identifying precise customer needs: 38%
- Facilitates faster revenue growth: 30%
- Helps sharpen social media strategies: 29%

Key Marketing Analytics Objectives
- Using analytics to improve marketing performance: 89%
- Getting better visibility into sales funnel: 73%
- Combining data from multiple sources to draw correlations: 54%
- Measuring marketing attribution across channels: 54%
- Enhancing customer lifecycle: 39%
• Accelerating the analytics process from data collection to deriving insights: 35%
• Reducing time takes to analyze data and interpret results: 27%
• Getting executive level buy-in and support: 19%
• Improving competitive analysis: 19%
• Integrating disparate systems and siloed data: 19%

Marketing Analytics Tools And Technologies In Use By Organizations
• Web analytics: 91%
• Spreadsheets: 80%
• Campaign automation: 66%
• Social analytics: 66%
• Business intelligence: 43%
• Tag management: 31%
• A/B or multivariate testing: 29%
• Mobile analytics: 29%
• Attribution tools: 26%
• Relational (SQL) database: 26%
• Predictive analytics: 14%

Email Metrics Tracked
• Click-through rate: 95%
• Open rate: 92%
• Conversion rate: 79%
• Unsubscribe rate: 69%
• Clicks-per-email: 64%
• Deliverability rate: 61%
• Social sharing rate: 25%

Mobile Metrics Tracked
• Mobile site traffic: 76%
• Conversion rate: 42%
• App downloads: 27%
• Visitor usage pattern: 27%
• Mobile advertising metrics: 26%
• App engagement: 24%

Pay-Per-Click (PPC) Metrics Tracked
• Click-through rate: 80%
• Visit-to-lead rate: 46%
• Lead-to-close rate: 42%
• Sales conversion rate: 42%
• Opportunity-to-close rate: 37%
Search Engine Optimization (SEO) Metrics Tracked
- Keyword ranking: 81%
- Top sources of organic traffic: 78%
- Keyword clicks: 67%
- Percentage of total traffic from organic search: 64%
- Keywords triggering search results: 58%
- Unique search terms driving traffic: 53%
- Branded versus non-branded organic search traffic: 38%

Social Media Metrics Tracked
- Engagement per post or tweet: 67%
- Social reach: 67%
- Traffic referrals by social media channels: 66%
- Leads by social media: 50%
- Brand sentiment (ratio of positive to negative mentions): 25%
- Sales by social media: 25%
- Cost per follower: 13%

Website Metrics Tracked
- Page views: 85%
- Visits or sessions: 85%
- Conversion rate: 82%
- Users: 78%
- Bounce rate: 75%
- Pages/sessions: 72%
- Average session duration: 67%
- Top traffic sources (direct/organic/referral): 61%
- Mobile vs. desktop visitors: 51%
- Exit rate: 49%
- Percentage of new sessions: 46%

Key Obstacles
- Lack of resources to execute: 70%
- Time required to collect and analyze data: 41%
- Budget constraints: 37%
- Lack of know-how in using analytics tools: 37%
- Issues with data quality and integrity: 33%
- Lack of strategic vision/roadmap: 30%
- Lack of systems integration: 30%
- Lack of proper analytics tools: 22%
30.4 Analytics Technology Products

The following are vendors of marketing analytics software:

CallSource
• Product: Results
• Website: www.callsource.com

IBM Corporation
• Product: IBM Real-Time Analytics Matching Platform (RAMP)
• Website: www.ibm.com/us/en

IBM SPSS
• Products: IBM SPSS Data Collection, IBM SPSS Modeler, IBM SPSS Statistics
• Website: http://www-01.ibm.com/software/analytics/spss

Infegy
• Product: Social Radar
• Website: www.infegy.com

Infor
• Product: Infor 10x Analytics
• Website: www.infor.com

MicroStrategy
• Products: MicroStrategy Intelligence, MicroStrategy Mobile
• Website: www.microstrategy.com

MLS Data Management Solutions
• Product: MLS Data Management Solutions
• Website: www.mlsc.com

Oracle
• Products: Oracle Business Development Foundation, Oracle Business Intelligence Applications, Oracle Scoreboard and Strategy Management
• Website: www.oracle.com

Sailthru
• Product: SmartData
• Website: www.sailthru.com

SAP
• Products: BusinessObjects Intelligent Search, BusinessObjects Text Analysis, BusinessObjects VizServer
• Website: www.sap.com
SAS
  • Products: SAS Analytics, SAS Business Analytics, SAS Customer Intelligence
  • Website: www.sas.com

Teradata
  • Products: Data Warehouse database systems, Master Data Management
  • Website: www.teradata.com

VeraCentra
  • Products: VeraCentra Intelligence, VeraCentra Segmentation and Modeling Services
  • Website: www.veracentra.com

Xert Communications Corp.
  • Product: Xert Precision Suite
  • Website: www.xert.com

30.5 Web Analytics Technology Products
The following are vendors of web analytics software:
Adobe Systems
  • Products: Adobe Analytics, Adobe Discover, Adobe Genesis Insight, DigitalPulse, Search&Promote, SiteCatalyst, TagManager, Test&Target
  • Website: www.adobe.com

Bridgeline Digital
  • Product: iAPPS Analyzer
  • Website: www.bridgelinedigital.com

Clicky Web Analytics
  • Products: Clicky Web Analytics, Twitter Analytics
  • Website: www.clicky.com

Google
  • Product: Google Analytics
  • Website: www.google.com/analytics

IBM Enterprise Marketing Management
  • Products: IBM Digital Analytics, IBM Digital Analytics Accelerator, IBM Digital Analytics for Social Media, IBM Digital Analytics Impression Attribution, IBM Digital Analytics Lifecycle, IBM Digital Analytics Multichannel, IBM Digital Analytics Multisite
  • Website: http://www-03.ibm.com/software/products/en/category/marketing
Pardot, a Salesforce company
• Product: Pardot Marketing Automation
• Website: www.pardot.com

Parker Software
• Product: WhosOn
• Website: www.parker-software.com

Sailthru
• Product: SmartData
• Website: www.sailthru.com

SAP
• Product: SAP Business Intelligence
• Website: www.sap.com

SAS
• Products: SAS Web Analytics
• Website: www.sas.com

Webtrends
• Product: Webtrends Stream
• Website: www.webtrends.com
31

MARKETING AUTOMATION

31.1 Overview

Marketing automation is the use of software to increase the productivity of marketing programs. Marketing automation increases sales and maximizes efficiency for companies with complex sales cycles, allowing marketing and sales departments to manage all prospect interactions and to create, deploy, and optimize online marketing campaigns from a central platform.

Marketing automation software can include the following functions:

- Analytics
- Automation of real-time data and performance
- Campaign measurement
- Centralized lead database
- Customer lifecycle marketing
- Customer profile data
- Customer relationship management (CRM) integration
- Dashboards and reporting
- Data optimization
- Email marketing platform
- Improve lead generation and report on campaign success
- Integrate marketing programs and communications
- Lead management and segmentation
- Lead nurturing
- Manage and automate prospect interactions
- Measure marketing ROI
- Personalized content
- Real-time triggering
- Sales intelligence
- Tracking
- Work flow automation

31.2 Marketing Automation for SMBs

A survey by SalesFusion (www.salesfusion.com) asked marketers in small-sized to medium-sized businesses (SMBs) reasons for investing in marketing automation. Responses were as follows (percentage of respondents):
• Ability to nurture leads: 68%
• Increase lead volume: 63%
• Improve lead quality: 59%
• Automate lead scoring and management: 57%
• Improve ability to show ROI of marketing activities: 55%
• Gain insight into buyer’s journey: 42%
• Consolidate marketing processes and tools: 41%
• Increase lead velocity: 37%

“Based on polling by SalesFusion, more than two-thirds of B2B marketers in the U.S. with less than $100 million in revenues were investing in marketing automation to enhance their ability to nurture leads. That made lead nurture the No. 1 reason for these B2B SMBs to spend on marketing automation technology. Not far behind was the desire to increase lead volume, as well as improve lead quality. A majority also wanted to automate lead scoring and management.”

eMarketer, 6/8/16

31.3 State Of B2B Marketing Automation
An April 2017 survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored strategies for B2B marketing automation. Sixty-five percent (65%) of marketing executives said that marketing automation is extremely important to the success of a marketing program; 33% feel that it is somewhat important.

The survey was published in State of Marketing Automation: Survey Summary Report; the following is a summary of the findings of the survey (percentage of respondents):

Objectives Of A Marketing Automation Strategy

<table>
<thead>
<tr>
<th>Most Important</th>
<th>Most Challenging</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase marketing ROI:</td>
<td>46%</td>
</tr>
<tr>
<td>Optimize productivity:</td>
<td>45%</td>
</tr>
<tr>
<td>Acquire more customers:</td>
<td>45%</td>
</tr>
<tr>
<td>Measure performance:</td>
<td>40%</td>
</tr>
</tbody>
</table>
• Align marketing and sales: 33% 36%
• Improve campaign management: 31% 30%
• Improve database quality: 26% 39%

Evaluation Criteria For Selecting A Marketing Automation System
• Ease of implementation: 54%
• Cost of ownership/pricing: 43%
• Analytics capabilities: 40%
• Cross-platform integration: 39%
• Technical support: 38%
• Industry analyst ratings: 23%
• Clients/recommendations: 22%

Implementation
• Extremely uncomplicated: 3%
• Somewhat uncomplicated: 12%
• Somewhat complicated: 59%
• Extremely complicated: 26%

Resources Used For Implementation
• Combination outsourced/in-house: 62%
• Outsourced to a specialist: 26%
• In-house resources: 12%

Eighty-four percent (84%) of participants in the survey said their marketing automation programs were successful.

31.4 Marketing Automation Technology Products
The following are vendors of marketing automation software:

Act-On Software
• Product: Act-On Marketing Platform
• Website: www.actonsoftware.com

Alterian
• Product: Alterian Customer Engagement Platform
• Website: www.alterian.com

Elateral
• Product: Elateral MSC
• Website: www.elateral.com
eTrigue Corp.
• Product: DemandCenter
• Website: www.etrigue.com

Genius.com
• Product: Genius Marketing Automation
• Website: www.genius.com

IBM Enterprise Marketing Management
• Product: IBM Coremetrics Digital Marketing Optimization Suite
• Website: http://www-03.ibm.com/software/products/en/category/SWX40

Marketo
• Product: Marketo Revenue Performance Management Suite
• Website: www.marketo.com

Net-Results
• Product: Net-Results Marketing Automation
• Website: www.net-results.com

Oracle
• Product: PeopleSoft Enterprise CRM
• Website: www.oracle.com/us/products/applications/peoplesoft-enterprise/crm/052431.html

Oracle-Eloqua
• Product: Eloqua Platform
• Website: www.eloqua.com

Pardot, a Salesforce company
• Product: Pardot Marketing Automation
• Website: www.pardot.com

Responsys
• Product: Responsys Interact Suite
• Website: www.responsys.com

Right On Interactive
• Product: ROI Customer Lifecycle Marketing
• Website: www.rightoninteractive.com

Sales Engine International
• Product: Manticore Technology
• Website: www.salesengineintl.com
Sitecore

• Product: Digital Marketing System
• Website: www.sitecore.net

True Influence

• Product: True Influence Cloud
• Website: http://trueinfluence.com

31.5 Market Resources


(www3.demandgenreport.com/a/state-of-marketing-automation-2017/p/)
32.1 Overview
Face-to-face business interactions remain important, even in an era where online social networking gets most of the attention. In a survey of executives at more than 2,000 U.S. companies by the Harvard Business Review, 95% of respondents valued in-person interaction more than email and phone conversations.

Business meetings – from trade shows to events hosted by groups such as Chambers of Commerce – provide an opportunity for marketers to network with prospective customers.

“Nobody likes to make small talk. Or wear a name tag. And very few possess the acrobatic skill required to simultaneously shake someone’s hand, offer a business card, and not drop a drink. But how else are you going to meet people? Connecting to someone through LinkedIn or Facebook has its benefits, but the best way to get someone’s attention is decidedly old-school: Stick out your hand and introduce yourself.”

Bloomberg Businessweek

32.2 Local Networking Alliances
Most cities and towns have several alliances of businesspeople, entrepreneurs, and marketers that meet regularly to socialize and network. Networking events include dinner meetings, cocktail gatherings after work, and breakfast get-togethers.
There are over 7,500 Chambers of Commerce across the United States. Most host monthly meetings for members to network. A directory of local chambers of commerce is available online at www.chamberofcommerce.com/chambers.

The following are national networking alliances:

• Network After Work (www.networkafterwork.com), a national business and social networking event company with over 350,000 members, hosts monthly events in 40 cities throughout the U.S. Events take place at nightlife destinations and typically draw from 100 to 1,000 business professionals from all market sectors.

• Business Networking International (BNI, www.bni.com), a business networking and referrals marketing organization with over 160,000 members, has chapters in every state. BNI estimates that its network generates 5.4 million referrals through networking each year.

• Leads Club (http://leadsclub.org) has over 100 member-groups across the United States that meet regularly to network and share business leads.

There are hundreds of local business networking groups. Many are listed in the Meetup directory http://business-networking.meetup.com/cities.

32.3 Networking Online

Online social media marketing is assessed in Chapter 46 of this handbook.
33

PRODUCT MARKETING

33.1 Overview
Regalix Research (www.regalix.com) surveyed marketing executives about the effectiveness of their product marketing programs. Findings were published in State Of B2B Product Marketing and are summarized in this chapter.

33.2 Product Marketing Activities
B2B marketing executives said their companies engaged in the following product marketing activities (percentage of respondents):

- Creating marketing collaterals: 80%
- Sales enablement: 71%
- Defining positioning: 70%
- Creating marketing plans: 70%
- Launch planning: 69%
- Market research: 67%
- Creation and execution of go-to-market plans: 64%
- Lead generation: 59%
- Understanding the sales process: 58%
- Buyer persona: 57%
- Managing marketing programs: 53%
- Channel/partner enablement: 51%
- Collecting product feedback and measuring product satisfaction: 45%
- Building awareness plans: 44%
- Win/loss analysis: 42%
- Measuring ROI of marketing program: 28%
- Building customer retention plans: 27%

33.3 Digital Channels For Product Marketing
The following digital channels are used for B2B product marketing (percentage of respondents):

- Website: 91%
- Email: 89%
33.4 Offline Channels For Product Marketing

The following offline channels are used for B2B product marketing (percentage of respondents):

- Trade shows: 71%
- Promotional events: 51%
- Partners: 50%
- Direct mail: 38%
- Print media: 30%
- Television: 5%
- Radio: 5%
- Outdoor advertisements: 4%

33.5 Distribution Strategies

The top product distribution strategies are as follows (percentage of respondents):

- Direct selling (offline and online): 81%
- Channel partners: 41%
- SaaS (Software as a Service)/cloud-based: 24%
- Telesales: 17%
- Value-added resellers (VARs): 16%
- Managed service: 11%
- Selling through intermediaries: 9%
- Wholesale and retail sales: 5%
- Franchisers: 2%

33.6 Metrics For Assessment

The following metrics are used for measuring the impact of product marketing (percentage of respondents):
• New customer acquisition: 89%
• Increase in ROI: 62%
• Subscribers growth: 50%
• Visitors growth: 46%
• Social media virality: 21%
• Reduction in costs: 8%

33.7 Product Launch Strategies
The following go-to-market strategies are most important for B2B product launches (percentage of respondents):
• Understanding buyer needs: 69%
• Enabling the sales infrastructure (i.e., sales, channels, partners, support, renewals, etc.): 58%
• Creating demos/launch videos for analyst/PR/partner channels: 55%
• Defining effective communication plan: 51%
• Identifying target addressable market: 49%
• Engaging prospects: 44%
• Branding: 28%
• Feedback collection: 28%
• Message testing: 27%
• Working with agency for ad campaigns: 21%
• Creating formal and social connect platform: 20%
• Creating virtual landing page: 15%
• Creating microsite: 12%
• Enabling pre-orders: 11%

33.8 Product Launch Assessment
Measures used to assess the success of a B2B product launch are as follows (percentage of respondents):
• Revenue generated: 70%
• Number of leads generated: 67%
• Pipeline created/influenced: 67%
• Tracking and analyzing marketing metrics: 53%
• Warm leads and new customers: 51%
• Marketing ROI: 42%
• Customer/user engagement: 42%
• Page views/clicks/shares/likes/re-tweets: 32%
• Online marketing analytics: 30%
• Feedback: 19%
• Customer retention plan: 18%
33.9 Challenges in Product Marketing

B2B marketing executives identified the following as the most prevalent challenges in product marketing (percentage of respondents):

- Difficulty in measuring ROI: 49%
- Customer awareness and qualified lead generation: 44%
- Lack of budget: 35%
- Effective demos: 27%
- Developing a distinctive brand identity: 26%
- Lack of integration tools to generate/track leads: 24%
- Lack of skilled resources: 24%
- Lack of prospect knowledge: 24%
- Technological changes: 20%
- Competitive yet profitable pricing strategy: 20%
- Finding the right product market fit: 18%
- Customer’s demand for minimum viable product: 15%
- Creating package that is both informative and visually appealing: 15%
- Product lifecycle phase transitions: 13%
- Multi-channel conflicts: 11%
- Pragmatic decision-driven customers: 7%
- Understanding feature fatigue and enrichment: 7%
- Rising media cost: 6%
- Identifying and leveraging viable distribution networks: 6%
- Certification and regulations from regulatory bodies: 2%

33.10 Market Resources

Regalix Research, 1121 San Antonio Road, Suite B200, Palo Alto, CA 94303. (650) 331-1167. (www.regalix.com)
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PROMOTIONAL EVENTS

34.1 Overview
Promotional events include trade shows, exhibitions, conferences, meetings, and more. There are also online promotional events such as webinars and virtual trade shows.

Regalix Research (www.regalix.com) conducted survey interviews with senior marketing executives to understand the state of B2B promotional event marketing.

The survey found that 91% of marketers invest in promotional event marketing. This chapter presents a summary of the Regalix Research survey.

“Successful event marketing starts much before an actual event and passes through preparatory phases such as visioning, the setting of objectives, and situation analysis. During an event, marketers aim at efficiently managing and deploying resources to maximize effectiveness. Post-event, they follow through with thorough assessments that determine ROI.”

Regalix Research

34.2 Objectives
B2B marketing executives rank objectives for promotional event marketing investment as follows (percentage of respondents):

- Brand building: 80%
- Lead generation: 80%
- Customer engagement: 64%
• Demand generation: 48%
• Customer education and training: 36%
• Customer up-selling: 31%
• Community building: 24%

34.3 Key Benefits
B2B marketers identified the following key benefits of investing in promotional events (percentage of respondents):
• Reaches many prospects in a short amount of time: 85%
• Enhances view as a thought leader: 73%
• Creates buzz around products/services: 69%
• Opens door for future sales calls: 62%
• Opportunity to demonstrate expertise: 62%
• Creates joint marketing opportunities with business partners: 54%
• Opportunity to introduce new products/services: 54%
• Enhances integration of marketing programs with sales efforts: 31%
• Stimulates a buying atmosphere: 31%

34.4 Type Of Promotional Events
Companies participate in promotional events as follows (percentage of respondents):
• Conferences: 72%
• Trade shows: 66%
• Exhibitions: 55%
• Webinars: 52%
• Seminars: 36%
• Meetings: 33%
• Networking events: 33%
• Workshops: 24%
• Product launches: 19%
• Meetups: 16%
• E-training: 12%
• Virtual trade shows: 9%
• Virtual conferences: 7%

34.5 Event Components
Typical components of promotional events are as follows (percentage of respondents):
• Presentations: 86%
• Exhibitions: 74%
• Conferences: 58%
• Private meetings: 58%
• Panel discussions: 54%
• Keynote addresses: 50%
• Cocktail receptions: 42%
• Product launches: 38%
• Business breakfasts: 32%
• Luncheons: 32%
• Seminars: 34%
• Workshops: 26%
• Interviews: 24%
• Training programs: 24%
• Award ceremonies: 18%
• Gala dinners: 16%

34.6 Event Promotion Online Channels

The following online channels are used to promote events (percentage of respondents):
• Email: 97%
• Website: 92%
• Social media: 87%
• Blogs: 62%
• Social communities: 35%
• Paid search: 27%
• Online display ads: 24%
• Affiliate marketing: 19%
• Mobile apps: 11%
• Mobile web: 8%
• Mobile text messaging: 5%

Offline channels used to promote events are as follows:
• Direct mail: 50%
• Print media: 47%
• Telemarketing: 47%
• Outdoor ads: 10%
• Television: 3%

B2B marketing executives rate the most effective online and offline channels to market events as follows (percentage of respondents):
• Email: 84%
• Social media: 68%
• Website: 68%
• Social communities: 35%
• Direct mail: 27%
• Blogs: 24%
• Online display ads: 19%
• Telemarketing: 16%
• Paid search: 14%
• Affiliate marketing: 11%
• Print media: 11%
• Mobile apps: 8%
• Mobile text messaging: 5%
• Mobile web: 5%
• Outdoor ads: 0%
• Radio: 0%
• Television: 0%

34.7 Content To Support Event Promotion

The following types of content maximize event promotion effectiveness (percentage of respondents):
• Website: 97%
• Social posting: 72%
• Newsletters: 62%
• Blogs: 59%
• Online videos: 55%
• Webinars/webcasts: 41%
• White papers: 24%
• Banners: 21%
• Brochures: 21%
• Infographics: 21%
• Case studies: 17%
• Flyers: 14%
• Handouts: 14%
• Mobile content: 14%
• Articles: 10%
• Billboards: 7%
• eBooks: 4%
• Standees: 4%

34.8 Pre-Event Tactics

The following pre-event tactics are used to drive registrations (percentage of respondents):
• Email campaigns focused on inviting target audience: 97%
• A landing page for the event on company website or blog: 90%
• Blog posts: 69%
• Posts about the event on social media: 69%
• Facebook fan page of LinkedIn group for the event: 52%
• Direct mail postcard promotions: 31%
• Branded social media campaign: 21%
• Chats hosted on Twitter about the event: 17%
• Paid advertising to run banners and ads about the event: 14%

34.9 Tactics For Attendee Engagement
The following tactics are used during events for attendee engagement (percentage of respondents):
• Live-tweeting the event: 68%
• Giving away product samples and other freebies: 64%
• Live updates on social media handles or hashtags: 57%
• Providing exclusive offers at an event for attendees: 57%
• Using QR codes for trial demos or instant information: 25%

34.10 Post-Event Tactics
The following are post-event tactics used to ensure target audience participation (percentage of respondents):
• Sending immediate follow-up emails: 88%
• Sending presentation slides, videos, podcasts, etc.: 64%
• Emails asking for feedback on event: 60%
• Providing information such as white papers: 60%
• Announcements of future events: 36%

34.11 Assessing ROI
B2B marketing executives use the following metrics to assess return on investment (ROI) for promotional event marketing (percentage of respondents):
• Increase in lead generation: 76%
• Sales: 48%
• Increase in social media reach: 40%
• Positive change in customer attitude toward brand: 32%
• Amount of media exposure: 28%
• Response to sponsorship or channel partners: 28%
• Brand awareness: 24%
• Reduction in customer acquisition costs: 12%
• Awareness of company's sponsorship: 8%
34.12 Primary Challenges

B2B marketing executives identified the following as the primary challenges in promotional event marketing (percentage of respondents):

- Driving registrations: 64%
- Lack of budget: 64%
- Motivating the target audience to attend: 64%
- Lack of resources: 48%
- Lack of a strategy to convert attendees to leads and customers: 40%
- Monetizing the event: 32%
- Engaging with attendees: 28%
- Lack of skilled human resources to conduct events: 24%
- Lack of management buy-in: 16%
- Lack of experience organizing and executing events: 12%
- Unsureness about how promotional events will integrate with marketing mix: 8%

34.13 Market Resources

Regalix Research, 1121 San Antonio Road, Suite B200, Palo Alto, CA 94303. (650) 331-1167. (www.regalix.com)
SALES

35.1 Sales Occupations

An estimated one-third of the U.S. workforce is employed in a field related to marketing or sales.


<table>
<thead>
<tr>
<th>Code</th>
<th>Occupation</th>
<th>Employment</th>
<th>Mean Annual Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-2011</td>
<td>Advertising and Promotions Managers:</td>
<td>28,860</td>
<td>$117,810</td>
</tr>
<tr>
<td>11-2021</td>
<td>Marketing Managers:</td>
<td>205,900</td>
<td>$144,140</td>
</tr>
<tr>
<td>11-2022</td>
<td>Sales Managers:</td>
<td>365,230</td>
<td>$135,090</td>
</tr>
<tr>
<td>13-1161</td>
<td>Market Research Analysts and Marketing Specialists:</td>
<td>558,630</td>
<td>$70,620</td>
</tr>
<tr>
<td>41-3011</td>
<td>Advertising Sales Agents:</td>
<td>141,000</td>
<td>$63,660</td>
</tr>
<tr>
<td>41-3099</td>
<td>Sales Representatives, Services:</td>
<td>953,870</td>
<td>$63,070</td>
</tr>
<tr>
<td>41-4011</td>
<td>Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products:</td>
<td>328,370</td>
<td>$92,910</td>
</tr>
<tr>
<td>41-4012</td>
<td>Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products:</td>
<td>1,404,050</td>
<td>$68,410</td>
</tr>
<tr>
<td>41-9031</td>
<td>Sales Engineers:</td>
<td>74,330</td>
<td>$108,880</td>
</tr>
</tbody>
</table>

During the 2007-2009 recession, sales workers were among the first to be laid off. Many switched occupations. Now, as the U.S. economy is growing, companies are facing a shortage of qualified sales associates and managers. Sales representatives are the second-hardest job to fill, according to a talent shortage survey by Manpower (www.manpower.com). Thirty-five percent (35%) of sales managers cannot find qualified candidates for open positions, up from 24% in 2010, according to a survey of sales hiring managers by CareerBuilder (www.careerbuilder.com).
“Forget software developers, nurses, and physical therapists. The hottest job in the U.S. – at least for college-educated people – is marketing executive.”

Advertising Age

Annual job growth through 2022 is projected by BLS as follows:

- Market research analysts: 32%
- Advertising, promotions, and marketing managers: 12%
- Sales engineers: 9%
- Wholesale and manufacturing sales representatives: 9%
- Sales managers: 8%
- Advertising sales agents: -1%

In contrast to the BLS projection of growth for sales rep employment, Forrester Research (www.forrester.com) projects an average annual decline of 2.8% through 2020.

“As more B2B buyers choose to do much of their purchasing online, the number of sales reps in the United States will decline over the next several years. Sales reps that offer extra services to assist the purchasing of complex products for big companies will fare better.”

B2B E-Commerce World

35.2 Sales Performance

A survey by Forbes Insights (www.forbes.com/forbesinsights/) reported the key characteristics of high-performing salespeople as follows (percentage of respondents):
• Ability to sell value over price: 81%
• Consistency of execution: 74%
• Time spent with clients: 48%
• Leverage of marketing and sales content assets: 26%
• Adoption of technology: 22%

According to a report from Qvidian (www.qvidian.com), 63% of salespeople actually make their quotas; 37% fall short of quota goals.

Sales professionals say the following are reasons they do not achieve quota (percentage of respondents):

<table>
<thead>
<tr>
<th>Most Likely</th>
<th>Likely</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities end up as no decision:</td>
<td>39%</td>
</tr>
<tr>
<td>Burdened with tasks and spend less time selling:</td>
<td>18%</td>
</tr>
<tr>
<td>Unable to effectively communicate value:</td>
<td>15%</td>
</tr>
<tr>
<td>Selling content and resources not aligned to buyer:</td>
<td>12%</td>
</tr>
<tr>
<td>Inability to find necessary content or resources for selling:</td>
<td>9%</td>
</tr>
<tr>
<td>Selling content not tailored to specific selling situation:</td>
<td>6%</td>
</tr>
</tbody>
</table>

The following are areas that need improvement to support quota goals (percentage of respondents):

• Conducting through needs analysis: 54%
• Identifying and gaining access to all decision makers: 51%
• Clearly understanding the customer's buying process: 40%
• Generating winning proposals and personalized selling: 40%
• Differentiating from competition: 39%
• Providing content specific to selling situation and buyer: 34%
• Effectively presenting value: 24%

In a survey by Corporate Visions (www.corporatevisions.com), B2B salespeople said the following activities are most valuable in helping them reach quota (percentage of respondents):

• Creating opportunities from status quo: 38%
• Effective executive conversation: 16%
• Achieving successful competitive differentiation: 14%
• Showcasing compelling product presentations: 13%
• Demonstrating financial justification: 10%
• Mastering purchasing negotiations: 9%

35.3 Sales Cycle

In a January 2017 survey by Ascend2 (www.ascend2.com), B2B marketing reported the type of sales cycle their organization most often encounters as follows (percentage of respondents):
• Complex sale (long cycle, many influencers): 56%
• Direct sale (short cycle, few influencers): 30%
• Complex same and direct sale equally: 14%

### 35.4 Sales Enablement

Sales enablement is a process that helps salespeople sell more effectively to customers by providing them with relevant content and tools to compellingly address the individual needs of their customers at different stages in the buyer cycle.

A survey of marketing and sales professionals by Ascend2 explored strategies for B2B sales enablement. The results of the survey were published in *State of Sales Enablement 2017*. The following is a summary of the findings of the survey (percentage of respondents):

#### Broad Goals Of Sales Enablement Function

<table>
<thead>
<tr>
<th>Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide sales teams with fresh and quality content in a timely manner:</td>
<td>76%</td>
</tr>
<tr>
<td>Improve quality of sales interactions via intelligent recommendations:</td>
<td>66%</td>
</tr>
<tr>
<td>On-board new hires:</td>
<td>55%</td>
</tr>
<tr>
<td>Roll out sales enablement platform:</td>
<td>41%</td>
</tr>
<tr>
<td>Measure impact of content on sales cycles:</td>
<td>38%</td>
</tr>
<tr>
<td>Integrate sales content into CRM:</td>
<td>24%</td>
</tr>
</tbody>
</table>

#### Key Roadblocks In A Sales Enablement Journey

<table>
<thead>
<tr>
<th>Roadblock</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inability to measure success of a sales enablement initiative:</td>
<td>55%</td>
</tr>
<tr>
<td>Lack of resources (content creators):</td>
<td>52%</td>
</tr>
<tr>
<td>Content vision/content structure challenges:</td>
<td>45%</td>
</tr>
<tr>
<td>Lack of knowledge/expertise:</td>
<td>38%</td>
</tr>
<tr>
<td>Lack of budget:</td>
<td>31%</td>
</tr>
</tbody>
</table>

#### Challenges For A Sales Organization

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Very Critical</th>
<th>Critical</th>
<th>Not Critical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access content rapidly:</td>
<td>73%</td>
<td>23%</td>
<td>4%</td>
</tr>
<tr>
<td>Ability to share content with buyers rapidly:</td>
<td>62%</td>
<td>31%</td>
<td>12%</td>
</tr>
<tr>
<td>Access to content based on sales stage:</td>
<td>54%</td>
<td>42%</td>
<td>8%</td>
</tr>
<tr>
<td>Customizing sales pitches:</td>
<td>48%</td>
<td>37%</td>
<td>19%</td>
</tr>
</tbody>
</table>

#### Evaluation Of Success Of Sales Enablement

<table>
<thead>
<tr>
<th>Metric</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement metrics (views, completion rate, time on site):</td>
<td>47%</td>
</tr>
<tr>
<td>Search volume:</td>
<td>17%</td>
</tr>
<tr>
<td>Trending content:</td>
<td>14%</td>
</tr>
</tbody>
</table>
• Use metrics (number of users, new vs. returning users): 14%
• Top users: 8%

**Type Of Sales Enablement Solution Used By Organization**
• Off-the-shelf/3rd party software: 45%
• Home-grown software: 35%
• None: 21%

**Important Features In A Sales Enablement Solution**
• A quick/navigable sales collateral repository: 76%
• Integration with CRM: 64%
• Ability to create/edit content rapidly: 48%
• Ability to share content with prospects and track them: 40%
• Automatically recommend content: 40%
• Mobile-enabled access: 40%
• Offline access: 32%
• Engagement metrics: 32%
• Ready to use playbook templates: 28%
• Retention aids such as flashcards: 16%

**Storage Point For Sales Collateral**
• Intranet: 45%
• Enterprise cloud storage: 24%
• Third-party apps: 18%
• Local machines (PDFs, PPTs, etc.): 13%

**Playbook Used By Organization**
• Yes: 55%
• No: 45%

**35.5 Market Resources**


36

**SPONSORSHIPS**

36.1 Overview

Companies that support activities and events do so, in part, to gain exposure for their brand. Approximately 70% of sponsorship spending is for sports events.

Sponsorship at NASCAR is among the most popular among B2B marketers. Being the title sponsor of a NASCAR racing team can cost from $6 million to $10 million annually. Of sponsors at NASCAR races, DuPont’s paint division (which rebranded as Axalta Coatings Systems) is recognized as hosting the grandest hospitality events. Axalta has sponsored the Hendrick Motorsports racing team and former driver Jeff Gordon since 1992; the current deal runs through 2018.

“DuPont’s program was the sport’s largest. It held hospitality at every Sprint Cup race, hosting 20,000 people a year. Their guests ranged from local body shop owners who bought DuPont paint to contractors who used the company’s Tyvek house wrap. DuPont regularly brought as many as 1,000 people to a race and entertained them with meals and question-and-answer sessions with driver Jeff Gordon.”

*SportsBusiness Journal*

36.2 Market Assessment

According to *IEG Sponsorship Report* (www.sponsorship.com), sponsorship spending by companies based in North America has been as follows (change from previous year in parenthesis):

---

**BUSINESS-TO-BUSINESS MARKETING 2018-2019**

- 150 -
• 2008: $16.6 billion (11.4%)
• 2009: $16.5 billion (-0.6%)
• 2010: $17.2 billion (3.9%)
• 2011: $18.1 billion (5.5%)
• 2012: $18.9 billion (4.4%)
• 2013: $19.8 billion (4.7%)
• 2014: $10.6 billion (4.0%)
• 2015: $21.4 billion (3.9%)
• 2016: $22.4 billion (4.7%)

36.3 Spending By Sector
IEG Sponsorship Report assesses sponsorship spending by sector in 2016 as follows:
• Sports: $15.74 billion
• Entertainment tours/attractions: $2.22 billion
• Causes: $2.00 billion
• Arts: $970 million
• Festivals/fairs/annual events: $878 million
• Associations/membership organizations: $612 million

36.4 Market Resources
PART V: TRADE SHOWS
37.1 Trade Show Marketing

Trade shows and conventions provide an opportunity for marketers to promote their products and services, meet face-to-face with customers and prospects, and network with key people in their market sector.

An estimated 1.7 million companies exhibit at expositions and trade shows in the United States and Canada each year; attendance is over 75 million.

The Center for Exhibition Industry Research (www.ceri.org) estimates that U.S. companies spent $24 billion each year exhibiting at trade shows. This figure does not include costs associated with company personnel that staff exhibit booths or other in-house spending.

Chapter 38 provides a list of the largest U.S. trade shows. Chapter 39 provides a list of the largest U.S. convention centers. This chapter presents market resources that support trade show marketing.

37.2 Exhibition Industry Research

Center for Exhibition Industry Research, 12700 Park Central Drive, Suite 308, Dallas, TX 75251. (972) 687-9242. (www.ceir.org)

37.3 Associations

Exhibit & Event Marketers Association, 2214 NW 5th Street, Bend, OR 97701. (541) 317-8768. (www.e2ma.org)

International Association of Exhibitions and Events (IAEE), 12700 Park Central Drive, Suite 308, Dallas, TX 75251. (972) 458-8002. (www.iaee.com)

37.4 Periodicals

Exhibitor, 310 South Broadway, Suite 101, Rochester, MN 55904. (507) 289-6556. (www.exhibitoronline.com)

Meetings & Conventions, 100 Lighting Way, Secaucus, NJ 07094. (201) 902-2000. (www.meetings-conventions.com)
Trade Show Executive, 1550 S. Indiana Avenue, Chicago, IL 60605. (312) 922-8558. (www.tradeshowexecutive.com)

37.5 Online Resources
Trade Show Marketing, 800 Belle Terre Parkway, Suite 200-113, Palm Coast, FL 32164. (800) 573-3111. (www.tradeshowmarketing.com)

Trade Show News Network, 175 N. Patrick Boulevard, Suite 180, Brookfield, WI 53045. (262) 754-6924. (www.tsnn.com)
38.1 Overview
Trade Show News Network (www.tsnn.com) compiles an annual list of the 250 largest trade shows and conventions in the United States. The complete list is available online at www.tsnn.com/toplists-us.

38.2 Largest Trade Shows
Ranked by net square footage (NSF) of exhibit space, the largest U.S. conventions and trade shows in 2016 were as follows:

CES
- Las Vegas Convention Center/Sands Expo & Convention Center/Various Hotels - Las Vegas (1/6/2016 to 1/9/2016)
- Organizer: Consumer Technology Association
- Exhibitors: 3,886
- Attendees: 112,298
- Net exhibit space: 2,475,746 sq. ft.

IMTS - The International Manufacturing Technology Show
- McCormick Place - Chicago (9/12/2016 to 9/17/2016)
- Organizer: AMT-The Association for Manufacturing Technology
- Exhibitors: 2,407
- Attendees: 115,612
- Net exhibit space: 1,370,256 sq. ft.

Atlanta International Gift & Home Furnishings Market - July
- AmericasMart Atlanta - Atlanta (7/12/2016 to 7/19/2016)
- Organizer: AmericasMart Atlanta
- Exhibitors: 2,608
- Attendees: 88,487
- Net exhibit space: 1,364,217 sq. ft.

2016 NBAA-BACE Business Aviation Convention & Exhibition
- Orange County Convention Center - Orlando (11/1/2016 to 11/3/2016)
- Organizer: National Business Aviation Association (NBAA)
• Exhibitors: 1,143
• Attendees: 26,167
• Net exhibit space: 1,291,800 sq. ft.

Atlanta International Gift & Home Furnishings Market - January
• AmericasMart Atlanta - Atlanta (1/12/2016 to 1/19/2016)
• Organizer: AmericasMart Atlanta
• Exhibitors: 2,751
• Attendees: 93,882
• Net exhibit space: 1,258,042 sq. ft.

PACK EXPO International/Pharma EXPO 2016
• McCormick Place - Chicago (11/6/2016 to 11/9/2016)
• Organizer: PMMI - The Association for Packaging and Processing Technologies
• Exhibitors: 2,512
• Attendees: 45,598
• Net exhibit space: 1,249,735 sq. ft.

SEMA 2016 Show (Specialty Equipment Market Association)
• Las Vegas Convention Center - Las Vegas (11/1/2016 to 11/4/2016)
• Organizer: Specialty Equipment Market Association
• Exhibitors: 2,400
• Attendees: 157,962
• Net exhibit space: 1,180,000 sq. ft.

MAGIC Market Week - August
• Las Vegas Convention Center/Mandalay Bay Convention Center - Las Vegas (8/15/2016 to 8/17/2016)
• Organizer: UBM LLC
• Exhibitors: 5,896
• Attendees: 76,540
• Net exhibit space: 1,149,500 sq. ft.

Florida RV SuperShow
• Florida State Fairgrounds - Tampa (1/12/2016 to 1/17/2016)
• Organizer: Florida RV Trade Association
• Exhibitors: 369
• Attendees: 1,200
• Net exhibit space: 1,065,271 sq. ft.

NAB Show
• Las Vegas Convention Center - Las Vegas (4/16/2016 to 4/21/2016)
• Organizer: National Association of Broadcasters
• Exhibitors: 1,874
• Attendees: 69,523
• Net exhibit space: 1,063,380 sq. ft.

**MAGIC Market Week - February**
• Las Vegas Convention Center/Mandalay Bay Convention Center - Las Vegas (2/16/2016 to 2/18/2016)
• Organizer: UBM LLC
• Exhibitors: 5,495
• Attendees: 73,865
• Net exhibit space: 1,035,600 sq. ft.

**America's Largest RV Show**
• Giant Center - Hershey, PA (9/12/2016 to 9/18/2016)
• Organizer: Pennsylvania RV & Camping Association
• Exhibitors: 212
• Attendees: 3,428
• Net exhibit space: 1,032,856 sq. ft.

**GIE+EXPO**
• Kentucky Exposition Center - Louisville (10/21/2016 to 10/23/2016)
• Organizer: Sellers Expositions
• Exhibitors: 815
• Attendees: 14,912
• Net exhibit space: 865,898 sq. ft.

**RECon**
• Las Vegas Convention Center - Las Vegas (5/23/2016 to 5/25/2016)
• Organizer: International Council of Shopping Centers (ICSC)
• Exhibitors: 1,171
• Attendees: 21,075
• Net exhibit space: 853,860 sq. ft.

**MINExpo INTERNATIONAL 2016**
• Las Vegas Convention Center - Las Vegas (9/26/2016 to 9/28/2016)
• Organizer: National Mining Association
• Exhibitors: 1,950
• Attendees: 23,655
• Net exhibit space: 838,680 sq. ft.

**International Home + Housewares Show**
• McCormick Place - Chicago (3/5/2016 to 3/8/2016)
• Organizer: International Housewares Association
• Exhibitors: 2,242
• Attendees: 40,000
• Net exhibit space: 812,644 sq. ft.

**Annual National RV Trade Show**
• Kentucky Exposition Center - Louisville (11/28/2016 to 12/1/2016)
• Organizer: Recreation Vehicle Industry Association RVIA
• Exhibitors: 267
• Attendees: 3,785
• Net exhibit space: 780,644 sq. ft.

**World of Concrete**
• Las Vegas Convention Center - Las Vegas (2/2/2016 to 2/5/2016)
• Organizer: Informa Exhibitions
• Exhibitors: 1,532
• Attendees: 41,766
• Net exhibit space: 743,889 sq. ft.

**Mid-America Trucking Show**
• Kentucky Exposition Center - Louisville (3/31/2016 to 4/2/2016)
• Organizer: Exhibit Management Associates, Inc.
• Exhibitors: 1,102
• Attendees: 74,937
• Net exhibit space: 697,000 sq. ft.

**National Restaurant Association Restaurant, Hotel-Motel Show**
• McCormick Place - Chicago (5/21/2016 to 5/24/2016)
• Organizer: National Restaurant Association
• Exhibitors: 2,310
• Attendees: 45,245
• Net exhibit space: 683,511 sq. ft.

**Offshore Technology Conference**
• NRG Park - Houston (5/2/2016 to 5/5/2016)
• Organizer: Society of Petroleum Engineers (SPE)
• Exhibitors: 2,600
• Attendees: 68,000
• Net exhibit space: 672,300 sq. ft.

**Shooting, Hunting & Outdoor Trade Show (SHOT Show) and Conference**
• Sands Expo & Convention Center - Las Vegas (1/19/2016 to 1/22/2016)
• Organizer: National Shooting Sports Foundation/Convention
• Exhibitors: 1,734
• Attendees: 25,886
• Net exhibit space: 642,854 sq. ft.
ASD Las Vegas - March
• Las Vegas Convention Center - Las Vegas (2/28/2016 to 3/2/2016)
• Organizer: Emerald Expositions
• Exhibitors: 2,372
• Attendees: 28,501
• Net exhibit space: 636,262 sq. ft.

ASD Las Vegas - August
• Las Vegas Convention Center - Las Vegas (7/31/2016 to 8/3/2016)
• Organizer: Emerald Expositions
• Exhibitors: 2,170
• Attendees: 25,615
• Net exhibit space: 619,925 sq. ft.

National Hardware Show
• Las Vegas Convention Center - Las Vegas (5/4/2016 to 5/6/2016)
• Organizer: Reed Exhibitions
• Exhibitors: 2,725
• Attendees: 15,240
• Net exhibit space: 600,000 sq. ft.

FABTECH
• Las Vegas Convention Center - Las Vegas (11/16/2016 to 11/18/2016)
• Organizer: Society of Manufacturing Engineers SME
• Exhibitors: 1,481
• Attendees: 31,110
• Net exhibit space: 585,925 sq. ft.

HIMSS16
• Sands Expo & Convention Center - Las Vegas (3/1/2016 to 3/4/2016)
• Organizer: Healthcare Information & Management Systems Society (HIMSS)
• Exhibitors: 1,229
• Attendees: 18,153
• Net exhibit space: 584,020 sq. ft.

