

Business-To-Business Marketing 2020-2021



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BUSINESS-TO-BUSINESS MARKETING 2020-2021

4th Edition

RKMA MARKET RESEARCH HANDBOOK SERIES

By: Richard K. Miller and Kelli Washington

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PART I: MARKET OVERVIEW

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.

B2B SPENDING

2.1 B2B External Spending

ANA Business Marketing (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
- 2018: \$97.2 billion

The B2B market as assessed by PwC comprises five segments: business information, trade shows, trade directories, trade magazines, and professional books.

The ANA Business Marketing and PwC estimates include only external spending; in-house or internal spending is not included.

The *IAB Internet Advertising Revenue Report*, by the Interactive Advertising Bureau (IAB, www.iab.net), estimates B2B advertising spending in 2018 at \$26.2 billion, a 0.7% increase from the previous year.

2.2 B2B Marketing Budgets

According to *Marketing Budget And Spending Online Survey*, by Forrester Research (www.forrester.com), B2B marketing budgets are distributed as follows:

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

2.3 Digital Advertising Spending

eMarketer (www.emarketer.com) assesses 2018 B2B digital ad spending as follows (change from prior year in parenthesis):

- Desktop/laptop: \$3.32 billion (20.4%)
- Mobile: \$1.80 billion (34.1%)
- Total: \$5.12 billion (25.2%)

“Business-to-business companies aren't traditionally big spenders on digital ads. According to our estimates, B2B digital ad spend makes up only 4.6% of the total digital ad market.”

eMarketer, 1/30/19

2.4 B2B Marketing Budgets 2019

2019 *State Of IT Marketing*, by Spiceworks (www.spiceworks.com), reported B2B marketing budgets in 2019 as follows:

- Increased: 40%
- Stayed the same: 52%
- Decreased: 8%

The 2019 B2B marketing budget spend is distributed as follows:

- Trade shows and events: 22%
- Marketing technology: 21%
- Marketing agencies/brand partners: 19%
- Search marketing: 9%
- Social media marketing: 6%
- Email: 4%
- Other: 14%

2.5 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.

2.6 Market Resources

ANA Business Marketing, 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)

eMarketer, 11 Times Square, New York, NY 10036. (800) 405-0844.
(www.emarketer.com)

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

Interactive Advertising Bureau, 116 East 27th Street, 7th Floor, New York, NY 10016.
(212) 380-4700. (www.iab.net)

ITSMA, 91 Hartwell Avenue, Lexington, MA 02421. (781) 862-8500. (www.itsma.com)

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

B2B MEDIA

3.1 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

3.2 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

3.3 Newspapers

Barron's

1211 Avenue of the Americas, New York, NY 10036. (212) 597-5945.

- (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

Financial Times

Number One Southwark Bridge, London SE1 9HL, United Kingdom. (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

The New York Times

620 Eighth Avenue, New York, NY 10018. (212) 556-1234. (www.nytimes.com)

- 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

USA Today

7950 Jones Branch Drive, 9th Floor, McLean, VA 22108. (703) 854-6444.

(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)

- Circulation (U.S.): 2.4 million
- Website traffic: >18 million average unique monthly viewers
- Ad rate (print): \$327,897 for one page, four color

PART II: STATE OF B2B MARKETING

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 2019 survey:

Change in Company Performance, Prior 12 Months	B2B Products	B2B Services
• Sales:	3.4%	5.2%
• Profit:	3.2%	4.3%
• Marketing ROI:	2.6%	4.3%
• Customer acquisition:	3.7%	4.1%
• Customer retention:	1.8%	2.8%
• Brand value:	4.2%	3.5%
Percentage of Company Sales Through The Internet		
• B2B Products:	5.7%	
• B2B Services:	7.8%	
Change in Marketing Budget, Prior 12 Months		
• B2B Products:	7.3%	
• B2B Services:	3.2%	
Expected Change in Marketing Budget, Next 12 Months		
• B2B Products:	8.5%	
• B2B Services:	10.3%	

Expected Change in Marketing Knowledge Investments, Next 12 Months

	B2B Products	B2B Services
• Developing knowledge about how to do marketing:	8.2%	13.0%
• Market research and intelligence:	9.4%	7.1%
• Marketing consulting services:	11.9%	8.3%
• Marketing training:	4.4%	3.6%

Change in Social Media Spending

	B2B Products	B2B Services
• Current:	8.7%	12.3%
• Next five years - expected:	16.6%	20.5%

Social Media Activities Performed By Outside Agency

• B2B Products:	24.1%
• B2B Services:	15.9%

Social Media Contribution To Performance (1 = not at all, 7 = very highly)

• B2B Products:	3.0
• B2B Services:	3.3

Percentage Of Marketing Budget Spent On Mobile

• B2B Products:	14.4%
• B2B Services:	17.6%

Mobile Marketing Contribution To Performance (1 = not at all, 7 = very highly)

• B2B Products:	2.5
• B2B Services:	2.7

Percentage of Marketing Budget Spent On Analytics

	B2B Products	B2B Services
• 2019:	6.6%	7.3%
• 2022:	11.6%	13.3%

Percent of Time Marketing Analytics Is Used in Decision Making

• B2B Products:	39.0%
• B2B Services:	37.6%

Marketing Analytics Contribution To Performance (1 = not at all, 7 = very highly)

• B2B Products:	3.7
• B2B Services:	3.8

Expected Change in Marketing Hires, Next 12 Months

• B2B Products:	6.5%
• B2B Services:	6.1%

Expected Change in Outsourcing of Marketing Activities, Next 12 Months

- B2B Products: 7.2%
- B2B Services: 2.8%

Top Challenges For Marketing Leaders (percent ranking each challenge as #1)

	B2B Products	B2B Services
• Driving growth:	39.0%	37.5%
• Securing marketing budget:	14.0%	11.4%
• Delivering a powerful brand that breaks through the clutter:	11.0%	14.8%
• Providing ROI of marketing activities:	11.0%	10.2%
• Hiring top talent:	9.0%	10.2%
• Generating customer insight:	5.0%	5.7%
• Managing our online presence:	5.0%	1.1%
• Identifying the right technologies to meet our needs:	3.0%	2.3%
• Find sponsorship/support from the executive level:	2.0%	6.8%
• Training our team:	1.0%	0.0%

4.3 Market Resources

Duke University, Fuqua School of Business, 100 Fuqua Drive, Box 90120, Durham, NC 27708. (www.fuqua.duke.edu)

B2B MARKETING OUTLOOK

5.1 Overview

Chief Marketer (www.chiefmarketer.com) conducts an annual survey of B2B marketers with the objectives of defining the status of implementation of various marketing strategies and ascertaining marketing plans for the coming year. The findings are presented in the annual *B2B Marketing Outlook*.

