



Research in Industrial Marketing: Issues and Opportunities Classification

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Abstract: This article discusses about researches on industrial marketing. It is designated to provide more understanding correlated with researches conducted in industrial marketing. Literature reviews are expected to provide support to researchers in performing future researches. Literature review is employed for this article. Based on the result and discussion, it can be concluded that the researches on industrial marketing were grouped into nine topics, which are: the differences between business-to-business (B2B) marketing and business-to-consumer (B2C) marketing, theory and practices in industrial marketing, marketing-selling interface, purchasing and supply management, customer relationship management (CRM), industrial marketing strategy, correlation between industrial marketing and information technology, business-to-business (B2B) digital marketing, as well as correlation between business-to-business- (B2B) marketing and social media. Therefore, the most preferable topics to be studied are theory and industrial marketing practices.

Keywords: B2B marketing, industrial marketing, organizational marketing

1. Introduction

Industrial marketing is also known as business-to-business (B2B) marketing or organizational marketing. Industrial marketing is defined as an activity that facilitates the trade of organizational goods or service. Customer refers to company that purchases the industrial goods and services to be used for producing goods or services to be later sold, rented or supplied to other customers. Industrial marketing is different with commercial marketing, based on its characteristics. The literature reviews in industrial marketing are rarely found. Several of them were conducted by (Lewin, & Johnston, 1996), (Vieria, & Brito, 2015), (Lindgreen, & Benedetto, 2017). From those researches, (Lindgreen, & Benedetto, 2017), was classified as new research that focused only on the future journal in industrial marketing. Therefore, this literature review is expected to provide wider knowledge about research on industrial marketing.

2. Research Methodology

Method that used in this research is Systemic Literature Review. On the planning stage, the formulation on the review's research question is made to lead the process of literatures searching. Next on the conducting stage, identification of relevant literatures is carried out. In this stage, 39 articles are identified and can be referred. Reporting stage covers the activity of writing up the paper, reviewing, classification, result and discussion and eventually withdrawing the conclusion.

3. Result and Discussion

From the literature view, the discussion of industrial marketing is grouped based on the differences existed in B2B marketing and B2C marketing, Theoretical and practices, marketing-selling interface, Purchasing and supply chain management, Customer relationship management (CRM), Strategy of industrial marketing, The correlation between industrial marketing and information technology, B2B digital marketing, The relation between B2B marketing and social media.

3.1 The Difference Between B2B Marketing and B2C Marketing

The discussion on the differences between business-to-consumer (B2C) and business-to-business (B2B) marketing has already started on 2000s, by (Coviello, & Brodie, 2001) that assessed the dichotomy relevance between B2C and B2B in terms of contemporary conceptual working frame. The result indicated that B2C companies are more transactional than the B2B, which are more relational. Though, the patterns of entire marketing practices are similar for all types of companies. B2C and B2B companies have similarity in marketing practices in three dimensions, which are market decision, focus on managerial planning and objective of trading. There are also similarities on other dimensions, such as customers' contact, resource investment and managerial level in market planning. This finding is contrary with the marketing literatures stated that the marketing of B2C and B2B is different. The similarity in practice covers the perspective of traditional marketing and relational. It means that, in practices of B2C and B2B business, marketing mix management should be involved to attract customers, while technology is employed to enhance the customer's relation.

Related to technology, (Wind, 2006) suggested to re-examine mental models about business and industrial marketing regarding the line between B2B and B2C marketing that distorted by new business models and technology. Other research was conducted by (Cova, & Salle, 2008) discussed about dichotomy of B2B and B2C marketing and concluded that certain concepts such as CCT existed in B2C marketing might provide understanding to company on B2B situation.