IAAPA Attractions Expo
• Orange County Convention Center - Orlando (11/14/2016 to 11/18/2016)
• Organizer: International Association of Amusement Parks & Attractions (IAAPA)
• Exhibitors: 1,136
• Attendees: 22,600
• Net exhibit space: 578,460 sq. ft.
The NAMM Show
• Anaheim Convention Center - Anaheim (1/21/2016 to 1/24/2016)
• Organizer: NAMM, the National Association of Music Merchants
• Exhibitors: 1,724
• Attendees: 101,736
• Net exhibit space: 558,978 sq. ft.

Outdoor Retailer Summer Market
• Calvin L. Rampton Salt Palace Convention Center - Salt Lake City (8/3/2016 to 8/6/2016)
• Organizer: Emerald Expositions
• Exhibitors: 1,288
• Attendees: 8,312
• Net exhibit space: 552,970 sq. ft.

AAPEX
• Sands Expo & Convention Center - Las Vegas (11/1/2016 to 11/3/2016)
• Organizer: William T. Glasgow Inc./Auto Care Association & Automotive Aftermarket Suppliers Association
• Exhibitors: 2,259
• Attendees: 157,962
• Net exhibit space: 542,550 sq. ft.

International Woodworking Fair (IWF)
• Georgia World Congress Center - Atlanta (8/24/2016 to 8/27/2016)
• Organizer: International Woodworking Machinery & Furniture Supply Fair
• Exhibitors: 1,079
• Attendees: 17,128
• Net exhibit space: 532,565 sq. ft.

InfoComm International
• Las Vegas Convention Center - Las Vegas (6/8/2016 to 6/10/2016)
• Organizer: InfoComm International
• Exhibitors: 1,000
• Attendees: 28,635
• Net exhibit space: 527,105 sq. ft.

NAHB International Builders Show
• Las Vegas Convention Center - Las Vegas (1/19/2016 to 1/21/2016)
• Organizer: National Association of Home Builders (NAHB)
• Exhibitors: 1,450
• Attendees: 44,773
• Net exhibit space: 500,620 sq. ft.
NY NOW - Summer
• Javits Convention Center - New York (8/20/2016 to 8/24/2016)
• Organizer: Emerald Expositions
• Exhibitors: 2,455
• Attendees: 22,683
• Net exhibit space: 493,165 sq. ft.

JCK Las Vegas
• Mandalay Bay Convention Center - Las Vegas (6/3/2016 to 6/6/2016)
• Organizer: Reed Exhibitions
• Exhibitors: 2,101
• Attendees: 22,270
• Net exhibit space: 479,000 sq. ft.

Natural Products Expo West/Engredea
• Anaheim Convention Center - Anaheim (3/9/2016 to 3/13/2016)
• Organizer: Penton
• Exhibitors: 2,925
• Attendees: 45,897
• Net exhibit space: 477,744 sq. ft.

International Air-Conditioning, Heating, Refrigerating Expo - AHR Expo
• Orange County Convention Center - Orlando (1/25/2016 to 1/27/2016)
• Organizer: International Exposition Company (IEC)
• Exhibitors: 2,063
• Attendees: 42,369
• Net exhibit space: 469,540 sq. ft.

FDIC International (Fire Department Instructors Conference)
• Indiana Convention Center - Indianapolis (4/18/2016 to 4/23/2016)
• Organizer: PennWell Corp.
• Exhibitors: 778
• Attendees: 27,439
• Net exhibit space: 463,759 sq. ft.

IPPE: International Production & Processing Expo
• Georgia World Congress Center - Atlanta (1/26/2016 to 1/28/2016)
• Organizer: U.S. Poultry & Egg Association/American Feed Association/North American Meat Institute
• Exhibitors: 1,301
• Attendees: 30,277
• Net exhibit space: 456,586 sq. ft.
NY NOW - Winter
- Javits Convention Center - New York (1/30/2016 to 2/3/2016)
- Organizer: Emerald Expositions
- Exhibitors: 2,291
- Attendees: 24,830
- Net exhibit space: 449,033 sq. ft.

International Baking Industry Exposition (IBIE)
- Las Vegas Convention Center - Las Vegas (10/8/2016 to 10/11/2016)
- Organizer: SmithBucklin/American Bakers Association/BEMA
- Exhibitors: 1,008
- Attendees: 13,720
- Net exhibit space: 430,415 sq. ft.

Coverings
- McCormick Place - Chicago (4/18/2016 to 4/21/2016)
- Organizer: Taffy Event Strategies
- Exhibitors: 1,143
- Attendees: 15,425
- Net exhibit space: 426,680 sq. ft.

Outdoor Retailer Winter Market
- Calvin L. Rampton Salt Palace Convention Center - Salt Lake City (1/7/2016 to 1/10/2016)
- Organizer: Emerald Expositions
- Exhibitors: 886
- Attendees: 6,107
- Net exhibit space: 422,815 sq. ft.

Ace Hardware Fall Convention & Exhibits
- McCormick Place - Chicago (8/18/2016 to 8/20/2016)
- Organizer: Ace Hardware Corporation
- Exhibitors: 1,363
- Attendees: 10,221
- Net exhibit space: 420,000 sq. ft.

North American International Toy Fair
- Javits Convention Center - New York (2/13/2016 to 2/16/2016)
- Organizer: Toy Industry Association Inc.
- Exhibitors: 1,255
- Attendees: 14,618
- Net exhibit space: 413,481 sq. ft.
RSNA Scientific Assembly and Annual Meeting 2016
- McCormick Place - Chicago (11/27/2016 to 12/1/2016)
- Organizer: Radiological Society of North America (RSNA)
- Exhibitors: 662
- Attendees: 26,998
- Net exhibit space: 412,000 sq. ft.

NACS Show
- Georgia World Congress Center - Atlanta (10/19/2016 to 10/21/2016)
- Organizer: National Association of Convenience Stores (NACS)
- Exhibitors: 1,227
- Attendees: 9,457
- Net exhibit space: 408,500 sq. ft.

E3 (Electronic Entertainment Expo)
- Los Angeles Convention Center - Los Angeles (6/14/2016 to 6/16/2016)
- Organizer: IRL Events
- Exhibitors: 250
- Attendees: 40,500
- Net exhibit space: 391,523 sq. ft.

Medical Design & Manufacturing (MD&M) West, WestPack
- Anaheim Convention Center - Anaheim (2/9/2016 to 2/11/2016)
- Organizer: UBM Advanced Manufacturing
- Exhibitors: 2,020
- Attendees: 20,802
- Net exhibit space: 375,480 sq. ft.

The International Surface Event: SURFACES | StonExpo/Marmomac | TileExpo
- Mandalay Bay Convention Center - Las Vegas (1/19/2016 to 1/22/2016)
- Organizer: Informa Exhibitions, US
- Exhibitors: 698
- Attendees: 25,123
- Net exhibit space: 369,125 sq. ft.

PGA Merchandise Show
- Organizer: Reed Exhibitions
- Exhibitors: 929
- Attendees: 27,737
- Orange County Convention Center - Orlando (1/26/2016 to 1/29/2016)
- Net exhibit space: 365,600 sq. ft.
Summer Fancy Food Show
• Javits Convention Center - New York (6/26/2016 to 6/28/2016)
• Organizer: Specialty Food Association
• Exhibitors: 2,686
• Attendees: 23,553
• Net exhibit space: 363,790 sq. ft.

NADA/ATD Convention & Expo
• Las Vegas Convention Center - Las Vegas (3/31/2016 to 4/3/2016)
• Organizer: National Automobile Dealers Association (NADA)
• Exhibitors: 633
• Attendees: 15,557
• Net exhibit space: 353,250 sq. ft.

Performance Racing Industry Trade Show
• Indiana Convention Center - Indianapolis (12/8/2016 to 12/10/2016)
• Organizer: Performance Racing Industry
• Exhibitors: 1,189
• Attendees: 51,233
• Net exhibit space: 345,200 sq. ft.

Premiere Orlando
• Orange County Convention Center - Orlando (6/5/2016 to 6/6/2016)
• Organizer: Premiere Show Group
• Exhibitors: 847
• Attendees: 57,551
• Net exhibit space: 327,500 sq. ft.

Water & Wastewater Equipment, Treatment & Transport Show (WWETT)
• Indiana Convention Center - Indianapolis (2/17/2016 to 2/20/2016)
• Organizer: Informa Exhibitions
• Exhibitors: 599
• Attendees: 10,031
• Net exhibit space: 324,800 sq. ft.

ASCO Annual Meeting
• McCormick Place - Chicago (6/3/2016 to 6/7/2016)
• Organizer: American Society of Clinical Oncology (ASCO)/Spargo
• Exhibitors: 446
• Attendees: 31,900
• Net exhibit space: 323,670 sq. ft.

Global Pet Expo
• Orange County Convention Center - Orlando (3/16/2016 to 3/18/2016)
• Organizer: American Pet Products Association
• Exhibitors: 1,087
• Attendees: 6,170
• Net exhibit space: 321,800 sq. ft.

PPAI Expo
• Mandalay Bay Convention Center - Las Vegas (1/12/2016 to 1/14/2016)
• Organizer: Promotional Products Association International (PPAI)
• Exhibitors: 1,324
• Attendees: 11,762
• Net exhibit space: 318,600 sq. ft.

HAI HELI-EXPO
• Kentucky Exposition Center - Louisville (3/1/2016 to 3/3/2016)
• Organizer: Helicopter Association International - HAI
• Exhibitors: 695
• Attendees: 13,958
• Net exhibit space: 314,600 sq. ft.

ISC West - International Security Conference West
• Sands Expo & Convention Center - Las Vegas (4/6/2016 to 4/8/2016)
• Organizer: Reed Exhibitions
• Exhibitors: 1,097
• Attendees: 18,377
• Net exhibit space: 312,000 sq. ft.

Fresh Summit Convention & Expo
• Orange County Convention Center - Orlando (10/14/2016 to 10/16/2016)
• Organizer: Produce Marketing Association
• Exhibitors: 1,208
• Attendees: 12,804
• Net exhibit space: 309,200 sq. ft.

The Kitchen & Bath Industry Show (KBIS)
• Las Vegas Convention Center - Las Vegas (1/19/2016 to 1/21/2016)
• Organizer: Emerald Expositions
• Exhibitors: 483
• Attendees: 11,539
• Net exhibit space: 303,940 sq. ft.

WEFTEC 2016 - Water Environment Federation Annual Technical Exhibition and Conference
• Ernest N. Morial Convention Center - New Orleans (9/24/2016 to 9/28/2016)
• Organizer: Water Environment Federation
• Exhibitors: 1,006
• Attendees: 11,713  
• Net exhibit space: 301,900 sq. ft.

**Interbike Expo**  
• Mandalay Bay Convention Center - Las Vegas (9/21/2016 to 9/23/2016)  
• Organizer: Emerald Expositions  
• Exhibitors: 772  
• Attendees: 8,069  
• Net exhibit space: 296,411 sq. ft.

**SIA Snow Show**  
• Colorado Convention Center - Denver (1/28/2016 to 1/31/2016)  
• Organizer: SnowSports Industries America (SIA)  
• Exhibitors: 513  
• Attendees: 5,326  
• Net exhibit space: 292,310 sq. ft.

**The Work Truck Show**  
• Indiana Convention Center - Indianapolis (3/1/2016 to 3/4/2016)  
• Organizer: NTEA - The Association for the Work Truck Industry  
• Exhibitors: 497  
• Attendees: 7,012  
• Net exhibit space: 291,925 sq. ft.

**Graphics of the Americas Trade Show**  
• Miami Beach Convention Center - Miami Beach (2/18/2016 to 2/20/2016)  
• Organizer: Printing Association of Florida, Inc.  
• Exhibitors: 220  
• Attendees: 6,500  
• Net exhibit space: 287,000 sq. ft.

**Global Gaming Expo (G2E)**  
• Sands Expo & Convention Center - Las Vegas (9/27/2016 to 9/29/2016)  
• Organizer: Reed Exhibitions  
• Exhibitors: 427  
• Attendees: 17,778  
• Net exhibit space: 286,603 sq. ft.

**Northeastern Forest Products Equipment Exposition**  
• Champlain Valley Exposition Essex - Junction, VT (5/6/2016 to 5/7/2016)  
• Organizer: Northeastern Loggers' Association  
• Exhibitors: 193  
• Attendees: 5,086  
• Net exhibit space: 283,095 sq. ft.
PLMA’s Private Label Trade Show
• Donald E. Stephens Convention Center - Rosemont (11/13/2016 to 11/15/2016)
• Organizer: Private Label Manufacturers Association (PLMA)
• Exhibitors: 1,415
• Attendees: 5,000
• Net exhibit space: 282,900 sq. ft.

ISSA/INTERCLEAN North America
• McCormick Place - Chicago (10/26/2016 to 10/28/2016)
• Organizer: ISSA - The Worldwide Cleaning Industry Association
• Exhibitors: 740
• Attendees: 10,882
• Net exhibit space: 281,550 sq. ft.

Cosmoprof North America 2016
• Mandalay Bay Convention Center - Las Vegas (7/24/2016 to 7/26/2016)
• Organizer: North American Beauty Events, LLC
• Exhibitors: 1,154
• Attendees: 10,369
• Net exhibit space: 280,991 sq. ft.

The Rental Show
• Georgia World Congress Center - Atlanta (2/21/2016 to 2/24/2016)
• Organizer: American Rental Association
• Exhibitors: 665
• Attendees: 6,009
• Net exhibit space: 279,100 sq. ft.

ABC Kids Expo
• Las Vegas Convention Center - Las Vegas (10/18/2016 to 10/21/2016)
• Organizer: Schur Management & Consulting
• Exhibitors: 916
• Attendees: 5,971
• Net exhibit space: 275,800 sq. ft.

2016 SGIA Expo
• Las Vegas Convention Center - Las Vegas (9/14/2016 to 9/16/2016)
• Organizer: Specialty Graphic Imaging Association (SGIA)
• Exhibitors: 562
• Attendees: 18,158
• Net exhibit space: 272,700 sq. ft.

International Vision Expo East
• Javits Convention Center - New York (4/14/2016 to 4/17/2016)
• Organizer: Reed Exhibitions

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• Exhibitors: 631
• Attendees: 16,405
• Net exhibit space: 270,985 sq. ft.

**Lightfair International**
• San Diego Convention Center - San Diego (4/24/2016 to 4/28/2016)
• Organizer: AmericasMart Atlanta/International Association of Lighting Designers & Illuminating Engineering Society
• Exhibitors: 617
• Attendees: 27,628
• Net exhibit space: 269,680 sq. ft.

**IFT16: Where Science Feeds Innovation**
• McCormick Place - Chicago (7/16/2016 to 7/19/2016)
• Organizer: Institute of Food Technologists (IFT)
• Exhibitors: 1,221
• Attendees: 7,733
• Net exhibit space: 269,500 sq. ft.

**NRA Annual Meeting & Exhibits**
• Kentucky Exposition Center - Louisville (5/20/2016 to 5/22/2016)
• Organizer: National Rifle Association (NRA)
• Exhibitors: 822
• Attendees: 80,452
• Net exhibit space: 268,700 sq. ft.

**SuperZoo**
• Mandalay Bay Convention Center - Las Vegas (8/2/2016 to 8/4/2016)
• Organizer: World Pet Association
• Exhibitors: 1,197
• Attendees: 16,885
• Net exhibit space: 264,376 sq. ft.

**POWER-GEN International**
• Orange County Convention Center - Orlando (12/13/2016 to 12/15/2016)
• Organizer: PennWell Corp.
• Exhibitors: 1,118
• Attendees: 9,643
• Net exhibit space: 263,601 sq. ft.

**AUSA Annual Meeting & Exposition**
• Walter E. Washington Convention Center - Washington, DC (10/3/2016 to 10/5/2016)
• Organizer: Association of the United States Army (AUSA)
• Exhibitors: 631
• Attendees: 17,304
• Net exhibit space: 263,110 sq. ft.

**HD Expo**
• Mandalay Bay Convention Center - Las Vegas (5/4/2016 to 5/6/2016)
• Organizer: Emerald Expositions
• Exhibitors: 776
• Attendees: 6,925
• Net exhibit space: 258,701 sq. ft.

**MODEX 2016**
• Georgia World Congress Center - Atlanta (4/4/2016 to 4/7/2016)
• Organizer: Material Handling Industry of America
• Exhibitors: 804
• Attendees: 23,467
• Net exhibit space: 252,356 sq. ft.

**AAOS Annual Meeting**
• Orange County Convention Center - Orlando (3/1/2016 to 3/5/2016)
• Organizer: American Academy of Orthopaedic Surgeons
• Exhibitors: 758
• Attendees: 14,509
• Net exhibit space: 250,400 sq. ft.

**IEEE/PES Transmission & Distribution Conference**
• Kay Bailey Hutchison Convention Center - Dallas (5/2/2016 to 5/5/2016)
• Organizer: IEEE PES/Kenworthy Management
• Exhibitors: 855
• Attendees: 6,109
• Net exhibit space: 250,000 sq. ft.

**AACC Annual Meeting & Clinical Lab Expo**
• Pennsylvania Convention Center - Philadelphia (7/31/2016 to 8/4/2016)
• Organizer: AACC/Spargo, Inc.
• Exhibitors: 735
• Attendees: 10,047
• Net exhibit space: 244,200 sq. ft.

**Fashion Coterie - February**
• Javits Convention Center - New York (2/21/2016 to 2/23/2016)
• Organizer: UBM Fashion Group
• Exhibitors: 1,437
• Attendees: 16,342
• Net exhibit space: 243,859 sq. ft.

Solar Power International
• Las Vegas Convention Center - Las Vegas (9/12/2016 to 9/15/2016)
• Organizer: Solar Energy Trade Shows, LLC
• Exhibitors: 650
• Attendees: 18,100
• Net exhibit space: 240,400 sq. ft.

WasteExpo
• Las Vegas Convention Center - Las Vegas (6/6/2016 to 6/9/2016)
• Organizer: Penton
• Exhibitors: 617
• Attendees: 6,583
• Net exhibit space: 239,300 sq. ft.

American Academy of Ophthalmology Annual Meeting
• McCormick Place - Chicago (10/15/2016 to 10/18/2016)
• Organizer: American Academy of Ophthalmology
• Exhibitors: 560
• Attendees: 16,113
• Net exhibit space: 238,700 sq. ft.

Fashion Coterie - September
• Javits Convention Center - New York (9/18/2016 to 9/20/2016)
• Organizer: UBM Fashion Group
• Exhibitors: 1,232
• Attendees: 16,455
• Net exhibit space: 238,687 sq. ft.

Surf Expo - Winter
• Orange County Convention Center - Orlando (1/14/2016 to 1/16/2016)
• Organizer: Emerald Expositions
• Exhibitors: 1,135
• Attendees: 6,561
• Net exhibit space: 238,050 sq. ft.

Surf Expo - Summer
• Orange County Convention Center - Orlando (9/8/2016 to 9/10/2016)
• Organizer: Emerald Expositions
• Exhibitors: 937
• Attendees: 7,715
• Net exhibit space: 233,952 sq. ft.
Safari Club International Annual Hunter's Convention
• Mandalay Bay Convention Center - Las Vegas (2/3/2016 to 2/6/2016)
• Organizer: Safari Club International
• Exhibitors: 1,049
• Attendees: 15,600
• Net exhibit space: 233,200 sq. ft.

ASIS International
• Orange County Convention Center - Orlando (9/12/2016 to 9/14/2016)
• Organizer: ASIS International
• Exhibitors: 550
• Attendees: 15,120
• Net exhibit space: 233,000 sq. ft.

CEDIA 2016
• Kay Bailey Hutchison Convention Center - Dallas (9/13/2016 to 9/17/2016)
• Organizer: Custom Electronic Design & Installation Association (CEDIA)
• Exhibitors: 502
• Attendees: 12,982
• Net exhibit space: 232,014 sq. ft.

Ace Hardware Spring Convention & Exhibits
• Mandalay Bay Convention Center - Las Vegas (3/3/2016 to 3/5/2016)
• Organizer: Ace Hardware Corporation
• Exhibitors: 1,195
• Attendees: 6,925
• Net exhibit space: 232,000 sq. ft.
39.1 Largest Convention Centers

The largest convention centers, ranked by available exhibit space, are as follows (sources: *Trade Show Executive*, *Trade Show Week*):

- McCormick Place (Chicago, IL): 2,600,000 sq. ft.
- Orange County Convention Center (Orlando, FL): 2,100,000 sq. ft.
- Las Vegas Convention Center (Las Vegas, NV): 1,940,000 sq. ft.
- Georgia World Congress Center (Atlanta, GA): 1,400,000 sq. ft.
- Sands Expo and Convention Center (Las Vegas, NV): 1,300,000 sq. ft.
- Kentucky Exposition Center (Louisville, KY): 1,100,000 sq. ft.
- Ernest N. Morial Convention Center (New Orleans, LA): 1,100,000 sq. ft.
- International Exposition Center (Cleveland, OH): 1,050,000 sq. ft.
- Kay Bailey Hutchison Convention Center (Dallas, TX): 1,018,000 sq. ft.
- George R. Brown Convention Center (Houston, TX): 853,000 sq. ft.
- Donald E. Stephens Convention Center (Rosemont, IL): 840,000 sq. ft.
- Anaheim Convention Center (Anaheim, CA): 800,000 sq. ft.
- Cleveland Convention Center and Medical Mart (Cleveland, OH): 750,000 sq. ft.
- Indiana Convention Center (Indianapolis, IN): 747,000 sq. ft.
- Cobo Center (Detroit, MI): 722,500 sq. ft.
- Los Angeles Convention Center (Los Angeles, CA): 720,000 sq. ft.
- NRG Center (Houston, TX): 706,000 sq. ft.
- Walter E. Washington Convention Center (Washington, DC): 703,000 sq. ft.
- Moscone Convention Center (San Francisco, CA): 700,000 sq. ft.
- Pennsylvania Convention Center (Philadelphia, PA): 679,000 sq. ft.
- Jacob K. Javits Convention Center (New York, NY): 675,000 sq. ft.
- San Diego Convention Center (San Diego, CA): 615,700 sq. ft.
- Tampa Convention Center (Tampa, FL): 600,000 sq. ft.
- Colorado Convention Center (Denver, CO): 584,000 sq. ft.
- Boston Convention and Exhibition Center (Boston, MA): 516,000 sq. ft.
- Salt Palace Convention Center (Salt Lake City, UT): 515,000 sq. ft.
- Atlantic City Convention Center (Atlantic City, NJ): 500,000 sq. ft.
- Mandalay Bay Convention Center (Las Vegas, NV): 480,000 sq. ft.
- Hawai‘i Convention Center (Honolulu, HI): 450,000 sq. ft.
- Henry B. Gonzalez Convention Center (San Antonio, TX): 440,000 sq. ft.
- Greater Columbus Convention Center (Columbus, OH): 426,000 sq. ft.
• Baltimore Convention Center (Baltimore, MD): 425,000 sq. ft.
• Bartle Hall Convention Center (Kansas City, MO): 388,000 sq. ft.
• Reno-Sparks Convention Center (Reno, NV): 381,000 sq. ft.
• David L. Lawrence Convention Center (Pittsburgh, PA): 330,000 sq. ft.
• Phoenix Convention Center (Phoenix, AZ): 312,000 sq. ft.
• Charlotte Convention Center (Charlotte, NC): 280,000 sq. ft.
• Oregon Convention Center (Portland, OR): 255,000 sq. ft.
• Austin Convention Center (Austin, TX): 246,092 sq. ft.

39.2 List of Convention Centers
The following are the major convention centers in the United States:

Alabama
• Arthur R. Outlaw Mobile Convention Center (www.mobileconventions.com)
• Birmingham Jefferson Convention Complex (www.bjcc.org)

Arizona
• Mesa Centennial Hall (www.mesaconventioncenter.com)
• Phoenix Convention Center (www.phoenixconventioncenter.com)
• Tucson Convention Center (http://cms3.tucsonaz.gov/tcc)

Arkansas
• Statehouse Convention Center (Little Rock; www.littlerockmeetings.com/conv-centers/Statehouse)

California
• Anaheim Convention Center (www.anheimconventioncenter.com)
• Fresno Convention Center (www.fresnoconventioncenter.com)
• Long Beach Convention and Entertainment Center (www.longbeachcc.com)
• Los Angeles Convention Center (www.lacclink.com)
• Moscone Center (San Francisco; www.moscone.com)
• Ontario Convention Center (www.ontariocc.com)
• San Diego Convention Center (www.visitsandiego.com)
• San Jose Convention Center (www.sanjose.org/plan-a-meeting-event/venues/convention-center)

Colorado
• Colorado Convention Center (Denver; www.denverconvention.com)

Connecticut
• Connecticut Convention Center (Hartford; www.ctconventions.com)
District of Columbia
• Walter E. Washington Convention Center (www.dcconvention.com)

Florida
• James L. Knight International Center (Miami; www.jlk.com)
• Miami Beach Convention Center (www.miamibeachconvention.com)
• Ocean Center (Daytona Beach; www.oceancenter.com)
• Orange County Convention Center (Orlando; www.orlandoconvention.com)
• Prime F. Osborn III Convention Center (Jacksonville; www.jaxevents.com/venues/prime-f-osborn-iii-convention-center/)
• Tampa Convention Center (www.tampaconventioncenter.com)

Georgia
• Georgia International Convention Center (College Park; www.gicc.com)
• Georgia World Congress Center (Atlanta; www.gwcc.com)
• Savannah International Trade & Convention Center (www.savtcc.com)
• TEE Center (Augusta; http://augustaconventioncenter.net)

Hawaii
• Hawai'i Convention Center (Honolulu; www.hawaiiconvention.com)

Illinois
• Donald E. Stephens Convention Center (Rosemont; www.rosemont.com/donald_e_stephens_convention_center.php)
• McCormick Place (Chicago; www.mccormickplace.com)
• Progress City USA (Decatur; www.progresscity.us)
• Schaumburg Hotel & Convention Center (http://schaumburgconventioncenter.com)

Indiana
• Allen County War Memorial Coliseum and Exposition Center (Fort Wayne; www.memorialcoliseum.com)
• Century Center (South Bend; www.centurycenter.org)
• Genesis Center (Gary; www.genesisarena.com)
• Grand Wayne Convention Center (Fort Wayne; www.grandwayne.com)
• Indiana Convention Center (Indianapolis; www.icclos.com)
• The Centre (Evansville; http://centre.evansvillegis.com)

Kentucky
• Cave City Convention Center (Cave City-Mammoth Cave National Park; www.cavecity.com/Convention_Center/events_calendar.htm)
• Eastern Kentucky Exposition Center (Pikeville; www.eastkyexpo.com)
• Frankfort Convention Center (www.frankfortconventioncenter.com)
• Kentucky Exposition Center (Louisville; www.kyexpo.org)
• Kentucky International Convention Center (Louisville; www.kyconvention.org)
• Lexington Center (Lexington; http://lexingtoncenter.com)
• Northern Kentucky Convention Center (Covington; http://nkycc.com)
• Sloan Convention Center (Bowling Green; www.bgky.org/conventioncenter)
• Union County Fair and Exposition Center (Sturgis; www.ucfairexpo.com)

Louisiana
• Ernest N. Morial Convention Center (New Orleans; www.mccno.com)
• RiverCenter (Baton Rouge; www.brrivercenter.com)

Maryland
• Baltimore Convention Center (www.bccenter.org)
• Gaylord National Resort & Convention Center (National Harbor; www.gaylordhotels.com/gaylord-national)
• Roland E. Powell Convention Center (Ocean City; http://ococean.com/meeting-planners/roland-e-powell-convention-center)

Massachusetts
• Boston Convention and Exhibition Center (www.bostonconventioncenter.com)
• DCU Center (Worcester; www.dcucenter.com)
• John B. Hynes Veterans Memorial Convention Center (Boston; http://johnbhynesveteransmemorialconventioncenter.com)
• MassMutual Center (Springfield; www.massmutualcenter.com)

Michigan
• Cobo Hall (Detroit; www.cobocenter.com)
• DeVos Place Convention Center (Grand Rapids; www.devosplace.org)
• Lansing Center (Lansing; www.lansingcenter.com)

Mississippi
• Hattiesburg Lake Terrace Convention Center (www.laketerrace.com)
• Jackson Convention Complex (www.jacksonconventioncomplex.com)
• Mississippi Coast Coliseum & Convention Center (Biloxi; www.mscoastcoliseum.com)

Minnesota
• Duluth Entertainment Convention Center (www.decc.org)
• Minneapolis Convention Center (www.minneapolisconventioncenter.com)
• RiverCentre (Saint Paul; www.rivervaliance.org)

Missouri
• America’s Center (St. Louis; www.explorestlouis.com/americasCenter/public.asp)
• Bartle Hall Convention Center (Kansas City; www.kcconvention.com)
Nevada
• Las Vegas Convention Center (www.lvcva.com)
• Mandalay Bay Convention Center (Las Vegas; www.mandalaybay.com/conventions/)
• Sands Expo and Convention Center (Las Vegas; www.sandsexpo.com)

New Jersey
• Atlantic City Convention Center (www.accenter.com)
• Historic Atlantic City Convention Hall [frequently called Boardwalk Hall] (www.boardwalkhall.com)
• Wildwoods Convention Center (Wildwood; www.wildwoodsnj.com/cc)

New Mexico
• Albuquerque Convention Center (www.albuquerquecc.com)

New York
• Buffalo Niagara Convention Center (Buffalo; www.buffaloconvention.com)
• Empire Expo Center (Syracuse; www.empireexpo.com)
• Jacob K. Javits Convention Center (New York City; www.javitscenter.com)
• Madison Square Garden (New York City; www.thegarden.com)
• Nassau Veterans Memorial Coliseum (Uniondale; www.nassaucoliseum.com)
• Oncenter (Syracuse; www.oncenter.org)
• Rochester Riverside Convention Center (Rochester; www rrcc.com)
• The Dome Center (Henrietta; www.fairandexpocenter.org)
• Westchester County Center (White Plains; www.countycenter.biz)

North Carolina
• Charlotte Convention Center (www.charlotteconventionctr.com)
• Joseph S. Koury Convention Center (Greensboro; www.kourycenter.com)
• M.C. Benton Convention Center (Winston-Salem; http://twincityquarter.com/meet.html)
• Raleigh Convention Center (www.raleighconvention.com)
• Wilmington Convention Center (www.businessmadecasual.com)

Ohio
• Cleveland Convention Center (http://clevelandconventioncenter.net/)
• Duke Energy Convention Center (Cincinnati; www.duke-energycenter.com)
• Greater Columbus Convention Center (www.columbusconventions.com)
• International Exposition Center (Cleveland; www.ixcenter.com)
• John S. Knight Center (Akron; www.johnsknightcenter.org)
• SeaGate Convention Centre (Toledo; www.toledo-seagate.com)

Oklahoma
• Cox Convention Center (Oklahoma City; www.coxconventioncenter.com)
• Expo Square (Tulsa; www.exposquare.com)
Oregon
• Oregon Convention Center (Portland; www.oregoncc.org)

Pennsylvania
• Bayfront Convention Center (Erie; www.bayfrontconventioncenter.com)
• Blair County Convention Center ( Altoona; www.blairconventioncenter.com)
• Carlisle Expo Center (www.carlisleexpocenter.com)
• David L. Lawrence Convention Center (Pittsburgh; www.pittsburghcc.com/cc)
• Frank J. Pasquerilla Conference Center ( Johnstown; www.fjpconferencecenter.com)
• Greater Reading Expo Center (http://greaterreadingexpocenter.com)
• Lancaster County Convention Center (www.lancasterconventioncenter.com)
• Pennsylvania Convention Center (Philadelphia; www.paconvention.com)
• Pennsylvania Farm Show Complex & Expo Center (Harrisburg; www.pafarmshowcomplex.com)

South Carolina
• TD Convention Center (Greenville; www.tdconventioncenter.com)
• Charleston Area Convention Center (www.charlestonconvention.com)
• Columbia Metropolitan Convention Center (www.columbiaconventioncenter.com)
• Myrtle Beach Convention Center (www.myrtlebeachconventioncenter.com)

Tennessee
• Chattanooga Convention Center (www.chattanoogaconventioncenter.org)
• Gaylord Opryland Resort & Convention Center (Nashville; www.gaylordopryland.com)
• Knoxville Convention Center (www.knoxvilleconventioncenter.com)
• Memphis Cook Convention Center (www.memphisconvention.com)
• Nashville Convention Center (www.nashvilleconventionctr.com)

Texas
• Austin Convention Center (www.austinconventioncenter.com)
• Kay Bailey Hutchison Convention Center (Dallas; www.dallasconventioncenter.com)
• George R. Brown Convention Center (Houston; www.houstonconventionctr.com)
• Henry B. Gonzalez Convention Center ( San Antonio; www.sahbgcc.com)
• NRG Center (Houston; www.nrgpark.com/nrg-center)
• South Padre Island Convention Centre (South Padre Island; www.sopadre.com/meeting/)
• Waco Convention Center (www.wacocvb.com/conv.asp)

Utah
• Salt Palace Convention Center (Salt Lake City; www.saltpalace.com)
• South Towne Expo Center ( Sandy; www.southtowneexpo.com)
Virginia
• Greater Richmond Convention Center (www.richmondcenter.com)
• The National Conference Center (Lansdowne; www.conferencecenter.com)
• Virginia Beach Convention Center (www.vbfun.com/conventioncenter)

Washington
• Greater Tacoma Convention and Trade Center (www.tacomaconventioncenter.com)
• Spokane Convention Center (www.spokanecenter.com)
• Washington State Convention Center (Seattle; www.wsctc.com)

Wisconsin
• Delta Center (Milwaukee; www.midwestairlinescenter.com)
• Monona Terrace Convention Center (Madison; http://mononaterrace.com)
PART VI: DIGITAL MARKETING
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DIGITAL MARKETING STRATEGY

40.1 Overview

2017 Digital Marketing Plans, a survey of marketing and sales professionals by Ascend2 (www.ascend2.com), explored strategies for B2B digital marketing. This chapter presents the findings of the survey.

40.2 Objectives

The following are the most important objectives of a digital marketing strategy (percentage of respondents):

- Increasing sales revenue: 58%
- Generating more leads: 47%
- Increasing website traffic: 44%
- Improving lead quality: 44%
- Improving brand awareness: 39%
- Automating more processes: 23%
- Obtaining adequate budget: 13%

Thirty-one percent (31%) of B2B marketing professionals said their company was very successful in achieving important objectives; 46% said their program is somewhat successful.

40.3 Effectiveness

B2B marketing professionals consider the following to be the most effective types of digital marketing (percentage of respondents):

- Website: 63%
- Email: 52%
- Social media: 49%
- Organic search: 31%
- Paid search: 29%
- Mobile: 28%
- Display ads: 24%

When asked the extent that effectiveness is changing for digital marketing channels, responses were as follows (percentage of respondents):
• Increasing significantly: 37%
• Increasing marginally: 51%
• Decreasing marginally: 10%
• Decreasing significantly: 2%

40.4 Program Execution
The following are the most difficult types of digital marketing to execute (percentage of respondents):
• Website: 40%
• Social media: 40%
• Organic search: 39%
• Email: 36%
• Mobile: 34%
• Paid search: 30%
• Display ads: 29%

40.5 Challenges
The following are the most challenging obstacles to digital marketing success (percentage of respondents):
• Obtaining adequate budget: 40%
• Improving lead quality: 40%
• Increasing sales revenue: 38%
• Increasing website traffic: 37%
• Automating more processes: 37%
• Generating more leads: 36%
• Improving brand awareness: 29%

40.6 Resources Used
Resources used to plan and implement a digital marketing strategy are as follows (percentage of respondents):
• Combination of outsourced and in-house: 56%
• Outsourced to specialist: 26%
• In-house resources: 18%

40.6 Market Resources
Ascend2, 36 Links Lane, Marstons Mills, MA 02648. (800) 762-1595. (www.ascend2.com)
41

B2B E-COMMERCE

41.1 Market Assessment

Accenture (www.accenture.com) estimates that 86% of B2B companies offer an online website as a purchasing channel to their buyers.

The business-to-business e-commerce market is more than twice the size of the consumer e-commerce market. Forrester Research (www.forrester.com) assesses B2B e-commerce spending as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
<th>Pct. Change</th>
<th>Pct. of Total Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$690 billion</td>
<td>7.4%</td>
<td>8.5%</td>
</tr>
<tr>
<td>2015</td>
<td>$780 billion</td>
<td>12.7%</td>
<td>9.3%</td>
</tr>
<tr>
<td>2016</td>
<td>$855 billion</td>
<td>9.6%</td>
<td>9.9%</td>
</tr>
<tr>
<td>2017</td>
<td>$928 billion</td>
<td>8.5%</td>
<td>10.5%</td>
</tr>
<tr>
<td>2018</td>
<td>$999 billion</td>
<td>7.7%</td>
<td>11.0%</td>
</tr>
<tr>
<td>2019</td>
<td>$1.07 trillion</td>
<td>6.7%</td>
<td>11.6%</td>
</tr>
<tr>
<td>2020</td>
<td>$1.13 trillion</td>
<td>6.2%</td>
<td>12.1%</td>
</tr>
</tbody>
</table>

“B2B companies already selling online are scaling up their operations, and those companies still in the early stages are moving forward aggressively with plans to ramp up their online selling, says a study from Forrester Research.”

Internet Retailer

Gartner (www.gartner.com) estimates the U.S. B2B e-commerce market similarly, at $800 billion to $1 trillion.

41.2 Online and Mobile B2B Commerce

Forrester Research conducted a survey of B2B companies to explore what impact online and mobile is having on how they sell their products and services. The following is a summary of the survey:

- Buying from our company has fundamentally changed the way our customers interact with us: 67% Agree, 10% Disagree.
- Our end-user customers are using consumer websites to purchase products and services for their company: 52% Agree, 20% Disagree.
- Our end-user customers are using new B2B versions of consumer websites to purchase products and services for their company: 48% Agree, 20% Disagree.
- Our customers are using smartphones to research products and services: 54% Agree, 18% Disagree.
- Our customers are using smartphones to buy products and services: 52% Agree, 22% Disagree.
- Our customers are using tablets to research products and services: 52% Agree, 22% Disagree.
- Our customers are using tablets to buy products and services: 62% Agree, 14% Disagree.
- Our online-only customers are more likely than offline-only customers to order outside core categories: 57% Agree, 14% Disagree.
- Our online-only customers are more likely than offline-only customers to add items to an order: 51% Agree, 14% Disagree.
- Our online-only customers are more likely than offline-only customers to order in bulk: 50% Agree, 15% Disagree.
- Our online-only customers are more likely than offline-only customers to buy standard repeat orders: 57% Agree, 11% Disagree.
- Our online-only customers are more likely than offline-only customers to order at a higher frequency: 54% Agree, 10% Disagree.
- Our online-only customers are more likely than offline-only customers to switch from one brand to another due to a promotional offer: 51% Agree, 16% Disagree.
- Our online-only customers are more likely than offline-only customers to make repeat purchases: 51% Agree, 11% Disagree.
- We can reach customers with cross-sell and up-sell offers in an online-only environment more effectively than we can reach those same B2B customers with cross-sell and up-sell offers in an offline-only environment: 54% Agree, 22% Disagree.
- We can build loyalty with customers more effectively in an online-only environment than we can build loyalty with those same B2B customers in an offline-only environment: 44% Agree, 28% Disagree.
- Our customers want self-service tools in order to research products and services online: 62% Agree, 10% Disagree.
• Our customers want self-service tools in order to research products and services via a smartphone: 53% 20%
• Our customers want self-service tools to buy online: 62% 12%
• Our customers want self-service tools to buy via a smartphone: 51% 24%
• Our customers want self-service tools to get customer service online: 58% 13%
• Our customers want self-service tools to get customer service via a smartphone: 52% 20%

When asked when their company expects to stop publishing a print catalog, responses were as follows (percentage of respondents):
• One year: 14%
• 1-to-2 years: 33%
• 3-to-5 years: 22%
• Never: 31%

When asked relative to offline-only customers, is the average order value higher or lower for online-only customers, responses were as follows (percentage of respondents):
• Higher: 37%
• Lower: 31%

When asked what they expect their fastest growing sales channel to be, responses were as follows (percentage of respondents):

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Online</th>
<th>Offline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Next 12 months</td>
<td>16%</td>
<td>6%</td>
</tr>
<tr>
<td>1-to-3 years</td>
<td>21%</td>
<td>10%</td>
</tr>
<tr>
<td>3-to-6 years</td>
<td>18%</td>
<td>9%</td>
</tr>
</tbody>
</table>

### 41.3 B2B E-Commerce Promotions

*Channel Shift: Measuring B2B Efforts To Shift Customers Online*, by Accenture, reported tactics used by B2B companies to promote e-commerce as follows (percentage of respondents):
• Email marketing: 92%
• Mailers that refer to websites with more information about a specific product or promotion: 86%
• Online sales support via telephone: 84%
• Sales representative credit for online and offline revenue: 67%
• Updated e-commerce websites: 64%
41.4 Online Marketplaces

Internet companies Amazon.com and eBay are active in the B2B online marketplace.

“B2B sites are playing catch-up with customers, and B2C sites like Amazon and eBay are entering the B2B space because they know the customer experiences they offer are more appealing and mature.”

Andy Hoar, Senior Analyst
Forrester Research

For several years eBay has included on its site a Business & Industrial storefront (www.ebay.com/rpp/business-industrial). Categories include agriculture and forestry, construction, electrical and test equipment, fuel and energy, healthcare, heavy equipment and attachments, light equipment and tools, manufacturing and metalworking, MRO (maintenance, repair and operations) and industrial supply, office, and packing and shipping.