This chapter presents the results of the 2019 survey.

5.2 Survey Results

The following is a summary of the *2019 B2B Marketing Outlook* survey (percentage of respondents):

Channels Providing Largest Source Of B2B Leads

- Email: 44%
- Search: 43%
- Live events: 41%
- Content marketing: 36%
- Social: 22%
- Pay-per-click/display: 10%
- Retargeting: 10%
- Print: 6%

Channels Producing Leads With Highest ROI

- Email: 49%
- Search: 46%
- Live events: 42%
- Content marketing: 36%
- Social: 19%
- Retargeting: 15%
- Telemarketing: 13%
- Pay-per-click/display: 10%
- Print: 6%

Biggest Challenges In Generating New Leads

- Finding leads that convert: 55%
- Getting targeted prospects to engage: 57%
- Finding qualified names: 39%
- Finite number of qualified prospects: 23%
- Cost of new leads: 19%

Metrics That Matter Most In Attribution

- Cost of conversion: 56%
- Amount of time to convert: 53%
- Channel: 34%
- First click: 29%
- Last click: 22%

Group Creating B2B Content For Brand

- Marketing: 80%
- Sales group: 26%
- Freelance/3rd party providers: 23%
- Dedicated editorial team: 22%

Types Of Content Most Effective For Moving Prospects Through The Funnel

- Articles/blog posts: 45%
- Reviews/customer testimonials: 45%
- Whitepapers: 32%
- Video: 31%
- Partner content: 26%
- Research reports: 26%
- Social media: 22%
- Webinars: 21%
- Images: 16%
- Influencer marketing: 16%

Most Effective Social Channels

- LinkedIn: 74%
- Facebook: 51%
- Twitter: 35%
- Instagram: 29%
- YouTube: 24%
- Pinterest: 3%

Techniques Most Valuable For Lead Nurturing

- Email marketing: 62%
- Content marketing: 60%
- In-person marketing: 57%

- Calls from sales people: 38%
- Account-based marketing (ABM): 21%
- Social media: 20%
- Webinars: 18%
- Influencer marketing: 16%

Group Managing Social Media For Brand

- Marketing: 75%
- Dedicated social media team: 23%
- Outside agency: 16%
- Sales: 10%
- Public relations: 7%
- Freelancers: 6%

Typical Time To Close A Sale

- Less than a month: 16%
- One to three months: 32%
- Three to six months: 28%
- Six months to a year: 19%
- Longer than one year: 5%

Biggest Challenges Related To Social Media Marketing

- Engagement: 65%
- Measuring social ROI: 58%
- Having enough content: 45%
- Bandwidth to respond and post frequently: 24%
- Inadequate social budget: 24%

Biggest Hurdles To Getting C-Suite Approval For Marketing Expenditures

- Budgets focused elsewhere: 46%
- Can't prove ROI: 39%
- Executives don't understand needs: 33%
- Sales considered more vital than marketing: 9%

Types Of Marketing Technology (Martech) For 2019 Investment

- Marketing automation: 45%
- Video: 43%
- Email marketing: 40%
- Customer experience: 38%
- Social media management: 37%
- Personalization: 28%
- Content management: 24%
- Sales automation: 17%
- AI/machine learning: 9%

2019 Martech Budget

- Increasing: 42%
- Staying the same: 40%
- Decreasing: 4%
- Uncertain: 15%

5.3 Market Resources

Chief Marketer, 761 Main Avenue, Norwalk, CT 06851. (203) 854-6730.
(www.chiefmarketer.com)

6

B2B MARKETING TACTICS

6.1 Overview

Marketing Resource Effectiveness, a 2019 survey of marketing and sales professionals by Ascend2 (www.ascend2.com), assessed tactics used for B2B marketing. This chapter presents the findings of the survey.

6.2 Objectives

The following are the most important and most challenging objectives of B2B marketing strategy (percentage of respondents):

	Most Important	Most Challenging
• Increasing leads/sales prospects:	64%	48%
• Improving brand awareness:	61%	44%
• Increasing customer acquisition:	61%	53%
• Improving engagement/nurturing:	34%	32%
• Improving user experience:	20%	30%
• Increasing marketing technology:	15%	25%
• Improving multi-channel analytics:	15%	28%

6.3 Marketing Tactics

B2B marketing professionals consider the following to be the most effective and most challenging marketing tactics (percentage of respondents):

	Most Effective	Most Challenging
• Social media campaigns:	53%	28%
• Content marketing campaigns:	48%	38%
• Search engine optimization:	47%	33%
• Email marketing campaigns:	39%	21%
• Marketing automation campaigns:	28%	32%
• Data and AI-driven marketing:	25%	49%
• Programmatic advertising:	18%	34%

6.4 Market Resources

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

CMO MARKETING STRATEGY

7.1 Overview

The annual *Global CMO Study*, by SiriusDecisions (www.siriusdecisions.com), explores how marketing leaders are adapting their marketing strategy to support their organization's growth objectives. The survey-based study also examines the trends that are expected to have the greatest influence on changes to B2B marketing strategies within a two-year timeframe.

The survey is international in scope; 50% of survey participants are based in the United States.

7.2 Survey Results

The following is a summary of *2018 CMO Global Study* (percentage of respondents):

Growth Strategies

- New buyers: 23%
- New markets: 22%
- New offerings: 22%
- Productivity: 21%
- Acquisition: 11%

Planned Organizational Change To Support Growth Strategies

- Introduction of new go-to marketing strategy: 68%
- Implementation of new technologies/systems: 59%
- Introduction of a new business model or shift in the way organization generates revenue: 51%
- Introduction of new processes (i.e., strategic planning, campaign implementation, measurement): 46%
- A major focus on skills/capabilities development: 30%
- A significant rebranding of the business: 30%
- A significant reorganization across the organization or within functional area: 27%

Internal Processes Planned To Add Or Enhance

- #1 Marketing planning
- #2 Marketing strategy
- #3 Lead management
- #4 New product/service introduction
- #5 Market segmentation and prioritization

Top Influences On Marketing Strategy

- #1 Increased focus on customer experience
- #2 Improve brand awareness, perception, or preference

Challenges With Enhancing The Customer Experience

- Organizational readiness: 14%
- Technology constraints: 13%
- Resource limitations: 12%
- Lack of internal alignment on strategy: 10%
- Insufficient data: 10%
- Lack of insights: 10%