3.2 Theories and Practices

This research on industrial marketing practices could be divided into three, which are academics research, practical research and literature research. The academics research was conducted by (Madhavaram, Badrinarayanan, & Granot, 2011) by developing integrated theoretical frame that closes to global marketing based on managerial cognitive perspective. The designated framework presented relevant managerial cognitive variables, individual and corporate antecedent and preferred result. It was concluded that global marketing obtains much advantages from managerial cognitive literatures.

Another research about theories and practices in industrial marketing was carried out by (Griffin, Josephson, Lilien, Wiersema, Bayus, Chandy, Dahan, Gaskin, Kohli, Miller, Oliva, & Spanjol, 2013) that suggested about four themes of academicians and practitioners' workshop by defining, drafting the updated knowledges, resuming issues of academicians and practitioners and suggesting research agenda for each theme. Above four themes were addressed to improve understanding towards customers necessities and their involvement in developing new products, to inform, and implement research finding to the company, to innovate outside the laboratory and to include marketing role in innovation. It came to the conclusion that in terms of innovation domain, marketing should keep on running in showing its values and significances. Other research was performed by (Gederlund, 2014) that identified methods and obstacles in implementing managerial correlation as a method for business-to-business (B2B) marketing. The result indicated that, in order to enhance managerial correlation and methodology diversity out of normative knowledge accumulation, as long as there is bias correlation between two models, it will be difficult to alter the researcher's behavior. According to him, in order to improve relevant research managerially and to advance the knowledge on B2B marketing, it has to be explained the basic assumption for different methodology as well as to enhance the methodology clarity.

The research on industrial marketing practically was conducted by (Reed, Story, & Saker, 2004) that discussed about which area of marketing disciplines that considers important by business-to-business (B2B) marketing practitioners, identification of most useful tools and technique for practitioners as well as the difference between public and private sectors. The result indicated that, there is a necessity to focus on internal marketing, integration of marketing financial aspect and implication of financial balance, network development and market intelligence gathering as well as interpersonal skill development in terms of B2B. The research also highlighted the chance for marketing educator to teach B2B, particularly B2B marketing in public sector that reinforced by relevant researches, this was caused by only few researches studied about marketing. While, (Gumesson, 2014) suggested pragmatic approach for the gap between pre-theory and practices of B2B. He argued that no perfect solution for this dilemma, yet there are pragmatic ways that could be employed to yield the advantages from both. Furthermore, he explained that academic research should establish comprehensive and abstract theories, in which the complex reality could be made "boil down" to the point. Hence, the complexity could be driven to simplicity and could reveal the mid-range theory for further execution.

The research on industrial marketing that related to literatures was performed by (Lewin, & Johnston, 1996) that provided overview on history of Business & Industrial Marketing, content and contribution, the objective of JBIM previously and recently, current position, recent development, and future direction. According to him, the articles that focused on important and interesting issues for industrial and business marketer could bridge the gap between academic's research and real-life application towards global business environment. Other research related to literatures was also performed by (Vieira, & Brito, 2015) that mapped the scientific knowledge on industrial marketing and concluded the existence of four stages, which are the origin of research flow (1956-1984), initial development (1985-1995), production consolidation (1996-2003) and scientific maturity phase (started from 2004). Meanwhile, the research from Lindgreen and Benedetto (2017) resumed about future journal of Industrial Marketing Management (IMM), a journal that published by Elsevier and has focused on business-to-business (B2B) marketing management.

3.3 Marketing-Selling Interface

The research that discussed about marketing-selling interface B2B was conducted by (Biemans, & Brencic, 2007) who designed marketing-selling interface in B2B companies in Slovenia and Netherland. The result presented that several small companies were difficult to identify marketing-selling interface, due to the merger of marketing and selling. This research was continued by (Biemans, Brencic, & Malshe, 2010) that explained in detail about marketing-selling interface configuration in B2B company in terms of communication pattern, information sharing, structure, strategic result and collaboration. The result demonstrated that no configuration inherently eminent. Their dynamic configuration spectrum could be one of the tools for managers to evaluate company's marketing-selling interface for recent position and the chosen one and contribute towards market orientation and company's business performance.