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EMAIL

42.1 B2B Use Of Email

State Of B2B Marketing Survey, by Salesforce (www.salesforce.com), reported that 73% of B2B marketers say email marketing is core to their business. For those who find email a core marketing tactic, primary reasons are as follows (percentage of respondents):

• Email is a critical enabler of our products and services: 59%
• Email indirectly impacts our business performance: 21%
• Our business primary revenue source is directly linked to email: 20%

“Email is one of the most widely used and established of all platforms and has long been the cornerstone of many business-to-business (B2B) marketing plans. Given the maturity of this medium, spending on email remained flat for years. But even as new digital marketing and advertising platforms, formats, and channels draw companies’ attention and budgets, email remains vitally important and is arguably more valued by B2B marketers than ever before.”

eMarketer

A study by Yesmail Interactive (www.yesmail.com), based on five billion marketing emails sent by the company, reported the following metrics for the B2B sector:

• Delivery rate: 86.7%
• Open rate: 17.3%
• Bounce rate: 13.3%
• Click-to-open rate: 9.0%
• Total click rate: 2.6%
• Unique click rate: 1.6%
• Unsubscribe rate: 0.4%

Comparing conversation rates between house vs. prospect lists, *Response Rate Report*, by Direct Marketing Association (www.the-dma.org), found the following:

<table>
<thead>
<tr>
<th></th>
<th>House Lists</th>
<th>Prospect Lists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open</td>
<td>22.1%</td>
<td>11.4%</td>
</tr>
<tr>
<td>Click-through</td>
<td>7.7%</td>
<td>6.9%</td>
</tr>
<tr>
<td>Conversion</td>
<td>1.5%</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

42.2 Effectiveness

*State Of B2B Marketing Survey* reported usage rates of email campaigns and their effectiveness as follows:

<table>
<thead>
<tr>
<th></th>
<th>Very Effective/ Effective</th>
<th>Somewhat Effective</th>
<th>Not Very Effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newsletter:</td>
<td>62%</td>
<td>64%</td>
<td>27%</td>
</tr>
<tr>
<td>Promotional content:</td>
<td>51%</td>
<td>66%</td>
<td>26%</td>
</tr>
<tr>
<td>Web opt-in:</td>
<td>38%</td>
<td>59%</td>
<td>27%</td>
</tr>
<tr>
<td>Post-purchase:</td>
<td>36%</td>
<td>66%</td>
<td>26%</td>
</tr>
<tr>
<td>Welcome series:</td>
<td>35%</td>
<td>70%</td>
<td>22%</td>
</tr>
<tr>
<td>Transactional:</td>
<td>32%</td>
<td>74%</td>
<td>18%</td>
</tr>
<tr>
<td>Reengagement:</td>
<td>21%</td>
<td>61%</td>
<td>27%</td>
</tr>
<tr>
<td>Loyalty:</td>
<td>21%</td>
<td>70%</td>
<td>21%</td>
</tr>
<tr>
<td>Social opt-in:</td>
<td>26%</td>
<td>64%</td>
<td>23%</td>
</tr>
<tr>
<td>Win-back:</td>
<td>25%</td>
<td>62%</td>
<td>28%</td>
</tr>
<tr>
<td>Browse retargeting:</td>
<td>22%</td>
<td>70%</td>
<td>22%</td>
</tr>
<tr>
<td>Mobile opt-in:</td>
<td>22%</td>
<td>76%</td>
<td>17%</td>
</tr>
<tr>
<td>Anniversary:</td>
<td>21%</td>
<td>72%</td>
<td>20%</td>
</tr>
<tr>
<td>Abandoned cart:</td>
<td>20%</td>
<td>71%</td>
<td>19%</td>
</tr>
<tr>
<td>Birthday:</td>
<td>20%</td>
<td>76%</td>
<td>15%</td>
</tr>
</tbody>
</table>

The importance and effectiveness of email features are as follows (percentage of respondents):

<table>
<thead>
<tr>
<th></th>
<th>Very Effective/ Effective</th>
<th>Somewhat Effective</th>
<th>Not Very Effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email content and design:</td>
<td>64%</td>
<td>26%</td>
<td>9%</td>
</tr>
<tr>
<td>Contact management:</td>
<td>55%</td>
<td>30%</td>
<td>14%</td>
</tr>
<tr>
<td>Campaign management:</td>
<td>54%</td>
<td>31%</td>
<td>13%</td>
</tr>
<tr>
<td>Data and analysis:</td>
<td>51%</td>
<td>31%</td>
<td>16%</td>
</tr>
<tr>
<td>Quality control:</td>
<td>56%</td>
<td>30%</td>
<td>13%</td>
</tr>
<tr>
<td>Device friendliness:</td>
<td>49%</td>
<td>29%</td>
<td>18%</td>
</tr>
<tr>
<td>Responsive design:</td>
<td>50%</td>
<td>29%</td>
<td>18%</td>
</tr>
</tbody>
</table>
42.3 Email Marketing Trends

A September 2016 survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored strategies for email marketing trends. The following is a summary of the findings of the survey (percentage of respondents):

**Most Important Objectives Of Email Marketing Strategy**
- Increase engagement: 54%
- Increase customer acquisition: 48%
- Improve email personalization: 43%
- Improve customer retention: 42%
- Increase brand awareness: 38%
- Enrich contact data quality: 34%
- Reduce marketing cost: 14%

**Most Effective Personalization Tactics For Email Marketing**
- Email list segmentation: 51%
- Individualized email messaging: 50%
- Behavior-triggered emails: 45%
- Responsive email design: 34%
- Social media integration: 30%
- Individualized landing pages: 27%
- Self-managed preference center: 26%

**Most Difficult Personalization Tactics For Email Marketing**
- Individualized email messaging: 46%
- Individualized landing pages: 44%
- Behavior-triggered emails: 43%
- Email list segmentation: 33%
- Responsive email design: 31%
- Self-managed preference center: 28%
- Social media integration: 28%

**Resources Used To Execute Email Marketing Techniques**
- Combination of outsourced and in-house resources: 37%
- In-house resources: 32%
- Outsourced to a specialist: 31%
Most Important For Measuring Email Marketing Performance
• Click-through rate: 73%
• Conversion rate: 71%
• Email ROI: 42%
• Open rate: 40%
• Opt-out rate: 13%
• Social shares: 9%
• Inbox delivery rate: 9%
• Bounce rate: 8%

How Click-Through Rates Are Changing
• Increasing significantly: 6%
• Increasing modestly: 33%
• Not changing: 34%
• Decreasing modestly: 22%
• Decreasing significantly: 5%

Most Effective Methods For Increasing Click-Through Rates
• Meaningful call-to-action offer: 65%
• List segmentation for targeting: 47%
• Message personalization: 42%
• Testing and optimization: 35%
• Mobile-friendly design: 33%
• Drip/event-triggered campaigns: 22%
• Video email: 10%
• Social sharing: 6%

Most Difficult Methods To Execute For Increasing Click-Through Rates
• List segmentation for targeting: 41%
• Meaningful call-to-action offer: 35%
• Drip/event-triggered campaigns: 32%
• Message personalization: 31%
• Testing and optimization: 31%
• Video email: 28%
• Social sharing: 20%
• Mobile-friendly design: 17%

Most Challenging Obstacles To Email Marketing Success
• Low click-through rates: 53%
• Lack of an effective strategy: 41%
• Lack of quality content: 32%
• Lack of internal resources: 31%
• Lack of list hygiene: 28%
• Inability to segment lists: 22%
42.4 Email List Growth

A March 2017 survey of marketing and sales professionals by Ascend2 explored strategies for email marketing trends. The following is a summary of the findings of the survey (percentage of respondents):

### Most Important Objectives Of Email List Growth Strategy
- Increase conversion rates: 55%
- Improve content relevancy: 52%
- Improve performance metrics: 44%
- Improve list hygiene/quality: 35%
- Increase social media engagement: 34%
- Reduce list unsubscribe rate: 26%
- Increase 3rd party data acquisition: 20%

### Most Critical Challenges To Achieving List Growth Success
- Increase conversion rates: 46%
- Improve content relevancy: 45%
- Improve list hygiene/quality: 38%
- Reduce list unsubscribe rate: 36%
- Increase social media engagement: 36%
- Improve performance metrics: 35%
- Increase 3rd party data acquisition: 25%

### Most Effective Tactics To Achieve Email List Growth
- Social media advertising: 45%
- Content marketing: 42%
- Search engine optimization: 38%
- Social login/sign-up: 36%
- Contests and give-aways: 34%
- Co-marketing/partnerships: 32%
- Paid search/remarketing: 31%

### Tactics Requiring Most Effort To Perform
- Content marketing: 50%
- Search engine optimization: 45%
- Social media advertising: 37%
- Paid search/remarketing: 34%
- Co-marketing/partnerships: 32%
- Social login/sign-up: 30%
- Contests and give-aways: 27%
Resources Used To Perform Email List Growth Tactics

- Combination of outsourced and in-house resources: 57%
- Outsourced to a specialist: 28%
- In-house resources: 15%

42.5 Email Marketing Services

Email marketing services provide campaign management, database management, analytics, reporting, and tracking.

The following is a list of major email marketing services providers:

- Acxiom Corp. (www.acxiom.com)
- Anchor Computer (www.anchorcomputer.com)
- Applied Information Group (www.appliedinfogroup.com)
- Arial Software (www.arialsoftware.com)
- AWeber Communications (www.aweber.com)
- Blue Hornet Networks (www.bluehornet.com)
- Boomerang (www.boomerang.com)
- Bridgeline Digital (www.bridgelinedigital.com)
- Bronto Software (www.bronto.com)
- Campaigner Email Marketing (www.campaigner.com)
- Concep (www.concep.com)
- Constant Contact (www.constantcontact.com)
- Dyn (http://dyn.com)
- EchoMail Inc. (www.echomail.com)
- Email Answers (www.emailanswers.com)
- Ennect (www.ennect.com)
- Epsilon (www.epsilon.com)
- Experian CheetahMail (www.experian.com/marketing-services/cheetahmail.html)
- FreshAddress (www.freshaddress.com)
- GetResponse (www.getresponse.com)
- Global IntelliSystems (www.gliq.com)
- GreenRope (www.greenrope.com)
- IBM Enterprise Management (http://www-01.ibm.com/software/marketing-solutions/email-marketing-solution)
- iContact (www.icontact.com)
- IMN Inc. (www.imniinc.com)
- Infogroup (www.infogrouplistservices.com)
- iPost (www.ipost.com)
- Lift Network (www.liftnysales.com)
- Listrak Inc. (www.listrak.com)
- MailChimp (http://mailchimp.com)
• Merkle (www.merkleinc.com)
• Message Systems (www.messagesystems.com)
• Net Atlantic (www.netatlantic.com)
• NetProspex, a Dun & Bradstreet company (www.netprospex.com)
• PulsePoint (www.pulsepoint.com)
• Puresend (www.puresend.com)
• Reach Marketing (www.reachmarketing.com)
• Real Magnet (www.realmagnet.com)
• Return Path (www.returnpath.com)
• Sailthru (www.sailthru.com)
• Savicom (www.savicom.net)
• SDL International (www sdl.com)
• Socket Labs (www.socketlabs.com)
• SourceLink (www.sourcelink.com)
• StreamSend Email Marketing (www.streamsend.com)
• SubscriberMail (www.subscribermail.com)
• TailoredMail (www.tailoredmail.com)
• Topica (www.topica.com)
• VerticalResponse (www.verticalresponse.com)
• WhatCounts (www.whatcounts.com)
• Xert Communications (www.xert.com)
• Xtenit (http://xtenit.com)
• Yesmail (www.yesmail.com)
43.1 Scope Of Mobile Applications
Mobile applications span the entire scope of B2B marketing, from lead generation to customer support.

“At the front end, with the help of mobile tactics, B2B marketers can improve awareness for their brand and the selling environment, and as a result, they’ll be driving more leads. Once they have those leads, mobile can help make the sales process more efficient and facilitate business results in terms of having more customer interactions and sales opportunities. On the back end, mobile can deliver more efficient service and support. That’s going to generate more loyalty. You’re gaining some competitive advantage if your products are truly delivering benefits to your customers at the product level.”

Jeff Stokvis
Director, Digital Strategy
Ogilvy & Mather

43.2 B2B Use Of Mobile
State of the Connected Customer, by Salesforce (www.salesforce.com), reported B2B buyers, by generation, believe their device is essential to their work:
- Millennials: 84%
- Generation Xers: 76%
- Baby Boomers: 60%

“According to a survey of B2B buyers worldwide by Salesforce, the majority of respondents believed their mobile device was essential to their work. Millennials led the way, with 84% stating mobile was vital. Older generations, however, were not far behind. These percentages will surely continue to grow in coming years, as more senior B2B buyers exit the workforce.”

eMarketer, 1/12/17

<table>
<thead>
<tr>
<th>Percentage Of Website Traffic From Mobile Devices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 10%:</td>
</tr>
<tr>
<td>10% to 25%:</td>
</tr>
<tr>
<td>25% to 50%:</td>
</tr>
<tr>
<td>More than 50%:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Objectives For Mobile Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase brand awareness:</td>
</tr>
<tr>
<td>Increase in customer engagement:</td>
</tr>
<tr>
<td>Increase sales/revenue:</td>
</tr>
<tr>
<td>Increase customer retention:</td>
</tr>
</tbody>
</table>

43.3 State Of B2B Mobile Marketing

Regalix Research (www.regalix.com) conducted survey interviews with senior marketing executives to understand the state of B2B mobile marketing.

Regalix Research found 51% of B2B marketers are investing in mobile marketing. Among those using mobile marketing, 67% have been doing so for less than two years. Ten percent (10%) of marketers considered their mobile marketing program very successful; 76% said it was somewhat successful.

The following are responses to the Regalix Research survey by B2B marketers using mobile marketing (percentage of respondents):
• Increase traffic/search rankings: 46%
• Increase lead generation: 46%
• Improve customer service: 33%
• Nurture and engage with prospects: 33%
• Reduce length of sales cycle: 24%

Mobile Marketing Tactics Currently Used
• Mobile website: 66%
• Mobile app: 66%
• Mobile email: 45%
• Mobile landing page: 39%
• Mobile search: 39%
• Mobile advertising: 39%
• QR codes: 30%
• In-app ads: 30%
• SMS campaigns: 24%
• Mobile display ad campaigns: 24%
• Location-based mobile service: 20%
• M-commerce: 20%

Key Benefits Of Mobile Marketing
• Increasing customer satisfaction: 82%
• Extending customer engagement: 73%
• Strengthening customer service: 64%
• Generating leads: 55%
• Broadening reach levels: 50%
• Increasing loyalty and retention: 50%
• Acquiring new customers: 36%
• Increased traffic to website: 27%

Activities To Improve The Relevance And Engagement Levels Of Mobile Content
• Design mobile pages to load fast: 50%
• Dynamically personalize mobile content: 43%
• Contextualize message for mobile experience: 36%
• Campaign segmentation based on behavior or sales cycle: 36%
• Message optimization for specific OS or device: 36%
• Add video content: 29%
• Leverage mobile device tools: 21%
• Drive participation in surveys: 14%
• Facilitate an easy, fast payment system to secure conversions: 14%

Mobile Marketing Metrics Tracked
• Website traffic: 79%
• Social media followers: 71%
Click-through rate: 64%
Open rate of messages/emails: 50%
Retention rate: 43%
Customer opt-in/opt-out rates: 43%
Revenue contributed: 36%
Application and content downloads: 36%
Leads generated: 29%
Engagement rate: 21%

Key Mobile Marketing Challenges
- Inability to measure effectiveness/ROI: 50%
- Lack of budget: 46%
- Inadequate understanding of mobile user conversion path: 46%
- Lack of effective mobile marketing strategy: 35%
- Inability to track/measure mobile user behavior to segment mobile audience: 34%
- Difficulty integrating mobile data with other systems (e.g., CRM): 33%
- Lack of compelling content to engage mobile user: 27%
- Lack of expertise: 18%
- Lack of senior executive buy-in: 18%

43.4 Mobile Marketing Survey
A survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored strategies for mobile marketing. The following is a summary of the findings of the survey (percentage of respondents):

Most Important Objectives In Mobile Marketing Strategy
- Improve customer engagement: 55%
- Increase lead generation: 40%
- Increase brand awareness: 39%
- Increase website traffic: 36%
- Increase sales transactions: 33%
- Improve customer service: 26%
- Increase email opt-in list: 15%

Types Of Mobile Marketing Used
- Mobile-optimized website: 54%
- Mobile apps: 35%
- Mobile social media: 33%
- Mobile-optimized email: 32%
- Mobile advertising: 26%
- SMS messaging: 22%
- Mobile search: 21%
• Geo-targeting: 19%
• QR codes: 12%

Most Challenging Obstacles To Mobile Marketing Success
• Lack of in-house expertise: 38%
• Budget limitations: 36%
• Lack of an effective strategy: 32%
• Adopting mobile practices: 21%
• Measurement/accountability: 20%
• Cross-channel integration: 26%
• Lack of mobile website: 21%
• Privacy concerns: 16%

43.5 Tablet Use For B2B Sales
In a survey by Corporate Visions (www.corporatevisions.com), B2B marketers said they perform in-person sales activities via tablet as follows (percentage of respondents):
• Walk through a sales presentation live in front of a customer: 64%
• Demo a solution live in front of a customer: 60%
• Perform various CRM activities: 52%
• Log in to a tablet-friendly portal to access and download sales collateral: 50%
• Watch a video of a sales message or presentation being modeled by an expert: 48%
• Customize or edit a sales presentation before customer meetings: 46%
• Whiteboard a message: 42%
• Send sales campaigns, collateral, and product information to customers: 40%
• Review coaching documents to help prepare for sales calls: 39%
• Share and find best practice content and tips from colleagues: 32%
44

PROGRAMMATIC ADVERTISING

44.1 Overview
Programmatic advertising is a general term that refers to the automation of buying and selling digital ads. Originally the term was synonymous with real-time bidding (RTB) for digital ads. Use of the term has expanded to include serving the right ad to the right person at the right time using digital channels. The term is used also to describe how online campaigns are booked, analyzed, and optimized using demand-side software.

44.2 Benefits Of Programmatic Advertising
In a survey by Econsultancy (www.econsultancy.com), senior marketers reported the benefits of running programmatic brand advertising campaigns as follows (percentage of respondents):
• Increased efficiency: 64%
• Reduced overall advertising costs: 58%
• Ability to optimize and target the right audience in real time: 56%
• Higher ROI: 52%
• Opportunity to leverage first-party data: 52%
• Ability to build effective cross-device campaigns: 49%
• Greater data and insights to understand customers: 49%
• Ability to achieve scale: 48%
• Reduced time to launch campaigns: 45%
• Opportunity to leverage third-party data: 45%

44.3 Use Of Programmatic In B2B Advertising
According to Kantar Media (www.kantarmedia.com), 79% of U.S. B2B marketers used programmatic ad purchasing in 2016. The percentage of display ad budget purchased programmatically was as follows (percentage of respondents):
• 0%: 21%
• 1% to 14%: 14%
• 15% to 29%: 17%
• 30% to 44%: 15%
• 45% to 59%: 13%
• >60%: 20%
A survey by Dun & Bradstreet (D&B, www.dnb.com) found that 52% of B2B marketers allocated 25% or more of ad spending in 2017 to programmatic buying. The D&B survey identified the following challenges faced by B2B marketers in programmatic advertising (percentage of respondents):

- Targeting the right audience: 42%
- Measurement and metrics (e.g., ROI): 34%
- Lack of knowledge: 29%
- Aligning with sales activities: 24%
- Ad blocking: 23%
- Attribution: 21%
- Bot traffic: 18%
- Click fraud: 16%
- Lack of premium inventory: 16%
- Lack of data transparency: 15%
- Lack of cost transparency: 14%
- Viewability: 13%

LinkedIn, a B2B social network, began offering programmatic advertising for sponsored content and display ads in 2016.
45

SEARCH

45.1 Overview

There are two categories of search: organic search (i.e., listings on search engine results pages that appear because of their relevance to the search terms) and paid search (i.e., listings that are paid based on number of clicks on search engines). Paid search is also referred to as pay-per-click advertising.

Marketers use separate strategies for the two types of search. Search engine optimization (SEO) is deployed to gain placement of listings near the top of search engine results pages. Search engine marketing (SEM) is the method of gaining traffic by purchasing ads on search engines.

45.2 State Of B2B Search Marketing

Regalix Research (www.regalix.com) conducted survey interviews with senior marketing executives to understand the state of B2B search marketing. The findings of the survey were published in State of B2B Search Marketing, and are as follows:

• Seventy-six percent (76%) of marketers use social media to support and boost SEO.
• Seventy-one percent (71%) of marketers use broad-based information keywords to capture leads at the top of the purchase funnel.
• Sixty-eight percent (68%) of marketers use paid search to accelerate lead generation.
• Sixty-one percent (61%) of marketers use responsive web design as a part of their mobile SEO.
• Fifty-six percent (56%) of marketers integrate content marketing with SEO.
• Forty-seven percent (47%) of B2B marketers believe that growth of mobile and mobile content is not significant to them.

The following are responses to the Regalix Research survey (percentage of respondents):

Organic Search Marketing Tactics Used By Marketers

• SEO landing pages: 75%
• Content creation: 73%
• Meta tags: 69%
• Blogs: 65%
• Social media integration: 54%
• Link building: 52%
• Responsive design: 42%
• Asset tags: 42%
• Rich snippet tags: 29%
• XML sitemap: 10%
• More content and less keyword centric: 8%
• Digital asset optimization: 8%
• Multi-screen strategy: 2%
• Structured data and markup language: 2%

**Paid Search Marketing Tactics By Marketers**
• Collate location, browsing, and purchase history for better targeting: 43%
• Use broad-based information keywords to capture prospects at the top of the funnel: 43%
• Using “exact match” and “negative keywords” to avoid inappropriate/irrelevant clicks: 43%
• A/B testing landing page content: 29%
• Creating highly targeted ad groups: 29%
• Employ multi-screen campaigns: 14%
• Focus on longer-tail key phrases to avoid irrelevant clicks: 14%
• Remarketing: 14%

**Top Three Organic Search Goals**
• Drive traffic to website: 83%
• Enhance brand reputation and awareness: 83%
• Establish company as a thought leader: 83%
• Provide educational/informational content: 83%
• Accelerate lead generation: 68%
• Sell products and services online: 67%

**Top Three Paid Search Goals**
• Accelerate lead generation: 68%
• Drive traffic to website: 63%
• Enhance brand reputation and awareness: 63%
• Establish company as a thought leader: 63%
• Provide educational/informational content: 63%
• Sell products and services online: 63%

**Metrics Used To Gauge Success of Search Engine Marketing Campaigns**
• Conversion rate: 88%
• Leads: 76%
• Cost per click: 56%
• Cost per acquisition: 52%
• Quality score: 32%
• Position: 28%
Metrics Used To Gauge Success of Search Engine Optimization Campaigns

- Site traffic metrics: 92%
- Number of leads acquired: 67%
- Conversion rate: 54%
- Position: 49%
- Customer engagement: 41%
- Page rank: 39%
- Profitability of sales: 23%

45.3 Search Engine Optimization

An October 2016 survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored strategies for search engine optimization. The survey results were published in Search Engine Optimization Strategy: Survey Summary Report. The following is a summary of the findings of the survey (percentage of respondents):

Most Important Objectives Of A Search Engine Optimization Strategy

- Traffic generation: 50%
- Search ranking: 43%
- Lead conversion: 38%
- Brand awareness: 37%
- Sales revenue: 36%
- Return on investment: 33%
- Market expansion: 28%

Most Significant Barriers To SEO Success

- Search ranking: 46%
- Traffic generation: 34%
- Return on investment: 34%
- Lead conversion: 33%
- Market expansion: 30%
- Sales revenue: 29%
- Brand awareness: 26%

Most Effective SEO Tactics

- Relevant content creation: 57%
- Keyword/phrase research: 49%
- Social media integration: 39%
- External/internal linking: 36%
- Mobile/responsive design: 34%
- Meta description tags: 26%
- Webpage loading speed: 24%
Most Difficult SEO Tactics To Implement
• Relevant content creation: 48%
• External/internal linking: 45%
• Keyword/phrase research: 35%
• Webpage loading speed: 32%
• Social media integration: 32%
• Mobile/responsive design: 31%
• Meta description tags: 16%

Resources Used To Execute SEO Tactics
• Combination of outsourced and in-house resources: 49%
• Outsourced to a specialist: 27%
• In-house resources: 24%

Most Useful Metrics For Measuring SEO Performance
• Website visitor traffic: 54%
• Leads generated: 50%
• Visitor conversion rate: 47%
• Keyword search rankings: 44%
• Visitor duration/engagement: 26%
• Return on SEO investment: 22%
• Sales revenue: 19%
• Brand awareness: 7%

Most Challenging Obstacles To Search Engine Optimization Success
• Changing search algorithms: 40%
• Budget constraints: 38%
• Managing keyword/phrases: 34%
• Limited internal skills: 34%
• Lack of quality control: 33%
• Lack of an effective strategy: 31%
• Measuring the ROI of SEO: 29%
• Use of mobile devices: 13%

45.4 Market Resources
Search Engine Marketing Professional Organization (SEMPO), 401 Edgewater Place, Suite 600, Wakefield, MA 01880. (781) 876-8866. (www.sempo.org)

Search Insider, MediaPost Communications, 15 East 32nd Street, 7th Floor, New York, NY 10016. (212) 204-2000. (www.mediapost.com/publications/search-insider/)
46.1 Overview

Demand Metric (www.demandmetric.com) reported that 97% of B2B marketers use social media marketing at their company. The level of social media presence is as follows (percentage of respondents):

- High: 16%
- Medium: 48%
- Low: 33%
- None: 3%

“A growing percentage of U.S. B2B marketers say they are using social media to promote their businesses. Demand Metric found that more B2B organizations were relying on social media as a marketing channel. Social media was respondents’ second most widely used tactic for customer acquisition, surpassed only by email marketing.”

eMarketer, 1/19/17

46.2 Use And Effectiveness

Four organizations have recently surveyed B2B marketing executives to investigate use and effectiveness of social media networking channels. Findings were as follows (percentage of respondents):

<table>
<thead>
<tr>
<th>Platform</th>
<th>Use</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>LinkedIn</td>
<td>94%</td>
<td>63%</td>
</tr>
<tr>
<td>Twitter</td>
<td>88%</td>
<td>55%</td>
</tr>
</tbody>
</table>

BUSINESS-TO-BUSINESS MARKETING 2018-2019

• 204 •
• Facebook: 84% 32%
• YouTube: 72% 48%
• Google+: 74% 20%
• SlideShare: 41% 42%
• Instagram: 24% 24%
• Pinterest: 33% 25%

Regalix Research (www.regalix.com)

Effectiveness

• LinkedIn: 89%
• Twitter: 78%
• Facebook: 46%
• YouTube: 37%
• Google+: 19%
• SlideShare: 15%
• Instagram: 11%
• Pinterest: 6%
• Tumblr: 4%

Salesforce (www.salesforce.com)

<table>
<thead>
<tr>
<th></th>
<th>Very Effective/Effective</th>
<th>Somewhat Effective</th>
<th>Not Very Effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>76%</td>
<td>57%</td>
<td>28%</td>
</tr>
<tr>
<td>Twitter</td>
<td>67%</td>
<td>56%</td>
<td>30%</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>67%</td>
<td>65%</td>
<td>25%</td>
</tr>
<tr>
<td>YouTube</td>
<td>58%</td>
<td>62%</td>
<td>28%</td>
</tr>
<tr>
<td>Google+</td>
<td>49%</td>
<td>56%</td>
<td>22%</td>
</tr>
<tr>
<td>Instagram</td>
<td>38%</td>
<td>64%</td>
<td>22%</td>
</tr>
<tr>
<td>SlideShare</td>
<td>27%</td>
<td>67%</td>
<td>24%</td>
</tr>
<tr>
<td>Pinterest</td>
<td>24%</td>
<td>60%</td>
<td>22%</td>
</tr>
</tbody>
</table>

TrackMaven (www.trackmaven.com)

<table>
<thead>
<tr>
<th></th>
<th>Audience</th>
<th>Average Engagement Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>LinkedIn</td>
<td>109,000 followers</td>
<td>1.09</td>
</tr>
<tr>
<td>Facebook</td>
<td>34,000 page likes</td>
<td>5.00</td>
</tr>
<tr>
<td>Twitter</td>
<td>18,000 followers</td>
<td>0.86</td>
</tr>
<tr>
<td>Instagram</td>
<td>3,000 followers</td>
<td>22.53</td>
</tr>
<tr>
<td>Pinterest</td>
<td>420 followers</td>
<td>15.88</td>
</tr>
</tbody>
</table>

46.3 State Of B2B Social Media Marketing

State Of Social Media Marketing, by Regalix Research, presents the following findings of a survey of marketing executives on social media marketing (percentage of respondents):
Importance Of Social Media In Organization’s Marketing Efforts
• Very important: 52%
• Somewhat important: 48%

Engage In Social Media Advertising
• Yes: 67%
• No: 33%

Social Media Marketing Integrated With Overall Marketing Program
• Yes: 81%
• No: 19%

Objectives Of Social Media Marketing
• Increase brand awareness: 87%
• Increase customer engagement: 59%
• Promote products and services: 57%
• Build customer advocacy/loyalty: 52%
• Increase lead generation: 50%
• Gather insight into customer: 26%
• Provide customer support: 17%

Metrics Used To Measure Success Of Social Media Marketing
• Website traffic from social: 83%
• Leads generated/conversions: 63%
• Click rates: 63%
• Followers/likes: 60%
• User engagement: 52%
• Re-tweets/shares: 50%
• Reach: 31%
• Virality of content: 13%
• Share of voice: 13%
• ROI: 13%

Percentage of Digital Marketing Budget Allocated For Social Media Marketing
• <10%: 68%
• 11% to 25%: 23%
• 26% to 50%: 7%
• > 51%: 2%

Percentage Of Website Traffic From Social Media Campaigns
• <10%: 48%
• 11% to 25%: 36%
• 26% to 50%: 5%
• > 51%: 11%
Key Challenges Faced In Social Media Marketing
- Assessing effectiveness: 71%
- Generating actionable insights: 50%
- No clear ROI: 43%
- Aligning social media strategy across various departments: 39%
- Lack of expertise: 30%
- Creating customer-focused content: 30%

Obstacles To Further Investing In Social Media Marketing
- No clear ROI: 56%
- Generating actionable insights: 33%
- Lack of expertise: 33%
- Assessing effectiveness: 22%
- Aligning social media strategy across various departments: 22%
- Creating customer-focused content: 22%

46.4 Social Media Marketing Strategy
A survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored social media strategy. The following is a summary of the findings of the survey (percentage of respondents):

Most Important Objectives In Social Media Strategy
- Increase engagement: 64%
- Increase brand awareness: 54%
- Increase lead generation: 41%
- Increase website traffic: 35%
- Increase sales revenue: 25%
- Increase content reach: 23%
- Increase search rankings: 15%
- Increase audience size: 15%

Most Effective Tactics For Social Media Marketing
- Creating compelling content: 82%
- Posting on social networks: 54%
- Managing website content: 26%
- Advertising on social networks: 25%
- Posting on blogs: 25%
- Optimizing social profiles: 19%
- SEO for social sites: 17%
- Posting on microblogs: 4%
Most Effective Types Of Content Used For Social Media Marketing
• Videos: 69%
• Infographics: 50%
• Blog posts: 35%
• Articles: 31%
• Case studies: 29%
• Research reports: 25%
• White papers: 14%
• Podcasts: 6%

Most Challenging Obstacles To Social Media Strategy
• Inability to measure ROI: 50%
• Lack of in-house resources/skills: 37%
• Lack of actionable insights: 32%
• Lack of tactical effectiveness: 31%
• Lack of compelling content: 29%
• Lack of performance metrics: 28%
• Inadequate budget: 22%
• Inadequate number of followers: 21%

Metrics Tracked To Gauge Social Media Marketing Performance
• Website traffic: 64%
• Lead generation: 51%
• Engagement rate: 51%
• Content reach: 41%
• Conversion rate: 41%
• Search engine rankings: 29%
• Sales revenue: 28%
• Brand awareness: 22%

Extent Of Analytics Used To Gauge Social Media Marketing Performance
• Extensive use of analytics: 19%
• Moderate use of analytics: 41%
• Limited use of analytics: 35%
• Do not use analytics: 5%
47.1 Overview

_B2B Content Marketing: Benchmarks, Budgets and Trends_, by the Content Marketing Institute (www.contentmarketinginstitute.com), pointed to video as one of the top three most effective content marketing techniques.

A study by IDG Enterprise (www.idgenterprise.com) reported that B2B customers who watched technology-related videos took the following actions:

- Researched a product: 72%
- Visited a vendor website or contacted vendor for more information: 54%
- Purchased a product: 46%
- Added vendor to short list or consideration set: 28%

47.2 Reasons To Use Marketing Videos

B2B marketers use marketing videos for the following reasons:

**Engagement**

- Businesspeople are drawn to B2B video for pretty much the same reason consumers watch video – it is engaging.

  “People in general gravitate toward visual storytelling. Video is an incredible way to tell a story for either a B2B or B2C brand.”

  — Liya Sharif
  Senior Director Global Marketing
  Qualcomm

**Company Insight**

- Video can generally provide a more personal perspective of a company than other media.
“If you’re a B2B marketer looking to purchase a professional service, you might want to understand who that person is or [know more about] that firm or the perspective that they bring. It might be that you want to find out more about the ecosystem and about what is happening in the space. Often, video is a great way to be able to convey that [instead of] putting out a white paper or having it appear on your website.”

Mike Miller, Director
Business and Industrial Markets
Google

Efficiency
• Videos are an ideal content solution for busy executives. How-to videos, for example, are popular for products that have an element of complexity. Some products need configuration and customers want to understand that before making a purchase. Many B2B companies use YouTube (www.youtube.com) to post videos that demonstrate use of their products.

“Video is being used more and more as a way to talk about products and services instead of a long white paper or long article.”

Robert Rose, Chief Strategist
Content Marketing Institute

Personalization
• Customers generally consider video more personal than other forms of marketing content.
“There’s no better way to deliver and impart understanding in a personal way than video. It can deliver emotional impact. It can deliver crisp explanations, and it’s the most mobile-friendly content you can produce.”

Paul Gustafson, President
TDA Group

47.3 Video Marketing Survey
A survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored strategies for B2B video marketing. The following is a summary of the findings of the survey (percentage of respondents):

**Most Important Objectives In Video Marketing Programs**
- Increase brand awareness: 47%
- Increase online engagement: 45%
- Improve customer education: 43%
- Increase lead generation: 41%
- Increase conversion rate: 34%
- Increase sales revenue: 26%
- Improve lead nurturing: 22%
- Increase website traffic: 20%

**Success Of Video Marketing Program In Achieving Important Objectives**
- Somewhat successful: 60%
- Very successful: 25%
- Somewhat unsuccessful: 12%

**Primary Obstacles To Video Marketing Success**
- Lack of effective strategy: 48%
- Creating compelling content: 40%
- Lack of budget for video: 39%
- Lack of production resources: 38%
- Lack of performance metrics: 30%
- Inadequate video distribution: 24%
- Limited organizational buy-in: 16%
- Inadequate video SEO: 15%
Most Effective Types Of Video Content
• Customer testimonials: 51%
• Explainer/tutorial videos: 50%
• Demonstration videos: 49%
• Thought leader interviews: 35%
• Project reviews/case studies: 26%
• Webinar videos: 23%
• Vlogs/video blogs: 15%
• Event videos: 13%

Most Difficult Types Of Video Content To Produce
• Customer testimonials: 42%
• Project reviews/case studies: 41%
• Thought leader interviews: 29%
• Explainer/tutorial videos: 29%
• Demonstration videos: 26%
• Event videos: 21%
• Webinar videos: 19%
• Vlogs/video blogs: 13%

Most Important Uses Of Technology In Video Marketing
• Content creation: 62%
• Reporting and analytics: 52%
• Distribution and hosting: 43%
• Content management: 31%
• Sales enablement: 26%
• Lead management: 23%
• Lead nurturing: 20%

Resources Used For Video Marketing Campaigns
• Combination of outsourced and in-house resources: 70%
• Outsource all or most campaigns to an agency: 22%
• Use in-house resources only: 8%

Distribution Channel Use
• Company or brand website: 81%
• Video sharing sites: 73%
• Email or eNewsletters: 66%
• Social networks (e.g., Facebook): 49%
• Campaign landing pages: 43%
• Professional networks (e.g., LinkedIn): 42%
• Company or brand blogs: 34%
• Microblogs (e.g., Twitter): 29%
### Most Effective Distribution Channels

- Video sharing sites: 26%
- Company or brand website: 22%
- Email or eNewsletters: 21%
- Campaign landing pages: 9%
- Social networks (e.g., Facebook): 8%
- Company or brand blogs: 7%
- Professional networks (e.g., LinkedIn): 5%
- Microblogs (e.g., Twitter): 2%

### Video Marketing Optimization Tactic Use

- Tagging video with search keywords: 58%
- Posting videos on company/brand blog: 44%
- Optimizing file names with keywords: 40%
- Unique URLs to video website pages: 33%
- Providing code to embed videos on sites: 29%
- Optimizing videos for sharing sites: 23%
- Promoting video content with PR: 21%
- Posting video transcripts online: 16%

### Most Effective Video Marketing Optimization Tactics

- Tagging video with search keywords: 24%
- Posting videos on company/brand blog: 20%
- Unique URLs to video website pages: 13%
- Optimizing file names with keywords: 13%
- Providing code to embed videos on sites: 10%
- Promoting video content with PR: 9%
- Posting video transcripts online: 5%
- Optimizing videos for sharing sites: 5%

### Change In The Effectiveness Of Video Marketing

- Increasing significantly: 43%
- Increasing marginally: 44%
- Not changing: 12%
- Decreasing marginally: 1%
- Decreasing significantly: 0%

### Change In Video Marketing Budget

- Increasing significantly: 18%
- Increasing marginally: 51%
- Not changing: 26%
- Decreasing marginally: 4%
- Decreasing significantly: 1%
47.4 Market Resources
Web Video Marketing Council, 17 Colonial Road, Dover, MA 02030. (508) 686-3111. (www.webvideomarketing.org)
WEBSITE TRAFFIC

48.1 B2B Website Features

_B2B Ecommerce Benchmarking Report_, by Gorilla Group (www.gorillagroup.com), reported types of website features offered by B2B companies as follows:

- Newsletter sign-up promotion: 80%
- Tiered pricing: 74%
- Quick order/re-order functionality: 66%
- Present cross-sells/upsells: 48%
- Product ratings and reviews: 37%
- Solicit email sign-up via a modal window: 8%

48.2 Online Research

According to Clickback (www.clickback.com), 94% of B2B buyers do some form of online research. Among these, 71% of begin researching for a product or service with a generic search and conduct an average of 12 searches before engaging on a given brand’s specific site.

On average, 94% of visitors to B2B websites leave before providing contact information; 40% to 80% are qualified leads, depending on the company’s targeted outbound marketing methods.

“A company’s website can act as the most effective outbound marketing tool, specifically through website visitor tracking, a part of the marketing mix for accelerated growth. The identity of those leads that leave without a trace leaves B2B marketers without access to those 94% of prospective buyers.”

Kyle Tkachuk, CEO
Clickback
Research Brief, 3/15/17
48.3 Website Marketing Optimization

A survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored strategies for website marketing optimization. The following is a summary of the findings of the survey (percentage of respondents):

**Most Important Objectives In Website Marketing**
- Increase lead generation: 60%
- Increase traffic: 50%
- Increase visitor engagement: 42%
- Increase sales transactions: 35%
- Increase brand awareness: 32%
- Improve mobile optimization: 18%
- Improve website personalization: 11%
- Improve customer service: 9%

**Most Important Pages Or Processes Optimized**
- Website homepage: 57%
- Product or solutions pages: 44%
- Lead registration forms: 27%
- Content download landing pages: 25%
- Company pages (i.e., about, support, etc.): 24%
- Paid search listing landing pages: 17%
- Cart and payment process: 14%
- Promotional or trial offer pages: 10%

**When Optimized, Visible Page Elements With Most Impact On Website Performance**
- Calls to action: 62%
- Headlines: 50%
- Page layout: 41%
- Images: 39%
- Body copy: 26%
- Bullet copy: 14%
- Sub-headlines: 11%
- Form fields: 8%

**Extent Of Testing For Optimization Purposes**
- Extensively: 6%
- Moderately: 41%
- Not Used: 53%

**Use Of Personalization**
- Extensively: 5%
- Moderately: 18%
- Not Used: 77%
How Personalization Is Performed (among companies using personalization)
• Multiple versions of web pages are manually created for various customer segments and presented based on visitor selection: 53%
• Marketing technology automatically generates and presents personalized pages based on IP, behavioral, and other data: 36%

Most Challenging Obstacles To Achieving Website Objectives
• Limited website budget: 45%
• Lack of quality content: 31%
• Lack of testing and analytics: 29%
• Lack of an effective strategy: 28%
• Limited marketing integration: 27%
• Lack of in-house expertise: 26%
• Lack of visitor personalization: 20%
• Convoluted conversion paths: 19%

48.4 Landing Page Optimization
A survey of marketing and sales professionals by Ascend2 explored strategies for landing page optimization (LPO). The following is a summary of the findings of the survey (percentage of respondents):

Most Important Objectives In Landing Page Optimization Strategy
• Increase conversion rates: 93%
• Improve lead quality: 58%
• Improve segmentation/targeting: 30%
• Increase brand awareness: 25%
• Increase page views: 17%
• Improve analytics and reporting: 13%
• Improve mobile optimization: 9%
• Improve testing methods: 7%

Most Effective Methods For Optimizing Conversion Rates
• A/B testing: 52%
• Segmentation/targeting: 44%
• Copy optimization: 43%
• Responsive design: 35%
• Event-triggered email: 27%
• Usability testing: 20%
• Customer survey/feedback: 16%
• Multivariate testing: 16%

Most Difficult Conversion Optimization Methods To Execute
Most Useful Metrics For Measuring Landing Page Performance
• Conversion rate: 75%
• Cost per conversion: 40%
• Revenue per conversion: 33%
• Bounce rate: 31%
• Landing page views: 27%
• Traffic by source: 23%
• Time on page: 22%
• Device (i.e., desktop vs. mobile): 7%

Most Challenging Obstacles To Landing Page Optimization Success
• Limited internal resources: 45%
• Lack of conversion-worthy content: 41%
• Lack of an effective LPO strategy: 40%
• Inadequate analytics and reporting: 26%
• Lack of testing skills: 23%
• LPO budget constraints: 22%
• Complexity of LPO practices: 17%
• Adopting mobile optimization: 15%

48.5 Website Usability
KoMarketing Associates (www.komarketingassociates.com) surveyed customers, prospects, and others recipients of B2B marketing to determine what buyers do once they get to a vendor website; which elements increase a vendor’s credibility in the mind of the buyer; which detract, and which cause them to leave the website.

The findings, published in the B2B Website Usability Report, revealed that buyers generally approach vendor websites with one thought in mind: qualifying a vendor in order to begin the process of moving toward a purchase.