Sub-functions Where CMOs Will Add Staff

- Customer engagement: 42%
- Marketing operations: 42%
- Demand creation: 41%
- Marketing communications: 40%
- Field/regional marketing: 31%
- Marketing insights/market intelligence: 31%

Planned Organizational Changes

- Balance existing internal resources: 23%
- Establish cross-functional teams: 17%
- Create/add new sub-functions: 14%
- Establish center of excellence: 13%
- Centralize to balance resources: 10%

Barriers To Performance Measurement

- #1 Insufficient processes to measure marketing's contribution
- #2 Insufficient market/customer data
- #3 Lack of alignment on performance measurement

Planned Implementation Of Marketing Tactics

- #1 Mobile applications with geotargeting
- #2 Purpose-driven branding
- #3 User-generated content

7.3 Market Resources

SiriusDecisions, 187 Danbury Road, Wilton, CT 06897. (203) 665-4000.
(www.siriusdecisions.com)

DATA MANAGEMENT

8.1 Overview

Freeman (www.freeman.com) and Chief Marketer (www.chiefmarketer.com) conducted the *Data Benchmark Survey* to gauge the role of data across the corporate marketing mix, surveying executives in marketing disciplines including brand marketing, retail marketing, digital/social marketing, direct marketing, shopper marketing, experiential marketing, and more. The goals of the survey were to understand how brands are leveraging data across the marketing mix, and to learn which different marketing channels are being used as data funnels.

8.2 Survey Results

The following is a summary of the Freeman/Chief Marketer survey (percentage of respondents):

How Marketers Leverage Data

- Make important strategic decisions: 89%
- Data for corporate database/CRM efforts: 76%
- Business intelligence: 75%
- Customer experience enhancement: 71%
- Leads for sales group: 71%
- Product development: 70%
- Competitive analysis: 65%
- Market research: 64%

Most Important Data To Senior Marketers

- Total sales over product/service life cycle: 44%
- Total number of qualified leads: 36%
- Sales directly from partners/platforms/sources: 31%
- Brand awareness: 29%
- Digital impact: website traffic, social media activity: 20%

Primary Marketing Objectives From Data Use And Measurement Metrics

- Increase sales: 76%
- Increase brand awareness: 67%
- Drive customer relationships: 46%
- Generate leads: 44%
- Drive web and online traffic: 27%

Data Typically Collected And Measured Related To Events And Campaigns

	Event Marketers	Brand Marketers
• Social media activity:	55%	22%
• Total number of leads:	53%	17%
• Total number of qualified leads:	49%	31%
• Brand awareness:	41%	28%
• Website traffic:	41%	32%
• Total sales over product life cycle:	39%	29%
• Press coverage:	33%	5%
• Brand perception:	28%	12%

Use Of Data Collected Related To Events And Campaigns

	Event Marketers	Brand Marketers
• Inform marketing strategy:	74%	54%
• Track brand awareness:	71%	52%
• Drive leads:	60%	35%
• Justify budgets:	47%	28%

Use Of Event Data Across The Marketing Mix

• Decision making:	88%
• Experience enhancement:	70%
• Data for corporate database/CRM efforts:	70%
• Business intelligence:	67%
• Product development:	63%
• Competitive analysis:	57%
• Market research:	54%

Use Of Event Data To Improve Event Portfolios And Experiences

• Inform event strategy and planning:	74%
• Measure overall event effectiveness:	62%
• Calculate sales impact/ROI:	48%
• Budget justification:	47%
• Inform event design:	43%
• Inform event elements/tactics:	43%
• Customer attendee feedback:	35%
• Inform event selection/investment:	32%

8.3 Market Resources

Chief Marketer, 761 Main Avenue, Norwalk, CT 06851. (203) 854-6730.
(www.chiefmarketer.com)

Freeman, 2000 Easton Boulevard, Des Moines, IA Des Moines, IA 50317.
(515) 829-4400. (www.freeman.com)

DIGITAL MARKETING STRATEGY

9.1 Overview

Marketing technology (MarTech) is the term used for the software and technology-based tools marketers utilize to plan, execute, and measure marketing campaigns.

Surveys of marketing and sales professionals by Ascend2 (www.ascend2.com) explored marketing technology strategies and utilization for B2B marketing. This chapter presents the findings of the surveys.

9.2 Marketing Data & Technology Strategy

The following are the most important and most challenging priorities of marketing data and technology strategy (percentage of respondents):

	Most Important	Most Challenging
• Using data analytics for decision making:	51%	35%
• Improving data quality and accuracy:	45%	39%
• Integrating data across more technologies:	41%	44%
• Generating reliable and relevant data:	40%	41%
• Developing a more effective strategy:	38%	34%
• Streamlining marketing with technology:	36%	27%
• Using predictive marketing and artificial intelligence:	25%	33%

The most effective and most difficult sources of marketing data used are as follows (percentage of respondents):

	Most Effective	Most Difficult
• Internal sales and customer service:	50%	38%
• Internal marketing programs:	45%	30%
• Social networks and public data:	43%	43%
• Third-party information vendors:	41%	41%
• Trusted marketing partners:	41%	32%
• Channel partners, VARs, etc.:	23%	38%

9.3 Marketing Technology Trends And Utilization

The following are the primary objectives and critical challenges to the success of a MarTech strategy (percentage of respondents):

	Most Important	Most Challenging
• Improving marketing efficiency:	61%	40%
• Increasing marketing ROI:	57%	47%
• Improving decision making:	38%	29%
• Gaining competitive advantage:	36%	35%
• Attributing revenue to marketing:	32%	39%
• Improving data security:	24%	31%
• Integrating disparate systems:	20%	33%

The most effective and most challenging types of MarTech utilized are as follows:

	Most Effective	Most Challenging
• Marketing automation/email/CRM:	53%	27%
• Marketing data/dashboard/analytics:	43%	39%
• Search and social media marketing:	36%	24%
• Content management system:	35%	29%
• Optimization, personalization, testing:	35%	50%
• Experience/relationship marketing:	33%	40%
• Advertising and promotion:	25%	25%

B2B marketing professionals consider the following to be the most effective and most challenging marketing technologies (percentage of respondents):

	Most Effective	Most Challenging
• Content marketing:	51%	35%
• Marketing analytics:	47%	55%
• Email marketing:	45%	15%
• Social media marketing:	35%	26%
• Data management:	35%	56%
• Organic search:	28%	26%
• Paid search:	25%	20%

9.4 Marketing Technology ROI

The technology-driven marketing functions most likely to increase ROI are as follows:

• Analytics or predictive modeling:	50%
• Data management:	45%
• Marketing management:	38%
• Content or user experience:	37%
• Social or relationships:	35%
• Advertising or promotion:	35%
• Ecommerce or direct sales:	28%

B2B marketing professionals consider the following to be a reasonable time frame from implementation to return-on-investment for marketing technology (percentage of respondents):

- Three months or less: 25%
- Four to six months: 39%
- Six months to one year: 29%
- More than one year: 7%

9.5 Market Resources

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

TRENDS IN B2B MARKETING

10.1 Overview

Trends in B2B Marketing 2018, by Hanover Research (www.hanoverresearch.com) assesses the opportunities and issues confronting B2B companies brought about by a changing marketplace.