3.4 Purchasing and Supply Chain Management

The research about correlation of industrial marketing with purchasing and supply management (PSM) was discussed by (Webster, 1978) stated that industrial marketing not only defined as specific product characteristics and communication event, but also should be considered as a process. Industrial marketing is also designated to respond on complicated purchasing decision process before and after selling. This perspective should be planted in every effort of modeling and measuring the issues of industrial marketing. This research was performed by (Choffray, & Lilien, 1978) who identified prime variables that affected organizational purchasing and indicated how these variables could be related conceptually with organization purchasing decision process. Their model explicitly discussed about products' feasibility, individual preferences forming and organizational decision making. Their finding has become framework for concept operationalization of purchasing center. Another research was also carried out by (Johnsen, 2018) that discussed about Purchasing and Supply Management (PSM) and stated in order to improve supply network corresponding with sustainability, it takes best practice to manage the supply network. He suggested three researches on PSM in the future, which are theory on the concept of supply network, re-examine the ideas in managing supply network and issues on "best practice" in Purchasing and Supply Management (PSM).

Besides, a research about sustainable procurement by (Lim, Zhang, & Oo, 2018) tested the implementation of life cycle costing (LCC) in Australia by applying online questionnaire method that specifically examined the general consciousness and the implementation of LCC. The result indicated that quantity surveyors owned basic knowledge on LCC, and only conducted LCC analysis based on clients' requests if it included in obligation of contract. This research provided information to policy makers on prime issues in the implementation of LCC.

3.5 Customer Relationship Management (CRM)

The research about the correlation of industrial marketing and Customer Relationship Management (CRM) becomes the concerns of industrial marketing researchers. This research was conducted, among others, by (Walker, & Neeley, 2004) that suggested 3x3 typology of CRM practices and focused on business-to-business interaction. This typology was based on two dimensions, which are the stage of purchasing decision process and correlation level of Berry and Parasuraman marketing. According to them, proposed typology could be applied to design and evaluate company's e-CRM strategy towards the purpose of B2B marketing. Other research was performed by (Noori, & Salimi, 2005) that suggested framework of Decision Support System (DSS) for business-to-business (B2B) marketing based on Customer Relationship Management (CRM) and marketing based on knowledge. They integrated DSS marketing and CRM with marketing based on knowledge for B2B marketing in terms with practical and theoretical aspects.

The research about CRM was also carried out by (Wali, Uduma, & Wright, 2016) that explored about the experiences on Customer Relationship Management (CRM) on companies that implemented business-to-business (B2B) marketing in cellular telecommunication sector by implementing qualitative approach. This research was based on resources. The result indicated that the characteristics of correlation between B2B and the main operator are oriented on product/sales instead of customers.

The research by (See, Sunar, Kusnayat, & Aziz) suggested the usage of panorama interactive as company's communication tools that consider aspects of People, Equipment and Product (PEP), experimental through an industrial scenario study. The study case was derived from ongoing actual experiences on marketing and technical insight from company's cases as well as several industrial scenario cases. The researcher explains about the creation of interactive panorama content, PEP framework and user's study. The PEP framework could be employed as explorative approach in marketing various services and products from the perspective of business-to-consumer (B2C) or business-to-business (B2B).

3.6 Strategy on Industrial Marketing

The discussion about strategy is highly related with researches were performed in industrial marketing. The research, among others, was conducted by (Homburg, Fassnacht, & Guenther, 2003) discussed about the high competitiveness in industrial market. According to them, service sector could distinguish one industry over others. This research was focused on two important factors, which are human resources and organizational culture. The result suggested for company that want to be more oriented to services should prepare itself for possible challenges, existing industries should utilize the high value of "services" on the customer's perspective, the strategy's implementation is more important than its formulation and non-financial factor such as customer relationship is more important than financial factor such as service profitability. The research about other strategy was conducted by (Matthyssens, Kirca, & Pace, 2008) discussed about challenges experienced by global business-to-business (BSB), the impact of B2B company's internationalization and the strategy towards opportunities and threat of global market. The results concluded that B2B and IB could be run in line, the challenges that experienced by the industrial marketer required critical revision and the core concept of internationalization theory.