The following is a summary of the findings of the survey (percentage of respondents):
Important Website Information
• Products and services: 86%
• Contact information: 64%
• About/company information: 52%
• Testimonials: 27%
• Marketing collateral: 23%
• Social media icons: 12%
• Blog: 8%
• Pricing: 2%

Content Lacking On Most Vendor Websites
• Thorough contact information: 51%
• Client list: 37%
• Research reports: 35%
• Case studies: 34%
• Testimonials: 31%
• White papers: 30%
• About information/team bios: 29%

Sales And Product Information Lacking On Vendor Websites
• Details about technical support: 59%
• Pricing: 57%
• Product reviews: 43%
• Locations in my city: 28%
• Shipping information: 28%
• Ordering online: 15%

Annoying Elements Causing People To Leave Website
• Lack of message: 46%
• No contact information: 44%
• Animated ads: 42%
• Poor design/navigation: 37%
• Automatic audio/video: 33%
• Intrusive live chat: 30%
• Sliders: 17%
• Tiny text: 15%
• Stock photos: 3%

Content Buyers Will Complete A Form To Obtain
• Trial offers: 62%
• Product demos: 48%
• Product evaluations: 44%
• Research: 41%
• Brochures/datasheets: 40%
• Webinars: 34%
• White papers: 28%
• Case studies: 24%
• Newsletters: 23%

**Personal Information Buyers Prefer Not To Release In A Form**
- Telephone Information: 58%
- Address information: 53%
- Role/title: 21%
- Last name: 20%
- Company: 18%
- Email: 16%
- First name: 11%
APPENDIX A

ACADEMIC CENTERS

A.C. Nielsen Center For Marketing Research
University of Wisconsin - Madison, Wisconsin School of Business, 975 University Avenue, Madison, WI 53706. (http://bus.wisc.edu/centers/ac-nielsen-center-for-marketing-research)

Academy of Marketing Science
Louisiana Tech University, College of Business, BUS 347A, P.O. Box 3072, Ruston, LA 71272. (www.business.latech.edu/centers/ams/)

Center for Business Analytics
Villanova University, 800 E. Lancaster Avenue, Villanova, PA 19085. (http://www1.villanova.edu/villanova/business/centers/businessanalytics.html)

Center for Global Marketing Practice
Northwestern University, Kellogg School of Management, 2001 Sheridan Road, Evanston, IL 60208. (www.kellogg.northwestern.edu/research/cfgmp/)

Center for Hispanic Marketing Communications
Florida State University, 3127, Building C, FSU University Center, Tallahassee, FL 32306. (http://hmc.comm.fsu.edu/)

Center for Marketing and Social Issues
Colorado State University, Department of Marketing, 111 Rockwell Hall, Fort Collins, CO 80523. (http://biz.colostate.edu/marketing/center/Pages/default.aspx)

Center for Marketing and Technology
Bentley University, 175 Forest Street, Waltham, MA 02452. (www.bentley.edu/centers/cmt)

Center for Marketing Research
Cleveland State University, Monte Ahuja Hall, Room 460, 2121 Euclid Avenue, Cleveland, OH 44115. (http://csuw3.csuohio.edu/business/academics/mkt/center.html)

Center for Marketing Research
University of Massachusetts Dartmouth, 285 Old Westport Road, North Dartmouth, MA 02747. (www.umassd.edu/cmr)
Center for Pharmaceutical Marketing  
University of Mississippi, Faser Hall Rooms 128-136, P.O. Box 1848, University, MS 38677. (www.pharmacy.olemiss.edu/cpmm/)

Center for Positive Marketing  
Fordham University, 113 W. 60th Street, New York, NY 10023. (www.centerforpositivemarketing.org/)

Center for Professional Selling  
Baylor University, Hankamer School of Business, One Bear Place, Waco, TX 76798. (www.baylor.edu/business/selling/)

Center for Professional Selling  
Kennesaw State University, 1000 Chastain Road, BB 255, Kennesaw, GA 30144. (http://professionalselling.kennesaw.edu/)

Center for Professional Selling  
University of Dayton, 300 College Park, Dayton, OH 45469. (www.udayton.edu/students/sales/index.php#3)

Center for Professional Selling and Marketing  
Western Carolina University, 104 Forsyth Building, Cullowhee, NC 28723. (www.wcu.edu/academics/departments-schools-colleges/COB/college-of-business-centers-center-for-professional-selling-and-marketing/index.asp)

Center for Relationship Marketing  
University at Buffalo - The State University of New York, School of Management, 215 Jacobs Management Center, Buffalo, NY 14260. (http://mgt.buffalo.edu/faculty/academic/marketing/CRM)

Center for Sales & Sales Management  
University of Wisconsin Eau Claire, Schneider Hall, P.O. Box 4004, Eau Claire, WI 54702. (www.uwec.edu/cob/salescenter/index.htm)

Center for Sales Leadership  
DePaul University, 1 E. Jackson, Suite 7500, Chicago, IL 60604. (www.salesleadershipcenter.com)

Center for Sales Leadership  
University of Alabama - Birmingham, Collat School of Business, 1720 2nd Avenue S, Birmingham, AL 35294. (www.uab.edu/business/departments-centers/centers-outreach/center-for-sales-leadership)
Center for Services Marketing & Management  
Florida Atlantic University, College of Business, 777 Glades Road, Boca Raton, FL 33431. (www.fau.edu/csmm/)

Centre for Integrated Marketing Communications  
San Diego State University, College of Business Administration, 5500 Campanile Drive, San Diego, CA 92182. (http://cbaweb.sdsu.edu/imc)

Institute For Applied Business Research  
Florida State University, P.O. Box 3061110, Tallahassee, FL 32306. (http://tmi.cob.fsu.edu/)

Institute for Research In Marketing  
University of Minnesota - Twin Cities Campus, Carlson School of Management, 321 19th Avenue South, Minneapolis, MN 55455. (http://carlsonschool.umn.edu/faculty-research/institute-research-in-marketing)

Institute for the Study of Business Markets  
Pennsylvania State University, 484 Business Building, University Park, PA 16802. (http://isbm.smeal.psu.edu/)

Interactive Marketing Institute  
Virginia Commonwealth University, 901 W. Main Street, P.O. Box 84-2034, Richmond, VA 23284. (www.imi.vcu.edu/)

James M. Kilts Center for Marketing  
University of Chicago, Booth School of Business, 5807 Woodlawn Avenue, Chicago, IL 60637. (http://research.chicagobooth.edu/kilts/)

Kellstadt Marketing Center  
DePaul University, Driehaus College of Business, 1 East Jackson, Chicago, IL 60604. (http://driehaus.depaul.edu/about/centers-and-institutes/kellstadt-marketing-center/about/pages/default.aspx)

Market Research Center  
Seton Hall University, Stillman School of Business, 400 S. Orange Avenue, 677 Jubilee Hall, South Orange, NJ 07079. (www.shu.edu/academics/business/market-research/index.cfm)

National Strategic Selling Institute  
Kansas State University, 110 Calvin Hall, Manhattan, KS 66506. (http://cba.k-state.edu/about/departments-initiatives/national-strategic-selling-institute/index.html)
Owen Entrepreneurship Center  
Vanderbilt University, Owen Graduate School of Management, 401 21st Avenue South, Nashville, TN 37206. (http://www2.owen.vanderbilt.edu/oec/)

Sales Excellence Institute  
University of Houston, C. T. Bauer College of Business, 334 Melcher Hall, Houston, TX 77204. (www.bauer.uh.edu/sei/index.php)

Southwest Marketing Advisory Center  
Southwest Minnesota State University, Science & Technology 203, 1501 State Street, Marshall, MN 56258. (www.smsu.edu/smac/)

Warsaw Sports Marketing Center  
University of Oregon, Lundquist College of Business, 1208 University of Oregon, Eugene, OR 97403. (http://business.uoregon.edu/centers/warsaw)
The following are marketing programs at institutions with AACSB-accredited MBA programs:

**Alfred University**  
School of Business, Olin Building, 1 Saxon Drive, Alfred, NY 14802.  
(http://business.alfred.edu/academics/marketing.cfm)

**American University**  
Kogod School of Business, 4400 Massachusetts Avenue NW, Washington, DC 20016.  
(www.american.edu/kogod/graduate/ms-mktg.cfm)

**Appalachian State University**  
John A. Walker College of Business, Department of Marketing, 416 Howard Street, Boone, NC 28608.  
(http://marketing.appstate.edu/)

**Arizona State University**  
W.P. Carey School of Business, Department of Marketing, 450 E. Lemon Street, Tempe, AZ 85287.  
(https://wpcarey.asu.edu/marketing-degrees)

**Auburn University**  
Raymond J. Harbert College of Business, Department of Marketing, 405 W. Magnolia Avenue, Auburn, AL 36849.  
(http://business.auburn.edu/academics/departments/department-of-marketing)

**Auburn University Montgomery**  
School of Business, Marketing Department, Clement Hall Business Building, P.O. Box 244023, Montgomery, AL 36124.  
(www.business.aum.edu/academic-programs/undergraduate-programs/marketing)

**Babson College**  
F.W. Olin Graduate School of Business, Marketing Division, Olin Hall, 231 Forest Street, Babson Park, MA 02457.  
(www.babson.edu/Academics/divisions/marketing/Pages/home.aspx)
Ball State University  
Miller College of Business, 2000 W. University Avenue, Muncie, IN 47306.  
(http://cms.bsu.edu/academics/collegesanddepartments/mcob/majors-and-degrees/depts/marketing)

Baruch College - CUNY  
Zicklin School Of Business, One Bernard Baruch Way (55 Lexington Avenue at East 24th Street), New York, NY 10010.  (http://zicklin.baruch.cuny.edu/)

Baylor University  
Hankamer School of Business, One Bear Place, #98001, Waco, TX 76798.  
(www.baylor.edu/business/marketing/)

Belmont University  
Jack C. Massey Graduate School of Business, 1900 Belmont Boulevard, Nashville, TN 37212.  (www.belmont.edu/business/masseyschool/index.html)

Bentley University  
Center for Marketing and Technology, 175 Forest Street, Waltham, MA 02452.  
(www.bentley.edu/centers/cmt)

Binghamton University - State University of New York  
School of Management, 4400 Vestal Parkway East, Binghamton, NY 13902.  
(www.binghamton.edu/som/undergraduate-programs/bs-management/concentration-marketing.html)

Boise State University  
College of Business and Economics, Department of Marketing and Finance, Micron Business and Economics Building, 1910 University Drive, Boise, ID 83725.  
(http://cobe.boisestate.edu/marketingandfinance/)

Boston College  
Carroll School of Management, Marketing Department, 140 Commonwealth Avenue, Chestnut Hill, MA 02467.  
(www.bc.edu/content/bc/schools/csom/departments/marketing.html)

Boston University  
School of Management, Marketing Department, 595 Commonwealth Avenue, Boston, MA 02215.  
(http://management.bu.edu/faculty-research/departments/marketing/)

Bradley University  
Foster College of Business Administration, Department of Marketing, 409 Baker Hall, 1501 W. Bradley Avenue, Peoria, IL 61625.  
(www.bradley.edu/academic/departments/marketing/)

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Brigham Young University
Marriott School of Management, W437 TNRB, Provo, UT 84602. (http://marriottschool.byu.edu/mba/media/curriculum/majors/14_Marketing.pdf)

Bryant University
Graduate School of Business, Department of Marketing, 1150 Douglas Pike, Smithfield, RI 02917. (http://gsb.bryant.edu/mba/)

Butler University
College of Business, Holcomb Building, 4600 Sunset Avenue, Indianapolis, IN 46208. (www.butler.edu/academics/graduate-cob/)

California Polytechnic State University, San Luis Obispo
Orfalea College of Business, 1 Grand Avenue, San Luis Obispo, CA 93407. (www.cob.calpoly.edu/academic/marketing/)

California State Polytechnic University, Pomona
College of Business Administration, 3801 W. Temple Avenue, Pomona, CA 91768. (http://cba.csupomona.edu/mba/files/00334-Career_Emphaisis_MBA_Curriculum_Sheet_-_Marketing_Management.pdf)

California State University - Bakersfield
School of Business and Public Administration, 9001 Stockdale Highway, Bakersfield, CA 93311. (www.csub.edu/bpa/index.html)

California State University - Chico
College of Business, Business Graduate Programs, 400 West 1st Street, Chico, CA 95929. (www.csuchico.edu/cob/)

California State University - East Bay
College of Business and Economics, Department of Marketing & Entrepreneurship, 25800 Carlos Bee Boulevard, Hayward, CA 94542. (http://www20.csueastbay.edu/cbe/departments/marketing/index.html)

California State University - Fresno [Fresno State]
Craig School of Business, Department of Marketing & Logistics, 5245 N. Becker Avenue, Fresno, CA 93740. (www.fresnostate.edu/craig/depts-programs/mktg/)

California State University - Fullerton
Mihaylo College of Business and Economics, Department of Marketing, 800 N. State College Boulevard, Fullerton, CA 92834. (http://business.fullerton.edu/marketing/)

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California State University - Long Beach
College of Business Administration, Department of Marketing, 1250 Bellflower Boulevard, Long Beach, CA 90840. (www.csulb.edu/colleges/cba/marketing/)

California State University - Los Angeles
College of Business and Economics, 5151 State University Drive, Los Angeles, CA 90032. (www.calstatela.edu/business/mkt)

California State University - Sacramento [Sacramento State]
College of Business Administration, 6000 J Street, Sacramento, CA 95819. (www.cba.csus.edu/graduate/index.html)

California State University - San Bernardino
College of Business and Public Administration, Department of Marketing, 5500 University Parkway, JB-458, San Bernardino, CA 92407. (http://marketing.csusb.edu/)

California State University - Stanislaus
College of Business Administration, One University Circle, Turlock, CA 95382 (www.csustan.edu/mba/)

Canisius College
Richard J. Wehle School of Business, Bagen Hall, 2001 Main Street, Buffalo, NY 14208. (www.canisius.edu/marketing/)

Carnegie Mellon University
Tepper School of Business, Doctoral Program in Marketing, Posner Hall, 5000 Forbes Avenue, Pittsburgh, PA 15213. (http://tepper.cmu.edu/prospective-students/phd/program/marketing)

Case Western Reserve University
Weatherhead School of Management, 10900 Euclid Avenue, Cleveland, OH 44106. (http://weatherhead.case.edu/degrees/msm-finance-shanghai/marketing-management)

Chapman University
George L. Argyros School of Business and Economics, One University Drive, Beckman Hall 301, Orange, CA 92866. (www.chapman.edu/business/index.aspx)

Claremont Graduate University
Peter F. Drucker and Masatoshi Ito Graduate School of Management, 1021 N. Dartmouth Avenue, Claremont, CA 91711. (www.cgu.edu/pages/274.asp)
Clarion University of Pennsylvania
College of Business Administration, Department of Management & Marketing, 840 Wood Street, Clarion, PA 16214. (www.clarion.edu/academics/colleges-and-schools/college-of-business-administration-and-information-sciences/management-and-marketing/index.html)

Clark University
Graduate School of Management, 950 Main Street, Worcester, MA 01610. (www.clarku.edu/gsom/)

Clarkson University
School of Business, CU Box 5770, 8 Clarkson Avenue, Potsdam, NY 13699. (www.clarkson.edu/business/about/index.html)

Clemson University
College of Business and Behavioral Science, Marketing Department, Sirrine Hall, Clemson, SC 29634. (www.clemson.edu/cbbs/departments/marketing/)

Cleveland State University
Monte Ahuja College of Business, Department of Marketing, 2121 Euclid Avenue, BU460, Cleveland, OH 44115. (www.csuohio.edu/business/academics/mkt/index.html)

College of William and Mary
Raymond A. Mason School of Business, P.O. Box 8795, Williamsburg, VA 23187. (http://mason.wm.edu/programs/ftmba/index.php)

Colorado State University
College of Business, Department of Marketing, Rockwell Hall, 1201 Campus Delivery, Fort Collins, CO 80523. (http://biz.colostate.edu/marketing/Pages/default.aspx)

Colorado State University - Pueblo
Malik and Seeme Hasan School of Business, 2200 Bonforte Boulevard, Pueblo, CO 81001. (http://hsb.csupueblo.edu/UndergraduatePrograms/Majors/BusinessMajorWithInformationMarketingEmphasis/Pages/default.aspx)

Columbia University
Graduate School of Business, 3022 Broadway, Uris Hall, New York, NY 10027. (www8.gsb.columbia.edu/programs-admissions/doctoral-program/academics/marketing)

Cornell University

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Creighton University  
Heider College of Business, 2500 California Plaza, Omaha, NE 68178.  
(http://business.creighton.edu/undergraduate/undergraduate-majors/marketing)

Dartmouth College  
Tuck School of Business at Dartmouth, 100 Tuck Hall, Hanover, NH 03755.  
(www.tuck.dartmouth.edu/admissions/blog/career-treks-marketing)

DePaul University  
Driehaus College of Business, Charles H. Kellstadt Graduate School of Business, 1 E. Jackson Boulevard, Chicago, IL 60604.  
(http://driehaus.depaul.edu/departments/marketing/Pages/default.aspx)

Drexel University  
LeBow College of Business, 3141 Chestnut Street, Philadelphia, PA 19104.  
(www.lebow.drexel.edu/academics/disciplines/marketing)

Duke University  
Fuqua School of Business, 100 Fuqua Drive, Box 90120, Durham, NC 27708.  
(www.fuqua.duke.edu/student_resources/academics/concentrations/marketing/)

Duquesne University  
Palumbo-Donahue School of Business, 600 Forbes Avenue, Pittsburgh, PA 15282.  
(www.duq.edu/academics/schools/business/undergraduate/academics/majors/marketing)

East Carolina University  
College of Business, Department of Marketing, Bate Building, 3rd Floor, Mail Stop 503, Greenville, NC 27858.  
(www.ecu.edu/cs-bus/mscm/index.cfm)

East Tennessee State University  
College of Business and Technology, Department of Management and Marketing, P.O. Box 70625, Johnson City, TN 37614.  
(http://business.etsu.edu/mgmtmkt/)

Eastern Illinois University  
School of Business, 600 Lincoln Avenue, Charleston, IL 61920.  
(www.eiu.edu/business/marketing.php)

Eastern Michigan University  
College of Business, Marketing Department, 300 West Michigan Avenue, 473 Gary Owen Building, Ypsilanti, MI 48197.  
(www.emich.edu/cob/departments_centers/marketing/index.php)
Eastern Washington University
College of Business Administration and Public Administration, Department of Marketing, 668 N. Riverpoint Boulevard, Spokane, WA 99202.
(www.ewu.edu/cbpa/programs/marketing.xml)

Emory University
Goizueta Business School, 1300 Clifton Road NE, Atlanta, GA 30322.
(http://goizueta.emory.edu/faculty/academic_areas/marketing/index.html) and
(http://goizueta.emory.edu/faculty/marketinganalytics/index.html)

Emporia State University
School of Business, 1 Kellogg Circle, Emporia, KS 66801.
(www.emporia.edu/business/programs/marketing/)

Fairfield University
Charles F. Dolan School of Business, 1073 North Benson Road, Fairfield, CT 06824.
(www.fairfield.edu/academics/schoolscollegescenters/charlesfdolanschoolofbusiness/undergraduateprograms/marketing/)

Fairleigh Dickinson University
Silberman College of Business, 1000 River Road, Teaneck, NJ 07666.
(http://view.fdu.edu/?id=2460 and http://view.fdu.edu/?id=1584)

Florida Atlantic University
College of Business, 777 Glades Road, Boca Raton, FL 33461.
(http://business.fau.edu/masters-phd/phd-program/marketing/index.aspx#.UqvXWCfy040)

Florida International University
College of Business Administration, Department of Marketing, 11200 SW 8th Street, RBB 307B, Miami, FL 33199. (http://business.fiu.edu/marketing/index.cfm)

Florida State University
College of Business, Department of Marketing, 821 Academic Way, RBA 307, P.O. Box 3061110, Tallahassee, FL 32306.
(www.cob.fsu.edu/Academic-Programs/Departments/Marketing)

Fordham University
Gabelli School of Business and Graduate School of Business, 33 W. 60th Street, Fourth Floor, New York, NY 10023.
(www.fordham.edu/info/23370/marketing_intelligence)
Francis Marion University
School of Business, Box 100547, Florence, SC 29501. (www.fmarion.edu/academics/schoolofbusiness)

George Mason University
School of Management, 4400 University Drive, MS 1B1, Enterprise Hall, Fairfax, VA 22030. (http://business.gmu.edu)

George Washington University
School of Business, Department of Marketing, Duquès Hall, 2201 G Street NW, Washington, DC 20052. (http://business.gwu.edu/marketing/)

Georgetown University
McDonough School of Business, 37th and O Streets NW, Washington DC 20057. (http://msb.georgetown.edu)

Georgia College
J. Whitney Bunting College of Business, Department of Marketing, 301 Atkinson Hall, Milledgeville, GA 31061. (www.gcsu.edu/business/majors/marketing.htm)

Georgia Institute of Technology
Ernest Scheller Jr. College of Business, 800 West Peachtree Street NW, Atlanta, GA 30332. (http://scheller.gatech.edu/fac_research/acad_areas/marketing.html)

Georgia Regents University
James M. Hull College of Business, 1120 15th Street, Augusta, GA 30912. (www.gru.edu/hull/undergrad/bba_marketing.php)

Georgia Southern University
College of Business Administration, Department of Marketing, Statesboro, GA 30460. (http://coba.georgiasouthern.edu/ml/undergraduate/marketing/)

Georgia State University
J. Mack Robinson College of Business, Department of Marketing, 35 Broad Street NW, Atlanta, GA 30303. (http://marketing.robinson.gsu.edu/)

Gonzaga University
School of Business Administration, 502 East Boone Avenue, Spokane, WA 99258. (www.gonzaga.edu/Academics/Colleges-and-Schools/School-of-Business-Administration/undergraduate/concentrations/marketing.asp)
Grand Valley State University
Seidman College of Business, Marketing Department, L. William Seidman Center, 50 Front Avenue SW, SCB 3086, Grand Rapids, MI 49504. 
(www.gvsu.edu/business/marketing/)

Harvard University
Business School, Soldiers Field, Boston, MA 02163 
(www.hbs.edu/faculty/units/marketing/Pages/default.aspx)

Hofstra University
Frank G. Zarb School of Business, Department of Marketing & International Business, Hempstead, NY 11549. (www.hofstra.edu/Academics/Colleges/Zarb/MKIB/index.html)

Howard University
School of Business, 2600 6th Street NW, Washington, DC 20059. 
(www.bschoo.howard.edu/mba_marketing.html)

Idaho State University
College of Business, 921 South 8th Avenue, Stop 8020, Pocatello, ID 83209. (www.isu.edu/cob/marketing.shtml)

Illinois Institute of Technology
Stuart Graduate School of Business, 10 West 35th Street, 18th Floor, Chicago, IL 60616. 
(www.stuart.iit.edu/programs/ms-marketing-analytics-and-communication)

Illinois State University
College of Business, Department of Marketing, Campus Box 5500, Normal, IL 61790. 
(http://business.illinoisstate.edu/about/departments/marketing/)

Indiana State University
Scott College of Business, Federal Hall, Room 207, 200 North Seventh Street, Terre Haute, IN 47809. (www.indstate.edu/business/marketing/)

Indiana University - Bloomington
Kelley School of Business, 1275 East Tenth Street, Suite 2010, Bloomington, IN 47405. 
(www.kelley.indiana.edu/MBA/Academics/MajorsMinors/page38913.html)

Indiana University - Kokomo
School of Business, Main Building, Room 185, 2300 S. Washington Street, Kokomo, IN 46904. 
(www.iuk.edu/business/degrees/majors/business/marketing-concentration.php)
Indiana University-Purdue University Fort Wayne
Richard T. Doermer School of Business, Department of Management and Marketing, 2101 Coliseum Boulevard East, Fort Wayne IN 46805. (www.ipfw.edu/management-marketing/)

Indiana University-Purdue University Indianapolis
Kelley School of Business, 801 West Michigan Street, Indianapolis, IN 46202. (http://kelley.iupui.edu/desegrees/undergrad/academics/majors/marketing/)

Indiana University of Pennsylvania
Eberly College of Business and Information Technology, Marketing Department, Eberly Hall, 664 Pratt Drive, Indiana, PA 15705. (www.iup.edu/marketing/default.aspx)

Iona College
Hagan School of Business, 715 North Avenue, New Rochelle, NY 10801. (www.iona.edu/Academics/Hagan-School-of-Business/Departments/Marketing/Graduate-Programs/MBA-Marketing-Concentration.aspx)

Iowa State University
College of Business, Dr. Charles B. Handy Graduate Program, 1360 Gerdin Business Building, Ames, IA 50011. (www.business.iastate.edu/masters/mba/academics/electives/specializations/marketing/)

Jackson State University
College of Business, Department of Management and Marketing, 1400 Lynch Street, Jackson, MS 39217. (www.jsums.edu/management/)

Jacksonville State University
College of Commerce and Business Administration, Department of Management and Marketing, 700 Pelham Road North, Jacksonville, AL 36265. (www.jsu.edu/ccba/mm/marketing/index.html)

John Carroll University
John M. and Mary Jo Boler School of Business, 1 John Carroll Boulevard, University Heights, OH 44118. (http://sites.jcu.edu/boler/pages/our-future-undergraduates/programs-of-study/marketing/)

Kansas State University
College of Business Administration, Marketing Department, 201 Calvin Hall, Manhattan, KS 66506. (http://cba.k-state.edu/about/departments-initiatives/marketing/index.html)
Kennesaw State University
Michael J. Coles College of Business, Department of Marketing & Professional Sales, Burruss Building, 1000 Chastain Road, Kennesaw, GA 30144. (http://coles.kennesaw.edu/departments_faculty/marketing.htm)

Kent State University
Graduate School of Management, Department of Marketing and Entrepreneurship, P.O. Box 5190, Kent, OH 44242. (http://www2.kent.edu/catalog/2015/BU/UG/MKTG)

La Salle University
School of Business Administration, Marketing Department, 1900 W. Olney Avenue, Philadelphia, PA 19141. (www.lasalle.edu/marketing/)

Lehigh University
College of Business and Economics, Rauch Business Center, Marketing Department, 621 Taylor Street, Bethlehem, PA 18015. (http://cbe.lehigh.edu/marketing)

Long Island University - C.W. Post Campus
College of Management, Department of Marketing and International Business, 720 Northern Boulevard, Brookville, NY 11548. (www.liu.edu/CWPost/Academics/Schools/COM/Dept/MIB)

Louisiana State University
E.J. Ourso College of Business Administration, Department of Marketing, Business Education Complex, Room 2100, Baton Rouge, LA 70803. (http://business.lsu.edu/marketing/Pages/About.aspx)

Louisiana Tech University
College of Business, Department of Marketing & Analytics, P.O. Box 10318, Ruston, LA 71272. (www.business.latech.edu/marketing)

Loyola Marymount University
College of Business Administration, 1 LMU Drive, Los Angeles, CA 90045. (http://admission.lmu.edu/academics/majors/marketing/)

Loyola University Chicago
Quinlan School of Business, 1 E. Pearson, Suite 204, Chicago, IL 60611. (www.luc.edu/quinlan/undergraduate/majorsminors/marketing/)

Loyola University Maryland
Joseph A. Sellinger School of Business, Marketing Department, 4501 N. Charles Street, Baltimore, MD 21210. (www.loyola.edu/sellinger/about/departments/marketing.aspx)
Loyola University New Orleans  
College of Business, 6363 St. Charles Avenue, Box 15, New Orleans, LA 70118.  
(www.business.loyno.edu/marketing)

Marist College  
School of Management, 3399 North Road, Dyson 127, Poughkeepsie, NY 12601.  
(www.marist.edu/management/)

Marquette University  
Graduate School of Management, Department of Marketing, Straz Hall, 606 13th Street,  
Milwaukee, WI 53233.  (http://business.marquette.edu/departments/marketing)

Massachusetts Institute of Technology  
Sloan School of Management, 50 Memorial Drive, Cambridge, MA 02142.  
(http://mitsloan.mit.edu/phd/marketing.php)

McNeese State University  
College of Business, Department of Management, Marketing, and Business  
Administration, 4205 Ryan Street, Lake Charles, LA 70609.  
(www.mcneese.edu/business/department_of_management%2C_marketing%2C_and_business)

Michigan State University  
Eli Broad College of Business, Marketing Department, North Business College Complex,  
632 Bogue Street N370, East Lansing, MI 48824.  (http://marketing.broad.msu.edu/)

Middle Tennessee State University  
College of Business, 1301 East Main Street, Murfreesboro, TN 37132.  
(www.mtsu.edu/programs/marketing/)

Millsaps College  
Else School of Management, 1701 N. State Street, Jackson, MS 39210.  
(www.millsaps.edu/academics/else_school_of_management.php)

Mississippi State University  
College of Business, Department of Marketing, P.O. Box 9582, Mississippi State, MS 39762.  (http://business.msstate.edu/programs/marketing/)

Missouri State University  
College of Business, Marketing Department, 901 S. National Avenue, Springfield, MO 65897.  (www.missouristate.edu/mkt/)
Monmouth University
Leon Hess Business School, Department of Marketing and International Business, 400 Cedar Avenue, West Long Branch, NJ 07764.
(www.monmouth.edu/business-school/marketing-and-international-business.aspx)

Montana State University
Jake Jabs College of Business & Entrepreneurship, P.O. Box 173040, Bozeman, MT 59717. (www.montana.edu/business/marketing/index.html)

Montclair State University
Feliciano School of Business, Marketing Department, 203 College Hall Normal Avenue, Montclair, NJ 07043.
(http://business.montclair.edu/programs/undergraduate-programs/marketing)

Monterey Institute of International Studies at Monterey
Fisher Graduate School of International Business, 460 Pierce Street, Monterey, CA 93940. (www.miis.edu/academics/programs/mba/specializations/marketing)

Murray State University
Arthur J. Bauernfeind College of Business, 102 Curris Center, Murray, KY 42071.
(www.murraystate.edu/Academics/CollegesDepartments/CollegeOfBusiness/Programs/ManagementMarketingAndBusinessAdministration/Marketing.aspx)

New Jersey Institute of Technology
School of Management, 3000 CAB, University Heights, Newark, NJ 07102.
(http://management.njit.edu/academics/undergraduate/bs-business/specializations.php)

New Mexico State University
College of Business Administration and Economics, Marketing Department, MSC 5280, P.O. Box 30001, Las Cruces, NM 88003.
(http://business.nmsu.edu/departments/marketing/)

New York University
Leonard N. Stern School of Business, Marketing Department, 44 W. Fourth Street, Henry Kaufman Management Center, New York, NY 10012.
(www.stern.nyu.edu/experience-stern/about/departments-centers-initiatives/academic-departments/marketing)

Niagara University
College of Business, P.O. Box 2037, Niagara University, NY 14109
(www.niagara.edu/marketing)
Nicholls State University
College of Business Administration, Powell Hall, P.O. Box 2015, 104 White Hall, Thibodaux, LA 70310. (www.nicholls.edu/marketing)

North Carolina State University
Poole College of Management, Campus Box 8114, Raleigh, NC 27695. (http://poole.ncsu.edu/mba/concentrations/marketing-management/)

Northeastern University
D’Amore-McKim School of Business, 350 Dodge Hall, 360 Huntington Avenue, Boston, MA 02115. (http://damore-mckim.northeastern.edu/faculty/marketing/)

Northern Arizona University
W.A. Franke College of Business, 20 W. McConnell Drive, P.O. Box 15066, Flagstaff, AZ 86011. (http://franke.nau.edu/)

Northern Illinois University
College of Business, Marketing Department, Barsema Hall, 740 Garden Road, DeKalb, IL 60115. (http://damore-mckim.northeastern.edu/faculty/marketing/)

Northern Kentucky University
Haile/US Bank College of Business, Business Academic Center 315, Nunn Drive, Highland Heights, KY 41099. (http://www.nku.edu/majors/undergrad/marketing.html)

Northwestern University
Kellogg School of Management, Marketing Department, 2001 Sheridan Road, Leverone Hall, 4th Floor, Evanston, IL 60208. (www.kellogg.northwestern.edu/departments/marketing.aspx)

Oakland University
School of Business Administration, 427 Elliott Hall, 2200 N. Squirrel Road, Rochester, MI 48309. (www.oakland.edu/business/marketing)

Ohio State University
Max M. Fisher College of Business, Department of Marketing, 2108 Neil Avenue, 100 Gerlach Hall, Columbus, OH 43210. (http://fisher.osu.edu/departments/marketing-and-logistics)

Ohio University
College of Business, Marketing Department, 209B Copeland Hall, Athens, OH 45701. (http://aspnet.cob.ohio.edu/isms/cobContent.aspx?1417)
Oklahoma State University  
Spears School of Business, Department of Marketing, 312A Business Building,  
Stillwater, OK 74078.  (http://spears.okstate.edu/marketing/)

Old Dominion University  
College of Business and Public Administration, Department of Marketing, 2126  
Constant Hall, Norfolk, VA 23529.  (www.odu.edu/mktgdept)

Oregon State University  
College of Business, 200 Bexell Hall, Corvallis, OR 97331.  
(http://business.oregonstate.edu/marketing)

Pace University  
Lubin School Of Business, Marketing Department, One Pace Plaza, New York, NY  
10038.  (www.pace.edu/lubin/lubin-academic-programs/undergraduate-programs/bba-programs/marketing-bba)

Pacific Lutheran University  
School of Business, Morken Center, Tacoma, WA 98447.  (www.plu.edu/busa)

Penn State University - Harrisburg  
School of Business Administration, 777 W. Harrisburg Pike, Middletown, PA 17057.  
(http://harrisburg.psu.edu/programs/bachelor-science-marketing)

Penn State University - University Park  
Mary Jean and Frank P. Smeal College of Business, Business Administration Building,  
University Park, PA 16802.  (www.smeal.psu.edu/depts/academic-departments/mktg)

Pepperdine University  
Graziadio School of Business and Management, 6100 Center Drive, Los Angeles, CA  
90045.  (http://bschool.pepperdine.edu/programs/full-time-mba/concentrations/marketing.htm)

Pittsburg State University  
Gladys A. Kelce College of Business, Department of Management and Marketing,  
1701 S. Broadway, Pittsburg, KS 66762.  
(www.pittstate.edu/department/marketing/degree-programs/marketing.dot)

Portland State University  
School of Business Administration, P.O. Box 751, Portland, OR 97207.  
(www.pdx.edu/sba/undergraduate-major-marketing)

Purdue University  
Krannert Graduate School of Management, Marketing Department, 403 W. State Street  
West Lafayette, IN 47907.  (www.krannert.purdue.edu/academics/Marketing/home.asp)
Purdue University - Calumet
School of Management, Department of Marketing, 2200 169 Street, Hammond, IN 46323. (http://webs.purduecal.edu/mhrm/)

Quinnipiac University
Lender School of Business, Department of Marketing & Advertising, 275 Mt. Carmel Avenue, Hamden, CT 06518. (www.quinnipiac.edu/school-of-business-and-engineering/department-of-marketing-and-advertising/)

Radford University
College of Business and Economics, Department of Marketing, P.O. Box 6956, Radford, VA 24142. (www.radford.edu/content/cobe/home/academic-departments/marketing.html)

Rensselaer Polytechnic Institute
Lally School of Management and Technology, 110 Eighth Street, Troy, NY 12180. (http://lallyschool.rpi.edu/academics/Details/Marketing.pdf)

Rice University
Jesse H. Jones Graduate School of Management, P.O. Box 2932, Houston, TX 77252. (http://business.rice.edu/Marketing.aspx)

Rider University
College of Business Administration, 2083 Lawrenceville Road, Lawrenceville, NJ 08648. (www.rider.edu/academics/colleges-schools/college-business-administration/undergraduate-programs/marketing-advertising)

Rochester Institute of Technology
E. Philips Saunders School of Business, 105 Lomb Memorial Drive, Rochester, NY 14623. (http://saunders.rit.edu/programs/undergraduate/marketing/index.php)

Rowan University
William G. Rohrer College of Business, 201 Mullica Hill Road, Bunce Hall, Glassboro, NJ 08028. (www.rowan.edu/colleges/business/programs/bs_marketing/index.cfm)

Rutgers, The State University of New Jersey - New Brunswick
School of Management and Labor Relations, Janice H. Levin Building, 94 Rockafeller Road, Piscataway, NJ 08854. (www.business.rutgers.edu/mba/concentrations/marketing)

Rutgers, The State University of New Jersey - Newark
Rutgers Business School, 190 University Avenue, Newark, NJ 07102. (http://business.rutgers.edu/mba/concentrations/marketing)
Saint Louis University
John Cook School of Business, Department of Marketing, Davis-Shaughnessy Hall, 3674 Lindell Boulevard, St. Louis, MO 63108. (http://business.slu.edu/departments/marketing/)

Salisbury University
Franklin P. Perdue School of Business, Department of Management and Marketing, 1101 Camden Avenue, Salisbury, MD 21801. (www.salisbury.edu/mgmtmktg/)

Sam Houston State University
College of Business Administration, Box 2056, Huntsville, TX 77341. (www.shsu.edu/catalog/mgt.html#BBAmark)

Samford University
Brock School of Business, 800 Lakeshore Drive, Birmingham, AL 35229. (www.samford.edu/business/marketing-major)

San Diego State University
College of Business Administration, Marketing Department, 5500 Campanile Drive, San Diego, CA 92182. (http://cbaweb.sdsu.edu/marketing)

San Francisco State University
College of Business, 835 Market Street, Suite 550, San Francisco, CA 94132. (http://cob.sfsu.edu/cob/marketing)

San Jose State University
Lucas College and Graduate School of Business, Marketing and Decision Sciences, One Washington Square, San Jose, CA 95192. (www.sjsu.edu/mktds)

Santa Clara University
Leavey School of Business, Department of Marketing, 500 El Camino Real, 300 Lucas Hall, Santa Clara, CA 95053. (www.scu.edu/business/marketing/index.cfm)

Seattle Pacific University
School of Business and Economics, 3307 Third Avenue West, Seattle, WA 98119. (www.spu.edu/academics/school-of-business-and-economics)

Seattle University
Albers School of Business and Economics, Department of Marketing, 901 12th Avenue, P.O. Box 222000, Seattle, WA 98122. (www.seattleu.edu/albers/inner.aspx?id=24446)

Seton Hall University
Stillman School of Business, 400 S. Orange Avenue, Jubilee Hall, South Orange, NJ 07079. (www.shu.edu/academics/business/bs-marketing/)
Southeast Missouri State University
Harrison College of Business, Department of Management and Marketing, One University Plaza, Cape Girardeau, MO 63701. (www.semo.edu/managementandmarketing/index.htm)

Southeastern Louisiana University
College of Business and Technology, Department of Marketing and Supply Chain Management, Garrett Hall Room 74, P.O. Box 10844, Hammond, LA 70402. (www.southeastern.edu/acad_research/depts/mrkt_sc.htm)

Southern Illinois University
College of Business and Administration, Department of Marketing, Rehn Hall, Room 229, Carbondale, IL 62901. (www.business.siu.edu/academics/dept/marketing/index.html)

Southern Methodist University
Cox School of Business, Department of Marketing, Fincher Building, P.O. Box 750333, Dallas, TX 75275. (www.marketing.cox.smu.edu/indexf.html)

St. Cloud State University
Herberger Business School, Department of Marketing, 720 Fourth Avenue South, St. Cloud, MN 56301. (www.stcloudstate.edu/mkbl/default.asp)

St. John’s University
Peter J. Tobin College of Business, Department of Marketing, 8000 Utopia Parkway, Queens, NY 11439. (www.stjohns.edu/academicareas/schools-and-colleges/peter-j-tobin-college-business/programs-and-majors/marketing-bachelor-science)

St. Joseph’s University
Erivan K. Haub School of Business, 5600 City Avenue, Philadelphia, PA 19131. (www.sju.edu/majors-programs/undergraduate/majors/marketing-major)

St. Mary’s University
Bill Greehey School of Business, One Camino Santa Maria, San Antonio, TX 78228. (www.stmarytx.edu/academicareas/business/undergraduate/marketing)

Stanford University
Stanford Graduate School of Business, Knight Management Center, 655 Knight Way, Stanford, CA 94305. (www.gsb.stanford.edu/academicareas/mktg.html)

State University of New York, Buffalo
School of Management, Marketing Department, 215 Jacobs Management Center, Buffalo, NY 14260. (http://mgnt.buffalo.edu/faculty/academic/marketing)
State University of New York, Oswego
School of Business, 7060 Route 104, Rich Hall, Oswego, NY 13126.  
(www.oswego.edu/academics/colleges_and_departments/business/programs/marketing.html)

Stephen F. Austin State University
Nelson Rusche College of Business, Management, Marketing, and International Business Department, McGee Business Building, Suite 403, P.O. Box 13070, SFA Station, Nacogdoches, TX 75962.  (www.sfasu.edu/cob/mmib.asp)

Stetson University
School of Business Administration, 421 N. Woodland Boulevard, DeLand, FL 32720.  
(www.stetson.edu/other/academics/programs/marketing.php)

Suffolk University
Sawyer Business School, Marketing Department, Eight Ashburton Place, Boston, MA 02108.  (www.suffolk.edu/business/departments/9819.php)

Syracuse University
Martin J. Whitman School of Management, 721 University Avenue Syracuse, NY 13244.  
(http://whitman.syr.edu/programs-and-academics/academics/marketing/index.aspx)

Temple University
Fox School of Business and Management, Department of Marketing and Supply Chain Management, 1801 Liacouras Walk, Alter Hall, Philadelphia, PA 19122.  
(www.fox.temple.edu/cms_academics/dept/marketing_and_supply_chain_management)

Tennessee Technological University
College of Business Administration, Johnson Hall, 1 William L Jones Drive, Cookeville, TN 38505.  
(www.tntech.edu/cob/academic-units)

Texas A&M International University
A.R. Sanchez, Jr. School of Business, 5201 University Boulevard, Laredo, TX 78041.  
(www.tamiu.edu/catalog/current/bba-mkt.shtml)

Texas A&M University - College Station
Mays Business School, 4117 TAMU, 390 Wehner Building, College Station, TX 77843.  
(http://mays.tamu.edu/full-time-mba/about-us-mba/program-overview-mba/)

Texas A&M University - Commerce
College of Business and Entrepreneurship, P.O. Box 3011, Commerce, TX 75429.  
(www.tamuc.edu/academics/colleges/business/departments/businessAdministration/programs/default.aspx)
Texas A&M University - Corpus Christi
College of Business Administration, 6300 Ocean Drive, Corpus Christi, TX 78412. (http://catalog.tamucc.edu/preview_program.php?catoid=7&poid=579)

Texas Christian University
M.J. Neely School of Business, P.O. Box 298540, Fort Worth, TX 76129. (http://neeley.tcu.edu/Academic_Departments/Marketing/Marketing.aspx)

Texas Southern University
Jesse H. Jones School of Business, 3100 Cleburne Avenue, Houston, TX 77004. (www.tsu.edu/academics/colleges-and-schools/jesse-h-jones-school-of-business/#)

Texas State University
Emmett & Miriam McCoy College of Business Administration, 424 McCoy Hall, 601 University Drive, San Marcos, TX 78666. (http://marketing.mccoy.txstate.edu/)

Texas Tech University
Jerry S. Rawls College of Business Administration, P.O. Box 42101, Lubbock, TX 79409. (http://marketing.ba.ttu.edu/)

The Citadel
Citadel Graduate College, 171 Moultrie Street, Charleston, SC 29409. (www.citadel.edu/root/csb)

Thunderbird School of Global Management
Garvin School of International Management, 15249 N. 59th Avenue, Glendale, AZ 85306. (www.thunderbird.edu/graduate-degrees/programs/ms-global-marketing)

Truman State University
School of Business, 100 E. Normal Street, Kirksville, MO 63501. (http://business.truman.edu/programs/marketing.asp)

Tulane University
A. B. Freeman School of Business, Goldring/Woldenberg Hall, 7 McAlister Drive, New Orleans, LA 70118. (http://freeman.tulane.edu) and (www.freeman.tulane.edu/students/bsm/pdf/MKTG%20Checksheets.pdf)

University at Albany, State University of New York
School of Business, Marketing Department, 1400 Washington Avenue, Albany, NY 12222. (www.albany.edu/business/school-of-business-departments-marketing.php)
University of Akron
College of Business Administration, Department of Marketing, 259 S. Broadway, Akron, OH 44325. (www.uakron.edu/cba/departments/marketing)

University of Alabama
Culverhouse College of Commerce, Marketing Department, Alston Hall, 361 Stadium Drive, Box 870225, Tuscaloosa, AL 35487. (http://cba.ua.edu/academics/departments/marketing)

University of Alabama - Birmingham
Collat School of Business, BEC 216, 1720 2nd Avenue S., Birmingham, AL 35294. (www.uab.edu/business/departments-centers/academic-departments/marketing-economics-industrial-distribution-law)

University of Alabama - Huntsville
College of Business Administration, 301 Sparkman Drive, Huntsville, AL 35899. (www.uah.edu/cba)

University of Alaska - Anchorage
College of Business and Public Policy, 3211 Providence Drive, Anchorage, AK 99508. (www.uaa.alaska.edu/cbpp/academics/marketing/index.cfm)

University of Alaska - Fairbanks
School of Management, 201 Bunnell Building, P.O. Box 756080, Fairbanks, AK 99775. (www.uaf.edu/som)

University of Arizona
Eller Graduate School of Management, McClelland Hall, Room 320, P.O. Box 210108, Tucson, AZ 85721. (http://marketing.eller.arizona.edu/)

University of Arkansas
Sam M. Walton College of Business, Department of Marketing, Business Building 302, Fayetteville, AR 72701. (http://waltoncollege.uark.edu/mktg/)

University of Baltimore
Merrick School of Business, 1420 N. Charles Street, Baltimore, MD 21201. (www.ubalt.edu/merrick/undergraduate-programs/business-administration/specializations-bsba/marketing-specialization-bsba.cfm)

University of California - Berkeley
Haas School of Business, 2000 Center Street, Berkeley, CA 94704. (http://mba.haas.berkeley.edu/academics/marketing.html)
University of California - Davis
Graduate School of Management, One Shields Avenue, Davis, CA 95616.
(www.gsm.ucdavis.edu)

University of California - Irvine
The Paul Merage School of Business, Irvine, CA 92697.
(http://merage.uci.edu/Faculty/AcademicAreas/Marketing.aspx)

University of California - Los Angeles
UCLA Anderson School of Management, 110 Westwood Plaza, Box 951481, Los Angeles, CA 90095. (www.anderson.ucla.edu/faculty/marketing/marketing-curriculum)

University of California - Riverside
A. Gary Anderson Graduate School of Management, 900 University Avenue, Riverside, CA 92521. (http://soba.ucr.edu/schools_areas/marketing.html)

University of Central Arkansas
Marketing and Management Department, 201 Donaghey Avenue, COB 312, Conway, AR 72035. (http://uca.edu/marketingmanagement/marketing/)

University of Central Florida
College of Business Administration, Department of Marketing, 4000 Central Florida Boulevard, P.O. Box 161991, Orlando, FL 32816. (www.bus.ucf.edu/marketing)

University of Central Missouri
Harmon College of Business and Professional Studies, Department of Marketing, Dockery 3001, Warrensburg, MO 64093. (www.ucmo.edu/efm/index.cfm)

University of Chicago
Booth School of Business, James M. Kilts Center for Marketing, 5807 Woodlawn Avenue, Chicago, IL 60637. (http://research.chicagobooth.edu/kilts/)

University of Cincinnati
Carl H. Lindner College of Business, 2925 Campus Green Drive, Cincinnati, OH 45221. (http://business.uc.edu/departments/marketing/faculty.html#sthash.hr9vDk7T.dpuf)

University of Colorado - Boulder
Leeds School of Business, 995 Regent Drive, 419 UCB, Boulder, CO 80309. (http://leeds.colorado.edu/marketing#overview)

University of Colorado - Colorado Springs
Graduate School of Business Administration, 1420 Austin Bluffs Parkway, Colorado Springs, CO 80918. (www.uccs.edu/business/academics/bachelors-degrees/areas-of-emphasis/marketing.html)