The Hanover Research study is based on a meta-analysis of more than 700 research studies for B2B companies in 2017 and 2018.

10.2 Top Trends

Trends in B2B Marketing 2018 identified five overarching trends that are impacting B2B marketing, as follows:

Market Expansion: B2B eCommerce Grows

- The B2B eCommerce market is projected to reach \$1.18 trillion domestically by 2021, more than double the size of the B2C eCommerce market.

“Dramatic changes are coming to B2B supply chains, driven by the burgeoning eCommerce market. The multi-year and larger dollar value contracts that once were a mainstay of an offline experience are getting a digital upgrade that is poised to revolutionize how B2B sells and markets its offerings.”

Trends In B2B Marketing 2018
Hanover Research

- Tapping eCommerce is an attractive option for B2B companies, which can leverage many of the benefits already being enjoyed by B2C companies, including automation of the ordering process, greater ease of customized orders, and

availability of customer data in real time. However, to create the datasets needed to analyze customer characteristics and gain insights into purchasing patterns, B2B companies will need to invest in technology and systems upgrades that can take years to complete. Throughout this lengthy investment process, B2B companies will need to prioritize efforts: B2C companies have taken notice of the burgeoning B2B eCommerce market size and may use their online engagement prowess to disrupt supply chains traditionally dominated by long-term contracts and personal relationships.

Customer Insights: Millennials Disrupt Traditional B2B Marketing and Sales

- Making up a quarter of the U.S. population, Millennials are now the largest generation in the U.S. workforce and are increasingly occupying senior roles with B2B purchasing power. However, Millennials' purchase and engagement preferences are unlike those of any previous generation, forcing B2B companies to rethink their customer experience and engagement strategy. Millennials dislike generic outreach and one-dimensional content that focuses primarily on what a B2B product does – not what a B2B buyer needs. Moreover, the subsequent generation, Gen Z, will expand upon Millennial preferences with an even higher expectation of a personalized and authentic sales experience. To succeed in engaging this new breed of B2B buyer, B2B companies must shed their assumptions and invest in detailed customer intelligence to understand the Millennial buying profile and anchor their marketing and sales efforts around profiles.

Brand Strategy: B2C Marketing Tactics Infiltrate B2B

- B2B buyers are B2C consumers in their off-hours, and their B2C expectations are translating into their professional expectations as well. They have become accustomed to personalized treatment from brands they favor and thoughtful recommendations from peers on social media. They want to be approached with relevant offers, not generic sales pitches. They want to engage with a brand at the right moment, not when it is convenient for a sales rep. The line between an offhours B2C consumer and an on-hours B2B buyer is fading fast. The result is that B2C marketing tactics are infiltrating the B2B marketing terrain. B2B marketing will need to attract potential buyers to the brand with compelling content creation, website optimization, and active social media presence. This approach enables B2B companies to educate, inform, and persuade a potential buyer before they even approach a potential sale, resulting in increased ROI for marketing and sales efforts. To succeed, B2B marketers must convert from an outbound strategy reliant on traditional advertising and push messaging to invest in the approaches and platforms that B2C businesses have utilized to drive their success.

Product Innovation: Maker Movement Re-envision Manufacturing

- Combining technical pursuits, like robotics and 3D printing, with trade oriented DIY, like metalworking and woodworking, the Maker Movement encourages the use of open-source design and contemporary approaches to solve age-old problems.

Estimated to reach \$93 billion by 2025, the Maker Movement is beginning to transform industries like manufacturing and distribution. As the physical manifestation of the digital movement, the Maker Movement will challenge manufacturing assumptions on what can be created, traditional design limitations, and the speed with which concepts make it to market.

Sales Effectiveness: IoT Optimizes the B2B Supply Chain

- The Internet of Things (IoT), one of the leading disruptive technology trends, creates a unique opportunity for enhanced intelligence and tracking analytics for supply chains. IoT harnesses sensor-based data across devices and processes, creating an unparalleled level of interconnection across suppliers, contract manufacturers, logistics providers, distributors, and ultimately customers. From an operational perspective, IoT in the supply chain creates a tighter grip on quality control, product forecasting and inventory, vendor efficiencies, and fleet management. From a revenue perspective, IoT in the supply chain helps with asset tracking as it follows inventory from floor to store using RFID and GPS sensors. The supply chain will not just serve as a way to keep track of products – it will become a competitive advantage that can improve performance and define a brand.

10.3 Market Resources

Hanover Research, 4401 Wilson Boulevard, 4th Floor, Arlington, VA 22203.
(202) 559-0050. (www.hanoverresearch.com)

PART III: MARKET LEADERS

TOP ADVERTISERS

11.1 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 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
• UnitedHealth 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

11.2 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)

12

TOP B2B AGENCIES

12.1 B2B Agency Ranking

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

• 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
• Epilson (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

12.2 Market Resources

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

13

TOP B2B BRANDS

13.1 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.

13.2 Ranking 2019

The 2019 BrandZ™ ranking of the Top 20 Most Valuable B2B Brands is as follows:

- Microsoft: \$201.0 billion
- IBM: \$ 96.3 billion
- UPS: \$ 60.4 billion
- SAP: \$ 55.4 billion
- Wells Fargo: \$ 54.9 billion
- General Electric: \$ 39.0 billion
- Accenture: \$ 33.7 billion
- Intel: \$ 28.3 billion
- Oracle: \$ 25.8 billion
- Huawei: \$ 24.9 billion
- HSBC: \$ 23.6 billion
- Federal Express: \$ 22.2 billion
- Cisco: \$ 21.3 billion
- Citi: \$ 21.3 billion
- DHL: \$ 20.6 billion
- Shell: \$ 20.3 billion
- J.P. Morgan: \$ 18.3 billion
- ExxonMobile: \$ 18.2 billion
- Adobe: \$ 17.8 billion
- Salesforce: \$ 17.0 billion

Note: B2B brands are defined as those that generate the majority of their revenues from their B2B business.