The research about strategy was also conducted by (Koo, Kim, & Kim, 2016) that tested on how the internal marketing capability of B2B export company influences the performance of export marketing strategy, B2B marketing mix and export performance. Their research implemented the marketing organizational capability, marketing financial ability, marketing infrastructure and the ability of marketing human resources as the talent of internal marketing for B2B export companies. The research concluded that, marketing infrastructure gives positive influence on the strategy of B2B marketing mix and export marketing. The B2B export company should also enhance the marketing infrastructure to elevate export performance. Other research was performed by (McDonald, 2016) discussed about casual relationship between marketing expenses and the benefit by considering environment's observation and teaching skill. He claimed that, the escalation of trained marketing executives in number could be the main booster for company's strategy. The research about advertisement and effective marketing was put forward by (Gagnon, 2016) that discussed about marketer's action plan (MAP). According to him, there are six steps that should be applied to develop effective marketing plan in B2B program. Which are; create a plan; plan for measurement; execute; track, measure, monitor, and assess; evaluate, adapt, and improve; follow through.

3.7 The Relation Between Industrial Marketing and Information Technology

The relation between industrial marketing and information technology was also conducted by (Mathews, & Wilson, 1974) discussed about the effect of electronic data processing on industrial purchasing decision making and its implication towards marketing and selling strategies. They argued that the centralization improvement in purchasing organization indicates direct correlation between selling and buyer's computer. Most vendors experience difficulties with requests on additional information required by buyer's computer program. Therefore, the company should alter the format and offering methodology to be compatible with consumers' computer system.

As the information technology develops from computer to internet, the research topics on industrial marketing also shifted for adjustment. The research was conducted by (Sharma, 2002) discussed about business-to-business marketing trend based on internet by examining the origin of internet in business-to-business marketing, discussed about the long-term effect of business-to-business internet utilization in accordance with marketing theory and process. According to the research, internet changes the transactional paradigm in terms of business-to-business marketing operation. Business-to-business marketer obtains operational efficiency advantages and effectivity from internet utilization on its transaction instead of company with traditional transactional process. Another research with the same topics was conducted by (Eid, Trueman, & Ahmed, 2006) that integrated best activity aspect on internet and tradition marketing. They identified critical success factors (CSF) of business-to-business international marketing (B2B IM) by reviewing holistic literatures and set of statistical and qualitative analysis under relevant data. The results provided information and knowledge on market acceptance towards internet and B2B marketing activities, as well as assessing validity of TAM and IDT in the internet domain. The research was also performed by (Chong, Shafaghi, Woollaston, & Lui, 2010) that suggested workframe of e-marketing for B2B commerce as the guidance for B2B companies, particularly to Small and Medium Enterprise that would like to adopt proactive approach in information technology utilization and communication for its business efficiency and competitive preeminence, as well as using internet as the means of

marketing. They stated that offline and online publication conducted by academicians and industry will trigger the awareness of development from e-marketing contribution to global environment. This new marketing paradigm will reshape the relation between marketers and customers in improving business process and business exposure at the new market.

In other research, (Ekman, & Erixon, 2015) studied about the gap between industrial marketing practices in companies with the logics of information technology system (IT). The results showed that businesses oriented to relationship in industrial companies are less supported by recent IT system. The gap of industrial marketing based on relationship with IT system that focused only on transaction experiences severe effect on IT's adoption and system efficiency. The marketers tend to select locally instead of integrated, which is IT that only limited to company's level and refuse in implementing company's comprehensive IT system. It leads to certain marketing-IT gap, since the industrial marketing practices more oriented to relationship that is unfitted with the recent IT system.