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University of Colorado - Denver
Business School, 1475 Lawrence Street, Denver, CO 80202. (www.ucdenver.edu/academics/colleges/business/degrees/ms/marketing/Pages/Marketing.aspx)

University of Connecticut
School of Business, Marketing Department, 2100 Hillside Road, Unit 1041, Storrs, CT 06269. (www.business.uconn.edu/cms/p215)

University of Dayton
School of Business Administration, Department of Management and Marketing, 300 College Park Avenue, Dayton, OH 45469. (www.udayton.edu/business/management_and_marketing/index.php)

University of Delaware
Alfred Lerner College of Business and Economics, 110 Alfred Lerner Hall, Newark, DE 19716. (www.lerner.udel.edu/departments/business-administration/marketing)

University of Denver
Daniels College of Business, Department of Marketing, 2101 S. University Boulevard, Denver, CO 80208. (http://daniels.du.edu/faculty-research/marketing/)

University of Detroit Mercy
College of Business Administration, 4001 W. McNichols Road, Detroit, MI 48221. (http://business.udmercy.edu/programs/undergraduate/business-admin/index.htm)

University of Florida
Warrington College of Business Administration, Heavener School of Business, Department of Marketing, 133 Bryan Hall, P.O. Box 117150, Gainesville, FL 32611. (http://warrington.ufl.edu/departments/mkt/)

University of Georgia
Terry College of Business, Brooks Hall, 310 Herty Drive, Athens, GA 30602. (www.terry.uga.edu/undergraduate/majors/marketing)

University of Hartford
Barney School of Business, 200 Bloomfield Avenue, West Hartford, CT 06117. (www.hartford.edu/barney/undergraduate/majors/marketing.aspx)

University of Hawaii - Manoa
Shidler College of Business, Marketing Department, 2404 Maile Way, Honolulu, HI 96822. (http://shidler.hawaii.edu/majors/marketing) and (http://shidler.hawaii.edu/mkt)
University of Houston
C.T. Bauer College of Business, Department of Marketing & Entrepreneurship, 334 Melcher Hall, Houston, TX 77204. (www.bauer.uh.edu/departments/marketing/)

University of Houston - Clear Lake
School of Business, 2700 Bay Area Boulevard, Houston, TX 77058. (http://prtl.uhcl.edu/portal/page/portal/BUS/School-of-Business/Programs/Marketing)

University of Illinois at Chicago
Liautaud Graduate School of Business, 815 W. Van Buren Street, Chicago, IL 60607. (http://business.uic.edu/home-uic-business/prospective-students/undergraduate-programs/bs-marketing)

University of Illinois at Urbana-Champaign
Department of Business Administration, 350 Wohlers Hall, 1206 South Sixth Street, Champaign, IL 61820. (https://business.illinois.edu/ba/areas/marketing/)

University of Iowa
Henry B. Tippie College of Business, 108 John Pappajohn Business Building, Iowa City, IA 52242. (http://tippie.uiowa.edu/marketing/)

University of Kansas
School of Business, 1300 Sunnyside Avenue, Lawrence, KS 66045. (www.business.ku.edu/degrees/marketing/bsb)

University of Kentucky
Gatton College of Business and Economics, Department of Marketing & Supply Chain, 550 S. Limestone, Lexington, KY 40506. (http://gatton.uky.edu/Content.asp?PageName=AUMarketing)

University of Louisiana - Lafayette
B.I. Moody III College of Business, Box 44610, Lafayette, LA 70504. (http://marketing.louisiana.edu/)

University of Louisville
College of Business, 2301 South 3rd Street, Louisville, KY 40292. (http://business.louisville.edu/marketing/)

University of Maine
The Maine Business School, 5723 D. P. Corbett Business Building, Orono, ME 04469. (http://umaine.edu/business/undergraduate-programs/marketing/)
University of Maryland - College Park
Robert H. Smith School of Business, 2308 Van Munching Hall, College Park, MD 20742.  
(www.rhsmith.umd.edu/programs/undergraduate-programs/academics/academic-majors/marketing)

University of Massachusetts - Amherst
Isenberg School of Management, 121 Presidents Drive, Amherst, MA 01003.  
(www.isenberg.umass.edu/marketing/)

University of Massachusetts - Dartmouth
Charlton College of Business, 285 Old Westport Road, North Dartmouth, MA 02747.  
(www.umassd.edu/charlton/programs/marketing/)

University of Massachusetts - Lowell
The Robert J. Manning School of Business, One University Avenue, Lowell, MA 01854.  
(www.uml.edu/MSB/Departments/management/Marketing.aspx)

University of Memphis
Fogelman College of Business and Economics, Department of Marketing, Memphis, TN 38152.  
(www.memphis.edu/marketing/)

University of Miami
School of Business Administration, Marketing Department, P.O. Box 248027, Coral Gables, FL 33124.  
(www.bus.miami.edu/faculty-and-research/academic-departments/marketing/)

University of Michigan - Ann Arbor
Ross School of Business, 710 East University Street E 2540, Ann Arbor, MI 48109.  
(www.bus.umich.edu/academics/departments/Marketing/mktg-index.html)

University of Michigan - Dearborn
College of Business, 19000 Hubbard Drive, Fairlane Center South, Dearborn, MI 48126.  
(http://cob.umd.umich.edu/bba-marketing/)

University of Michigan - Flint
School of Management, 303 E. Kearsley Street, Flint, MI 48502.  
(http://catalog.umflint.edu/preview_program.php?catoid=11&poid=3080)

University of Minnesota - Duluth
Labovitz School of Business and Economics, 1318 Kirby Drive, Duluth, MN 55812.  
(https://lsbe.d.umn.edu/marketing/marketing.php)

University of Minnesota - Twin Cities Campus
Carlson School of Management, 321 19th Avenue South, Minneapolis, MN 55455.  
(www.carlsonschool.umn.edu/marketing)
University of Mississippi
School of Business Administration, 253 Holman Hall, University, MS 38677. (www.olemissbusiness.com/marketing)

University of Missouri - Columbia
Robert J. Trulaske Sr. College of Business, Department of Marketing, 213 Cornell Hall, Columbia, MO 65211. (http://business.missouri.edu/programs-and-admissions/undergraduate/degree-programs/marketing)

University of Missouri - Kansas City
Henry W. Bloch School of Business, Department of Marketing and Supply Chain Management, 5100 Rockhill Road, Kansas City, MO 64110. (http://bloch.umkc.edu/about-us/academic-departments/mktg-supply-chain-management/)

University of Missouri - St. Louis
College of Business Administration, Marketing Department, One University Boulevard, St. Louis, MO 63121. (www.umsl.edu/divisions/business/marketing/index.html)

University of Montana - Missoula
School of Business Administration, Department of Management and Marketing, Gallagher Business Building, Missoula, MT 59812. (www.business.umt.edu/degreesprograms/ManagementandMarketing.aspx)

University of Nebraska - Lincoln
College of Business Administration, Department of Marketing, P.O. Box 880405, Lincoln, NE 68588. (http://cba.unl.edu/departments/marketing/default.aspx)

University of Nebraska - Omaha
College of Business Administration, 6001 Dodge Street, Omaha, NE 68182. (http://cba.unomaha.edu/Marketing/)

University of Nevada - Las Vegas
Lee Business School, Department of Marketing and International Business, 4505 South Maryland Parkway, Las Vegas, NV 89154. (http://business.unlv.edu/mlb/)

University of New Hampshire
Peter T. Paul College of Business and Economics, Marketing Department, Durham, NH 03824. (https://paulcollege.unh.edu/departments/marketing)

University of New Mexico
Robert O. Anderson Graduate School of Management, Department of Marketing Management, MSC 053090, 1 New Mexico, Albuquerque, NM 87131. (http://bba.mgt.unm.edu/concentrations/marketing.asp)
University of North Carolina - Chapel Hill  
Kenan-Flagler Business School, 300 Kenan Center Drive, Chapel Hill, NC 27599.  
(www.kenan-flagler.unc.edu/programs/mba/curriculum/concentrations/marketing)

University of North Carolina - Charlotte  
Belk College of Business Administration, 9201 University City Boulevard, Charlotte, NC 28223.  
(http://belkcollege.uncc.edu/about-college/departments/marketing)

University of North Carolina - Greensboro  
Joseph M. Bryan School of Business and Economics, Bryan Building, Room 220, P.O. Box 26156, Greensboro, NC 27402.  
(http://admissions.uncg.edu/major-marketing.php)

University of North Carolina - Wilmington  
Cameron School of Business, Marketing Department, 601 S. College Road, Wilmington, NC 28403.  
(www.csb.uncw.edu/mkt/index.htm)

University of North Florida  
Coggin College of Business, 4567 St. John’s Bluff Road S., Jacksonville, FL 32224.  
(www.unf.edu/coggin/marketing)

University of North Texas  
College of Business Administration, P.O. Box 311160, Denton, TX 76203.  
(www.cob.unt.edu/mktg)

University of Northern Iowa  
College of Business Administration, Department of Marketing, Curris Business Building, Cedar Falls, IA 50614.  
(http://business.uni.edu/web/pages/departments/departments-marketing.cfm)

University of Notre Dame  
Marketing Department, 102 Mendoza College of Business, Notre Dame, IN 46556.  
(http://business.nd.edu/marketing/)

University of Oklahoma  
Michael F. Price College of Business, Division of Marketing and Supply Chain Management, 307 W. Brooks, Room 1F, Norman, OK 73019.  
(www.ou.edu/price/marketing_supplychainmanagement/marketing_marketing.html)

University of Oregon  
Charles H. Lundquist College of Business, Department of Marketing, Lillis Business Complex, Eugene, OR 97403.  
(https://business.uoregon.edu/departments/marketing)
University of Pennsylvania  
Wharton School, Marketing Department, 700 Jon M. Huntsman Hall, 3730 Walnut Street, Philadelphia, PA 19104.  (https://marketing.wharton.upenn.edu/)

University of Pittsburgh  
Joseph M. Katz Graduate School of Business, Mervis Hall, Pittsburgh, PA 15260.  (www.business.pitt.edu/katz/faculty/marketing)

University of Portland  

University of Rhode Island  
College of Business Administration, Ballentine Hall, Seven Lippitt Road, Kingston, RI 02881.  (http://web.uri.edu/business/marketing/)

University of Richmond  
Robins School of Business, Marketing Department, 1 Gateway Road, University of Richmond, VA 23173.  (http://robins.richmond.edu/undergraduate/academics/marketing/index.html)

University of Rochester  
William E. Simon Graduate School of Business Administration, Carol G. Simon Hall, Box 270100, Rochester, NY 14627.  (www.simon.rochester.edu/programs/phd/academic-overview/marketing/index.aspx)

University of San Diego  
School of Business Administration, Olin Hall, 5998 Alcala Park, San Diego, CA 92110.  (www.sandiego.edu/business/programs/undergraduate/majors/marketing/index.php)

University of San Francisco  
Masagung Graduate School of Management, Malloy Hall, 2130 Fulton Street, San Francisco, CA 94117.  (www.usfca.edu/management/departments/Department_of_Marketing/)

University of Scranton  
Kania School of Management, Department of Management & Marketing, Brennan Hall, Suite 343, Scranton, PA 18510.  (www.scranton.edu/academics/ksom/mgt-marketing/)

University of South Alabama  
Mitchell College of Business, 307 University Boulevard, Mobile, AL 36688.  (http://southalabama.edu/mcob/mkt.html)
University of South Carolina  
The Darla Moore School of Business, Marketing Department, 1705 College Street, Columbia, SC 29208.  
(http://moore.sc.edu/academicprograms/undergraduate/majorsoffered/marketing.aspx)  

University of South Florida  
College of Business Administration, Marketing Department, 4202 East Fowler Avenue, Tampa, FL 33620.  
(www.usf.edu/business/departments/marketing/index.aspx)  

University of Southern California  
Marshall School of Business, Department of Marketing, 3660 Trousdale Parkway, ACC 306E, Los Angeles, CA 90089.  
(www.marshall.usc.edu/faculty/marketing)  

University of Southern Maine  
School of Business, P.O. Box 9300, 96 Falmouth Street, Portland, ME 04104.  
(http://usm.maine.edu/sb/bs-business-administration-marketing-major)  

University of Southern Mississippi  
College of Business, Department of Marketing and Merchandising, Joseph Greene Hall, 118 College Drive, Hattiesburg, MS 39406.  
(www.usm.edu/business/marketing-fashion_merchandising)  

University of Tampa  
John H. Sykes College of Business, 401 W. Kennedy Boulevard, Tampa, FL 33606.  
(www.ut.edu/marketing/?terms=department%20of%20marketing)  

University of Tennessee - Chattanooga  
College of Business Administration, Department 6056, Fletcher Hall, 615 McCallie Avenue, Chattanooga, TN 37403.  
(www.utc.edu/college-business/about/departments/marketing-and-entrepreneurship.php)  

University of Tennessee - Knoxville  
College of Business Administration, Department of Marketing and Supply Chain Management, 310 Stokely Management Center, Knoxville, TN 37996.  
(http://mscm.bus.utk.edu/)  

University of Tennessee - Martin  
College of Business and Global Affairs, 113 Business Administration Building, Martin, TN 38238.  
(www.utm.edu/departments/mmci/)  

University of Texas - Arlington  
College of Business Administration, Department of Marketing, UTA Box 19376, Arlington, TX 76019.  
(http://wweb.uta.edu/marketing/)
University of Texas - Austin
McCombs School of Business, Department of Marketing, 1 University Station, B6000, Austin, TX 78712. (www.mccombs.utexas.edu/departments/marketing/)

University of Texas - Dallas
Naveen Jindal School of Management, 800 West Campbell Road, Richardson, TX 75083. (http://jindal.utdallas.edu/academic-areas/marketing/)

University of Texas - Pan American
College of Business Administration, Department of Marketing, 1201 W. University Drive, Edinburg, TX 78539. (http://portal.utpa.edu/utpa_main/daa_home/coba_new_home/coba_departments/departments_mark)

University of Texas - San Antonio
College of Business, Department of Marketing, One UTSA Circle, San Antonio, TX 78249. (http://business.utsa.edu/marketing/index.aspx)

University of the Pacific
Eberhardt School of Business, 3601 Pacific Avenue, Stockton, CA 95211. (www.pacific.edu/Academics/Schools-and-Colleges/Eberhardt-School-of-Business.html)

University of Toledo
College of Business and Innovation, Department of Marketing and International Business, 2801 W. Bancroft, Toledo, OH 43606. (www.utoledo.edu/business/MIB/index.html)

University of Tulsa
Collins College of Business, Department of Management and Marketing, 800 South Tucker Drive, Tulsa, OK 74104. (www.utulsa.edu/academics/colleges/collins-college-of-business/bus-dept-schools/Department-of-Management-and-Marketing.aspx)

University of Utah
David Eccles School of Business, Marketing Department, Spencer Fox Eccles Business Building 7132, 1655 E. Campus Center Drive, Salt Lake City, UT 84112. (www.business.utah.edu/page/marketing-department)

University of Vermont
School of Business Administration, 55 Colchester Avenue, 101 Kalkin Hall, Burlington, VT 05405. (www.uvm.edu/business/?Page=marketing.html&SM=academic_submenu.html)

University of Virginia
Darden Graduate School of Business Administration, 100 Darden Boulevard, P.O. Box 6550, Charlottesville, VA 22906. (www.darden.virginia.edu/web/mba/academics/curriculum-electives/areas/marketing/)
University of Washington
Michael G. Foster School of Business, Department of Marketing and International Business, 474 Paccar Hall, Box 353226, Seattle, WA 98195. (www.foster.washington.edu/academic/departments/mib/Pages/marketing-internationalbusiness.aspx)

University of West Florida
College of Business, Department of Marketing & Economics, 11000 University Parkway, Pensacola, FL 32514. (http://uwf.edu/market/)

University of West Georgia
Richards College of Business, 1601 Maple Street, Carrollton, GA 30118. (www.westga.edu/business/index.php)

University of Wisconsin - Eau Claire
College of Business, Department of Management and Marketing, P.O. Box 4004, Eau Claire, WI 54702. (www.uwec.edu/COB/ departments/managementmarketing/index.htm)

University of Wisconsin - La Crosse
College of Business Administration, Marketing Department, 1725 State Street, La Crosse, WI 54601. (www.uwlax.edu/ba/mkt/)

University of Wisconsin - Madison
Wisconsin School of Business, Department of Marketing, 975 University Avenue, 4166 Grainger Hall, Madison, WI 53706. (http://bus.wisc.edu/knowledge-expertise/academic-departments/marketing)

University of Wisconsin - Milwaukee
Sheldon B. Lubar School of Business, P.O. Box 742, 3202 N. Maryland Avenue, Milwaukee, WI 53201. (http://www4.uwm.edu/business/programs/busmasters/ms/msmktg.cfm)

University of Wisconsin - Oshkosh
College of Business Administration, 800 Algoma Boulevard, Oshkosh, WI 54901. (www.uwosh.edu/cob/future-students/undergraduate/academics/majors/marketing)

University of Wisconsin - Parkside
School of Business and Technology, 900 Wood Road, Box 2000, Kenosha, WI 53141. (www.uwp.edu/departments/business/marketing)

University of Wisconsin - Whitewater
College of Business and Economics, Hyland Hall, 809 W. Starin Road, Whitewater, WI 53190. (www.uww.edu/cobe/marketing)
University of Wyoming
Management & Marketing, 1000 E. University Avenue, Dept. 3275, Laramie, WY 82071. (www.uwyo.edu/mgtmkt)

Valdosta State University
Langdale College of Business Administration, Department of Marketing and Economics, 1500 N. Patterson Street, Valdosta, GA 31698. (http://valdosta.edu/colleges/business/marketing-and-economics/welcome.php)

Valparaiso University
Graduate School of Business, 1909 Chapel Drive, 104 Urschel Hall, Valparaiso, IN 46383. (www.valpo.edu/cba/undergrad/marketing.php)

Vanderbilt University
Owen Graduate School of Management, 401 21st Avenue South, Nashville, TN 37203. (www.owen.vanderbilt.edu/programs/mba/curriculum/choose-your-academic-focus/concentrations/marketing.cfm)

Villanova University
School of Business, Department of Marketing and Business Law, 800 Lancaster Avenue, Bartley Hall, Villanova, PA 19085. (http://www1.villanova.edu/villanova/business/departments/marketing_buslaw.html)

Virginia Commonwealth University
School of Business, Department of Marketing, 301 West Main Street, P.O. Box 844000, Richmond, VA 23284. (http://business.vcu.edu/marketing.html)

Virginia Polytechnic Institute and State University

Wake Forest University
Babcock Graduate School of Management, P.O. Box 7659, Winston-Salem, NC 27106 (http://business.wfu.edu/default.aspx?id=1808)

Washington State University
College of Business, Department of Marketing and International Business, Todd Addition 367, P.O. Box 644730, Pullman, WA 99164. (www.business.wsu.edu/academics/Marketing/Pages/index.aspx)

Washington University in St. Louis
John M. Olin School of Business, One Brookings Drive, Campus Box 1133, St. Louis, MO 63130. (www.olin.wustl.edu/EN-US/academic-programs/full-time-MBA/platforms-and-concentrations/Pages/Marketing.aspx)
Wayne State University  
School of Business Administration, Department of Marketing and Supply Chain Management, 5201 Cass Avenue, 300 Prentis Building, Detroit, MI 48202.  
(http://business.wayne.edu/supplychain/department.php)

Weber State University  
John B. Goddard School of Business, Department of Business Administration, 3802 University Circle, Ogden, UT 84408.  (www.weber.edu/majors/marketing.html)

West Virginia University  
College of Business and Economics, 1601 University Avenue, P.O. Box 6025, Morgantown, WV 26506.  (Www.wvu.edu/academics)

Western Carolina University  
College of Business, 104 B Forsyth Building, Cullowhee, NC 28723  

Western Michigan University  
Haworth College of Business, 2130 Arnold Schneider Hall, Kalamazoo, MI 49008.  
(www.wmich.edu/marketing)

Western Washington University  
College of Business and Economics, Department of Finance & Marketing, 516 High Street, Bellingham, WA 98225.  (http://cbe.wwu.edu/fmkt/index.shtml)

Wichita State University  
W. Frank Barton School of Business, Department of Marketing, 1845 Fairmount, Box 84, Wichita, KS 67260.  (www.wichita.edu/thisis/home/?u=marketing)

Widener University  
School of Business Administration, One University Place, Chester, PA 19013.  
(www.widener.edu/academics/schools/business)

Wright State University  
Raj Soin College of Business, Department of Marketing, 266 Rike Hall, Dayton, OH 45435.  (https://business.wright.edu/academics/undergraduate/marketing/program-overview)

Xavier University  
Williams College of Business, 3800 Victory Parkway, Cincinnati, OH 45207.  
(www.xavier.edu/williams/undergraduate/marketing)
Yale University
Yale School of Management, 135 Prospect Street, New Haven, CT 06520.
(http://som.yale.edu/)

Youngstown State University
Warren P. Williamson Jr. College of Business Administration, Department of Marketing,
One University Plaza, Youngstown, OH 44555.
(http://web.ysu.edu/gen/wcba/Department_of_Marketing_m15.html)
APPENDIX C

ACADEMIC - PH.D./DBA MARKETING PROGRAMS

Arizona State University
W.P. Carey School of Business, Department of Marketing, P.O. Box 874906, Tempe, AZ 85287. (https://wpcarey.asu.edu/marketing-degrees/doctoral)

Bentley University
The Elkin B. McCallum Graduate School of Business, 175 Forest Street, Waltham, MA 02452. (http://phd.bentley.edu/phd-programs/business/phd-program-business)

Boston University
School of Management, Marketing Department, 595 Commonwealth Avenue, Boston, MA 02215. (http://management.bu.edu/graduate/graduate-programs/phd/management/)

Carnegie Mellon University
Tepper School of Business, Doctoral Program in Marketing, Posner Hall, 5000 Forbes Avenue, Pittsburgh, PA 15213. (http://tepper.cmu.edu/prospective-students/phd/program/marketing)

City University of New York
Baruch College, Zicklin School Of Business, One Bernard Baruch Way (55 Lexington Avenue at East 24th Street), New York, NY 10010. (http://zicklin.baruch.cuny.edu/programs/doctoral/areas-of-study/areas-of-study/marketing)

Cleveland State University
Monte Ahuja College of Business, 2121 Euclid Avenue, BU420, Cleveland, OH 44115. (www.csuohio.edu/business/academics/mkt/dba_marketing.html)

Columbia University
Graduate School of Business, 3022 Broadway, Uris Hall, New York, NY 10027. (http://www8.gsb.columbia.edu/programs-admissions/doctoral-program/academics/marketing)

Cornell University
S.C. Johnson Graduate School of Management, Sage Hall, Ithaca, NY 14853. (www.johnson.cornell.edu/PHD-Program/Areas-of-Study/Marketing.aspx)
Drexel University
LeBow College of Business, 207 Matheson Hall, 3141 Chestnut Street, Philadelphia, PA 19104. (www.lebow.drexel.edu/academics/programs/doctorate/phd-business/plan-of-study/specializations/marketing)

Duke University
Fuqua School of Business, 100 Fuqua Drive, Box 90120, Durham, NC 27708. (www.fuqua.duke.edu/marketing/phd/)

Emory University
Goizueta Business School, 1300 Clifton Road, NE, Atlanta, GA 30322. (http://goizueta.emory.edu/degree/phd/marketing/index.html)

Florida Atlantic University
College of Business, 777 Glades Road, Boca Raton, FL 33461. (http://business.fau.edu/masters-phd/phd-program/marketing/index.aspx#.VZGvOhtViko)

Florida International University
College of Business Administration, Department of Marketing, 11200 SW 8th Street, Miami, FL 33199. (http://business.fiu.edu/chapman/phd/index.cfm)

Florida State University
College of Business, Marketing Department, P.O. Box 3061110, Tallahassee, FL 32306. (http://business.fsu.edu/academics/graduate-programs/phd-program#mar)

George Washington University
School of Business, Department of Marketing, Duquès Hall, 2201 G Street NW, Washington, DC 20052. (http://business.gwu.edu/programs/doctoral-programs/fields-of-study/marketing-phd/)

Georgia Institute of Technology
Ernest Scheller Jr. College of Business, 800 West Peachtree Street NW, Atlanta, GA 30332. (http://scheller.gatech.edu/degree-programs/phd/phd-concentrations/phd-marketing.html)

Georgia State University
J. Mack Robinson College of Business, Department of Marketing, 35 Broad Street NW, Atlanta, GA 30303. (http://marketing.robinson.gsu.edu/academic-programs/phd/)

Harvard University
Business School, Soldiers Field, Boston, MA 02163. (www.hbs.edu/doctoral/areas-of-study/marketing/Pages/default.aspx)
Indiana University
Kelley School of Business, 1275 E. 10th Street, Room 2010, Bloomington, IN 47405. (www.bus.indiana.edu/Marketing/Doctoral/page10515.html)

Iowa State University
College of Business, 1360 Gerdin Business Building, Ames, IA 50011. (www.business.iastate.edu/phd/curriculum/areas-of-specialization/marketing/)

Kennesaw University
Michael J. Coles College of Business, Department of Marketing & Professional Sales, Burruss Building, 1000 Chastain Road, Kennesaw, GA 30144. (http://coles.kennesaw.edu/graduate/dba/)

Kent State University
Graduate School of Management, Department of Marketing and Entrepreneurship, P.O. Box 5190, Kent, OH 44242. (http://www2.kent.edu/catalog/2014/bu/minors/dmkt)

Louisiana State University
E.J. Ourso College of Business Administration, Department of Marketing, Business Education Complex, Room 2100, Baton Rouge, LA 70803. (http://business.lsu.edu/marketing/Pages/PhD-Marketing.aspx)

Louisiana Tech University
College of Business, Department of Marketing & Analytics, P.O. Box 10318, Ruston, LA 71272. (www.business.latech.edu/graduate/dba.htm)

Massachusetts Institute of Technology
Sloan School of Management, 50 Memorial Drive, Cambridge, MA 02142. (http://mitsloan.mit.edu/phd/marketing.php)

Michigan State University
Eli Broad College of Business, Marketing Department, North Business College Complex 632 Bogue Street N370, East Lansing, MI 48824. (www.bus.msu.edu/marketing/phd/)

Mississippi State University
College of Business, Department of Marketing, P.O. Box 9582, Mississippi State, MS 39762. (http://business.msstate.edu/marketing-phd/)

Morgan State University
Earl G. Graves School of Business and Management, McMechen Building, 1700 East Cold Spring Lane, Baltimore, MD 21251. (www.morgan.edu/departments/business_administration/degreesprograms/phd_business_administration.html)
New Mexico State University
College of Business Administration and Economics, Marketing Department, College of Business, MSC 5280, P.O. Box 30001, Las Cruces, NM 88003. (http://business.nmsu.edu/academics/graduate-programs/mktg-phd/)

New York University
Leonard N. Stern School of Business, Marketing Department, 44 W. Fourth Street, Henry Kaufman Management Center, New York, NY 10012. (www.stern.nyu.edu/experience-stern/about/departments-centers-initiatives/academic-departments/marketing/academic-programs/phd-programs/index.htm)

Northwestern University
Kellogg School of Management, Marketing Department, 2001 Sheridan Road, Leverone Hall, 4th Floor, Evanston, IL 60208. (www.kellogg.northwestern.edu/departments/marketing/programs/phd_program.aspx)

Ohio State University
Max M. Fisher College of Business, Department of Marketing, 2108 Neil Avenue, 100 Gerlach Hall, Columbus, OH 43210. (http://fisher.osu.edu/prospective/graduate/phd/)

Oklahoma State University
Watson Graduate School of Management, Department of Marketing, 312A Business Building, Stillwater, OK 74078. (http://watson.okstate.edu/mktgphd/)

Old Dominion University
College of Business and Public Administration, Department of Marketing, 2126 Constant Hall, Norfolk, VA 23529. (http://bpa.odu.edu/bpa/academics/baphd.shtml)

Pennsylvania State University
Mary Jean and Frank P. Smeal College of Business, Business Administration Building, University Park, PA 16802. (http://smeal.psu.edu/phd/mktg)

Purdue University
Krannert Graduate School of Management, Marketing Department, 403 W. State Street West Lafayette, IN 47907. (www.krannert.purdue.edu/programs/phd/program-details/marketing.asp)

Rutgers University
School of Management and Labor Relations, Janice H. Levin Building, 94 Rockafeller Road, Piscataway, NJ 08854. (www.business.rutgers.edu/phd/programs/marketing-science)
Saint Louis University
John Cook School of Business, Department of Marketing, Davis-Shaughnessy Hall, 3674 Lindell Boulevard, St. Louis, MO 63108.  (www.slu.edu/x16695.xml)

Southern Illinois University
College of Business and Administration, Department of Marketing, Rehn Hall, Room 229, Carbondale, IL 62901.  (www.business.siu.edu/academics/phd/mktg-phd.html)

Stanford University
Stanford Graduate School of Business, Knight Management Center, 655 Knight Way, Stanford, CA 94305.  (www.gsb.stanford.edu/phd/fields/marketing)

State University of New York, Binghamton
School of Management, 4400 Vestal Parkway East, P.O. Box 6000, Binghamton, NY 13902.  (www.binghamton.edu/som/graduate/doctoral-programs/marketing-concentration.html)

Syracuse University
Martin J. Whitman School of Management, 721 University Avenue Syracuse, NY 13244. (http://whitman.syr.edu/programs-and-academics/programs/whitman-phd-experience/major-fields/marketing.aspx)

Temple University
Fox School of Business and Management, Department of Marketing and Supply Chain Management, 1515 Market Street, Speakman Hall Suite 400, Philadelphia, PA 19102.  (www.fox.temple.edu/cms_academics/phd/marketing/)

Texas A&M University
Mays Business School, 4117 TAMU, 390 Wehner Building, College Station, TX 77843. (http://mays.tamu.edu/degrees-and-majors/phd/mktg-phd/?#)

Texas Tech University
Jerry S. Rawls College of Business Administration, P.O. Box 42101, Lubbock, TX 79409.  (www.depts.ttu.edu/rawlsbusiness/graduate/phd/marketing/index.php)

University of Alabama
Culverhouse College of Commerce, Marketing Department, Alston Hall, 361 Stadium Drive, Box 870225, Tuscaloosa, AL 35487.  (www.cba.ua.edu/mkt/phd/)

University of Arizona
Eller Graduate School of Management, McClelland Hall, Room 320, P.O. Box 210108, Tucson, AZ 85721.  (http://marketing.eller.arizona.edu/doctoral/)
University of Arkansas
Sam M. Walton College of Business, Department of Marketing, Business Building 302, Fayetteville, AR 72701. (http://gsb.uark.edu/marketingphd.asp)

University at Buffalo
The State University of New York, School of Management, 215 Jacobs Management Center, Buffalo, NY 14260. (www.mgt.buffalo.edu/phd/)

University of California - Berkeley
Haas School of Business, 2000 Center Street, Berkeley, CA 94704. (www.haas.berkeley.edu/Phd/academics/marketing/index.html)

University of California - Irvine
The Paul Merage School of Business, Irvine, CA 92697 (http://merage.uci.edu/Classic/DoctoralProgram/AcademicAreas/PHDMarketing.aspx) and (http://merage.uci.edu/Faculty/AcademicAreas/Marketing.aspx)

University of California - Los Angeles
UCLA Anderson School of Management, 110 Westwood Plaza, Box 951481, Los Angeles, CA 90095. (www.anderson.ucla.edu/x24271.xml)

University of Central Florida
College of Business Administration, Department of Marketing, 4000 Central Florida Boulevard, P.O. Box 161991, Orlando, FL 32816. (www.graduatecatalog.ucf.edu/programs/program.aspx?id=1078&tid=210&track=Marketing)

University of Chicago
Booth School of Business, James M. Kilts Center for Marketing, 5807 Woodlawn Avenue, Chicago, IL 60637. (www.chicagobooth.edu/programs/phd/academics/dissertation/marketing)

University of Cincinnati
Carl H. Lindner College of Business, 2925 Campus Green Drive, Cincinnati OH 45221. (http://business.uc.edu/graduate/phd/curriculum.html#Mktg)

University of Colorado - Boulder
Leeds School of Business, 995 Regent Drive, 419 UCB, Boulder, CO 80309. (http://leeds.colorado.edu/phd)

University of Connecticut
School of Business, Marketing Department, 2100 Hillside Road, Unit 1041, Storrs, CT 06269. (http://phd.business.uconn.edu/)

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University of Florida  
Warrington College of Business Administration, Heavener School of Business,  
Department of Marketing, 133 Bryan Hall, P.O. Box 117160, Gainesville, FL 32611.  
(www.cba.ufl.edu/mkt/programs/phd/)

University of Georgia  
Terry College of Business, Brooks Hall, 310 Herty Drive, Athens, GA 30602.  
(www.terry.uga.edu/marketing/phd/)

University of Hawaii - Manoa  
Shidler College of Business, Marketing Department, 2404 Maile Way, Honolulu, HI 96822.  
(http://shidler.hawaii.edu/phd)

University of Houston  
C.T. Bauer College of Business, Department of Marketing & Entrepreneurship,  
334 Melcher Hall, Houston, TX 77204.  
(www.bauer.uh.edu/doctoral/marketing/)

University of Illinois at Chicago  
Liautaud Graduate School of Business, 815 W. Van Buren Street, Chicago, IL 60607.  
(http://business.uic.edu/home-uiuc-business/liautaud-programs/docto-ral-programs/phd- 
in-business-administration/marketing)

University of Illinois at Urbana Champaign  
Department of Business Administration, 350 Wohlers Hall, 1206 South Sixth Street,  
Champaign, IL 61820.  
(https://business.illinois.edu/ba/doctoral/areas/marketing/)

University of Iowa  
Henry B. Tippie College of Business, 108 John Pappajohn Business Building,  
Iowa City, IA 52242.  
(http://tippie.uiowa.edu/marketing/phd/)

University of Kansas  
School of Business, 1300 Sunnyside Avenue, Lawrence, KS 66045.  
(https://business.ku.edu/degrees/business/phd/marketing)

University of Kentucky  
Gatton College of Business and Economics, Department of Marketing & Supply Chain,  
Lexington, KY 40506.  
(http://gatton.uky.edu/Content.asp?PageName=PHDMktIndex)

University of Maryland  
Robert H. Smith School of Business, 2308 Van Munching Hall,  
College Park, MD 20742.  
(www.rhsmith.umd.edu/programs/phd-program/academics/fields-study/marketing)
University of Massachusetts
Isenberg School of Management, 121 Presidents Drive, Amherst, MA 01003. 
(www.isenberg.umass.edu/programs/doctoral/concentrations/marketing)

University of Memphis
Fogelman College of Business and Economics, Department of Marketing, Memphis, TN 38152. 
(www.memphis.edu/fcbephd/index.php)

University of Miami
School of Business Administration, Marketing Department, P.O. Box 248027, Coral Gables, FL 33124. 
(www.bus.miami.edu/phd-programs/)

University of Michigan
Ross School of Business, 710 East University Street E 2540, Ann Arbor, MI 48109. 
(www.bus.umich.edu/Academics/Phd/AreasOfStudy/Marketing/)

University of Minnesota
Carlson School of Management, 321 19th Avenue South, Minneapolis, MN 55455. 
(http://carlonschool.umn.edu/degrees/phd/areas-concentration/marketing)

University of Mississippi
School of Business Administration, 253 Holman Hall, University, MS 38677. 
(http://www.olemissbusiness.com/programs/phd/)

University of Missouri
Robert J. Trulaske Sr. College of Business, Department of Marketing, 213 Cornell Hall, Columbia, MO 65211. 
(http://business.missouri.edu/1622/Default.aspx)

University of Nebraska - Lincoln
College of Business Administration, Department of Marketing, P.O. Box 880405, Lincoln, NE 68588. 
(http://cba.unl.edu/academic-programs/departments/marketing/phd/)

University of North Carolina
Kenan-Flagler Business School, 300 Kenan Center Drive, Chapel Hill, NC 27599. 
(www.kenan-flagler.unc.edu/Programs/PhD/marketing.cfm)

University of North Texas
College of Business Administration, P.O. Box 311160, Denton, TX 76203. 
(www.coba.unt.edu/programs/phd/phd_mktg.php)
University of Oklahoma
Michael F. Price College of Business, Division of Marketing and Supply Chain Management, 307 W. Brooks, Room 1F, Norman, OK 73019. (www.ou.edu/content/price/marketing_supplychainmanagement/mkt_supplychain_PhD.html)

University of Oregon
Charles H. Lundquist College of Business, Department of Marketing, Lillis Business Complex, Eugene, OR 97403. (http://lcb.uoregon.edu/App_Aspx/Mktg.aspx?mktg.9.txt)

University of Pennsylvania
Wharton School, Marketing Department, 700 Jon M. Huntsman Hall, 3730 Walnut Street, Philadelphia, PA 19104. (https://marketing.wharton.upenn.edu/programs/phd/)

University of Pittsburgh
Joseph M. Katz Graduate School of Business, Mervis Hall, Pittsburgh, PA 15260. (www.business.pitt.edu/katz/phd/academics/marketing.php)

University of Rhode Island
College of Business Administration, Ballentine Hall, Seven Lippitt Road, Kingston, RI 02881. (http://web.uri.edu/business/phd-program/)

University of Rochester
William E. Simon Graduate School of Business Administration, Carol G. Simon Hall, Box 270100, Rochester, NY 14627. (www.simon.rochester.edu/academic-groups/marketing/marketing-phd-program/index.aspx)

University of South Carolina
The Darla Moore School of Business, Marketing Department, 1705 College Street, Columbia, SC 29208. (http://moore.sc.edu/academicprograms/doctoral.aspx)

University of South Florida
Muma College of Business, Marketing Department, 4202 East Fowler Avenue, Tampa, FL 33620. (www.usf.edu/business/graduate/doctoral/marketing/index.aspx)

University of Southern California
Marshall School of Business, Department of Marketing, 3660 Trousdale Parkway, ACC 306E, Los Angeles, CA 90089. (www.marshall.usc.edu/phd/fields/mkt)

University of Tennessee
Haslam College of Business, Department of Marketing and Supply Chain Management, 310 Stokely Management Center, Knoxville, TN 37996. (http://haslam.utk.edu/DoctoralPrograms.asp)
University of Texas - Arlington
College of Business Administration, Department of Marketing, UTA Box 19376, Arlington, TX 76019.  
(http://www.uta.edu/business/gradbiz/newgradbiz/PhD/program/marketing/marketing.html)

University of Texas - Austin
McCombs School of Business, Department of Marketing, 1 University Station, B6000, Austin, TX 78712.  (www.mccombs.utexas.edu/Departments/Marketing/Marketing-PhD)

University of Texas - Dallas
Naveen Jindal School of Management, 800 West Campbell Road, Richardson, TX 75083.  (http://jindal.utdallas.edu/academic-programs/phd-programs/management-science-concentrations/marketing-concentration/)

University of Texas - Pan American
College of Business Administration, Department of Marketing, 1201 W. University Drive, Edinburgh, TX 78539.  (http://portal.utpa.edu/utpa_main/daa_home/coba_new_home/coba_degrees/coba_graduate/coba_phd)

University of Texas at San Antonio
College of Business, Department of Marketing, One UTSA Circle, San Antonio, TX 78249.  (www.business.utsa.edu/marketing/mkt_phd.aspx)

University of Utah
David Eccles School of Business, Marketing Department, Spencer Fox Eccles Business Building 7132, 1655 E. Campus Center Drive, Salt Lake City, UT 84112.  (http://phd.business.utah.edu/page/marketing)

University of Virginia
Darden Graduate School of Business Administration, 100 Darden Boulevard, P.O. Box 6550, Charlottesville, VA 22906.  (www.darden.virginia.edu/phd/about/)

University of Washington
Michael G. Foster School of Business, Department of Marketing and International Business, 474 Paciar Hall, Box 353226, Seattle, WA 98195.  
(www.foster.washington.edu/academic/PhD/Pages/Marketing.aspx)

University of Wisconsin - Madison
Wisconsin School of Business, Department of Marketing, 975 University Avenue, 4166 Grainger Hall, Madison, WI 53706.  
(http://bus.wisc.edu/phd/program-overview/areas-requirements/marketing)
University of Wisconsin - Milwaukee
Sheldon B. Lubar School of Business, P.O. Box 742, 3202 N. Maryland Avenue, Milwaukee, WI 53201. (http://uwm.edu/business/academics/doctoral/areas-of-study/)

University of Wyoming
Management & Marketing, 1000 E. University Avenue, Dept. 3275, Laramie, WY 82071. (www.uwyo.edu/mgtmkt/)

Vanderbilt University
Owen Graduate School of Management, 401 21st Avenue South, Nashville, TN 37203. (www.owen.vanderbilt.edu/programs/phd/)

Virginia Polytechnic Institute and State University
Pamplin College of Business, Department of Marketing, 1044 Pamplin Hall, Blacksburg, VA 24061. (https://secure.hosting.vt.edu/www.marketing.pamplin.vt.edu/general.php?page=phd)

Washington State University
Carson College of Business, Department of Marketing and International Business, Todd Addition 367, P.O. Box 644730, Pullman, WA 99164. (http://business.wsu.edu/graduate-programs/phd-business/marketing/)

Washington University in St. Louis
John M. Olin School of Business, One Brookings Drive, Campus Box 1133, St. Louis, MO 63130. (www.olin.wustl.edu/academicprograms/Doctorate/Marketing/Pages/default.aspx)

Wayne State University
School of Business Administration, Department of Marketing and Supply Chain Management, 5201 Cass Avenue, 300 Prentis Building, Detroit, MI 48202. (http://business.wayne.edu/phd/marketing.php)

West Virginia University
College of Business and Economics, 1601 University Avenue, P.O. Box 6025, Morgantown, WV 26506. (www.be.wvu.edu/phd_marketing/index.htm)

Yale University
Yale School of Management, 135 Prospect Street, New Haven, CT 06520. (http://phd.som.yale.edu/program/marketing)
A list of advertising agencies and the percentage of their services that are B2B follows (source: *Advertising Age*):