13.3 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)

PART IV MARKET SEGMENTATION

BUSINESS & WORKFORCE COUNTS

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 April 2019 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 or more 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:

	Small Employers*	Large Employers**	Total
• Alabama:	64,485	28,484	92,969
• Alaska:	15,124	4,319	19,443
• Arizona:	88,472	36,098	124,570
• Arkansas:	42,698	18,462	61,160
• California:	659,286	176,919	836,206
• Colorado:	110,929	34,139	145,067
• Connecticut:	64,305	20,573	84,879
• Delaware:	16,097	6,159	22,256
• District of Columbia:	13,853	7,184	21,037
• Florida:	398,970	107,013	505,982
• Georgia:	153,554	52,422	205,976
• Hawaii:	20,866	8,304	29,170
• Idaho:	35,868	8,528	44,396
• Illinois:	226,394	73,998	300,392
• Indiana:	98,782	39,495	138,277
• Iowa:	64,807	20,365	85,172
• Kansas:	54,099	18,577	72,676
• Kentucky:	59,870	25,078	84,948
• Louisiana:	69,787	24,692	94,479
• Maine:	31,076	8,214	39,289
• Maryland:	95,644	39,506	135,150
• Massachusetts:	125,059	38,237	163,296
• Michigan:	160,774	52,661	213,435
• Minnesota:	110,905	35,138	146,044
• Mississippi:	40,992	14,911	55,902
• Missouri:	106,790	37,829	144,619
• Montana:	30,339	6,495	36,834
• Nebraska:	45,505	12,400	57,905
• Nevada:	40,445	15,530	55,976
• New Hampshire:	25,355	8,095	33,450
• New Jersey:	168,119	44,915	213,034
• New Mexico:	29,781	11,284	41,064
• New York:	393,330	89,239	482,569
• North Carolina:	156,318	50,985	207,303
• North Dakota:	21,989	6,197	28,185
• Ohio:	168,826	69,500	238,326
• Oklahoma:	69,643	22,984	92,628
• Oregon:	84,627	24,408	109,035
• Pennsylvania:	212,357	69,945	282,302
• Rhode Island:	21,396	5,629	27,026
• South Carolina:	70,113	28,492	98,605

• South Dakota:	21,953	6,245	28,197
• Tennessee:	82,812	38,263	121,075
• Texas:	361,960	146,490	508,450
• Utah:	53,789	17,003	70,793
• Vermont:	16,780	3,773	20,554
• Virginia:	130,371	46,596	176,967
• Washington:	140,552	42,550	183,102
• West Virginia:	24,083	11,198	35,281
• Wisconsin:	103,041	36,630	139,671
• Wyoming:	17,178	4,227	21,406
• Total:	5,420,149	1,756,376	7,176,526

* Fewer than 50 employees but excluding non-employee businesses

** 50 or more employees

14.5 Market Resources

National Private Sector Business Employment Dynamics Data by Major Industry Classification, Bureau of Labor Statistics (www.bls.gov/bdm/bdmind.htm#total)

U.S. Bureau of Labor Statistics, 2 Massachusetts Avenue NE, Washington, DC 20212. (202) 691-5200. (www.bls.gov)

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

In 2019, there were 16,196,514 businesses in the United States. The following are the NAICS sectors and the number of businesses in each:

Code	NAICS Sector	Count
11	Agriculture, Forestry, Fishing and Hunting	344,810
21	Mining	29,033
22	Utilities	35,661
23	Construction	1,381,624
31-33	Manufacturing	603,605
42	Wholesale Trade	669,008
44-45	Retail Trade	1,715,825
48-49	Transportation and Warehousing	544,912
51	Information	326,566
52	Finance and Insurance	723,572
53	Real Estate Rental and Leasing	799,569

54	Professional, Scientific, and Technical Services	2,083,645
55	Management of Companies and Enterprises	65,818
56	Administrative and Support and Waste Management and Remediation Services	1,786,052
61	Educational Services	370,782
62	Health Care and Social Assistance	1,569,612
71	Arts, Entertainment, and Recreation	333,106
72	Accommodation and Food Services	841,963
81	Other Services (except Public Administration)	1,758,714
92	Public Administration	212,637

15.3 Market Resources

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

The U.S. NAICS Manual is the official U.S. government publication for NAICS information and provides definitions for each industry, background information, and data tables. The *U.S. NAICS Manual* is available in print and on CD-ROM from the National Technical Information Service (NTIS, www.ntis.com). The *U.S. NAICS Manual* is also available at www.naics.com/official-us-naics-sic-manuals-reference-files/.

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

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

- ABC Supply Co. (www.abcsupply.com): \$ 9.0 billion
- Builders FirstSource (www.blr.com): \$ 7.0 billion
- Beacon Roofing Supply (www.beaconroofingsupply.com): \$ 4.4 billion
- BMC Stock Holdings Inc. (www.buildwithbmc.com): \$ 3.4 billion
- US LBM Holdings Inc. (www.uslbn.com): \$ 3.0 billion
- 84 Lumber (www.84lumber.com): \$ 2.9 billion
- Allied Building Products (www.alliedbuilding.com): \$ 2.6 billion
- HD Supply Whitcap (www.whitecap.com): \$ 2.3 billion
- SRS Distribution (www.srsicorp.com): \$ 2.1 billion
- BlueLinX Corp. (<http://bluelinxco.com>): \$ 1.9 billion

Electrical Distributors

- Sonepar North America (www.sonepar.com): \$10.1 billion
- WESCO International (www.wesco.com): \$ 7.7 billion
- Graybar (www.graybar.com): \$ 6.6 billion
- Anixter International Inc. (www.anixter.com): \$ 6.5 billion
- Rexel Holdings USA/Rexel Canada (www.rexelusa.com): \$ 5.6 billion

- Consolidated Electrical Distributors (www.cednw.com): \$ 4.0 billion
- Border States Electric (www.borderstate.com): \$ 2.1 billion
- Crescent Electric Supply Company (www.cesco.com): \$ 1.4 billion
- City Electric Supply (www.cityelectricsupply.com): \$ 1.1 billion