3.8 B2B Digital Marketing

Research with business-to-business (B2B) digital marketing topics, among others, was conducted by (Brosan, 2012) that discussed about best practices business-to-business digital marketing. Besides information about time and budget allocation, channel, it could be used also for recognizing how people buy and how marketers distribute. The results demonstrated practical standard for marketers to evaluate activities and establish the ROI argument for additional budget and resources allocation.

The research under the same topic was also carried out by (Karjaluoto, Mustonen, & Ulkuniemi, 2015) that studied the role of digital channel and industrial marketing communication tools. The results revealed that there are three research scopes, the digital marketing communication (DMC) that turns to be important communication tools for industrial marketing, yet it has not utilized optimally. The company applied DMC to support selling, create awareness and enhance customer's correlation communication. The company that unemploy the social media tools as parts of DMC will become traditional digital tools.

In e-Commerce, a research by (Jamali, & Navaei, 2016) introduced Product Recommender System (PRS) on e-Commerce by employing data mining. PRS is designated for products at two levels. The experiment resulted that 87% of the test's dataset record was predicted correctly by sequential pattern. It was indicated that the accuracy of recommendation on proposed RPS was higher than other RPS.

3.9 Correlation Between B2B and Social Media

The correlation between B2B marketing and social media is also highlighted by researchers. The research was conducted by (Habibi, Hamilton, Valos, & Callaghan, 2005) that considered the organizational orientation potential, which is electronic marketing orientation (EMO) to overcome the implementation of social media on business-to-business (B2B) marketing. The result indicated that four components of EMO which are initiation, implementation, adoption and philosophical could overcome problems in implementing social media, including unique issues experienced by B2B marketers.

Other research was carried out by (Dash, & Sharma 2012) that applied web analysis to examine B2B marketing by social media, the result concluded that web analysis by social media could enhance B2B marketing from the perspectives of services and products. It could be applied also in medical service industry, information technology or manufacture, and other purposes in B2B business such as collaboration or partnership, integration CRM to social media, the creation value that applied responsive consumers model. Besides, there was a research conducted by (Keinanen, & Kuivalainen, 2015) studied about the usage of social media as tools of business-to-business marketing. The results showed that several respondents disregarded social media, rare social media utilization; respondents apply different types of social media for business and personal as well as no significant differences on social media for business and personal.

Based on above discussion, issues and opportunities classification of industrial marketing research are resumed in Table 1.

Table 1 – Issues and opportunities classification of industrial marketing research.

Issue Classification	Topic	Authors
Differences between B2B marketing and B2C marketing	<ul style="list-style-type: none"> Dichotomy B2B marketing and B2C marketing Mental models 	(Coviello, & Brodie, 2001); (Wind, 2006); (Cova, & Salle (2008).
Theory and practices on industrial marketing	<ul style="list-style-type: none"> The integrative theoretical framework Workshop theme for academicians and 	(Madhavaram, Badrinarayanan, & Granot, 2011); (Griffin,