- 90octane (www.90octane.com): 53%
- Acquity Group (www.acquitygroup.com): 50%
- AdComm Group (www.adcommgrp.com): 100%
- Adventive Marketing (www.adventivemarketing.com): 100%
- agencyEA (www.agencyea.com): 60%
- Alexander Marketing (www.alexandermarketing.com): 100%
- Apogee Results (www.apogetheresults.com): 70%
- Arends Inc. (www.arends-inc.com): 100%
- Arketi Group (www.arketicom.com): 100%
- Babcock & Jenkins (www.bnj.com): 100%
- Bader Rutter & Associates (www.baderrutter.com): 75%
- Bayshore Solutions (www.bayshoresolutions.com): 100%
- BBDO New York (www.bbdo.com): 33%
- Blue Iceberg (www.blue-iceberg.com): 60%
- Blue Marble Media (www.bluemarblemedia.com): 85%
- Boston Interactive (www.bostoninteractive.com): 90%
- Bridgeline Digital (www.bridglinedigital.com): 75%
- BSY Associates (www.bsya.com): 100%
- BusinessOnline (www.businessol.com): 90%
- Catalyst (www.catalystb2b.com): 100%
- Catalyst Marketing Communications (www.catalystmc.com): 80%
- CMD (www.cmdagency.com): 80%
- Coleman Brohan Davis (www.cbdmarketing.com): 65%
- Communica (www.caminusa.com): 70%
- Cramer (www.cramer.com): 75%
- Crossbow Group (www.crossbowgroup.com): 60%
- David James Group (www.davidjamesgroup.com): 100%
- Davis Harris Dion (www.dhdchicago.com): 52%
- DeCarolis Design & Marketing (www.decdesign.com): 100%
- DeSantis Breindel (www.desantisbreindel.com): 100%
- dgs Marketing Engineers (www.dgsmarketing.com): 100%
- Dodge Communications (www.dodgecommunications.com): 100%
- Doremus (www.doremus.com): 95%
• DWA (www.dwamedia.com): 85%
• ElevationB2B (www.elevationb2b.com): 100%
• ER Marketing (www.ermarketing.net): 95%
• Eric Mower + Associates (www.mower.com): 54%
• Extractable (www.extractable.com): 65%
• fortytwoeightynine (www.42en.com): 100%
• Fusion B2B (www.fusionb2b.com): 98%
• Fusionbox (www.fusionbox.com): 70%
• FVM Strategic Communications (www.thinkfvm.com): 80%
• Geile/Leon Marketing Communications (www.geileon.com): 88%
• Godfrey (www.godfrey.com): 100%
• gryo (www.gyro.com): 75%
• Harris D. McKinney Inc. (www.harrisdmckinney.com): 100%
• Hart (www.hartinc.com): 55%
• hawkeye (www.hawkeyeww.com): 72%
• Hitchcock Fleming & Associates (www.teamhfca.com): 54%
• Hodgson/Myers (www.hodgsonmeyers.com): 100%
• Hudson Horizons (www.hudsonhorizons.com): 60%
• HW Creative (www.hwideas.com): 100%
• Imagination (www.imaginepub.com): 77%
• Imaginuity (www.imaginuity.com): 90%
• Imulus (www.imulus.com): 100%
• Innis Maggiore (www.innismaggiore.com): 70%
• Intermark Group (www.intermarkgroup.com): 45%
• Jacobs Agency (www.jacobsagency.com): 76%
• JPL (www.jplcreative.com): 67%
• Jumboshrimp (www.jumboshrimp.com): 70%
• Keller (www.keller.com): 90%
• Kern (www.kernagency.com): 50%
• Koroberi (www.koroberi.com): 100%
• Launchpad (www.lpnyc.com): 82%
• Leo Burnett Business (www.leoburnettbusiness.com): 65%
• Liquid Interactive (www.liquidint.com): 70%
• LRG Marketing Communications (www.lrgmarketing.com): 85%
• Lucid Agency (www.lucidagency.com): 60%
• Maier Advertising (www.maier.com): 100%
• MBLM (www.mblm.com): 79%
• M/C/C (www.mccom.com): 90%
• McClenanham Bruer (www.mcbru.com): 100%
• Media Center (www.themediactr.com): 100%
• Miller Brooks (www.millerbrooks.com): 98%
• Mint Advertising (www.mintadvertising.com): 50%
• Mintz & Hoke (www.mintz-hoke.com): 65%
• Mobium (www.mobium.com): 85%
- Modern Marketing Partners (www.modernmarketingpartners.com): 97%
- Moss Warner (www.mosswarner.com): 90%
- Movéo Integrated Branding (www.moveo.com): 91%
- The Mx Group (www.themxgroup.com): 100%
- Nelson Schmidt (www.nelsonschmidt.com): 82%
- nFusion (www.nfusion.com): 41%
- Ogilvy & Mather North America (www.ogilvy.com): 60%
- Oliver Russell (www.oliverrussell.com): 95%
- Pepper Global (www.pepperglobal.com): 95%
- Piston (www.pistonagency.com): 50%
- PJA Advertising+Marketing (www.agencypja.com): 86%
- Princeton Partners (www.princetonpartners.com): 51%
- Proteus B2B (www.proteusb2b.com): 100%
- Red House (www.redhouseusa.com): 100%
- Response Capture (www.responsecapture.com): 100%
- Roberts Communications (www.robertscomm.com): 69%
- Sacunas (www.sacunas.net): 92%
- Sandstorm Design (www.sandstormdesign.com): 75%
- Sanna Mattson MacLeod (www.smmadagency.com): 85%
- Schermer (www.schermer.co): 100%
- schubert b2b (www.schubertb2b.com): 100%
- SGW Integrated Marketing Communications (www.sgw.com): 55%
- Sigma Marketing Group (www.sigmamarketing.com): 65%
- Slack and Co. (www.slackandcompany.com): 97%
- Sonnhalter (www.sonnhalter.com): 100%
- Sparks (www.sparksonline.com): 80%
- Spear Marketing Group (www.spearmarketing.com): 100%
- Stein+Partners Brand Activation (www.steinbrand.com): 80%
- Straight North (www.straightnorth.com): 80%
- Sudden Impact Marketing (www.simarketing.net): 100%
- Sullivan (www.sullivannyc.com): 96%
- Sullivan Higdon & Sink (www.wehatesheep.com): 60%
- Swanson Russell (www.swansonrussell.com): 69%
- Symmetri Marketing Group (www.symmetrimarketing.com): 100%
- TBA Global (www.tbaglobal.com): 85%
- thunder::tech (www.thundertech.com): 52%
- Tocquigny (www.tocquigny.com): 70%
- Traction (www.tractionco.com): 55%
- Trew Marketing (www.trewnmarketing.com): 100%
- TriComB2B (www.tricomb2b.com): 100%
- Tukaiz (www.tukaiz.com): 97%
- Unleaded Communications (www.ulcomm.com): 92%
- Upshot (www.upshot.net): 100%
- VantagePoint (www.vantagep.com): 100%
• WalkerSands Communications (www.walkersands.com): 80%
• WalkerTek (www.walkertek.com): 100%
• [wire] stone (www.wirestone.com): 60%
• Wunderman (www.wunderman.com): 40%
• Young Co. (www.youngcompany.com): 83%
APPENDIX E

ANALYSTS

Accenture, 1345 Avenue of the Americas, New York, NY 10105. (917) 452-4400. (www.accenture.com)

Ascend2, 36 Links Lane, Marstons Mills, MA 02648. (800) 762-1595. (www.ascend2.com)

BIA/Kelsey, 14150 Parkeast Circle, Suite 110, Chantilly, VA 20151. (703) 818-2425. (www.biakelsey.com)

Boston Consulting Group, Exchange Place, 31st Floor, Boston, MA 02109. (617) 973-1200. (www.bcg.com)

Center for Exhibition Industry Research, 12700 Park Central Drive, Suite 308, Dallas, TX 75251. (972) 687-9242. (www.ceir.org)


Demand Metric, 584 Forest Creek Place, London, Ontario, Canada N5Y 5T7. (519) 495-9619. (www.demandmetric.com)

eMarketer, 11 Times Square, New York, NY 10036. (212) 763-6010. (www.emarketer.com)

Forrester Research, 60 Acorn Park Drive, Cambridge, MA 02140. (617) 613-5730. (www.forrester.com)

Gallup, 901 F Street NW, Washington, DC 20004. (202) 715-3030. (www.gallup.com)

Gartner, 56 Top Gallant Road, Stamford, CT 06902. (203) 964-0096. (www.gartner.com)

GfK, 200 Liberty Street, 4th Floor, New York, NY 10281. (212) 993-5300. (www.gfk.com)

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International Data Corporation, 5 Speen Street, Framingham, MA 01701. (508) 872-8200. (www.idc.com)

ITSMA, 91 Hartwell Avenue, Lexington, MA 02421. (781) 862-8500. (www.itsma.com)

Kantar Media, 11 Madison Avenue, 12th Floor, New York, NY 10010. (212) 991-6000. (www.kantarmedia.com)


PricewaterhouseCoopers (PwC), 300 Madison Avenue, New York, NY 10017. (646) 471-4000. (www.pwc.com)

Regalix Research, 2685 Marine Way, Suite 1212, Mountain View, CA 94043. (650) 331-1167. (www.regalix.com)

Richard K. Miller & Associates, 2413 Main Street, Suite 331, Miramar, FL 33025. (888) 928-7562. (www.rkma.com)

Spear Marketing Group, 1630 North Main Street, Suite 200, Walnut Creek, CA 94596. (925) 891-9050. (www.spearmarketing.com)

The Conference Board, 845 Third Avenue, New York, NY 10022. (212) 759-0900. (www.conference-board.org)


The Harris Poll, 155 Corporate Woods Drive, Rochester, NY 14623. (585) 272-8400. (www.theharrispoll.com)

The NPD Group, 900 West Shore Road, Port Washington, NY 11050. (516) 625-0700. (www.npd.com)

Walker Information, 301 Pennsylvania Parkway, Indianapolis, IN 46280. (317) 843-3939. (www.walkerinfo.com)
APPENDIX F

ASSOCIATIONS

Academy of Marketing Science, c/o College of Business, Louisiana Tech University
P.O. Box 3072, Ruston, LA 71272. (www.ams-web.org)

American Association of Advertising Agencies, 1065 Avenue of the Americas, 16th
Floor, New York, NY 10018. (212) 682-2500. (www.aaaa.org)

American Marketing Association, 130 E. Randolph Street, 22nd Floor, Chicago, IL
60601. (312) 542-9000. (www.marketingpower.com)

Association of National Advertisers, 708 Third Avenue, 33rd Floor, New York, NY 10017.
(212) 697-5950. (www.ana.net)

Association of Strategic Marketing, 2510 Alpine Road, Eau Claire, WI 54703.
(866) 226-0828. (www.associationofmarketing.org)

Business Marketing Association, 708 Third Avenue, 33rd Floor, New York, NY 10017.
(212) 697-5950. (www.marketing.org)

Canadian Marketing Association, 1 Concorde Gate, Suite 607, Don Mills, ON M3C 3N6
Canada. (416) 391-2362. (www.the-cma.org)

Chief Marketing Officer (CMO) Council, 1494 Hamilton Avenue, San Jose, CA 95125.
(408) 677-5300 x5333. (www.cmocouncil.org)

Direct Marketing Association, 1333 Broadway, Suite 301, New York, NY 10018.
(212) 768-7277. (www.thedma.org)

Exhibit & Event Marketers Association, 2214 NW 5th Street, Bend, OR 97701.
(541) 317-8768. (www.e2ma.org)

Insights Association, 170 North Country Road, Suite 4, Port Jefferson, NY 11777.
(631) 928-6954. (www.insightsassociation.org)

International Association of Exhibitions and Events (IAEE), 12700 Park Central Drive,
Suite 308, Dallas, TX 75251. (972) 458-8002. (www.iaee.com)

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Internet Marketing Association, 10 Mar Del Rey, San Clemente, CA 92673. (949) 443-9300. (www.imanetwork.org)

ITSMA, 91 Hartwell Avenue, Lexington, MA 02421. (781) 862-8500. (www.itsma.com)


Online Marketing Institute, 2088 Union Street, #3, San Francisco, CA 94123. (415) 450-9524. (www.onlinemarketinginstitute.org)

Web Marketing Association. (www.webmarketingassociation.org)
APPENDIX G

ONLINE RESOURCES

AMA E-Newsletters
(www.ama.org/publications/eNewsletters/Pages/default.aspx)

B2B Marketing (www.b2bmarketing.net)
• A U.K. site, B2B Marketing provides news, features, and 3rd party white papers at no cost. Members receive exclusive content, training courses, and participation in member roundtables.

B2Bec News (www.cambeywest.com/subscribe2/?p=IRM&f=b2b)
• In 2014, Vertical Web Media launched B2Bec News, a free weekly online newsletter covering the B2B e-commerce market.

Bloomberg.com (www.bloomberg.com)
• The site of Bloomberg L.P., which includes Bloomberg Television, delivers business and financial news and draws on the resources of more than 2,300 journalists in 75 countries.

Business.com (www.business.com)
• More than 20 million small- and medium-sized businesses (SMBs) use Business.com to purchase products and services. The site attracts more than 10,000 advertisers.

Ecommerce Times (www.ecommercetimes.com)
• Ecommerce Times is published by ECT News Network, one of the largest e-business and technology news publishers in the United States. Membership is free.

MarketingProfs (www.marketingprofs.com)
• Marketing Profs provides business advice through newsletters, conferences, seminars, podcast, articles, and webcasts. The site serves a community of more than 621,000 entrepreneurs, small-business owners, and corporate marketers. Membership is free.
The CMO Survey (www.cmosurvey.org)
- Conducted by Duke University’s Fuqua School of Business (www.fuqua.duke.edu) and sponsored by the American Marketing Association (www.marketingpower.com), the CMO Survey is a semi-annual poll of chief marketing officers from B2B and B2C companies.
APPENDIX H

PERIODICALS

Advertising Age, 711 Third Avenue, New York, NY 10017. (212) 210-0100. (www.adage.com)

Adweek, 770 Broadway, 15th Floor, New York, NY 10003. (877) 496-5246. (www.adweek.com)

B2B Marketing, Clover House, 147-149 Farringdon Road, London, EC1R 3HN, United Kingdom. Tel: +44 (0) 207 438 1370. (www.b2bmarketing.net)

Direct Marketing News, c/o Haymarket Media, 114 W. 26th Street, New York, NY 10001. (646) 638-6000. (www.dmnews.com)

eMarketer, 11 Times Square, New York, NY 10036. (800) 405-0844. (www.emarketer.com)

Financial Times, Number One Southwark Bridge, London SE1 9HL, United Kingdom. Tel: +44 (0) 207 775 6248. (www.ft.com)


International Journal of Market Research, 15 Northburgh Street, London EC1V 0JR, United Kingdom. Tel: +44 (0) 207 490 4911. (www.mrs.org.uk/ijmr)

Journal of Business & Industrial Marketing, c/o Emerald Group Publishing Limited, Howard House, Wagon Lane, Bingley BD16 1WA, United Kingdom. Tel: +44 (0) 127 477 7700. (www.emeraldgrouppublishing.com/products/journals/journals.htm?id=JBIM)

Journal of Business and Economic Studies, c/o New Jersey Institute of Technology, School of Management, University Heights, Newark, NJ 07102. (http://management.njit.edu/jbes/)

Journal of Business-To-Business Marketing, c/o Taylor & Francis, 711 3rd Avenue, 8th Floor, New York, NY 10017. (212) 216-7800. (http://zicklin.baruch.cuny.edu/zk/jbbm/about-the-journal)
APPENDIX I

SERVICES FOR RESEARCH & STRATEGY

The following companies provide services for advertising testing, brand identity, customer satisfaction measurement, executive interviewing, focus groups, international services, market research, and test marketing (source: *Direct Marketing News*):

AceMetrix, 1960 East Grand Avenue, El Segundo, CA 90245. (424) 277-5400. ([www.acemetrix.com](http://www.acemetrix.com))

Adams & Knight, Inc., 80 Avon Meadow Lane, Avon, CT 06001. (860) 676-2300. ([www.adamsknight.com](http://www.adamsknight.com))

Added Value, 3400 Cahuenga Boulevard West, Los Angeles, CA 90068. (323) 254-4326. ([www.added-value.com](http://www.added-value.com))

Ameritest, 4841 Tramway Ridge Northeast, Albuquerque, NM 87111. (505) 856-0763. ([www.ameritest.net](http://www.ameritest.net))

Andrade Communicators, 816 Camaron, Suite 101, San Antonio, TX 78212. (210) 595-3931. ([www.andradecom.com](http://www.andradecom.com))

Brand Keys, 115 E. 57th Street, 11th Floor, New York, NY 10022. (212) 532-6028. ([www.brandkeys.com](http://www.brandkeys.com))

Buzzback Market Research, 989 Sixth Avenue, 5th Floor, New York, NY 10018. (646) 519-8010. ([www.buzzback.com](http://www.buzzback.com))

CRC Marketing Solutions, 6321 Bury Drive, Suite 10, Eden Prairie, MN 55346. (952) 937-6000. ([www.crc-inc.com](http://www.crc-inc.com))

Decision Insight, 2940 Main Street, Kansas City, MO 64108. (816) 221-0445. ([www.decisioninsight.com](http://www.decisioninsight.com))


ETC Institute, 725 West Frontier Lane, Olathe, KS 66061. (913) 829-1215.
Eventige, 1501 Broadway, 12th Floor, New York, NY 10036. (646) 998-5445. (http://eventige.com)

Forward Branding, 34 May Street, Webster, NY 14580. (585) 872-9222. (www.forwardbranding.com)

Frost & Sullivan, 55 Broad Street, 7th Floor, New York, NY 10004. (877) 463-7678. (www.frost.com)

G&R Research and Consulting, 24 North Main Street, Pennington, NJ 08534. (609) 730-1550. (www.gallup-robinson.com)

GFK, 200 Liberty Street, 4th Floor, New York, NY 10281. (212) 240-5300. (www.gfk.com)

GRI Marketing Group, 35 Corporate Drive, Suite 1040, Trumbull, CT 06611. (203) 261-3337. (www.gridirect.com)

Hall & Partners, 488 Madison Avenue, 4th Floor, New York, NY 10022. (212) 856-8832. (www.hallandpartners.com)

Harker Research, 8816 Six Forks Road, Suite 107, Raleigh, NC 27612. (919) 760-1232. (www.harkerresearch.com)

Harrison Media Group, 108 Village Square, Suite 323, Somers, NY 10589. (914) 276-0500. (www.hmgdistribution.com)

Hartman Group, 3150 Richards Road, Suite 200, Bellevue, WA 98005. (425) 452-0818. (www.hartman-group.com)


HDS Marketing, 633 Napor Boulevard, Pittsburgh, PA 15205. (412) 279-1600. (www.hdsmarketing.com)


HRMC, 4012 Gunn Highway, Suite 120, Tampa, FL 33618. (813) 879-4200. (www.hrmc.com)

Hudson Media Services, 3 Stone Drive, West Orange, NJ 07052. (973) 951-9930. (www.hudson-media.com)

IMV, 1400 East Touhy Avenue, Suite 250, Des Plaines, IL 60018. (847) 297-1404. (www.imvinfo.com)

Ipsos, 1700 Broadway, 15th Floor, New York, NY 10019. (212) 265-3200. (www.ipsos.com)

Keller Fay Group, 65 Church Street, 3rd Floor, New Brunswick, NJ 08901. (732) 846-6800. (www.kellerfay.com)

Koski Research, 7 Joost Avenue, Suite 301, San Francisco, CA 94121. (415) 334-3400. (www.koskiresearch.com)

Lightspeed Research, 3 Mountain View Road, 3rd Floor, Warren, NJ 07059. (908) 605-4500. (www.lightspeedresearch.com)

Luth Research, 1365 4th Avenue, San Diego, CA 92101. (619) 234-5884. (www.luthresearch.com)

Managed Marketing, 18195 E. McDurmott, Suite I, Irvine, CA 92614. (855) 859-5513. (www.managedmktg.com)

Market Decisions, 75 Washington Avenue, Suite 206, Portland, ME 04101. (800) 293-1538. (www.marketdecisions.com)

Marketing Evolution, 122 E 42nd Street, Suite 4500, New York, NY 10168. (646) 651-4300. (www.marketingevolution.com)


Marketing Systems Group, 755 Business Center Drive, Horsham, PA 19044. (877) 336-7674. (www.m-s-g.com)

MarketingSherpa, 4315 Pablo Oaks Court, Jacksonville, FL 32224. (401) 247-7655. (www.marketingsherpa.com)

MillwardBrown Digital, 1 Madison Avenue, 12th Floor, New York, NY 10010. (212) 548-7200. (www.millwardbrowndigital.com)


MSW Research, 1111 Marcus Avenue, Suite MZ 200, Lake Success, NY 11042. (516) 394-6000. (www.mswresearch.com)

NetBase Solutions, 3960 Freedom Circle, Santa Clara, CA 95054. (855) 762-6764. (www.netbase.com)

Netpop Research, 322 Cortland Avenue, San Francisco, CA 94110. (415) 647-1007. (www.netpopresearch.com)

Norman Hecht Research, 20 Crossways Park Drive North, Suite 400, Woodbury, NY 11797. (516) 496-8866. (www.normanhechtresearch.com)

Oden Marketing & Design, 119 South Main Street, Suite 300, Memphis, TN 38103. (901) 578-8055. (www.oden.com)

Peanut Labs, 180 Montgomery Street, Suite 1700, San Francisco, CA 94104. (415) 659-8266. (www.peanutlabs.com)

Preference Research, 7 Franklin Terrace, South Orange, NJ 07079. (973) 763-1817. (www.preferenceresearch.net)


Research Now, 5800 Tennyson Parkway, Suite 600, Plano, TX 75024. (214) 365-5000. (www.researchnow.com)

Sachs Insights, 200 Varick Street, New York, NY 10014. (212) 924-1600. (www.sachsinsights.com)

Safecount, 11 Madison Avenue, New York, NY 10010. (212) 844-3700. (www.safecount.net)

Sequent Partners, 380 Lexington Avenue, 17th Floor, New York, NY 10168. (914) 862-0054. (www.sequentpartners.com)

SME, 298 5th Avenue, New York, NY 10001. (212) 924-5700. (www.smebranding.com)

Survey Sampling International, 6 Research Drive, Shelton, CT 06484. (203) 567-7200. (www.surveysampling.com)

Surveys & Forecasts, 13 North Main Street, South Norwalk, CT 06854. (203) 255-0505. (www.safllc.com)

T3, 1801 North Lamar, Austin, TX 78701. (512) 499-8811. (www.t-3.com)

TNS, 11 Madison Avenue, 12th Floor, New York, NY 10010. (212) 991-6100. (www.tnsglobal.com)

The Factory Advertising, 5534 Tannery Road, Schnecksville, PA 18078. (610) 360-7058. (http://thefactoryadvertising.com)

The Growth Engine Company, One Selleck Street, Norwalk, CT 06855. (203) 857-4494. (www.growth-engine.com)

The Harris Poll, 155 Corporate Woods Drive, Rochester, NY 14623. (585) 272-8400. (www.theharrispoll.com)

The Insight Research Corporation, P.O. Box 2472, Durango, CO 81302. (973) 541-9600. (www.insight-corp.com)

Trajectory, 20 Community Place, Morristown, NJ 07960. (973) 292-1400. (www.trajectory4brands.com)

Vision Critical, 22 W. 21st Street, 8th Floor, Suite B, New York, NY 10010. (212) 402-8222. (www.visioncritical.com)

Wayfinder, 950 Battery Street, Suite 401, San Francisco, CA 94111. (415) 448-5608. (www.wayfindersf.com)

WJ Schroer Co., 2 Michigan Avenue West, Battle Creek, MI 49017. (269) 963-4874. (www.socialmarketing.org)
Small Business Development Centers (SBDCs) provide assistance to small businesses and aspiring entrepreneurs throughout the United States and its territories. Funded in part through a partnership with the U.S. Small Business Administration (www.sba.gov), SBDCs are hosted by universities and state economic development agencies. SBDC advisors provide aspiring and current small business owners a variety of free business consulting and low-cost training services.

ALABAMA
SBDC Lead Center - University of Alabama
Box 870396, Room 201 Bidgood Hall, 500 Colonial Drive, Tuscaloosa, AL 35487. (205) 348-1582. (www.asbdc.org)

Alabama State University SBDC
915 South Jackson Street, Montgomery, AL 36101. (334) 229-4138. (www.cobanetwork.com/sbdc)

Auburn University SBDC
570 Devall Drive, Suite 303, Office 334, Auburn University, AL 35832. (334) 844-4220. (www.sbdc.auburn.edu)

Jacksonville State University SBDC
114 Merrill Hall, 700 Pelham Road North, Jacksonville, AL 36265. (256) 782-5271. (www.jsusbdc.com)

Troy State University SBDC
100 Industrial Boulevard, Troy, AL 36081. (334) 670-3524. (http://sbdc.troy.edu)

University of Alabama SBDCS
201 Bidgood Hall, 500 Colonial Drive, Box 870397, Tuscaloosa, AL 35487. (205) 348-1582. (www.asbdc.org)

University of Alabama Huntsville SBDC
301 Sparkman Drive, BAB Suite 126, Huntsville, AL 35899. (256) 824-6422. (www.uah.edu/sbdc)
University of North Alabama SBDC

University of South Alabama SBDC
5811 USA Drive South, MCOB Room 118, Mobile, AL 36688. (251) 460-6004. (www.southalabama.edu/sbdc/startup.html)

University of West Alabama SBDC
Guy Hunt Technical Complex R122, Livingston, AL 35470. (205) 652-3665. (www.sbdc.uwa.edu)

ALASKA
SBDC Lead Center - University of Alaska at Anchorage
430 West 7th Avenue, Suite 110, Anchorage, AK 99501. (907) 274-7232. (http://aksbdc.org/)

Bethel SBDC
1797 Chief Eddie Hoffman Highway, Box 2968, Bethel, AK 99559. (907) 543-0255.

Central Region SBDC
201 North Lucille Street, Suite 2A, Wasilla, AK 99654. (907) 373-7232.

Fairbanks SBDC
3750 Bonita Street, Fairbanks, AK 99701. (907) 456-7232.

Juneau SBDC
9301 Glacier Highway, Suite 110, Juneau, AK 99801. (907) 463-3789.

Ketchikan SBDC
1900 1st Avenue, Suite 223, Ketchikan, AK 99901. (907) 225-1388.

South West Region SBDC
43335 Kalifornsky Beach Road, Suite 12, Soldotna, AK 99669. (907) 260-5629.

ARIZONA
AZSBDC Network State Office
2411 West 14th Street, Suite 114, Tempe, AZ 85281. (480) 731-8720. (www.azsbdc.net/)
Arizona Western College SBDC  
1351 S. Redondo Center Drive, Suite 101, Yuma, AZ 85365. (928) 317-6151.

Central Arizona College SBDC  
540 N. Camino Mercado, Suite 1, Casa Grande, AZ 85222. (520) 494-6610.

Cochise College SBDC  
901 North Colombo, Room 717, Sierra Vista, AZ 85635. (520) 515-5478.

Cochise College – Douglas  
4190 W. Hwy. 80, Douglas, AZ 85607. (520) 515-5478

Coconino County Community College SBDC  
3000 North 4th Street, Flagstaff, AZ 86004. (928) 526-7653.

Coconino County Community Page Campus  
475 S. Lake Powell Boulevard, Page, AZ 86040. (928) 645-6687.

Eastern Arizona College SBDC  
615 N. Stadium Avenue, Thatcher, AZ 85552. (928) 428-8590.

Eastern Arizona College – Payson Satellite  
201 Mudsprings Road, Payson, AZ 85547. (928) 468-8039.

Eastern Arizona College – Globe Satellite  
8274 Six Shooter Canyon, Globe, AZ 85502. (928) 425-8481

Maricopa Community College SBDC  
108 N. 40th Street, Phoenix, AZ 85034. (480) 784-0590.

Mohave Community College SBDC  
1971 Jagerson Avenue, Kingman, AZ 86409. (928) 757-0894.

Microbusiness Advancement Center - Tucson SBDC  

Northland Pioneer College SBDC  
1001 Deuce of Clubs, Room 107-109, Show Low, AZ 85901. (928) 532-6170.

Yavapai College SBDC  
ARKANSAS
Arkansas State University SBTDC
P.O. Box 2650, State University, AR 72467. (870) 972-3517.

Arkansas Tech University SBTDC
106 West O Street, Rothwell Hall 412, Russellville, AR 72801. (479) 356-2067. (www.atu.edu/asbtdc)

Henderson State University SBTDC
P.O. Box 7624, Arkadelphia, AR 71999. (870) 230-5184. (www.hsu.edu/interior2.aspx?id=729)

Southern Arkansas University SBTDC
100 E. University Avenue, Magnolia, AR 71754. (870) 235-5033.

University of Arkansas at Fayetteville SBTDC
145 North Buchanan Street, Suite 210, Fayetteville, AR 72701. (479) 575-5148.

University of Arkansas at Little Rock SBTDC
2801 South University Avenue, Little Rock, AR 72204. (501) 683-7700.

University of Arkansas at Monticello SBTDC
1514 Scogin Drive, Monticello, AR 71656. (870) 460-1910.

CALIFORNIA
Alameda County SBDC
475 14th Street, Oakland, CA 94612. (510) 208-0410. (http://acsbdc.org/)

Cal Poly SBDC for Innovation
Cal Poly, 1 Grand Avenue, Building 3, Room 401, San Luis Obispo, CA 93407. (805) 756-5171. (www.sbdc.calpoly.edu)

Cal State University Los Angeles SBDC
5151 State University Drive, Los Angeles, CA 91355. (323) 343-5604.

Central Coast at Cabrillo Community College
6500 Soquel Drive, Aptos, CA 95003. (831) 479-6136. (http://centralcoastsbdc.org)

Coachella Valley SBDC
College of the Canyons SBDC
26455 Rockwell Canyon Road, Santa Clarita, CA 91355. (661) 362-5900. (www.cocsbdc.org)

Contra Costa SBDC
300 Ellinwood Way, Suite 300, Pleasant Hill, CA 94523. (925) 602-6806. (www.contracostasbdc.org)

CSU Bakersfield SBDC
1631 17th Street, Suite 200, Bakersfield, CA 93301. (661) 654-2856. (www.csub.edu/sbdc)

CSU Monterey Bay SBDC
106 Lincoln Avenue, Salinas, CA 93901. (831) 422-6232. (http://sbdc.csumb.edu/)

Economic Development Collaborative - Ventura County SBDC
1601 Carmen Drive, Suite 215, Camarillo, CA 93010. (805) 384-1800. (www.edcsbdc.org)

El Camino College SBDC
13430 Hawthorne Boulevard, Hawthorne, CA 90250. (310) 973-3177. (www.southbaysbdc.org)

Fresno State SBDC - Fresno/Madera
5010 N. Woodrow Avenue, M/S WC142, Fresno, CA 93740. (559) 347-3903. (http://fresnostate.edu/academics/sbdc/)

Fresno State SBDC - Tulare/Kings
220 North Santa Fe Street, Visalia, CA 93292. (559) 625-3051. (www.ccsbdc.org)

Hispanic Chamber SBDC
100 East Santa Clara Street, 1st Floor, San Jose, CA 95113. (408) 248-4800. (http://sbdchc.org)

Imperial Valley SBDC
1850 West Main Street, Suite C, El Centro, CA 92243. (760) 312-9800. (http://ivsbdc.jimdo.com/)

Inland Empire SBDC
1650 Spruce St., Suite 500, Riverside, CA 92507. (951) 781-2345. (www.iesmallbusiness.com)
LaunchPad SBDC - Life Science/IT/Clean Tech Specialty Center
65 Enterprise, Aliso Vejo, CA 92656. (949) 330-6565. (www.octaneoc.org/home/launchpad)

LEAD Center – CSU, Fullerton
800 North State College Boulevard, SGMH 5313, Fullerton, CA 92834. (657) 278-2719. (www.leadsbdc.org)

Long Beach Small Business Development Center
4900 E. Conant Street, Building O2, Suite 108, Long Beach, CA 90808. (562) 938-5100. (www.longbeachsbdc.org)

Los Angeles Area Chamber of Commerce SBDC
350 S. Bixel Street, Los Angeles, CA 90017. (213) 580-7587. (www.bixeleexchange.com)

Marin SBDC
1115 Third Street, San Rafael, CA 94901. (415) 755-1100. (http://marinsbdc.org)

Mendocino SBDC
760B Stewart Street, Fort Bragg, CA 95437. (707) 964-7571. (http://mendosbdc.org)

Napa Valley College SBDC
2277 Napa Vallejo Highway, Building 3300, Napa, CA 94559. (707) 256-7250. (http://napasbdc.org)

North Coast SBDC
Humboldt Office, 520 E Street, Eureka, CA 95501. (707) 445-9720. (http://northcoastsbdc.org)

North San Diego County SBDC
1823 Mission Avenue, Oceanside, CA 92054. (760) 795-8740. (www.sandiegosmallbiz.com)

Northeastern California SBDC - Greater Sacramento/Sierra
1410 Ethan Way, Sacramento, CA 95825. (916) 563-3210. (http://sbdc.net/)

Northeastern California SBDC at Butte College
2480 Notre Dame Boulevard, Chico, CA 95928. (530) 895-9017. (www.bcsbdc.org)

Northeastern California SBDC at San Joaquin Delta College
56 South Lincoln Street, 2nd Floor, Stockton, CA 95203. (209) 954-5089. (http://sbdc.deltacollege.edu/)

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Northeastern California SBDC at Shasta Community College
2990 Innsbruck Drive, Redding, CA 96003. (530) 242-7630. (www.sbdcs.org/)

Northeastern California SBDC Lead
35 Main Street, Suite 203, Chico, CA 95929. (503) 898-5443. (http://necsbdc.org/)

Northern California Regional SBDC
1 Harpst Street, House 71, Arcata, CA 95521. (707) 826-3919. (http://norcalsbdc.org/)

Orange County SBDC
2323 N. Broadway, Suite 201, Santa Ana, CA 92706. (714) 564-5200. (http://ocsbdc.com/)

Pacific Coast Regional SBDC
3255 Wilshire Boulevard, Suite 1501, Los Angeles, CA 90010. (213) 739-2696. (www.pcrsbdc.org)

San Diego & Imperial Regional Network SBDC
880 National City Boulevard, Suite 103, National City, CA 91950. (619) 482-6391. (www.growmybiz.org/)

San Francisco SBDC
25 Taylor Street, San Francisco, CA 94102. (415) 937-7232. (http://sf.sbdcs.org/)

Santa Monica College SBDC
3400 Airport Avenue, Suite 76, Santa Monica, CA 90405. (310) 434-3566. (www.smcsbdc.org)

Silicon Valley SBDC
100 East Santa Clara Street, 1st Floor, San Jose, CA 95113. (408) 351-3600. (http://svsbdcs.org/)

Solano College SBDC
360 Campus Lane, Suite 102, Fairfield, CA 94534. (707) 864-3382. (http://solanosbdc.org/)

Sonoma SBDC
1377 Corporate Center Parkway, Santa Rosa, CA 95407. (707) 595-0060. (http://sonomasbdc.org/)

The Alliance SBDC - Merced
1810 K Street, Merced, CA 95340. (209) 386-1008. (www.alliancesbdc.com/)

BUSINESS-TO-BUSINESS MARKETING 2018-2019
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The Alliance SBDC - Modesto
1020 10th Street, Suite 102, Modesto, CA 95354. (209) 567-4910.
(www.alliancesbdc.com/modesto/)

TriTech SBDC - High Tech/High Growth Specialty Center
152 East 6th Street, Corona, CA 92879. (951) 571-6480. (www.tritechsbdc.org)

UC Merced SBDC Regional Network
550 East Shaw Avenue, Suite 100, Fresno, CA 93710. (559) 241-7406.
(http://sbdc.ucmerced.edu/)

Yuba Community College SBDC
1227 Bridge Street, Suite C, Yuba City, CA 95991. (530) 822-0140.
(http://yubasbdc.org/)

COLORADO
Aurora Small Business Development Center
15151 E. Alameda Parkway, Suite 2300, Aurora, CO 80012. (303) 326-8690.
(http://aurorasbdc.com/)

Boulder SBDC
2440 Pearl Street, P.O. Box 7150, Boulder, CO 80304. (303) 442-1475.
(www.bouldersbdc.com/)

Colorado Springs SBDC
1675 Garden of the Gods Road, Suite 1107, Colorado Springs, CO 80907.
(719) 667-3803. (www.coloradosbdc.org/coloradosprings)

Denver Metro SBDC
1445 Market Street, Denver, CO 80202. (303) 620-8076. (www.denversbdc.org/)

Grand Junction SBDC
2591 Legacy Way, Grand Junction, CO 81503. (970) 243-5242.
(www.coloradosbdc.org/)

La Junta SBDC
1802 Colorado Avenue, La Junta, CO 81050. (719) 384-6959.
(www.ojc.edu/sbdc.aspx)

Larimer County SBDC
125 South Howes Street, Suite 150, Fort Collins, CO 80521. (970) 498-9295.
(www.larimersbdc.org/)
North Metro Denver SBDC
3645 West 112th Avenue, Westminster, CO 80030. (303) 460-1032. (http://northmetrosbdc.com/)

Northeast-East Central SBDC
902 Seventh Avenue, Greeley, CO 80631. (970) 352-3661. (www.neecosbdc.org)

Northwest Colorado SBDC
325 Fiedler Avenue, P.O. Box 1414, Dillon, CO 80435. (970) 468-5989. (http://northwestsbdc.org/)

San Luis Valley SBDC
610 State Street, Suite 120, Alamosa, CO 81101. (719) 589-3682. (http://slv-small-biz-success.blogspot.com/)

South Metro Denver SBDC
2154 E. Commons Avenue, Suite 342, Centennial, CO 80122. (303) 795-0142. (www.smallbusinessdenver.com)

Southern Colorado SBDC
131 S. Main Street, Suite 205, Pueblo, CO 81003. (719) 549-3224. (www.pueblocc.edu/communityoutreach/sbdc)

Southwest Colorado SBDC
1000 Rim Drive, EBH #140, Durango, CO 81301. (970) 247-7009. (http://sbdcfortlewis.org/)

West Central SBDC
Western State Colorado University, Taylor Hall 112B, 600 N. Adams Street, Gunnison, CO 81230. (970) 943-3157. (www.western.edu/academics/sbdc)

CONNECTICUT
Connecticut SBDC Lead Center at UConn
2100 Hillside Road, Storrs, CT 06269. (855) 428-7232. (http://ctsbdc.org/)

DELAWARE
Delaware SBTDC Lead Center - University of Delaware
1 Innovation Way, Suite 300, Newark, DE 19711. (302) 831-1555. (http://dsbtdc.org/)

Delaware SBDC - Sussex County
103 West Pine Street, Georgetown, DE 19947. (302) 856-1555.
Delaware State University SBTDC

DISTRICT OF COLUMBIA
Anacostia Economic Development Corporation - District of Columbia SBDC

D.C. Chamber of Commerce - District of Columbia SBDC
506 9th Street NW, Washington, DC 20004. (202) 347-7201. (www.dcchamber.org)

Howard University School of Business District of Columbia SBDC

FLORIDA
Florida SBDC Network State Office, Pensacola
University of West Florida, 11000 University Parkway, Building 38, Pensacola, FL 32514. (850) 473-7800. (http://floridasbdc.org/)

FSBDC at Daytona State College
1200 W. International Speedway Boulevard, Building 110, Room 236, Daytona Beach, FL 32114. (386) 506-4723. (www.sbdcdaytona.com)

FSBDC at Eastern Florida State College
3865 North Wickham Road, Building 10, Room 117, Melbourne, FL 32935. (321) 433-5570. (www.easternflorida.edu/go/sbdc)

FSBDC at Florida A&M University, Perry
428 North Jefferson Street, Perry, FL 32347. (850) 584-5366. (www.sbdcfamu.org)

FSBDC at Florida A&M University, Tallahassee
2035 E. Paul Dirac Drive, Suite 130, Tallahassee, FL 32310. (850) 599-3407. (www.sbdcfamu.org)

FSBDC at Florida Gulf Coast University, Cape Coral
1020 Cultural Park Boulevard, Unit 3, Cape Coral, FL 33990. (239) 573-2737. (www.cli.fgcu.edu/sbdc)

FSBDC at Florida Gulf Coast University, Ft. Myers
10501 FGCU Boulevard S, Unit 2320, Fort Myers, FL 33965. (239) 745-3700. (www.cli.fgcu.edu/sbdc)

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FSBDC at Florida Gulf Coast University, Port Charlotte
2702 Tamiami Trail, Port Charlotte, FL 33952. (941) 627-2222.
(www.cli.fgcu.edu/sbdc)

FSBDC at Florida Keys Community College, Key West
5901 College Road, Room C-218, Key West, FL 33040. (305) 809-3156.
(www.keywestsbdc.org)

FSBDC at Indian River State College - Fort Pierce
3209 Virginia Avenue, Building Y, Room 123, Fort Pierce, FL 34981. (772) 462-7296.
(www.irscbiz.com)

FSBDC at Palm Beach State College - Boca Raton
3000 Saint Lucie Avenue, Suite AD303, Boca Raton, FL 33431. (561) 862-4726.
(www.palmbeachstate.edu/SBDC)

FSBDC at Seminole State College, Sanford
1445 Dolgner Place, Sanford, FL 32771. (407) 321-3495. (www.seminoleSBDC.org)

FSBDC at State College of Florida Manatee, Sarasota
7131 Professional Parkway East, Sarasota, FL 34240. (941) 363-7219.
(www.scf.edu/sbdc)

FSBDC at State College of Florida Manatee, Sarasota, Venice
8000 Tamiami Trail South, Venice, FL 34293. (941) 408-1412. (www.scf.edu/sbdc)

FSBDC at The University of Central Florida, Kissimmee
1425 East Vine Street, Kissimmee, FL 34744. (407) 847-2452.
(www.sbdcorlando.com)

FSBDC at The University of Central Florida, Orlando
3201 East Colonial Drive, Suite A-20, Orlando, FL 32803. (407) 420-4850.
(www.sbdcorlando.com)

FSBDC at The University of North Florida, Gainesville
2153 SE Hawthorne Road, Suite 126, Gainesville, FL 32641. (352) 334-7230.
(www.sbdc.unf.edu)

FSBDC at The University of North Florida, Jacksonville
12000 Alumni Drive University Center, Coggin COB, Jacksonville, FL 32224.
(904) 620-2476. (www.sbdc.unf.edu)
FSBDC at The University of North Florida, Ocala
3003 SW College Road, Suite 105, Ocala, FL 34474. (866) 998-8332. (www.sbdc.unf.edu)

FSBDC at The University of South Florida, Tampa
1101 Channelside Drive, Suite 210, Tampa, FL 33602. (813) 905-5800.

FSBDC at The University of West Florida, Pensacola
9999 University Parkway, Pensacola, FL 32514. (850) 474-2528. (www.sbdc.uwf.edu)

FSBDC at University of West Florida, Fort Walton Beach
1170 Martin Luther King Drive, Building 2, Suite 250, Fort Walton Beach, FL 32547. (813) 905-5800. (www.SBDCtampabay.com)

FSBDC Broward-Fort Lauderdale
111 E. Las Olas Boulevard, Room 1010, Fort Lauderdale, FL 33301. (954) 762-5235. (www.browardsbdc.org)

GEORGIA

Georgia SBDC Lead Center - The University of Georgia
1180 East Broad Street, Athens, GA 30602. (706) 542-7436. (www.georgiasbdc.org)

Clayton State University SBDC - Morrow Office
2000 Clayton State Boulevard, Morrow, GA 30260. (678) 466-5100. (www.clayton.edu/business/SBDC)

Georgia Southern University SBDC - Statesboro Office
1100 Brampton Avenue, Suite C, Statesboro, GA 30458. (912) 478-7232.

Georgia State University SBDC - Atlanta Office
10 Park Place South, Suite 450, Atlanta, GA 30303. (404) 413-7830. (http://sbdc.robinson.gsu.edu/)

Kennesaw State University SBDC - Kennesaw Office
1000 Chastain Road, #3303, Kennesaw, GA 30144. (770) 423-6450. (http://coles.kennesaw.edu/sbdc/)

The University of Georgia SBDC - Albany Office
125 Pine Avenue, Suite 142, Albany, GA 31701. (229) 420-1144.

The University of Georgia SBDC - Augusta Office
1450 Greene Street, Suite 3500, Augusta, GA 30907. (806) 721-4545.
The University of Georgia SBDC - Brunswick Office
501 Gloucester Street, Suite 200, Brunswick, GA 31520. (912) 264-7343.

University of West Georgia SBDC - Carrollton Office
105 Adamson Hall, Carrollton, GA 30118. (678) 839-5082. (www.westga.edu/sbdc)

The University of Georgia SBDC - Columbus Office
3100 Genetian Boulevard, Suite 119, Columbus, GA 31907. (706) 569-2651.

The University of Georgia SBDC - Dekalb Area
2296 Henderson Mill Road, Suite 404B, Atlanta, GA 30345. (770) 414-3110.

The University of Georgia SBDC - Gainesville Office
999 Chestnut Street, Gainesville, GA 30501. (770) 531-5681.

The University of Georgia SBDC - Gwinnett Office
2530 Sever Road, Suite 202, Lawrenceville, GA 30043. (678) 985-6820.

The University of Georgia SBDC - Macon Office
4875 Riverside Drive, Suite 202, Macon, GA 31210. (478) 757-3609.

The University of Georgia SBDC - Rome/Dalton Area
901 N. Broad Street, Suite 320, Rome, GA 30161. (706) 622-2006.

The University of Georgia SBDC - Savannah Office
111 East Liberty Street, Suite 200, Savannah, GA 31401. (912) 651-3200.

Valdosta State University SBDC - Valdosta Office
Thaxton Hall, Room 100, Valdosta, GA 31698. (229) 245-3738. (www.valdosta.edu/sbdc)

HAWAII
Hawai‘i SBDC Lead Center
891 Ululani Street, Hilo, HI 96720. (808) 974-7515. (www.hisbdc.org)

East Hawai‘i SBDC
100 Pauahi Street, Suite 109, Hilo, HI 96720. (808) 933-0776.

Kailua-Kona SBDC
75-5722 Kuakini Highway, Suite 209, Kailua-Kona, HI 96740. (808) 327-3680.

BUSINESS-TO-BUSINESS MARKETING 2018-2019
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Kaua‘i SBDC  
2970 Kele Street, Suite 101, Lihue, HI 96766. (808) 241-3148.

Maui SBDC  
1300 N. Holopono Street, Suite 213, Kihei, HI 96753. (808) 875-5990.