Industrial Distributors

- W.W. Grainger (www.grainger.com): \$10.4 billion
- Airgas (www.airgas.com): \$ 8.1 billion
- HD Supply (www.hdsupply.com): \$ 5.1 billion
- Motion Industries (www.motionindustries.com): \$ 4.9 billion
- The Fastenal Company (www.fastenal.com): \$ 4.4 billion
- MRC Global Corp. (www.mrcglobal.com): \$ 3.6 billion
- Winsupply (www.winsupplync.com): \$ 3.3 billion
- McMaster-Carr (www.mcmaster.com): \$ 3.1 billion
- MSC Industrial Supply (www.mscdirect.com): \$ 2.9 billion
- Applied Industrial Technologies (www.applied.com): \$ 2.6 billion
- DistributionNOW (www.distributionnow.com): \$ 2.6 billion
- Supply Works (www.supplyworks.com): \$ 2.6 billion
- Würth Group (www.wurthindustry.com): \$ 2.1 billion
- United Distribution Group (www.udginc.com): \$ 1.8 billion
- Wolseley Industrial Group (www.wolseley.com): \$ 1.4 billion

Pharmaceutical Distributors

- McKesson Corporation (www.mckesson.com): \$208.4 billion
- AmerisourceBergen (www.amerisourcebergen.com): \$167.9 billion
- Cardinal Health (www.cardinal.com): \$136.8 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

- FirstChoice Cooperative (www.fccoop.org)
- GeriMed (www.gerimedgso.com)
- HealthTrust (www.healthtrustpg.com)
- Intalere (www.intalere.com)
- Premier (www.premierinc.com)
- Resource Optimization & Innovation (www.roiscs.com)
- Vizient (www.vizientinc.com)

Hospitality

- National Purchasing Network (www.natpurchasing.com)
- Procurement Consortium (www.procurementconsortium.com)

Industrial Manufacturing

- Industrial Buying Consortium (www.industrialbuyers.com)
- MACNY (www.macny.org)
- Omnia Partners (www.omniapartners.com)

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, 6309 Monarch Park Place, Suite 203, Niwot, CO 80503. (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.sdexec.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)

- American City Business Journals publishes weekly business newspapers in 42 metropolitan areas: Albany, Albuquerque, Atlanta, Austin, Baltimore, Birmingham, Boston, Buffalo, Charlotte, Chicago, Cincinnati, Columbus, Dallas, Dayton, Denver, Greensboro, Houston, Jacksonville, Kansas City, Los Angeles, Louisville, Memphis, Milwaukee, Minneapolis/Saint Paul, Nashville, New York, Orlando, Philadelphia, Phoenix, Pittsburgh, Portland, Raleigh/Durham, Sacramento, San Antonio, San Francisco, San Jose, Seattle, South Florida, St. Louis, Tampa Bay, Washington DC, and Wichita. A print directory, dubbed the *Book Of Lists*, is published for each area. An online directory is available at <http://businessdirectory.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)
- Epsilon Targeting (www.epsilon.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)
- Lighthouse List Co. (www.lighthouselist.com)
- List Services Corp. (www.listservices.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.pmxagency.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 V: MARKETING & SALES

ACCOUNT-BASED MARKETING

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 the Information Technology Services Marketing Association (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.

“What is ABM? It is a strategic approach to designing and executing highly-targeted, personalized marketing programs and initiatives to drive business growth and impact with specific, named accounts.”

Email Marketer Daily, 11/28/18

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 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.

According to *Account-Based Marketing Tools*, a 2018 study by MarTech Today (www.martechtoday.com), 40% of B2B companies are actively using ABM.

The *2018 ABM Benchmark Study*, by ITSMA and ABM Leadership Alliance (www.abmleadershipalliance.com), reported that ABM accounted for 28% of the average B2B marketing budget in 2018; the share was 15% in 2013.

19.3 Effectiveness

According to the *2018 ABM Benchmark Study*, 77% of ABM users are deriving 10% or greater ROI from ABM than they are from other marketing efforts; 45% say they are achieving more than double the ROI from ABM.

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 Account-Based Marketing Survey

A survey of marketing and sales professionals, conducted in 2018 by Ascend2 (www.ascend2.com), assessed priorities for account-based marketing. The following is a summary of the findings of the survey (percentage of respondents):

Priorities For Account-Based Marketing

	Most Important	Critical Challenges
• Aligning sales and marketing initiatives:	50%	38%
• Attributing marketing efforts to revenue:	41%	39%
• Scoring and targeting ideal accounts:	41%	37%
• Mapping account plans and insights:	38%	30%
• Creating content by account segment:	36%	34%
• Obtaining and enriching account data:	35%	34%
• Getting executive buy-in and budget:	25%	37%

Channels Used For Account-Based Marketing

	Most Effective	Most Difficult
• Personalized content:	52%	39%
• Segmented email:	49%	30%
• Social media:	45%	37%
• Targeted display ads:	31%	33%
• Search engines:	29%	37%
• Custom resource center:	29%	30%
• Mobile ads:	21%	36%

Resources Used For Implementation

• Combination of outsourced and in-house:	60%
• Outsourced to a specialist:	24%
• In-house resources:	16%

19.5 Market Resources

2018 ABM Benchmark Study, ABM Leadership Alliance and ITSMA.

(www.itsma.com/research/raising-the-game-with-abm-2018-abm-benchmark-study/)

ABM Leadership Alliance. (www.abmleadershipalliance.com)

Account-Based Marketing Strategy, Ascend2, 2018.

(<https://research.ascend2.com/2018-account-based-marketing-strategy/>)

Account-Based Marketing Tools: A Marketer's Guide, MarTech Today, June 2018.

(www.martechtoday.com/account-based-marketing-tools-a-marketers-guide-new-report-from-martech-today-217687)

Information Technology Services Marketing Association (ITSMA), 91 Hartwell Avenue, 1st Floor, Lexington, MA 02421. (781) 862-8500. (www.istma.com)

ANALYTICS

20.1 Overview

Marketing organizations use analytics to determine the outcomes of campaigns or efforts and to guide decisions for investment and consumer targeting.

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

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

20.2 Predictive Analytics

Predictive analytics uses techniques from data mining, statistics, modeling, machine learning, and artificial intelligence to analyze current data to make predictions about the future. It is used in marketing to determine 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.”

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20.3 Metrics Measured

The Metrics That Matter, a 2018 report by Spiceworks (www.spiceworks.com), reported metrics used by B2B marketers as follows (percentage of respondents):

Conversion Metrics

- Total deals closed: 57%
- Cost per acquisition: 54%
- Cost per conversion: 46%
- Lead-to-close ratio: 45%
- View-through conversion: 26%

Engagement & Lead Metrics

- Click-through rates: 79%
- Marketing-qualified leads: 65%
- Content downloads: 63%
- Contact form fills: 61%
- Cost per click: 57%

Revenue Metrics

- Campaign ROI: 55%
- Influenced revenue: 45%
- Influenced pipeline opportunity: 44%

Web Traffic Metrics

- Total site visits: 81%
- Traffic by sources/channels: 77%
- Average time on site: 64%
- Bounce rate: 51%
- Average page views per week: 50%
- New vs. returning visitors: 49%
- Interactions per visit: 43%

20.4 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 it 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%

20.5 Analytics Technology Products

A list of marketing analytics software vendors is presented in Appendix H.