	<ul style="list-style-type: none"> practitioners • Methods for B2B marketing • Important area on marketing disciplines • The pragmatic approach for the gap of theory and practices 	Josephson, Lilien, Wiersema, Bayus, Chandy, Dahan, Gaskin, Kohli, Miller, Oliva, & Spanjol, 2013); (Gederlund, 2014); (Reed, Story, & Saker, 2004); (Gumesson, 2014); (Lewin, & Johnston, 1996); (Vieira, & Brito, 2015); (Lindgreen, & Benedetto, 2017).
Marketing-selling interface	<ul style="list-style-type: none"> • The design of B2B interface • Configuration of B2B interface 	(Biemans, & Brencic, 2007); (Biemans, Brencic, & Malshe, 2010).
Purchasing and supply management	<ul style="list-style-type: none"> • Process of purchasing • Variables that influence organization purchasing • Best practice to manage supply chain • Sustainable procurement 	(Webster, 1978); (Choffray, & Lilien, 1978); (Johnsen, 2018); (Lim, Zhang, & Oo, 2018)
Customer relationship management (CRM)	<ul style="list-style-type: none"> • 3x3 typology of CRM practices • Work-frame of DSS for B2B marketing • CRM experiences • Corporate communication 	(Walker and Neeley, 2004); (Noori, & Salimi, 2005); (Wali, Uduma, and Wright, 2016); (See, Sunar, Kusnayati, & Aziz, 2018).
Industrial marketing strategy	<ul style="list-style-type: none"> • The competition of industrial marketing and strategy implementation • Strategy towards opportunities and threat of global market • The influence of internal marketing towards performance of export marketing strategy, B2B marketing mix and export performance 	(Homburg, Fassnacht, & Guenther, 2003); (Matthyssens, Kirca, & Pace, 2008); (Koo, Kim, & Kim, 2016); (McDonald, 2016) (Gagnon, 2016).
Correlation between industrial marketing and information technology	<ul style="list-style-type: none"> • The effect of electronic data processing on decision making • Trend of B2B marketing based on Internet • The integration of activities' best aspect on internet and traditional marketing • E-marketing framework for B2B commerce • The gap of practices on industrial marketing and IT's system logics 	(Mathews, & Wilson, 1974); (Sharma, 2002); (Eid, Trueman, & Ahmed, 2006); (Chong, Shafaghi, Woollaston, & Lui, 2010); Ekman, & Erixon, 2015).
B2B Digital Marketing	<ul style="list-style-type: none"> • Best practice B2B digital marketing • Role of digital channel and industrial marketing communication tools • Two-level product recommender for e-commerce sites 	(Brosan, 2012); (Karjaluo, Mustonen, & Ulkuniemi, 2015); (Jamali, & Navaei, 2016).
The relation between B2B marketing and social media	<ul style="list-style-type: none"> • Electronic marketing orientation (EMO) • B2B marketing by social media • The usage of social media as means of B2B marketing 	(Habibi, Hamilton, Valos, & Callaghan, 2005); Dash, & Sharma, 2012); (Keinanen, & Kuivalainen, 2015).

4. Conclusion

Based on results and discussion, it can be concluded that the research on industrial marketing could be grouped into nine topics, which are; the differences of B2B and B2C marketing, theory and practice of industrial marketing, marketing-selling interface, purchasing and supply management, customer relationship management (CRM), strategy of industrial marketing, the correlation between industrial marketing and information technology, B2B digital marketing, the correlation between B2B marketing and social media.

Next topics that should be discussed in the category of differences between B2B marketing and B2C marketing, among others, are the clear characteristics differences between B2B marketing and B2C marketing. Since in real case, there are difficulties to distinguish them. Other topics that should be included in the category of theory and practices on industrial marketing is other function's integration with B2B marketing by implementing contemporary approach. Future topics that need to be developed in the category of marketing selling interface is the development of marketing interface to other functions, such as marketing-logistics. Other topics that need to be considered in the category of

purchasing, supply chain, and customer relationship management (CRM) is deeper discussion about the relationship between B2B marketing with purchasing, supply chain, CRM and others. While other topics that should be discussed in terms of category of industrial marketing strategy is the strategy on how it faces the phenomenon of halal industry. While, the example of topics that should be further explored in the category of correlation between industrial marketing and information technology as well as B2B digital marketing is the challenge of B2B marketing in embracing the industrial revolution 4.0. Moreover, the topics that should be studied in the category of relation between B2B marketing and social media is the exploration on how effective the utilization of social media for B2B marketing, as far as it concerns generally social media is more suitable for B2C marketing.

This literature review is expected to support other researchers in performing future researches. Suggestion for next research, among others, is research challenges based on issues classification as described previously in this article.

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