O‘ahu SBDC  
2800 Woodlawn Drive, Suite 299, Honolulu, HI 96822. (808) 945-1430.

IDAHO  
Region I Idaho SBDC  
525 West Clearwater Loop, Post Falls, ID 83854. (208) 665-5085.

Region II Idaho SBDC  
500 Eighth Avenue, Room 202, Lewiston, ID 83501. (208) 792-2465.

Region III Idaho SBDC-State Office  
1910 W University Drive, Boise, ID 83725. (208) 426-1640. (www.idahosbdc.org)

Region IV Idaho SBDC  
315 Falls Avenue, Twin Falls, ID 83301. (208) 732-6450.

Region V Idaho SBDC  
921 8th Ave -Stop 8020, Pocatello, ID 83209. (208) 232-4921.

Region VI Idaho SBDC  
2300 North Yellowstone, Idaho Falls, ID 83401. (208) 523-1087.

ILLINOIS  
Black Hawk College SBDC  
4703 - 16th Street, Suite G, Moline, IL 61265. (309) 796-5714.

Bradley University SBDC  
141 Jobst Hall, 1501 West Bradley Avenue, Peoria, IL 61625. (309) 677-2992.

Champaign County Economic Development Corp. SBDC  
1817 South Neil Street, Suite 100, Champaign, IL 61820. (217) 359-6261. (www.champaigncountyedc.org)
Chicago State University SBDC  
9501 South King Drive, BHS 601, Chicago, IL 60628. (773) 995-2000. (www.csu.edu/sbdc)

College of Dupage SBDC  
2525 Cabot Drive, Suite 201, Lisle, IL 60532. (630) 942-2771. (www.cod.edu/business_resources/entrepreneurship/sbdc/index.aspx)

College of Lake County SBDC  
19351 West Washington Street, Grayslake, IL 60030. (847) 543-2033. (http://wpdi.clcillinois.edu/sbdc/)

Danville Area Community College SBDC  
2917 N. Vermilion Street, Danville, IL 61832. (217) 442-7232. (www.dacc.edu/sbdc)

Duman Microenterprise Center SBDC  
216 West Jackson Boulevard, Suite 700, Chicago, IL 60606. (312) 673-3429. (http://jvschicago.org/)

Elgin Community College SBDC  
1700 Spartan Drive, Elgin, IL 60123. (847) 697-1000. (http://elgin.edu/business.aspx?id=1248)

Governors State University SBDC  
CenterPoint at Governors State University, 1 University Parkway, Room C3300, University Park, IL 60484. (708) 534-4929. (www.centerpointgsu.com)

Harper College SBDC  
650 East Higgins Road, Suite 106, Schaumburg, IL 60173. (847) 925-6520. (http://goforward.harpercollege.edu/)

Illinois Eastern Community College SBDC  
218 East Main Street, Olney, IL 62450. (618) 395-3011.

Illinois SBDC at Chicagoland Chamber of Commerce  
200 E. Randolph Street, Suite 2200, Chicago, IL 60601. (312) 494-6742.

Illinois SBDC at Illinois Hispanic Chamber of Commerce  
855 West Adams, Suite 100, Chicago, IL 60607. (312) 492-9960. (www.ihccbusiness.net)
Illinois SBDC at NORBIC
8430 West Bryn Mawr Avenue, Suite 1000, Chicago, IL 60631. (773) 594-9292. (www.norbic.org/services/busDev/main.html)

Illinois SBDC at Women’s Business Development Center
8 South Michigan, 4th Floor, Chicago, IL 60603. (312) 853-3477. (www.wbdc.org)

Illinois State University SBDC
214 College of Business, Mail Code 5580, Normal, IL 61761. (309) 438-3610. (http://business.illinoisstate.edu/sbdc/)

Illinois Valley Community College SBDC
815 North Orlando Smith Avenue, Building 11, Oglesby, IL 61348. (815) 224-0212.

Industrial Council of Nearwest Chicago SBDC
320 N. Damen Avenue, First Floor, Chicago, IL 60612. (312) 421-3941. (www.industrialcouncil.com)

Joliet Junior College SBDC
1215 Houbolt Road, Joliet, IL 60431. (815) 280-1400. (http://sbdcjjc.com/)

Joseph Center SBDC
7600 West Roosevelt Road, Forest Park, IL 60130. (708) 697-6200. (www.josephcenter.com)

Kankakee Community College SBDC
100 College Drive, Kankakee, IL 60901. (815) 802-8100. (www.kcc.edu/coned/sbdc)

Kaskaskia College SBDC
325 S. Poplar, Centralia, IL 62801. (618) 545-3262. (www.kaskaskia.edu/ISBDC)

Lincoln Land Community College SBDC
c/o Greater Springfield COC, 8 South Old State Capitol Plaza, Springfield, IL 62701. (217) 544-7232. (www.llcc.edu/sbdc/SBDCHome/tabid/1440/Default.aspx)

McHenry County College SBDC
4100 West Shamrock Lane, McHenry, IL 60050. (815) 455-6098. (www.shahcenter.mchenry.edu/sbdc)

Rend Lake College SBDC
327 Potomac Boulevard, Suite A, Mt. Vernon, IL 62864. (618) 242-5813. (www.rlc.edu/sbdc)

BUSINESS-TO-BUSINESS MARKETING 2018-2019
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Rock Valley College SBDC
605 Fulton Avenue EIGERlab, Rockford, IL 61103. (815) 921-2081. (www.rockvalleycollege.edu/Business/SBDC)

Shawnee Community College SBDC
8364 Shawnee College Road, Ullin, IL 62992. (618) 634-3371. (www.shawneecc.edu/cced/sbdc.asp)

SIU-E/ East St Louis SBDC

Southeastern Illinois College SBDC
2 East Locust Street, Suite 200, Harrisburg, IL 62946. (618) 252-5001.

Southern Illinois University-Carbondale SBDC
1740 Innovation Drive, Carbondale, IL 62901. (618) 536-2424. (http://sbdc.siu.edu/)

Southern Illinois University-Edwardsville SBDC
Alumni Hall 2126, Campus Box 1107, Edwardsville, IL 62026. (618) 650-2929. (www.siue.edu/business/sbdc)

University of Illinois-Chicago SBDC
815 West Van Buren, Suite 400, Chicago, IL 60607. (312) 996-4057.

Western Illinois University SBDC
510 North Pearl Street, Room 1400, Macomb, IL 61455. (309) 836-2640. (www.wiusbdc.org)

Waubonsee Community College SBDC
18 South River Street, Room 268, Aurora, IL 60506. (630) 906-4143. (www.waubonsee.edu/learning/business/sbdc)

INDIANA
Indiana SBDC Lead Center
One North Capitol Avenue, Suite 700, Indianapolis, IN 46204. (317) 234-2082. (www.isbdc.org)

Central Indiana SBDC
9301 East 59th Street, Room 147, Indianapolis, IN 46216. (317) 233-7232.

BUSINESS-TO-BUSINESS MARKETING 2018-2019
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East Central Indiana SBDC
1208 W. White River Boulevard, Suite 126, Muncie, IN 47303. (765) 282-9950.

Hoosier Heartland SBDC
Burton D. Morgan Center for Entrepreneurship, 1201 West State Street, West Lafayette, IN 47907. (866) 961-7232.
(www.isbdc.org/location/hoosier-heartland-isbdc)

Hoosier Heartland SBDC - Kokomo
700 E. Firmin Street, Suite 106, Kokomo, IN 46902. (866) 961-7232.
(www.isbdc.org/location/hoosier-heartland-isbdc)

North Central Indiana SBDC
401 East Colfax Avenue, Suite 310, South Bend, IN 46617. (866) 508-7232.

Northeast Indiana SBDC
2101 E. Coliseum Boulevard, Fort Wayne, IN 46805.

Northwest Indiana SBDC
9800 Connecticut Drive, Crown Point, IN 46307. (219) 644-3513.

RADIUS Indiana SBDC
1504 I Street, Bedford, IN 47421. (317) 695-7261.

Southeast Indiana SBDC
117 East Spring Street, # 200, New Albany, IN 47150. (812) 952-9765.

Southwest Indiana SBDC
318 Main Street Suite 401, Evansville, IN 47708. (812) 425-7232.
(www.ccswin.com/busndev)

West Central Indiana SBDC
ISU Scott College of Business, 30 North 7th Street, Terre Haute, IN 47809. (812) 237-7676.

West Central Indiana SBDC - Bloomington
501 North Morton Street, Suite 106, Bloomington, IN 47404. (812) 345-9395.

IOWA
Iowa SBDC Lead Center - Iowa State University
2321 North Loop Drive, Suite 202, Ames, IA 50010. (515) 294-2030.
(www.iowasbdc.org)

BUSINESS-TO-BUSINESS MARKETING 2018-2019
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Eastern Iowa Small Business Development Center

Indian Hills SBDC
626 Indian Hills Drive, Ottumwa, IA 52501. (641) 683-5127.

Iowa State University SBDC
2625 North Loop Drive, Building 2, Suite 2610, Ames, IA 50010. (515) 296-7828.

Iowa Western SBDC
2700 College Road, Council Bluffs, IA 51503. (712) 325-3350.

Kirkwood SBDC
3375 Armar Drive, Marion, IA 52302. (319) 377-8256.

Mid Iowa SBDC
400 Locust Street, Suite 160, Des Moines, IA 50309. (515) 331-8954.

North Central Iowa SBDC
217 South 25th Street, Suite C12, Fort Dodge, IA 50501. (515) 576-6242.

North Iowa Area SBDC
500 College Drive, Mason City, IA 50401. (641) 422-4342.

Northeast Iowa SBDC
900 Jackson St, Suite 110, Dubuque, IA 52001. (563) 588-3350.

Northwest Iowa SBDC
1900 N. Grand Avenue, Suite B-1, Spencer, IA 51301. (712) 262-4213.

South Central Iowa SBDC
1501 W Townline, Creston, IA 50801. (641) 782-1483.

Southeastern Iowa SBDC
610 N. 4th Street, Suite 201, Burlington, IA 52601. (319) 208-5381.

University of Iowa SBDC
2500 Crosspark Road, E114 BioVentures Center, Coralville, IA 52241. (319) 335-3742.

University of Northern Iowa SBDC
8120 Jennings Drive, Suite 13, Cedar Falls, IA 50613. (319) 273-4322.
Western Iowa Tech Community College SBDC
4647 Stone Avenue, P.O. Box 5199, Sioux City, IA 51102. (712) 274-6454.

KANSAS
Kansas SBDC Lead Center - Fort Hays State University
214 SW 6th Street, Suite 301, Topeka, KS 66603. (785) 296-6514.
(http://ksbdc.kansas.gov/)

Emporia State University SBDC
1200 Commercial Street, Room 130, Emporia, KS 66801. (620) 341-5308.
(www.emporia.edu/sbdc)

Fort Hays State University SBDC
600 Park Street, 105 Custer Hall, Hays, KS 67601. (785) 628-5615.
(www.fhsu.edu/ksbdc)

Garden City Community College SBDC
801 Campus Drive, Garden City, KS 67846. (620) 276-9632. (www.swksbdc.com)

Johnson County Community College SBDC
12345 College Boulevard, Room 240, Overland Park, KS 66210. (913) 469-3878.
(www.jccc.edu/ksbdc)

North Central Kansas SBDC
(www.ncksbdc.com)

Pittsburg State University SBDC
1501 S. Joplin, Shirk Hall, Pittsburg, KS 66762. (620) 235-4920.
(www.btikansas.com/home/SBDC)

University of Kansas SBDC
646 Vermont, Suite 200, Lawrence, KS 66044. (785) 843-8844.

Washburn University KSBDC in Glacial Hills
334 2nd Street, Wetmore, KS 66550. (785) 866-2095.
(www.washburn.edu/community-business/sbdc.html)

Washburn University MACC Outreach Center SBDC
501 Poyntz Avenue, Manhattan, KS 66502. (785) 587-9917.
(www.washburn.edu/community-business/sbdc.html)
Washburn University SBDC
120 SE 6th Street, Suite 100, Topeka, KS 66603. (785) 234-3235. (http://washburnsmallbusiness.com)

Wichita State University SBDC
1845 Fairmount, Campus Box 148, Wichita, KS 67260. (316) 978-3193. (http://webs.wichita.edu/?u=ksbdc&p=)

KENTUCKY
Kentucky SBDC Lead Center - University of Kentucky
One Quality Street, Suite 635, Lexington, KY 40507. (859) 257-7668. (http://ksbdc.org/)

Bluegrass SBDC
330 East Main Street, Suite 210, Lexington, KY 40507. (859) 257-7666.

Eastern Kentucky University - Richmond SBDC
Business and Technology Center, Room 147, Richmond, KY 42475. (859) 622-1384.

Eastern Kentucky University - Somerset SBDC
675 Monticello Street, Suite A, Somerset, KY 42501. (606) 678-3042.

Louisville SBDC
2900 West Broadway, Box 315, Louisville, KY 40211. (502) 574-1378.

Morehead State University SBDC
150 East First Street, Morehead, KY 40351. (606) 783-2895.

Morehead State University - Ashland SBDC
1645 Winchester Avenue, 2nd Floor, Ashland, KY 41101. (606) 329-8011.

Morehead State University - Paintsville SBDC
224 Main Street, Paintsville, KY 41240. (606) 788-7272.

Morehead State University - Pikeville SBDC
3455 N. Mayo Trail, Suite 4, Pikeville, KY 41501. (606) 432-5848.

Murray State University SBDC
926 North 16th Street, Suite 105, Murray, KY 42071. (270) 809-2856.

Murray State University - Hopkinsville SBDC
2800 Fort Campbell Boulevard, Hopkinsville, KY 42240. (270) 886-8666.
**Murray State University - Owensboro SBDC**
200 East 3rd Street, Suite 302, Owensboro, KY 42303. (270) 926-8085.

**Northern Kentucky University SBDC**
305 Johns Hill Road, Highland Heights, KY 41099. (859) 448-8801.

**Southeast Kentucky SBDC**
1300 Chichester Avenue, Middlesboro, KY 40965. (606) 248-0563.

**University of Kentucky - Elizabethtown SBDC**
1105 Juliana Court, Suite 6, Elizabethtown, KY 42701. (270) 765-6737.

**Western Kentucky University - Bowling Green SBDC**
1906 College Heights Boulevard, #61086, Bowling Green, KY 42101. (270) 745-1905.

**LOUISIANA**

**Greater New Orleans Region SBDC**
3330 N Causeway Boulevard, Suite 447, Metairie, LA 70002. (504) 831-3730. (www.lsbdc.org)

**Louisiana State University at Shreveport SBDC**
One University Place, Shreveport, LA 71115. (318) 797-5144.

**Louisiana State University SBDC Technology Center**
Stephenson Entrepreneurship Institute, Nicholson Extension, Room 3022, Baton Rouge, LA 70803. (225) 578-8406.

**McNeese State University SBDC**
4310 Ryan Street, Suite 162, Lake Charles, LA 70605. (337) 475-5529.

**Nicholls State University SBDC**
322 Audubon Avenue, Thibodaux, LA 70301. (985) 493-2587.

**Northwestern State University SBDC**

**Southeastern Louisiana University SBDC**
1514 Martens Drive, Hammond, LA 70402. (985) 549-3831.

**Southern University, Baton Rouge SBDC**
616 Harding Boulevard, Baton Rouge, LA 70807. (225) 774-9213.
University of Louisiana at Lafayette SBDC  

University of Louisiana at Monroe SBDC  
Stubbs Hall, Room 217, 700 University Avenue, Monroe, LA 71209. (318) 342-1224.

MAINE  
SBDC Lead Center - University of Southern Maine  
96 Falmouth Street, P.O. Box 9300, Portland, ME 04104. (207) 780-4420.  
(http://mainesbdc.org/)

Maine SBDC - Auburn  
125 Manley Road, Auburn, ME 04210. (207) 783-9186.

Maine SBDC - Augusta  
5 Community Drive, Augusta, ME 04332. (207) 620-3521.

Maine SBDC - Bangor  
One Cumberland Place, Suite 302, Bangor, ME 04401. (207) 942-1744.

Maine SBDC - Bath  
759 High Street, 3rd Floor, Bath, ME 04530. (207) 443-5790 ext. 18.

Maine SBDC - Caribou  
11 West Presque Isle Road, Caribou, ME 04736. (207) 498-8736.

Maine SBDC - Ellsworth  
210 Main Street, Ellsworth, ME 04605. (207) 664-2990.

Maine SBDC - Fairfield  
17 Main Street, Fairfield, ME 04937. (207) 453-4258 ext. 215.

Maine SBDC - Machias  
53 Prescott Drive, Suite 3, Machias, ME 04654. (207) 269-0566.

Maine SBDC - Portland  
501 Forest Avenue, Portland, ME 04104. (207) 780-4949.

Maine SBDC - Springvale/Sanford  
21 Bradeen Street, Suite 304, Springvale, ME 04083. (207) 324-0316.
Maine SBDC - Wiscasset
36 Water Street, Wiscasset, ME 04578. (207) 882-4340.

MARYLAND

SBTDC Lead Center - University of Maryland College Park
7100 Baltimore Avenue, Suite 401, College Park, MD 20740. (301) 403-8300.

Eastern Region SBTDC
Salisbury University, 215 East Campus Complex, Salisbury, MD 21801.
(410) 548-4419. (www.salisbury.edu/sbdc)

Maryland Capital Region SBTDC
7100 Baltimore Avenue, Suite 303, College Park, MD 20740. (301) 403-0501.
(www.capitalregionsbdc.umd.edu)

Maryland Central Region SBTDC
620 W. Lexington Street, Fourth Floor, Baltimore, MD 21201. (410) 706-5466.
(www.centralmdsbdc.org)

Maryland Northern Region SBTDC
401 Thomas Run Road, Bel Air, MD 21015. (443) 412-2237.

Northern Region SBTDC at Carroll Community College
1601 Washington Road, Westminster, MD 21157. (410) 386-8133.
(www.carrollbiz.org)

Northern Region SBTDC at Cecil County Office of Economic Development
200 Chesapeake Boulevard, Suite 2700, Elkton, Maryland 21921. (443) 412-2237.

Northern Region SBTDC at Harford Business Innovation Center
1362 Brass Mill Road, Suite 11, Belcamp, MD 21017. (443) 412-2237.

Maryland Southern Region SBTDC
8730 Mitchell Road, P.O. Box 910, LaPlata, MD 20646. (301) 934-7583.
(www.sbdchelp.com)

Maryland Western Region SBTDC
One Technology Drive, Suite A, Frostburg, MD 21532. (301) 687-1080.
(www.westernmdsbdc.org)
MASSACHUSETTS
Massachusetts SBDC Lead Center - University of Massachusetts
Tillson House, University of Massachusetts, 23 Tillson Farm Road, Amherst, MA 01003, Amherst, MA 01003. (413) 545-6301. (www.msbdc.org)

Berkshire Regional SBDC
33 Dunham Mall, Suite 103, Pittsfield, MA 01201. (413) 499-0933. (www.msbdc.org/berkshire)

Central Massachusetts Regional SBDC
950 Main Street, Worcester, MA 01610. (508) 793-7711. (www.clarku.edu/offices/sbdc)

Northeast Massachusetts Regional SBDC
121 Loring Avenue, Suite 310, Salem, MA 01970. (978) 542-6343. (http://sbdc.salemstate.edu)

Southeast Massachusetts Regional SBDC
200 Pocasset Street, Fall River, MA 02721. (508) 673-9783. (www.msbdc.org/semass)

University of Massachusetts-Boston SBDC
100 Morrissey Boulevard, Wheatley Building, 3rd Floor, Suite 154, Room 10, Boston, MA 02125. (617) 287-7750. (www.sbdc.umb.edu)

Western Massachusetts Regional SBDC
One Federal Street, Building 101R, Springfield, MA 01105. (413) 737-6712. (www.msbdc.org/wmass)

MICHIGAN
Michigan SBTDC Lead Center
1020 L William Seidman Center, 50 Front Avenue SW, Grand Rapids, MI 49504. (616) 331-7480. (http://misbtdc.org/)

Capital Region

Central Michigan Upper Peninsula SBTDC - Michigan Works!
2950 College Avenue, Escanaba, MI 49829. (906) 789-0558. (http://misbtdc.org/region1)
Delta College SBTDC  
1961 Delta Road H Wing, University Center, MI 48710. (989) 686-9597. (http://misbtdc.org/region5)

Eastern Michigan University SBTDC  
38777 West Six Mile Road Suite 419 Livonia, MI 48152. (734) 487-0355. (http://misbtdc.org/region9)

Grand Valley State University SBTDC  
50 Front Avenue SW, Grand Rapids, MI 49504. (616) 331-7370. (http://misbtdc.org/region7)

I-69 Trade Corridor SBTDC  
1700 West University Avenue, Flint, MI 48504. (810) 762-9660. (http://misbtdc.org/contact-us/regional-center/i69tradecorridor-region/)

Mid Michigan Community College SBTDC  
1375 S. Clare Avenue, Harrison, MI 48625. (989) 386-6630. (http://misbtdc.org/region4)

MI-SBTDC of WCC  
4800 East Huron River Drive, Ann Arbor, MI 48105. (734) 477-8762. (http://misbtdc.org/region1)

Northwest Michigan Council of Governments SBTDC  
P.O. Box 506, 1209 South Garfield Avenue - Suite C, Traverse City, MI 49686. (231) 922-3780. (http://misbtdc.org/region2)

Western Michigan University SBTDC  
3110 Schneider Hall, Kalamazoo, MI 49008. (269) 387-6004. (http://misbtdc.org/region11)

MINNESOTA  
Central Minnesota SBDC  
355 5th Avenue South, St. Cloud, MN 56301. (320) 308-4842. (www.stcloudstate.edu/sbdc)

North Central Minnesota SBDC  
501 West College Drive, Brainerd, MN 56401. (218) 855-8140. (www.clcmn.edu/smallbusiness)

BUSINESS-TO-BUSINESS MARKETING 2018-2019  
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Northeast Minnesota SBDC
11 East Superior Street, Suite 210, Duluth, MN 55802. (218) 726-7298. (www.umdced.com)

Northwest Minnesota SBDC
1103 Roosevelt Road SE, Bemidji, MN 56601. (218) 755-4255. (www.nwsbdc.com)

South Central Minnesota SBDC
120 Alumni & Foundation Center, 1536 Warren Street, Mankato, MN 56001. (507) 389-8875. (www.myminnesotabusiness.com)

Southeast Minnesota SBDC
1926 College View Road SE, Heintz Center, Rochester, MN 55904. (507) 285-7436. (www.rochestersbdc.com)

Southwest Minnesota SBDC
1501 State Street, ST 201, Marshall, MN 56258. (507) 537-7386. (www.SBDCAssistance.com)

Twin Cities Metro SBDC
1000 La Salle Avenue, TMH 100, Minneapolis, MN 55403. (612) 962-4500. (www.stthomas.edu/sbdc)

West Central Minnesota SBDC
1310 8th Street South, Grant Center 220, Moorhead, MN 56562. (218) 299-3037. (www.cord.edu/sbdc/)

MISSISSIPPI
Mississippi SBDC Lead Center - University of Mississippi
122 Jeanette Phillips Drive, P.O. Box 1848, University, MS 38677. (662) 915-5001. (www.mssbdc.org)

Copiah-Lincoln Community College SBDC
1028 Redd Drive, Wesson, MS 39191. (601) 643-8712.

East Central Community College SBDC
52 9th Street, Decatur, MS 39327. (601) 635-6296.

East Mississippi Business Development Corporation SBDC
1910 Front Street, Suite A, Meridian, MS 39301. (601) 693-1306.
Hinds Community College International Trade Center SBDC
1500 Raymond Lake Road, Raymond, MS 39154. (601) 857-3536.

Hinds Community College SBDC
3805 Highway 80E, Rankin Campus, Pearl, MS 39208. (601) 936-1817.

Jackson State University SBDC
1230 Raymond Road, Box 500, Jackson, MS 39204. (601) 979-2795.

Jones County Junior College SBDC
72 Technology Boulevard, Ellisville, MS 39437. (601) 477-4235.

Mississippi State University SBDC
P.O. Box 5288, Mississippi State, MS 39762. (662) 325-8684.

Southwest Mississippi Community College SBDC
1036 College Drive, Summit, MS 39666.

University of Mississippi - Gulf Coast SBDC
1636 Popps Ferry Road, Suite 227, Biloxi, MS 39532. (228) 396-8661.

University of Mississippi - Tupelo SBDC
398 East Main Street, Tupelo, MS 38801. (662) 915-1291.

Yazoo SBDC
625 W. Jefferson Street, Yazoo City, MS 39194. (601) 979-2795.

MISSOURI
SBTDC Lead Center - University of Missouri Columbia
410 South 6th Street, W1026 Lafferre Hall, Columbia, MO 65211. (573) 882-7096.

Chillicothe SBTDC
715 Washington Street, Chillicothe, MO 64601. (660) 646-6920.

Jefferson County SBTDC
P.O. Box 497, 301 3rd Street, Hillsboro, MO 63050. (636) 797-5480.

Missouri SBTDC at Joseph Newman Innovation Center
407 S. Pennsylvania Avenue, Joplin, MO 64801. (417) 625-6680.

Missouri Southern State University SBTDC
3950 E. Newman Road, Joplin, MO 64801. (417) 625-3128.

BUSINESS-TO-BUSINESS MARKETING 2018-2019
• 314 •
Missouri State University SBTDC
405 North Jefferson Avenue, Springfield, MO 65806. (417) 837-2617.

Missouri University of Science and Technology SBTDC
900 Innovation Drive, Rolla, MO 65401. (573) 341-4690.

Moberly Area Community College SBTDC
101 College Avenue, Moberly, MO 65270. (660) 263-5865.

MSU West Plains Satellite Center SBTDC
408 Washington Avenue, West Plains, MO 65775. (417) 256-9724.

Northwest Missouri State University SBTDC
1402 North College Drive, Maryville, MO 64468. (660) 562-1701.

Southeast Missouri State University SBDC
920 Broadway, Cape Girardeau, MO 63701. (573) 986-6082.

St. Charles Economic Development Center SBTDC
5988 Mid Rivers Mall Drive, Suite 108, St. Charles, MO 63304. (636) 928-7714.

St. Joseph Satellite SBTDC
3003 Frederick Avenue, St. Joseph, MO 64506. (816) 232-4461.

St. Louis SBDC
615 Olive Street, Suite 1300, St. Louis, MO 63101. (314) 241-1511.

Truman State University SBDC
315 S. Franklin Street, Kirksville, MO 63501. (660) 665-3348.

University of Central Missouri SBTDC
Dockery Suite 102, Warrensburg, MO 64093. (660) 543-4402.

University of Missouri - Kansas City SBTDC
4747 Troost, Room 1000, Kansas City, MO 64110. (816) 235-6063.

MONTANA
Montana SBDC Lead Center - Montana Department of Commerce
301 S. Park Avenue, Room 116, Helena, MT 59620. (406) 841-2747. (http://sbdc.mt.gov/)

BUSINESS-TO-BUSINESS MARKETING 2018-2019
• 315 •
Billings SBDC  
222 North 32\textsuperscript{nd} Street, Suite 200, Billings, MT 59101.  (406) 254-6014.

Bozeman SBDC  
222 East Main Street, Suite 202, Bozeman, MT 59715.  (406) 728-9234.

Butte SBDC  
65 East Broadway, Butte, MT 59701.  (406) 782-7333.

Colstrip SBDC  
6200 Main Street, P.O. Box 1935, Colstrip, MT 59323.  (406) 748-2990.

Great Falls SBDC  
300 Central Avenue, Suite 406, Great Falls, MT 59401.  (406) 453-8834.

Havre SBDC  
48 2\textsuperscript{nd} Avenue, Ryan Building, Suite 202, Havre, MT 59501.  (406) 399-1557.

Helena SBDC  
225 Cruse Avenue, Helena, MT 59601.  (406) 447-1510.

Kalispell SBDC  
777 Grandview Drive, Kalispell, MT 59901.  (406) 756-3836.

Missoula SBDC  
229 E. Main Street, Missoula, MT 59802.  (406) 728-9234.

Wolf Point SBDC  
233 Cascade Street, Wolf Point, MT 59201.  (406) 653-2590.

NEBRASKA  
Auburn  
905 Central Avenue, Auburn, NE 68305.  (402) 414-5077.

Chadron State College - Nebraska SBDC  
1000 Main Street, Chadron, NE 69337.  (308) 432-6279.  (www.csc.edu/business/nbdc)

Mid-Plains Community College - Nebraska SBDC  
1101 Halligan Drive, North Platte, NE 69101.  (308) 535-3661.

University of Nebraska at Kearney - Nebraska SBDC  
1917 West 24\textsuperscript{th} Street, Kearney, NE 68849.  (308) 865-8344.
University of Nebraska at Lincoln - Nebraska SBDC
285 South 68th Street Place, Suite 209/210, Lincoln, NE 68588. (402) 323-3626.

University of Nebraska at Omaha - Nebraska SBDC
Mammel Hall, Suite 200, 6708 Pine Street, Omaha, NE 68182. (402) 554-6633.

University of Nebraska Panhandle Station - Nebraska SBDC
4205 Avenue I, Scottsbluff, NE 69361. (308) 635-7513.

Wayne State College - Nebraska SBDC
1111 Main Street, Wayne, NE 68787. (402) 375-7575.

NEVADA
Nevada SBDC Lead Center - University of Nevada, Reno
Ansari Business Building, Room 411, Reno, NV 89557. (775) 784-1717.

Carson City SBDC Service Center
108 E. Proctor Street, Carson City, NV 89701. (775) 283-7122.

Churchill County SBDC Service Center
448 W. Williams Avenue, Suite 103, Fallon, NV 89406. (775) 423-8587.

Ely SBDC Service Center
1320 E Alultman Street, Ely, NV 89301. (775) 289-8519.

Great Basin College SBDC
1500 College Parkway, Room 101, Elko, NV 89801. (775) 753-2245.

Hawthorne SBDC
P.O. Box 1635, Hawthorne, NV 89145. (775) 945-5896.

Laughlin SBDC
1585 South Casino Drive, Laughlin, NV 89029. (702) 298-2214.

Rural Nevada Development Corporation SBDC

UNLV - Business Start-Up Center
4505 S. Maryland Parkway, Suite 300, Las Vegas, NV 89154. (702) 895-0932.

BUSINESS-TO-BUSINESS MARKETING 2018-2019
• 317 •
UNLV - Business Success Center
1951 Stella Lake Street, Las Vegas, NV 89106. (702) 876-0003.

Winnemucca SBDC Service Center
90 West Fourth Street, Winnemucca, NV 89445. (775) 623-1064.

NEW HAMPSHIRE
New Hampshire SBDC Lead Center - University of New Hampshire
201 Paul Hall, 10 Garrison Avenue, Durham, NH 03824. (603) 862-2200. (http://nhsbdc.org/)

New Hampshire SBDC Belknap Economic Development Council
38 S. Main Street, Laconia, NH 03246. (603) 397-8404.

New Hampshire SBDC Concord Program Office
172 Pembroke Road, Concord, NH 03301. (603) 227-0417.

New Hampshire SBDC Grafton County Economic Council
131 Main Street, Plymouth, NH, 03264. (603) 397-8404.

New Hampshire SBDC Keene Regional Office
Keene State College, Blake House, Keene, NH 03453. (603) 358-2602.

New Hampshire SBDC Manchester Regional Office
88 Commercial Street, Manchester, NH 03101. (603) 641-4370.

New Hampshire SBDC Nashua Regional Office
200 Innovative Way, Nashua, NH 03062. (603) 397-7001.

New Hampshire SBDC North Country Regional Office
120 Main Street, Littleton, NH 03561. (603) 341-3174.

New Hampshire SBDC Seacoast Regional Office
1 Washington Street, Suite 457, Dover, NH 03820. (603) 842-8341.

NEW JERSEY
New Jersey SBDC Lead Center - Rutgers University
1 Washington Park, Suite 360, Newark, NJ 07102. (973) 353-1927. (www.njsbdc.com)
New Jersey SBDC at Bergen Community College
355 Main Street, Room 121, Hackensack, NJ 07601. (201) 489-8670. (www.bergen.edu/sbdc)

New Jersey SBDC at Brookdale Community College

New Jersey SBDC at Kean University
1000 Morris Avenue, Willis 301, Union, NJ 07083. (908) 737-4220. (www.kean.edu/KU/Small-Business-Development-Center)

New Jersey SBDC at Jersey City University
285 Westside Avenue, Suites 189-191, Jersey City, NJ 07305. (201) 200-2156. (www.njcu.edu/sbdc)

New Jersey SBDC at Raritan Valley Community College
14 Vogt Drive, Bridgewater, NJ 08807. (908) 526-1200 x8516. (www.sbdcrvcc.com)

New Jersey SBDC at Richard Stockton College
35 South Martin Luther King Boulevard, Atlantic City, NJ 08401. (609) 347-2174.

New Jersey SBDC at Rutgers Camden
419 Cooper Street, Camden, NJ 08102. (856) 225-6221. (www.rsbdc.org)

New Jersey SBDC at Rutgers New Brunswick
100 Joyce Kilmer Avenue, Piscataway, NJ 08854. (848) 445-8790. (www.business.rutgers.edu//njsbdcnb)

New Jersey SBDC at Rutgers Newark
25 James Street, ewark, NJ 07102. (973) 353-5950. (www.business.rutgers.edu/rmsbdc)

New Jersey SBDC at The College of New Jersey
P.O. Box 7718, 2000 Pennington Avenue, Ewing, NJ 08628. (609) 771-2947. (www.sbdcnj.com)

New Jersey SBDC at William Paterson University
131 Ellison Street, Paterson, NJ 07505. (973) 754-8695.

New Jersey SBDC of Northwest New Jersey
207 Main Street, Hackettstown, NJ 07840. (908) 269-8475. (www.nw-njsbdc.com)
NEW MEXICO

New Mexico SBDC Lead Center
6401 Richards Avenue, Santa Fe, NM 87508. (505) 428-1362. (www.nmsbdc.org)

Central New Mexico Community College SBDC
5600 Eagle Rock Avenue NE, Albuquerque, NM 87113. (505) 224-5250.
(www.cnm.edu/depts/abqsbdc)

Central New Mexico Community College South Valley SBDC
(www.nmsbdc.org/southvalley)

Clovis Community College SBDC
417 Schepps Boulevard, Clovis, NM 88101. (575) 769-4136. (www.nmsbdc.org/clovis)

Eastern New Mexico University SBDC
20 West Mathis Street, Roswell, NM 88202. (575) 624-7133.
(www.nmsbdc.org/roswell)

Luna Community College SBDC
366 Luna Drive, Las Vegas, NM 87701. (505) 454-2582. (www.nmsbdc.org/lasvegas)

Mesalands Community College SBDC
911 South, 10th Street, Tucumcari, NM 88401. (575) 461-4413 x140.
(www.nmsbdc.org/tucumcari)

New Mexico Junior College SBDC
1 Thunderbird Circle, Hobbs, NM 88240. (575) 492-4700. (www.nmsbdc.org/hobbs)

New Mexico State University - Alamogordo SBDC
2400 N. Scenic Drive, Alamogordo, NM 88310. (575) 439-3660.
(www.nmsbdc.org/alamogordo)

New Mexico State University - Carlsbad - SBDC
221 South Canyon, Carlsbad, NM 88220. (575) 885-9531.
(www.nmsbdc.org/carlsbad)

New Mexico State University - Dona Ana SBDC
2345 East Nevada Avenue, Suite 101, Las Cruces, NM 88001. (575) 527-7676.
(http://dabcc.nmsu.edu/sbdc)

BUSINESS-TO-BUSINESS MARKETING 2018-2019
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New Mexico State University - Grants SBDC  
701 East Roosevelt Avenue, Grants, NM 87020. (505) 287-8221.

Northern New Mexico Community College SBDC  
800 La Joya Street, Espanola, NM 87532. (505) 753-5490.  
(www.NewMexicoVideoServices.com)

San Juan College SBDC  
5101 College Boulevard, Farmington, NM 87402. (505) 566-3528.

Santa Fe Community College SBDC  
6401 Richards Avenue, Santa Fe, NM 87508. (505) 428-1343.  
(www.nmsbdc.org/santafe)

University of New Mexico - Gallup SBDC  
106 W. Highway 66, Gallup, NM 87301. (505) 722-2220.

University of New Mexico - Los Alamos SBDC  
4000 University Drive, Los Alamos, NM 87544. (505) 662-0337.  
(www.nmsbdc.org/losalamos)

University of New Mexico - Los Alamos/Sandoval County SBDC  
282 South Camino del Pueblo, Suite 2A, Bernalillo, NM 87004. (505) 867-5066.  
(www.nmsbdc.org/sandoval)

University of New Mexico - Taos SBDC  
114 Civic Plaza Drive, Taos, NM 87571. (575) 737-6214. (www.nmsbdc.org/taos)

University of New Mexico - Valencia SBDC  
280 La Entrada, Los Lunas, NM 87031. (505) 925-8980. (www.nmsbdc.org/loslunas)

Western New Mexico University SBDC  
Watts Hall, 500 18th Street, P.O. Box 680, Silver City, NM 88062. (575) 538-6320.  
(www.nmsbdc.org/silvercity)

NEW YORK  
New York SBDC Lead Center  
22 Corporate Woods, 3rd Floor, Albany, NY 12246. (518) 443-5398.  
(www.nyssbdc.org)

Adirondack Chamber of Commerce SBDC  
5 Warren Street, Glens Falls, NY 12801. (518) 380-5077.
Albany/Colonie Chamber SBDC
5 Computer Drive South, Albany, NY 12205.  (518) 380-5077.

Auburn & Cayuga County Chamber SBDC
36 South Street, Auburn, NY 13021.  (315) 498-6070.

Baruch College SBDC
55 Lexington Avenue, Room 2-140, New York, NY 10010.  (646) 312-4790.

Batavia Chamber of Commerce SBDC
220 E. Main Street, Batavia, NY 14020.  (585) 343-7440.

Binghamton University SBDC
222 Water Street, Binghamton, NY 13902.  (607) 777-4024.

Buffalo State College
Buffalo State College, GC206, Buffalo, NY 14222.  (718) 878-4030.

Brooklyn SBDC - NYC College of Technology
25 Chapel Street, 11th Floor, Brooklyn, NY 11201.  (718) 797-0187.

Cazenovia SBDC
1321½ Albany Street, Cazenovia, NY 13035.  (315) 498-6070.

Columbia University SBDC
3022 Broadway, 310 Uris Hall, New York, NY 10027.  (212) 854-6444.

Corning Community College SBDC
24 Denison Parkway West, Corning, NY 14830.  (607) 937-6861.

Cortland County Chamber of Commerce SBDC
37 Church Street, Cortland, NY 13045.  (607) 756-5005.

Chenango County SBDC Satellite
19 Eaton Avenue, Norwich, NY 13815.  (607) 334-1400.

College of Staten Island SBDC
2800 Victory Boulevard G425, Building 2A, Room 300, Staten Island, NY 10314.  
(718) 982-2560.

EOC Hempstead Outreach Center SBDC
269 Fulton Avenue, Hempstead, NY 11550.  (516) 564-8672.
Farmingdale State College SBDC
2350 Broadhollow Road, Farmingdale, NY 11735. (631) 420-2765.

Finger Lakes Community College SBDC
3325 Marvin Sands Drive, Canandaigua, NY 14424. (585) 395-8410.

Fulton Montgomery Regional Chamber of Commerce
2 North Main Street, Gloversville, NY 12078. (518) 380-5077

Genesee Community College Outreach

Greece Chamber of Commerce SBDC Satellite
2402 West Ridge Road, Rochester, NY 14626. (585) 395-8410.

Herkimer County Chamber of Commerce SBDC
420 East German Street, Herkimer, NY 13350. (315) 866-7820.

Jamestown Community College SBDC
525 Falconer Street, Jamestown, NY 14702. (716) 338-1024.

Jamestown Community College SBDC
10807 Bennett Road, Dunkirk, NY 14048. (716) 338-1024.

Jefferson Community College SBDC
1220 Coffeen Street, Watertown, NY 13601. (315) 782-9262.

LaGuardia Community College SBDC
30-20 Thomson Avenue, Suite A02, Long Island City, NY 11101. (718) 482-5303.

Lake George Regional SBDC Satellite
2176 State Route 9, P.O. Box 272, Lake George, NY 12845. (518) 564-2042.

Lehman College Small Business Development Center
250 Bedford Park Boulevard, Room 128, Bronx, NY 10468. (718) 960-8806.

Lewis County IDA - SBDC Satellite
7642 State Street, Box 106, Lowville, NY 13367. (315) 782-9262.

Madison County Center for Economic Development SBDC
3215 Seneca Turnpike, Canastota, NY 13032. (315) 697-9817.
Margaretville SBDC Satellite
905 Main Street, Margaretville, NY 12455. (845) 586-1400.

Marist College Extension SBDC
400 Westage Business Center, Fishkill, NY 12524. (845) 897-3945.

Massena SBDC Satellite
50 Main Street, Massena, NY 13662. (315) 386-7312.

Mid-Hudson SBDC
One Development Court, Kingston, NY 12401. (845) 339-0025.

Mohawk Valley SBDC at SUNY Institute of Technology
Kunsela Hall, Room B206,, 100 Seymour Road, Utica, NY 13502. (315) 792-7547.

New Windsor SBDC Satellite
33 Airport Center Drive, Suite 201, New Windsor, NY 12553. (845) 867-2702.

Niagara County Community College SBDC
50 Main Street, Lockport, NY 14094. (716) 434-3815.

OneWorkSource Franklin County SBDC Satellite
158 Finney Boulevard, Malone, NY 12953. (518) 564-2042.

Onondaga SBDC
4585 W. Seneca Turnpike, Syracuse, NY 13215. (315) 498-6070.

Oswego State University SBDC
103 Rich Hall, Oswego, NY 13126. (315) 312-3492.

Otsego & Delaware County SBDC Satellite
189 Main Street, Suite 205, Oneonta, NY 13820. (607) 432-4500.

Pace University SBDC
163 William Street, 3rd Floor, New York, NY 10038. (212) 618-6655.

Poughkeepsie SBDC Satellite
One Civic Center Plaza, 4th Floor, Poughkeepsie, NY 12601. (845) 454-1700.

Rensselaer Chamber of Commerce SBDC
255 River Street, Troy, NY 12180. (518) 380-5077.
Rome Industrial Development Corp. SBDC
584 Phoenix Drive, Rome, NY 13441. (315) 338-0393.

Saratoga Chamber of Commerce SBDC Satellite
28 Clinton Street, Saratoga Springs, NY 12866. (518) 380-5077.

Schenectady County Chamber of Commerce
306 State Street, Schenectady, NY 12305. (518) 380-5077

Southern Saratoga Chamber of Commerce SBDC
P.O. Box 399, Clifton Park, NY 12065. (518) 380-5077.

Stony Brook Southampton SBDC Satellite
Chancellor’s Hall, Room 182, Southampton, NY 11968. (631) 632-5067.

Sullivan County Partnership for Economic Development, SBDC Satellite
198 Bridgeville Road, Monticello, NY 12701. (845) 339-0025.

SUNY at Brockport SBDC
350 New Campus Drive, Brockport, NY 14420. (585) 395-8410.

SUNY at Buffalo SBDC
1300 Elmwood Avenue, Grover Cleveland Hall, Suite 206, Buffalo, NY 14222. (716) 878-4030.

SUNY at Cobleskill SBDC
State Route 7, Warner Hall 208, Cobleskill, NY 12043. (518) 380-5077.

SUNY at Plattsburgh SBDC
194 US Oval, Plattsburgh, NY 12903. (518) 564-2042.

SUNY at Stony Brook SBDC
Research and Development Park, Building 17, Stony Brook, NY 11794. (631) 632-9070.

SUNY Brockport - Downtown Rochester SBDC
55 St Paul Street, Riverside Entrance, Rochester, NY 14604. (585) 395-8410.

SUNY ESF Ranger School SBDC Satellite
257 Ranger School Road, Wanakena, NY 13695. (315) 386-7312.
SUNY Geneseo Outreach SBDC  
1 College Circle South Hall, Room 111, Geneseo, NY 14454. (585) 245-5430.

St. Regis Mohawk SBDC  
412 State Route 37, Akwesasne, NY 13655. (315) 386-7312.