ATTRIBUTION

21.1 Overview

Measuring and attributing the results of marketing efforts to revenue has become an important goal for many companies. One of the biggest challenges is ascertaining which sales came from specific campaigns. Customers are often brought in by several marketing efforts and there are multiple touchpoints before the sale.

A 2018 survey by Kantar Media (www.kantarmedia.com) found that 54% of senior marketers consider multi-touch attribution to be one of their biggest gaps in their marketing research.

A December 2018 survey by ClickZ (www.clickz.com) asked B2B marketing professionals to rate their company's current understanding of data-driven attribution. Responses were as follows:

- Excellent: 9%
- Good: 29%
- Average: 27%
- Below average: 23%
- Very poor: 12%

“Marketers want a better understanding of how their ad dollars are being spent, but simple models like last-click attribution – which credits a purchase or conversion to the last ad a customer clicks – hinder marketers’ analytic capabilities. That’s why some are turning to tactics such as multichannel attribution, which assigns marketing credit to more than one touchpoint or channel.”

eMarketer, 3/1/19

21.2 Attribution Models

According to a 2018 survey by Tune (www.tune.com), marketers use attribution models as follows:

- Multi-touch: 45%
- First click: 43%
- Position-based: 36%
- Last click: 24%
- Time decay: 24%
- Linear: 23%

In a 2018 survey by Dun & Bradstreet (www.dnb.com), 40% of B2B marketing professionals said they use multichannel attribution; 44% said they plan implementation in 2019 or 2020.

“Although many marketers rely on simplistic or outdated models, improvements are being made.”

eMarketer, 2/14/19

eMarketer (www.emarketer.com) assesses use of attribution models in 2019 among U.S. businesses with at least 100 employees as follows:

- Digital attribution models: 87%
- Multichannel attribution models: 58%

Use of multichannel attribution models increased to 58% in 2019 from 54% in 2018 and 48% in 2017.

21.3 Measuring Marketing Attribution

The following is a summary of *Measuring Marketing Attribution*, a survey of B2B marketing and sales professionals by Ascend2 (www.ascend2.com):

The following are the top priorities and most challenging barriers for measuring marketing attribution (percentage of respondents):

	Top Priorities	Most Challenging
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- Consolidating data sources: 25% 39%
- Applying attribution technology: 24% 43%

B2B marketing professionals consider relative ease of channel analysis for attribution as follows (percentage of respondents):

	Easy To Analyze	Difficult To Analyze
• Email marketing:	44%	29%
• Paid search:	41%	23%
• Display advertising:	41%	24%
• Social media marketing:	40%	41%
• Content marketing:	32%	52%
• Search engine optimization:	31%	37%
• Video marketing:	24%	31%

CONTENT MARKETING

22.1 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

22.2 Content Spending

eMarketer (www.emarketer.com) estimates that 87% of B2B companies with 100 or more employees use content marketing.

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

	Creation/Production	Distribution	Total
• Print/traditional media:	\$16.3 billion	\$ 8.5 billion	\$25.2 billion
• Digital media:	\$ 8.3 billion	\$ 5.1 billion	\$13.4 billion
• Events, video, and other:	\$ 3.6 billion	\$ 1.7 billion	\$ 5.3 billion
• Total:	\$28.4 billion	\$15.7 billion	\$43.9 billion

Of total content spending, \$16.2 billion, or 37%, is B2B; 63% is B2C.

“Content has become a pillar of B2B marketing. It can drive leads and enable buyers to self-educate along the path to purchase. In recent years, investment in content marketing has increased as more B2B leadership teams buy in to the programs.”

eMarketer, 2/6/19

22.3 State Of B2B Content Marketing

In August 2019, 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%: 48%
- 11% to 25%: 30%
- 26% to 50%: 18%
- >50%: 4%

Key Objectives Of Content Marketing Program

- Lead generation: 67%
- Creating awareness: 60%
- Nurturing prospects and influencing purchase: 51%
- Building thought leadership: 50%
- Engaging customers to build loyalty and advocacy: 38%
- Building website traffic: 34%

Most Effective Media Channel For Distributing Content

- Website: 63%
- Email: 60%
- Social media: 60%
- Web-based events: 14%
- Display: 13%
- Community platforms: 8%

- Media sites/third-party sites: 8%
- Mobile: 8%

Most Effective Content Formats

- Email: 61%
- Blogs: 50%
- Videos: 47%
- Articles: 46%
- Webinars/webcasts/podcasts: 42%
- Social media posts: 41%
- Reports (research, trends, etc.): 25%

Metrics Used To Evaluate Success Of Content Marketing Program

- Website traffic: 75%
- Conversion rate: 69%
- Downloads: 43%
- Time spent on website: 43%
- Page views: 41%
- ROI: 37%
- SEO ranking: 35%
- Likes/forwards: 28%

Technologies Used To Assist Content Marketing Management

- Email marketing software: 68%
- Analytics tools: 64%
- Social media publishing/analytics: 61%
- Marketing automation system: 48%
- Workflow/project management/editorial calendaring: 36%
- Content management system: 36%
- Content creation/optimization: 34%

Top Content Marketing Challenges

- Producing quality content: 50%
- Mapping content to stages of buyer's journey: 44%
- Lack of skilled people: 43%
- Lack of budget: 41%
- Inability to measure ROI: 40%
- Repurposing content into various formats: 22%
- Change in search/SEO/social media algorithms: 15%
- Data privacy/regulations: 13%

Twenty-two percent (22%) of survey participants rated their organization's content marketing program as very effective; 73% said it was somewhat effective.