Tioga County Chamber Of Commerce SBDC  
188 Front Street, Owego, NY 13827. (607) 687-2020.

Tompkins County SBDC Satellite  
904 East Shore Drive, Ithaca, NY 14850. (602) 273-7080.

University at Albany SBDC  
6 Executive Park Drive, Entrance B, Albany, NY 12203. (518) 380-5077.

White Plains SBDC  

York College SBDC  
94-50 159th Street, Science Building, Room 107, Jamaica, NY 11451. (718) 262-2880.

NORTH CAROLINA
North Carolina SBTDC Lead Center  
5 West Hargett Street Suite 600, Raleigh, NC 27601. (919) 715-7272. (www.sbtcd.org)

Appalachian State University SBTDC  
130 Poplar Grove Road, P.O. Box 32114, Boone, NC 28607. (828) 262-2492.

Appalachian State University SBTDC Sub-Center, Hickory  
1990 Main Avenue SE, Hickory, NC 28602. (828) 345-1110.

East Carolina University SBTDC  
300 East First Street, Willis Building, Greenville, NC 27858. (252) 737-1385.

Elizabeth City State University SBTDC  
1704 Weeksville Road, Room 116, Elizabeth City, NC 27909. (252) 335-3247.

Fayetteville State University SBTDC  
1200 Murchison Road, Suite 6, Fayetteville, NC 28302. (910) 672-1727.
North Carolina A&T State University SBTDC
1451 S. Elm-Eugene Street, Nussbaum Center for Entrepreneurship. Greensboro, NC 27406. (336) 256-9300.

North Carolina Central University
1801 Fayetteville Street, Willis Building G08-G09, NCCU School of Business, Durham, NC 27707. (919) 530-7386.

UNC-Chapel Hill SBTDC
1700 Martin Luther King Boulevard, Suite 115, CB 1823, Chapel Hill, NC 27599. (919) 962-0389.

UNC-Charlotte SBTDC
8701 Mallard Creek Road, Suite 102, Charlotte, NC 28262.

UNC-Pembroke SBTDC
P.O. Box 1510, COMtech Livermore Drive, Pembroke, NC 28372. (910) 775-4000.

UNC-Wilmington SBTDC
803A South College Road, Wilmington, NC 28403. (910) 962-3744.

Western Carolina University SBTDC
226 Forsyth Building, Cullowhee, NC 28723. (828) 227-3504.

Western Carolina University SBTDC Sub-Center, Asheville
46 Haywood Street, Suite 212, Asheville, NC 28801.

Winston-Salem State University SBTDC
301 N Main Street, Suite 921A, Winston-Salem, NC 27101. (336) 750-2030.

NORTH DAKOTA
North Dakota SBDC Lead Center
University of North Dakota,1200 Memorial Highway, P.O. Box 5509, Bismarck, ND 58506. (701) 328-5865. (http://ndsbdc.org/)

Belcourt SBDC Satellite Center
Box 900, 916 Chief Little Shell Street, Belcourt, ND 58316. (701) 477-3561.

Bismarck SBDC Regional Center
1120 College Drive, Suite 105, Bismarck, ND 58501. (701) 751-5865.
Dickinson SBDC Regional Center  
1679 6th Avenue West, Dickinson, ND 58601. (701) 483-2470.

Fargo SBDC Regional Center  
1351 Page Drive South, Suite 203, Fargo, ND 58103. (701) 235-1495.

Grand Forks SBDC Regional Center  
4200 James Ray Drive, Grand Forks, ND 58202. (701) 738-4851.

Jamestown SBDC Regional Center  
120 2nd Street SE, Box 903, Jamestown, ND 58402. (701) 952-8060.

Minot SBDC Regional Center  
1925 S. Broadway, Suite 2, Minot, ND 58701. (701) 857-8211.

Williston SBDC Regional Center  
WSC, 1410 University Avenue, Williston, ND 58801. (701) 774-4279.

OHIO  
Ohio SBDC Lead Center  
77 South High Street, 28th Floor, Columbus, OH 43216. (614) 466-1876. [https://clients.ohiosbdc.ohio.gov/]

Clermont County Chamber of Commerce - Ohio SBDC  
4355 Ferguson Drive, Suite 150, Cincinnati, OH 45245. (513) 576-5000. [www.clermontchamber.com]

Cleveland Latino SBDC  
2411 Clark Avenue, Cleveland, OH 44109. (216) 281-4422 x101.

Cuyahoga County Lead Center Ohio SBDC at Cleveland Urban League  
2930 Prospect Avenue, Cleveland, OH 44115. (216) 622-0999.

Cuyahoga County Ohio SBDC at Northeast Ohio Hispanic Center of Economic Development  
2511 Clark Avenue, Cleveland, OH 44109. (216) 281-4422.

Ohio ITAC at NEOTEC  
Administrative Services Building, Kent State University, Kent, OH 44242. (800) 793-0912. [www.neotec.org]
Ohio Latino SBDC (Centro Empresarial Latino)
939 Goodale Boulevard, Columbus, OH 43212. (614) 287-2338.

Ohio MTSBDC at Braintree Business Development Center
201 East 5th Street, Mansfield, OH 44902. (419) 525-1614.

Ohio SBDC at Ashland Economic Development Council
211 Claremont Avenue, Ashland, OH 44805. (419) 755-9011.

Ohio SBDC at BizTech
20 High Street, Hamilton, OH 45011. (513) 737-6543.

Ohio SBDC at Columbus State Community College
939 Goodale Boulevard, P.O. Box 1609, Columbus, OH 43212. (614) 287-5294.

Ohio SBDC at Edison Community College
1973 Edison Avenue, Piqua, OH 45356. (937) 381-1516.

Ohio SBDC at James A. Rhodes State College
4240 Campus Drive, Lima, OH 45804. (419) 995-8184.

Ohio SBDC at Kent State University - Stark Campus
6000 Frank Avenue NW, North Canton, OH 44720. (330) 244-3290. (www.cantonsbdc.org)

Ohio SBDC at Kent State University - Tuscarawas Campus
330 University Drive NE, New Philadelphia, OH 44663. (330) 308-7479.

Ohio SBDC at Lake County Port Authority

Ohio SBDC at Lorain Community College

Ohio SBDC at Maumee Valley Planning
1300 E. Second Street, Suite 201, Defiance, OH 43512. (419) 782-6270.

Ohio SBDC at North Central State College
175 Mansfield Avenue, Shelby, OH 44875. (419) 755-9011.
Ohio SBDC at Ohio University
19 East Circle Drive, Suite 174, Athens, OH 45701. (740) 593-0473. (http://sbdc.voinovichschool.ohio.edu)

Ohio SBDC at Springfield
300 E. Auburn Avenue, Springfield, OH 45505. (937) 322-7821. (www.smbusdev.org)

Ohio SBDC at Summit Medina Business Alliance
526 S. Main Street, Suite 813, Akron, OH 44311. (330) 375-2111. (www.akronsbdc.org)

Ohio SBDC at The Ohio State University - South Center
1864 Shyville Road, Piketon, OH 45661. (800) 860-7232.

Ohio SBDC at Toledo Chamber of Commerce
300 Madison Avenue, Enterprise Suite 200, Toledo, OH 43604. (419) 243-8191.

Ohio SBDC at Warren County Lebanon
3525 North State Route 48, Room #526B, Lebanon, OH 45036. (512) 932-8145.

Ohio SBDC at Washington State Community College
308 Front Street, Marietta, OH 45750. (740) 373-5150. (www.mariettachamber.com/pages/SmallBusinessDevelopment)

Ohio SBDC at Wright State University
120 Rike Hall, 3640 Colonel Glenn Highway, Dayton, OH 45435. (937) 775-3487.

Ohio SBDC at Youngstown State University
One University Plaza, Youngstown, OH 44502. (330) 941-2140.

Ohio SBDC at Zane State College
9900 Brick Church Road, Cambridge, OH 43725. (740) 432-6568.

SBDC at The Entrepreneurs Center
714 E. Monument Avenue, Dayton, OH 45402. (937) 281-0118.

OKLAHOMA
East Central University SBDC
1100 East 14th Street, PMB S-73, Ada, OK 74820. (580) 559-5920. (www.oksbdc.org/east-central-university-sbdc)
Langston University SBDC
4205 N. Lincoln Boulevard, Oklahoma City, OK 73105. (405) 530-7519.

Northeastern State University SBDC
3100 E. New Orleans, Broken Arrow, OK 74014. (918) 449-6280.

Northeastern State University SBDC
2400 West Shawnee Street, Room 146, Muskogee, OK 74401. (918) 444-5412.

Northwestern Oklahoma State University SBDC - Alva
1038 8th Street, Shockley Hall Room 120, Alva, OK 73717. (580) 213-3113.

Northwestern Oklahoma State University SBDC - Enid

Oklahoma State University
103 Wes Watkins Center. Stillwater, OK 74078, (405) 744-4272.

Rose State College SBDC
1720 Hudiburg Drive, Midwest City, OK 73110. (405) 733-7348.

Southeastern Oklahoma State University SBDC
301 West University Boulevard, Durant, OK 74701. (580) 745-2870.

Southwestern Oklahoma State University SBDC - Lawton
711 SW D Avenue, Suite 203, Lawton, OK 73501. (580) 248-4946.

Southwestern Regional SBDC
301 E. Davis Street, Weatherford, OK 73096. (580) 774-7095.

University of Central Oklahoma SBDC
1 Santa Fe Plaza, Oklahoma City, OK 73102. (405) 232-1968. (www.ucosbdc.org)

OREGON
Oregon SBDC Lead Center
1445 Willamette Street, Suite 5, Eugene, OR 97401. (541) 463-5250.
(www.bizcenter.org)

Blue Mountain Community College SBDC
2411 NW Carden, Pendleton, OR 97801. (541) 276-6233.
(www.bluecc.edu/busind_sbdc)
Central Oregon Community College SBDC  
1027 NW Trenton Avenue, Bend, OR 97701. (541) 383-7290. (www.cocc.edu/sbdc)

Chemeketa Community College SBDC  
626 High Street NE, Suite 210, Salem, OR 97301. (503) 399-5088. (www.chemeketa.edu/busprofession/ccbi/sbdc)

Clackamas Community College SBDC  
7736 SE Harmony Road, Suite 172, Milwaukie, OR 97222. (503) 594-0738. (www.clackamas.edu/sbdc)

Clatsop Community College SBDC  
1455 Roosevelt, Seaside, OR 97138. (503) 338-2402. (www.clatsoped.com)

Columbia Gorge Community College SBDC  
400 E. Scenic Drive, The Dalles, OR 97058. (541) 506-6121. (www.cgcc.cc.or.us/sbdc)

Eastern Oregon University SBDC  
1607 Gekeler Lane Room 148, LaGrande, OR 97850. (541) 962-1532. (www.eousbdc.com)

Klamath Community College SBDC  
7390 S. 6th Street, Klamath Falls, OR 97603. (541) 880-2278.

Lane Community College SBDC  
101 E 10th Avenue, Suite 304, Eugene, OR 97401. (541) 463-6200. (www.lanesbdc.com)

Linn-Benton Community College SBDC  
16500 SW Pacific Boulevard, Room WH-120, Albany, OR 97321. (541) 917-4929. (www.linnbenton.edu/sbdc)

Mount Hood Community College SBDC  
501 NE Hood Avenue, Suite 240, Gresham, OR 97030. (503) 491-7658. (www.mhccbizcenter.org)

Oregon Coast Community College SBDC  
3788 SE High School Drive, Lincoln City, OR 97367. (541) 994-4166. (www.oregoncoastbusiness.com)
Portland Community College SBDC
CLIMB Center, 1626 SE Water Avenue, Portland, OR 97214. (971) 722-5080. (www.pcc.edu/climb/small-business)

Rogue Community College SBDC
214 SW Fourth Street, Grants Pass, OR 97526. (541) 956-7494. (www.roguecc.edu/sbdc)

Southern Oregon University SBDC
101 S. Bartlett Street, Medford, OR 97501. (541) 552-8300. (www.sou.edu/sbdc)

Southwestern Oregon Community College SBDC
2455 Maple Leaf Lane, North Bend, OR 97459. (541) 756-6866. (www.socc.edu/bizexcellence)

Treasure Valley Community College SBDC
650 College Boulevard, Ontario, OR 97914. (541) 881-5762. (www.tvcc.cc/academics/cbwcl/biz_center.cfm)

Tillamook Bay Community College SBDC
4301 Third Street, Tillamook, OR 97141. (503) 842-8222 x1420.

Umpqua Community College SBDC
522 SE Washington Avenue, Roseburg, OR 97470. (541) 440-7824. (www.umpqua.edu/small-business-development-center)

PENNSYLVANIA
Bucknell University SBDC
112 Dana Engineering Building, Lewisburg, PA 17837. (570) 577-1249. (www.bucknell.edu/SBDC.xml)

Clarion University SBDC
330 North Point Drive, Suite 100, Clarion, PA 16214. (814) 393-2060. (http://web.clarion.edu/SBDC)

Duquesne University SBDC
108 Rockwell Hall, 600 Forbes Avenue, Pittsburgh, PA 15282. (412) 396-6233. (www.sbdc.duq.edu)

Gannon University SBDC
120 West 9th Street, Erie, PA 16501. (877) 258-6648. (www.sbdcgannon.org)
Kutztown University SBDC
15115 Kutztown Road, Kutztown, PA 19530. (877) 472-7232. (www.kutztownsbdcc.org)

Lehigh University SBDC
125 Goodman Drive, Bethlehem, PA 18015. (610) 758-3980. (www.lehigh.edu/~insbdc/index.html)

Lock Haven University SBDC
301 West Church Street, Lock Haven, PA 17745. (570) 484-2589. (http://community.lhup.edu/sbdc)

Penn State SBDC
119 Technology Center, 200 Innovation Boulevard, University Park, PA 16802. (814) 863-4293. (http://sbdc.psu.edu/)

Saint Vincent College SBDC
300 Fraser Purchase Road, 1st Floor, Latrobe, PA 15650. (724) 537-4572. (www.stvincent.edu/sbdc)

Shippensburg University SBDC
1871 Old Main Drive, 405 Grove Hall, Shippensburg, PA 17257. (717) 477-1935. (www.ship.edu/sbdc)

St. Francis University SBDC
117 Evergreen Drive, P.O. Box 600, Loretto, PA 15940. (814) 472-3200. (http://francis.edu/small-business-development-center/)

Temple University SBDC
1510 Cecil B. Moore Avenue, 2nd Floor, Philadelphia, PA 19121. (215) 204-7282.

University of Pittsburgh SBDC

University of Scranton SBDC
600 Linden Street, AdLin Building, 1st Floor, Scranton, PA 18510. (570) 941-7588. (www.business.pitt.edu/katz/sbdc/index.php)

Widener University SBDC
1350 Edgmont Avenue, Suite 1300, Chester, PA 19013. (610) 619-8490. (www.widenersbdc.org)
Wharton School SBDC
(http://whartonsbdc.wharton.upenn.edu/)

Wilkes University SBDC
7 South Main Street, Suite 200, Wilkes-Barre, PA 18701. (570) 408-4340.
(www.wilkes.edu/sbdc)

RHODE ISLAND
Rhode Island SBDC
Alumni Center, 73 Upper College Road, Kingston, RI 02881. (401) 874-7232.
(www.uri.edu/news/releases/?id=6904)

SOUTH CAROLINA
South Carolina Lead Office
State Director's Office, 1705 College Street, Darla Moore School of Business,
University of South Carolina, Columbia, SC 29208. (803) 777-4907.
(http://scsbdc.com/)

Aiken Area SBDC
USC-Aiken, School of Business, 471 University Parkway, Box 9, Aiken, SC 29801.
(803) 641-3646.

Beaufort Area SBDC
USCB Historic Beaufort Campus, 801 Carteret Street, Beaufort, SC 29902
(843) 521-4143.

Charleston Area SBDC - The Citadel
256 Bond Hall, 171 Moultrie Street, Charleston, SC 29409. (843) 740-6160.

Clemson Area SBDC
Clemson University, 407 Sirrine Hall, Clemson, SC 29634. (864) 710-4717.

Coastal Carolina University SBDC
Atlantic Hall, P.O. Box 261954, Conway, SC 29528. (843) 349-4010.

Columbia SBDC
1225 Laurel Street, Columbia, SC 29201. (803) 777-5118.

Florence/Darlington Technical College SBDC
P.O. Box 100548, Florence, SC 29501. (843) 661-8256.

BUSINESS-TO-BUSINESS MARKETING 2018-2019
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Greenville Area SBDC

Greenwood Area SBDC
Landier University, 320 Stanley Avenue, Greenwood, SC 29649. (864) 388-8492.

Hilton Head Area SBDC
One University Boulevard, Bluffton, SC 29909. (843) 208-8259.

Newberry Area SBDC
Newberry College, 2100 College Street, Newberry, SC 29108. (803) 321-5689.

North Charleston SBDC
2430 Mall Drive, Suite 155, North Charleston, SC 29406. (843) 740-6160.

Orangeburg Area SBDC
SC State University, Algernon S. Belcher Hall, 300 College Street, Box 7176, Orangeburg, SC 29117. (803) 536-8445.

Rock Hill Area SBDC
Winthrop University, 118 Thurmond Building, Rock Hill, SC 29733. (803) 323-2283.

Spartansburg Area SBDC
Spartanburg Community College, Tyger River Campus, 1875 East Main Street, Suite 4, Duncan, SC 29334. (864) 592-6318.

Sumter Area SBDC
200 Miller Road, Room 216, Sumter, SC 29150. (803) 938-3833.

SOUTH DAKOTA
SBDC Lead Center - University of South Dakota
USD Beacom School of Business, 414 E. Clark Street, Vermillion, SD 57069. (605) 677-5103. (www.usd.edu/business/small-business-development-center)

Aberdeen SBDC
416 Production Street North, Aberdeen, SD 57401. (605) 626-2565.

Pierre SBDC
221 South Central Avenue, Pierre, SD 57501. (605) 773-2783.

Rapid City SBDC
444 N. Mt. Rushmore Road, #204, Rapid City, SD 57701. (605) 716-0015.
Sioux Falls SBDC
1000 W. Avenue North #400B, Sioux Falls, SD 57104. (605) 367-5757.

Watertown SBDC
124 First Avenue NW, P.O. Box 1207, Watertown, SD 57201. (605) 882-5115.

Yankton SBDC
1808 Summit Avenue, P.O. Box 687, Yankton, SD 57078. (605) 665-0751.

**TENNESSEE**

**TSBDC Lead Center - The Tennessee Board of Regents**
Middle Tennessee State University, 3050 Medical Center Parkway, Suite 204, Murfreesboro, TN 37129. (615) 849-9999. (www.tsbdc.org)

**Austin Peay State University SBDC**
601 College Street, McReynolds Building, Clarksville, TN 37040. (931) 221-7816. (www.tsbdc.org/apsu)

**Chattanooga State Technical Community College SBDC**
100 Cherokee Boulevard, Suite 202, Chattanooga, TN 37405. (423) 756-8668. (www.tsbdc.org/chscc)

**Cleveland State Community College SBDC**
3535 Adkisson Drive NW, Cleveland, TN 37320. (423) 478-6247. (www.tsbdc.org/clscc)

**Dyersburg State Community College SBDC**
1510 Lake Road, Dyersburg, TN 38024. (731) 286-3201. (www.tsbdc.org/dscc)

**East Tennessee State University SBDC**
2109 West Market Street, Johnson City, TN 37604. (423) 439-8505. (www.tsbdc.org/etsu)

**East Tennessee State University - Kingsport Area SBDC**
400 Clinchfield Street, Suite 100, Kingsport, TN 37660. (423) 392-8825. (www.tsbdc.org/kosbe)

**Jackson State Community College SBDC**
197 Auditorium Street, Jackson, TN 38301. (731) 424-5389. (www.tsbdc.org/jscc)
Middle Tennessee State University SBDC
3050 Medical Center Parkway, Suite 232, Murfreesboro, TN 37129. (615) 898-2745. (www.tsbdc.org/mtsu)

Middle Tennessee State University, Columbia Satellite SBDC
106 West 6th Street, Columbia, TN 38402. (931) 388-2155.

Pellissippi State Technical Community College SBDC
17 Market Square, Suite 201, Knoxville, TN 37902. (865) 246-2663. (https://tsbdc.org/pscc/)

PSTCC/Blount County Chamber SBDC
201 S. Washington Street, Maryville, TN 37804. (865) 983-2241.

Roane State Community College SBDC
1400 Oak Ridge Turnpike, Oak Ridge, TN 37830. (865) 483-2668. (www.tsbdc.org/rscc)

Southwest Tennessee Community College SBDC
8800 East Shelby Drive, Maxine A. Smith Center, Suite 112, Memphis TN 38125. (901) 333-5085. (www.tsbdc.org/swtcc)

Tennessee State University SBDC
330 Tenth Avenue North, Avon Williams Campus, Nashville, TN 37203. (615) 963-7179. (www.tsbdc.org/tsu)

Tennessee Tech University SBDC
1105 N. Peachtree Avenue, Johnson Hall 213, Cookeville, TN 38505. (931) 372-3648. (www.tsbdc.org/ttu)

UT-Martin REED Center SBDC
406 S. Lindell Street, Martin, TN 38237. (731) 587-7333. (www.tsbdc.org/utm)

Volunteer State Community College SBDC
1480 Nashville Pike, Betty Gibson Hall, Gallatin, TN 37066. (615) 230-4780. (www.tsbdc.org/vscc)

TEXAS
Angelina College SBDC
3500 South First Street, Lufkin, TX 75904. (936) 633-5400. (www.angelina.sbdcnetwork.net/lufkin/default.asp)
Angelo State University SBDC
2601 West Avenue N, ASU Station Suite 10910, San Angelo, TX 76909. (915) 942-2098. (www.angelo.edu/services/sbdc)

Blinn College SBDC
108 Blinn Boulevard, Brenham, TX 77833. (979) 830-4137. (www.blinncollege.sbdcnetwork.net/blinn/default.asp)

Brazos Valley SBDC
4001 East 29th Street, Suite 175, Bryan, TX 77802. (979) 260-5222. (www.brazosvalley.sbdcnetwork.net/brazosvalley/default.asp)

Brazosport College SBDC
500 College Drive, Lake Jackson, TX 77566. (979) 230-3380. (www.brazosportcollege.sbdcnetwork.net/brazosport/default.asp)

Cedar Valley College - Best Southwest SBDC
207 N. Cannady Drive, Cedar Hill, TX 75104. (972) 860-7894.

Coastal Plains SBDC
1900 Fifth Street, Bay City, TX 77414. (979) 244-8466. (www.coastalplains.sbdcnetwork.net/coastalplains/default.asp)

Collin County Community College SBDC
4800 Preston Park Boulevard, Suite 114, Plano, TX 75093. (972) 985-3770. (www.collin.edu/sbdc)

Dallas County Community College - North Texas SBDC
1402 Corinth Street, Suite 1520, Dallas, TX 75215. (214) 860-5865.

Del Mar College SBDC
3209 S. Staples, Corpus Christi, TX 78411. (361) 698-1021. (http://dmc122011.delmar.edu/sbdc/)

El Paso Community College SBDC
9050 Viscount Boulevard, B520, El Paso, TX 79925. (915) 831-7743. (http://elpasosbdc.net/)

Fort Bend County SBDC
2440 Texas Parkway, Suite 220, Missouri City, TX 77489. (281) 499-9787. (www.fortbend.sbdcnetwork.net/fortbend/default.asp)
Galveston County-UH SBDC  
8419 Emmett F. Lowry Expressway, Texas City, TX 77591. (409) 933-1414. (www.galvestoncounty.sbcnetwork.net/galveston/About_the_UH_SBDC.asp)

Grayson County College SBDC  
6101 Grayson Drive, Denison, TX 75020. (903) 463-8787. (http://graysonsbdc.org/)

Kilgore College SBDC  
911 NW Loop 281, Suite #209, Longview, TX 75604. (903) 757-5857. (www.kilgoresbdc.com)

Lamar State College SBDC  
1401 Procter Street, Port Arthur, TX 77640. (409) 984-6531. (www.lamarpa.edu/dept/sbdc)

Lamar University SBDC  

Lee College SBDC  
1496 San Jacinto Mall, Suite 1100, Baytown, TX 77521. (281) 425-6309. (www.lee.edu/workforce/sbdc)

Lone Star College System SBDC  
5000 Research Forest Drive, The Woodlands, TX 77381. (832) 813-6674. (www.lonestar.sbcnetwork.net/lonestar/default.asp)

McLennan Community College SBDC  
4601 N. 19th Building A-Room 36B, Waco, TX 76708. (254) 299-8141. (www.mccsbdc.com)

Midwestern State University SBDC  
3410 Taft Boulevard, Wichita Falls, TX 76308. (940) 397-4372. (www.mwsu.edu/sbdc)

Navarro College SBDC  
3200 West 7th Avenue, Corsicana, TX 75110. (903) 875-7667. (www.navarrocollegesbdc.org)

North Central Texas College SBDC  
1525 West California, Gainesville, TX 76240. (940) 668-4220. (www.nctc.edu/SmallBusiness.aspx)

BUSINESS-TO-BUSINESS MARKETING 2018-2019  
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Northeast/Texarkana Community College SBDC  
2886 FM 1735, Mt. Pleasant, TX 75455.  (903) 897-2956.  (http://northeasttxsbdc.org/)

Paris SBDC  
2400 Clarksville Street, Paris, TX 75460.  (903) 782-0224.  (www.parissbdc.org/web)

Sam Houston State University SBDC  
2405 Avenue I, Huntsville, TX 77340.  (936) 294-3737.  (www.samhoustonstateuniversity.sbdcnetwork.net)

San Jacinto College SBDC  
6117 Broadway, Pearland, TX 77581.  (281) 485-5214 x16.  (www.sjcd.sbdcnetwork.net/sanjacinto)

Sul Ross State University SBDC  
East Highway 90, Alpine, TX 79832.  (432) 837-8011.  (www.sulross.edu/sbdc)

Tarleton State University SBDC  
105 N. Stockton, Suite A, Granbury, TX 76048.  (817) 573-5822.  (www.tsusbdc.org)

Tarrant County College SBDC  
1150 South Freeway, Suite 229, Fort Worth, TX 76104.  (817) 515-2603.  (www.tarrantsbdc.org)

Texas A&M International University SBDC  
5201 University Boulevard, WHT 223, Laredo, TX 78041.  (956) 326-2827.  (http://sbdc.tamiu.edu)

Texas State University SBDC  
7719 Wood Hollow Drive, Suite 211, Austin, TX 78731.  (512) 610-0996.  (http://sbdc.mccoy.txstate.edu/)

Texas Tech University at Abilene SBDC  
500 Chestnut Street, Suite 601, Abilene, TX 79602.  (915) 670-0300.  (www.ttusbdc.org/abilene)

Texas Tech University - Northwest Texas SBDC  
2579 South Loop 289, Suite 210, Lubbock, TX 79423.  (806) 745-3973.  (www.nwtsbdc.org)

Trinity Valley Community College SBDC  
201 West Corsicana Street, Suite 6, Athens, TX 76751.  (903) 675-7403.  (www.tvcc.edu/sbdc)
Tyler Junior College SBDC
1530 South SW Loop 323, Suite 100, Tyler, TX 75701. (903) 510-2975. (http://tylersbdc.com/index.html)

University of Houston SBDC
2302 Fannin, Suite 200, Houston, TX 77002. (713) 752-8444. (www.sbdc.uh.edu/sbdc)

University of Houston-Victoria SBDC
3402 N. Ben Wilson, Victoria, TX 79904. (361) 485-4485. (www.sbdc.uhv.edu)

University of Texas at Arlington
The Center for Innovation, 202 East Border Street, Suite 103, Arlington, TX 76010. (817) 272-5935. (www.ntsbdc.org/c_enterprise.shtml)

University of Texas at San Antonio SBDC
501 West Cesar E. Chavez Boulevard, San Antonio, TX 78207. (210) 458-2460. (http://sasbdc.org/)

University of Texas-Pan American SBDC
1407 E. Freddy Gonzalez Drive, Edinburg, TX 78539. (956) 665-7535. (http://portal.utpa.edu/utpa_main/ce_home/bdi_home/sbdc_home_2011)

University of Texas/Permian Basin SBDC
4901 East University Boulevard, Odessa, TX 79762. (432) 552-2455. (www.utpbsbdc.org)

West Texas A&M University SBDC
701 South Taylor, Suite 118, Amarillo, TX 79101. (806) 372-5151.

UTAH
Utah SBDC Lead Center - Salt Lake Community College
9750 South 300 West, MPDC #110L, Sandy, UT 84070. (801) 957-5441. (www.mbrcslcc.com/slsbdc)

Blanding SBDC - Utah State University
715 West 200 South, Blanding, UT 84511. (435) 678-8102. (http://sjc.usu.edu/htm/sbdc)

Brigham City SBDC - Utah State University
265 West 1100 South, Room 203, Brigham City, UT 84302. (435) 919-1235.
Cedar City SBDC - Southern Utah University
77 North Main Street, Cedar City, UT 84720. (435) 865-7707.
(www.suu.edu/business/sbdc)

Ephraim SBDC - Snow College
151 South Main Street, Room 159, Ephraim, UT 84627. (435) 283-7376.
(www.snow.edu/sbdc)

Kaysville SBDC - Davis Applied Technology College

Logan SBDC - Utah State University
1770 Research Parkway, #140, North Logan, UT 84341. (435) 797-3303.
(http://sbdc.usu.edu/)

Ogden SBDC - Weber State University
3806 University Circle, Wattis Building, Room 218, Ogden, UT 84408. (801) 626-7232.
(http://community.weber.edu/sbdc/)

Orem SBDC - Utah Valley State College
812 West 1250 South, Room 110, Orem, UT 84058. (801) 863-6350.
(www.uvu.edu/sbdc)

Price SBDC - Utah State University
451 East 400 North, Price, UT 84501. (435) 613-5443.

Richfield SBDC - Snow College
800 West 200 South, Portable 2-A, Richfield, UT 84701. (435) 893-2252.

Salt Lake SBDC - Salt Lake Community College
MCPC 202, 9750 South 300 West, Sandy, UT 84070. (201) 957-5441.

St. George SBDC - Dixie State College
1071 East 100 South, Building C, Suite C7, St. George, UT 84770. (435) 652-7741.
(www.dixiebusinessalliance.com/usbdc)

Tooele SBDC - Utah State University
1021 West Vine Street, Room 178, Tooele, UT 84074. (435) 843-6611.

Vernal SBDC - Utah State University Extension Office
320 North Aggie Boulevard, Vernal, UT 84078. (435) 789-6100. (www.ususbdc.org)

BUSINESS-TO-BUSINESS MARKETING 2018-2019
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VERMONT
Vermont SBDC Lead Center - Vermont Tech Enterprise Center
1540 Vermont Route 66, Randolph, VT 05060. (802) 728-9101. (www.vtsbdc.org)

Addison County Economic Development Corporation SBDC
1590 Route 7 South, Suite 8, Middlebury, VT 05753. (802) 388-7953.

Bennington County Industrial Corporation SBDC
215 South Street, P.O. Box 923, Bennington, VT 05201. (802) 442-8975.

Brattleboro Development Credit Corporation SBDC
76 Cotton Mill Hill, Suite C-1, Brattleboro, VT 05301. (802) 257-7731.

Central Vermont Economic Development Corporation SBDC
P.O. Box 1439, Montpelier, VT 05601. (802) 223-4654.

Community College of Vermont - Vermont SBDC
145 Billings Farm Road, White River Junction, VT 05001.

Franklin County Industrial Development Corporation SBDC
P.O. Box 1099, 2 North Main Street, St. Albans, VT 05478. (802) 524-2194.

Greater Burlington Industrial Corporation - Northwest Vermont SBDC
60 Main Street, Burlington, VT 05402. (802) 658-9228.

Green Mountain Economic Development Corporation - Central Vermont SBDC
171 Bridge Street, Suite 206, White River Junction, VT 05001. (802) 295-3710.

Lake Champlain Islands Chamber of Commerce SBDC
P.O. Box 213, North Hero, VT 05474. (802) 372-8400.

Lamoille Economic Development Corporation SBDC
P.O. Box 455, Morrisville, VT 05661. (802) 888-4542.

Northeastern Vermont Development Association - Northeastern Vermont SBDC
P.O. Box 630, 36 Eastern Avenue, St. Johnsbury, VT 05819. (802) 748-1014.

Rutland Economic Development Corporation - Southwestern Vermont SBDC
112 Quality Lane, Rutland, VT 05701. (802) 773-9147.

Springfield Regional Development Corporation - Southeastern Vermont SBDC
14 Clinton Square, Suite 7, Springfield, VT 05156. (802) 885-2071.

BUSINESS-TO-BUSINESS MARKETING 2018-2019
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VIRGINIA

Virginia SBDC Lead Center - George Mason University
4031 University Drive, Fairfax, VA 22030. (703) 277-7747. (http://masonsbdc.org/)

Alexandria SBDC
625 North Washington Street, Suite 400, Alexandria, VA 22314. (703) 778-1292. (http://alexandriasbdc.org/)

Blue Ridge Crossroads SBDC
1117 E. Stuart Drive, Galax, VA 24333. (276) 236-0435. (www.brceda.org)

Central Virginia SBDC
2211 Hydraulic Road, Suite 107, Charlottesville, VA 22901. (434) 295-8198. (www.cvsbdc.org)

Crater SBDC of Longwood University

Eastern Shore SBDC of Hampton Roads
19056 Parkway, Melfa, VA 23410. (757) 789-3418. (www.hrsbdc.org)

Greater Richmond SBDC
600 East Main Street, Suite 700, Richmond, VA 23219. (804) 783-9314. (www.grsbdc.com)

Hampton Roads SBDC
500 Main Street, Suite 700, Norfolk, VA 23510. (757) 664-2592. (www.hrsbdc.org)

Hampton SBDC of Hampton Roads
600 Butler Farm Road, Suite A, Room 1105, Hampton, VA 23666. (757) 865-3128. (www.hrsbdc.org)

Lord Fairfax - Culpeper SBDC

Lord Fairfax SBDC at Fauquier
6480 College Street, Warrenton, VA 20187. (540) 351-1595. (www.lfsbdc.org)

Lord Fairfax SBDC - Middletown
Corron Community Development Center, Suite 109, 173 Skirmisher Lane, Middletown, VA 22645. (540) 868-7093. (www.lfsbdc.org)
Longwood SBDC - Danville
1008 South Main Street, Suite 105, Danville, VA 24541. (434) 791-7321.
(www.sbdc-longwood.com)

Longwood SBDC - Farmville
315 West Third Street, Farmville, VA 23901. (434) 395-2086.
(www.sbdc-longwood.com)

Longwood SBDC - Martinsville
115 Broad Street, P.O. Box 709, Martinsville, VA 24114. (276) 632-4462.
(www.sbdc-longwood.com)

Longwood SBDC - South Boston
515 Broad Street, South Boston, VA 24592. (434) 572-4533.
(www.sbdc-longwood.com)

Loudoun County SBDC
202 Church Street SE, Suite 100, Leesburg, VA 20175. (703) 430-7222.
(www.loudounsbdc.org)

Mountain Empire SBDC
3441 Mountain Empire Road, Big Stone Gap, VA 24219. (276) 523-6529.
(www.me.vccs.edu/sbdc)

Radford University SBDC
701 Tyler Avenue, Suite 231, Radford, VA 24142. (540) 831-6056.
(www.radford.edu/sbdc)

Region 2000 SBDC
3506 Wards Road, Lynchburg, VA 24502. (434) 832-7824.

Roanoke Regional SBDC
210 S. Jefferson Street, Roanoke, VA 24011. (540) 983-0717. (www.rrsbdc.org)

Shenandoah Valley SBDC
1598 South Main Street, Harrisonburg, VA 22807. (540) 568-3227.
(www.valleysbdc.org)

South Fairfax SBDC
7001 Loisdale Road, Suite C, Springfield, VA 22150. (703) 768-1440.
(www.cbponline.org)
Southwest Virginia SBDC
P.O. Box SVCC, Route 19, Richlands, VA 24641. (276) 964-7345.
(http://sw.edu/cwes/workforce-solutions/sbdc/)

Suffolk SBDC
127 East Washington Street, Suffolk, VA 23434. (757) 664-2613.
(www.hrsbdc.org)

University of Mary Washington SBDC
1125 Jefferson Davis Highway, Suite 400, Fredericksburg, VA 22406. (540) 654-1096.
(www.sbdc-umw.com)

University of Mary Washington SBDC - Warsaw
479 Main Street, P.O. Box 490, Warsaw, VA 22572. (804) 333-0286.
(www.sbdc-umw.com)

Virginia Highlands SBDC
100 VHCC Drive, P.O. 828, Abingdon, VA 24210. (276) 739-2474.
(www.vhcc.edu/sbdc)

Williamsburg SBDC of Hampton Roads
421 North Boundary Street, Williamsburg, VA 23187. (757) 229-6511.
(www.hrsbdc.org)

WASHINGTON
Washington SBDC Lead Center - Washington State University
1235 N. Post Street, Suite 201, Spokane, WA 99201. (509) 358-7596.
(www.wsbdc.org)

Columbia Basin College SBDC

Economic Alliance for Okanogan County SBDC
P.O. Box 626, Omak, WA 98841. (509) 826-5107. (www.economic-alliance.com)

Edmonds Community College SBDC
728 134th Street SW, Suite 128, Everett, WA 98204. (425) 640-1435.

Green River Community College SBDC
110 2nd Street, SW Suite 115, Auburn, WA 98001. (253) 333-4953.
Highline Community College SBDC
23835 Pacific Highway South, Suite 102, Des Moines, WA 98198. (206) 592-4151. (http://bizdev.highline.edu/sbdc.php)

South Puget Sound Community College SBDC

Wenatchee Valley Community College SBDC
238 Olds Station Road, Suite A, Wenatchee, WA 98801. (509) 888-7252. (http://wenatcheesbdc.blogspot.com/)

Western Washington University SBDC
115 Unity Street, Suite 101, Bellingham, WA 98225. (360) 788-1762. (www.wwu.edu/sbdc)

WSU-Aberdeen SBDC
1620 Edward P. Smith Drive, Building 200, Room 204-B, Aberdeen, WA 95820. (360) 538-2530.

WSU-Longview SBDC
1946 SW 3rd Avenue, Longview, WA 98632. (360) 578-5449.

WSU-Moses Lake SBDC
7662 Chanute Street NE, Building 1800, Room 1857A, Moses Lake, WA 98837. (509) 793-2373.

WSU-Port Townsend SBDC
211 Taylor Street, Suite 402A, Port Townsend, WA 98368. (360) 344-3078.

WSU-Pullman SBDC
1610 NE Eastgate Boulevard, Suite 650, Pullman, WA 99163. (509) 335-8081.

WSU-Seattle SBDC
901 Fifth Street, Suite 2900, Seattle, WA 98164. (206) 428-3022.

WSU-South Seattle SBDC
13925 Interurban Avenue South, H931, Seattle, WA 98168. (206) 246-4445.

WSU-Spokane SBDC
665 N. Riverpoint Boulevard, Suite 201, Spokane, WA 99202. (509) 358-7890.
WSU-Tacoma - Bates Technical College
1101 South Yakima, Room M-123, Tacoma, WA 98405. (253) 680-7768.

WSU-Vancouver SBDC
11700 NE 95th Street, Suite 102, Vancouver, WA 98682. (360) 260-6372.

WSU-Walla Walla SBDC
310 A Street, Walla Walla, WA 99362. (509) 370-5731.

Yakima Valley Community College SBDC
10 North 9th Street, Yakima, WA 98801. (509) 454-7612.

WEST VIRGINIA
West Virginia SBDC
State Capitol Complex Building 6, Room 652, 1900 Kanawha Blvd E., Charleston, WV 25305. (304) 558-2960.

142 N. Queen Street, Martinsburg, WV 25401. (304) 596-6642.

249 Skidmore Lane, Sutton, WV 26601. (304) 765-7300.

300 Main Street, Logan, WV 25601. (304) 792-7234.

812 Northside Drive, Suite 71, Summersville, WV 26651. (304) 872-0020.

1050 Fourth Avenue, Suite 222, Huntington, WV 25701. (304) 528-5616.

1929 State Road 55, Moorefield, WV 26836. (304) 434-8000.

886 Chestnut Ridge Road, Morgantown, WV 26506. (304) 293-5839.

College Square, Wheeling, WV 26003. (304) 233-5900.

P.O. Box 158, State Highway 103, Wilco, WV 24895. (304) 448-2118.

Route 5, Box 167-A, Parkersburg, WV 26101. (304) 424-8277.

Region I Workforce - Beckley SBDC
320 Adams Street, Suite GO1, Fairmont, WV 26554. (304) 367-4920.

602 New River Town Center Suite 601, Beckley, WV 25801. (304) 252-0406.
State Capitol Complex, Building 6, Room 652, Charleston, WV 25305. (304) 558-2960.
WISCONSIN
Lead Center Office
432 N. Lake Street, Room 423, Madison, WI 53706.  (608) 263-7794.
(www.wisconsinsbdc.org)

UW-Eau Claire Small Business Development Center
210 Water Street, P.O. Box 4004, Eau Claire, WI 54703.  (715) 836-5811.
(www.uwec.edu/CE/cbs/aboutsbdc.htm)

UW-Green Bay Small Business Development Center
2701 Larsen Road, Green Bay, WI 54303.  (920) 496-2114.  (www.uwgb.edu/sbdc)

UW-Parkside Small Business Development Center
900 Wood Road, Molinaro Hall, Room D129, Kenosha, WI 53144.  (262) 595-3363.
(http://parkside sbdc.com/)

UW-La Crosse Small Business Development Center
1725 State Street, La Crosse, WI 54601.  (608) 785-8782.  (www.uwlax.edu/sbdc)

UW-Madison Small Business Development Center
975 University Avenue, 3260 Grainger Hall, Madison, WI 53706.  (608) 263-7680.
(http://bus.wisc.edu/cped/sbdc)

UW-Milwaukee Small Business Development Center
161 W. Wisconsin Avenue, Milwaukee, WI 53203.  (414) 227-3240.
(www.sce-sbdc.uwm.edu)

UW-Oshkosh Small Business Development Center
Sage Hall Room 1614, 800 Algoma Boulevard, Oshkosh, WI 54901.  (920) 424-1453.
(www.uwosh.edu/sbdc)

UW-Platteville Small Business Development Center
1 University Plaza, Platteville, WI 53818.  (608) 342-1038.  (www.uwplatt.edu/swsbdc)

UW-River Falls Small Business Development Center
128 South Hall, River Falls, WI 54022.  (715) 425-0620.
(www.uwrf.edu/CBE/SBDC.cfm)

UW-Stevens Point Small Business Development Center
2100 Main Street, Stevens Point, WI 54481.  (800) 898-9472.
(www.uwsp.edu/conted/sbdc)
UW-Stout Center for Innovation and Development
UW Stout, SSTI 278 Jarvis Hall, Tech Wing, Menomonie, WI 54751. (715) 232-2397. (www.stti.uwstout.edu)

UW-Superior Small Business Development Center
305 Belknap & Catlin, Superior, WI 54880. (715) 394-8352. (www.uwsuper.edu/sbdc)

UW-Whitewater Small Business Development Center
1200 Hyland Hall, Whitewater, WI 53190. (262) 472-3217. (www.uww.edu/sbdc)

WYOMING
Wyoming - SBDC Lead Office
1000 East University Avenue, Dept. 3922, Laramie, WY 82071. (307) 766-3405. (www.wyomingentrepreneur.biz)

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1400 Dewar Drive, Suite 208, Rock Springs, WY 82901. (800) 352-6894.

Wyoming - Region 2 SBDC
143 South Bent Street, Suite A, Powell, WY 82435. (307) 754-2139.

Wyoming - Region 3 SBDC
300 South Wolcott, Suite 300, Casper, WY 82601. (307) 234-6683.

Wyoming - Region 4 SBDC
1400 East College Drive, Cheyenne, WY 82007. (307) 632-6141.

Wyoming - Region 4 Satellite Office
1000 East University, Dept. 3922, Laramie, WY 82071. (307) 766-3405.

Wyoming - Region 5 SBDC
2001 W. Lakeway Road, Suite D, Gillette, WY 82718. (307) 682-5232.

Wyoming - Region 6 SBDC
213 West Main Street, Suite C, Riverton, WY 82501. (307) 857-1174.
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