22.4 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 2019 survey (percentage of respondents):

Techniques Used To Research Targeted Audience For Content Marketing

- Sales team feedback: 74%
- Website analytics: 73%
- Keyword research: 65%
- Secondary research: 53%
- Primary research: 50%
- Social media: 50%
- Database analysis: 45%
- Customer conversations/panels: 43%

Content Marketing Methods Used To Nurture Audience

- Email/email campaigns: 87%
- Educational content: 77%
- Clear calls-to-action for next steps: 62%
- In-person events: 61%
- Storytelling/relating to the audience: 45%
- Offers/incentives: 27%
- Community building/audience participation: 23%

Areas Of Increased Spending In Last 12 Months

- Content creation: 56%
- Content marketing staff: 37%
- Paid content distribution: 36%
- Content marketing technology: 29%
- Content marketing outsourcing: 21%

Changes In Use Of Content Types/Formats In Last 12 Months

	Increased	Same	Decreased
• Audio/visual content:	64%	32%	4%
• Written digital content:	61%	33%	6%
• Images:	56%	40%	4%
• In person events/presentations:	41%	52%	7%
• Audio-only digital content:	38%	54%	8%
• Written print content:	27%	56%	17%

Most Important Content Marketing Issues

- Changes to SEO algorithms: 61%
- Changes to social media algorithms: 45%
- Content marketing as a revenue center: 41%
- Data privacy/regulations: 34%
- Staffing/human resources: 33%

22.5 Content Marketing Engagement

A 2019 survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored B2B content marketing engagement. The following is a summary of the findings of the survey (percentage of respondents):

Key Objectives Of Content Marketing Engagement Strategy

	Primary Objectives	Critical Challenges
• Improving brand awareness:	55%	42%
• Increasing customer conversations:	48%	20%
• Increasing sales/revenue:	46%	41%
• Improving demand generation:	36%	16%
• Increasing website traffic:	32%	31%
• Improving sales lead quality:	28%	33%
• Improving search engine rankings:	15%	17%

Most Trusted Content By Targeted Audiences

• Research/case studies:	60%
• Photos/infographics:	34%
• Blog posts/articles:	31%
• Email/e-newsletters:	30%
• Videos/motion graphics:	30%
• Webinars/online events:	28%
• Traditional/digital PR:	23%

Most Important Metrics For Measuring Content Marketing Engagement

• Leads generated:	51%
• New/returning visitors:	50%
• Conversion rate:	43%
• Likes/comments/shares:	32%
• Time on page/views:	29%
• Number of downloads:	25%
• Page/scroll depth:	10%

22.6 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%

- 5-to-10: 13%
- 1-to-3: 10%
- None: 3%

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%

22.7 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, 2200 Geng Road, Suite 210, Palo Alto, CA 94303. (631) 230-2629.
(www.regalix.com)

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

The following links to a list of content marketing agencies:
www.rkma.com/contentmarketingagencies.pdf.

CUSTOMER DATA PLATFORMS

23.1 Overview

At the heart of data-driven marketing is the customer database. The customer data platform (CDP) creates a unified customer database that is accessible to other systems. Data is pulled from multiple sources and combined to create a single customer profile. This data provides real-time segmentation for personalized marketing.

“Customer data platforms are the hot thing in marketing tech right now, but many of their functions are not that novel. CDPs are similar to other types of data storage vendors such as data management platforms (DMPs), which are used to manage advertisers’ and publishers’ audience data. Vendors who sell CDPs claim that their differentiation comes from dealing exclusively with first-party data and having use cases that extend beyond media and advertising.”

eMarketer, 8/17/18

23.2 Data Sources In The CDP

According to a survey by The Relevancy Group (www.relevancygroup.com), B2B marketers have integrated data/sources/systems into their CDP as follows (percentage of respondents):

- CRM data: 61%
- Customer profiles, demographics: 58%

- Customer online spending: 48%
- Customer service/support information: 48%
- Website behavior: 41%
- Email marketing response data: 35%
- Digital advertising response data: 29%
- Customer offline spending: 25%
- Mobile behaviors, app utilization: 23%
- Previous marketing offers: 21%

23.3 Market Resources

CDP Vendor Directory, 2019. (www.cdpinstitute.org/directory)

Customer Data Platform Institute. (www.cdpinstitute.org)

Market Guide For Customer Data Platforms For Marketing, Gartner, July 2018.
 (www.gartner.com/en/documents/3881077/market-guide-for-customer-data-platforms-for-marketing)

CUSTOMER EXPERIENCE

24.1 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.

24.2 State Of The B2B Buyer Experience

Time Trade Systems (www.timetrade.com) conducts an annual survey of B2B customers' opinions about the buying experience.

The following is a summary of *The State Of The B2B Buyer Experience 2018*:

- Ninety-five percent (95%) of buyers surveyed prefer to work with companies that make it easy to meet with them. Ninety-two percent (92%) of B2B buyers reported they were likely or very likely to schedule an appointment with a company if offered when making a purchase decision.
- Ninety-four percent (94%) of buyers agreed that they tend to buy more from a company when they have live interactions with a knowledgeable employee.
- Eighty-eight percent (88%) of B2B buyers, on average, say it's important to have live meetings or appointments with a company they may buy from. The percentage increases significantly for buyers of technology and banking or financial services products.
- Eighty-three percent (83%) of B2B buyers preferred scheduling a prearranged phone or virtual appointment to other communication channels when making a purchase decision. Yet 51% of buyers said it was difficult to schedule time to speak with a sales or customer service representative when making purchases.
- Seventy-nine percent (79%) of buyers say it's important to be able to attend events and classes to learn more about a product or service prior to making a personal purchase.

24.3 Customer Experience Survey

Regalix Research (www.regalix.com) 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 Understand

- 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%

24.4 Vendor Relationships

In a 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%

24.5 Market Resources

Regalix Research, 2200 Geng Road, Suite 210, Palo Alto, CA 94303. (631) 230-2629. (www.regalix.com)

TimeTrade Systems Inc., 100 Ames Pond Drive, Suite 100, Tewksbury, MA 01876. (978) 654-6800. (www.timetrade.com)

CUSTOMER RELATIONSHIP MANAGEMENT

25.1 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.

25.2 CRM Use

A survey by Kapost (www.kapost.com) found that 71% of B2B marketers used CRM, the most of any category of marketing technology.

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

eMarketer

CRM is used extensively in B2B sectors where a close relationship with clients is essential. One example is IT consulting. A 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%

Despite the extensive use of CRM, many B2B marketers still have issues leveraging their customer relationship data. According to *The 6th Annual B2B Marketing Data Report*, by Dun & Bradstreet (www.dnb.com), B2B marketing professionals reported their integration of data with their CRM as follows (percentage of respondents):

- Advanced: 13%
- Intermediate: 34%
- Novice: 28%
- Beginner: 11%
- Uncertain: 14%

“CRM has long been a go-to sales and marketing tool for many B2B companies. But many companies haven’t structured themselves in a way that makes their data ingestion efficient.”

eMarketer, 9/18/18

25.3 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

25.4 CRM Technology Products

A list of vendors of customer relationship management software is provided in Appendix H.

25.5 Market Resources

CRM Directory (www.crmdirectory.com)

RelationshipManagement.org (www.relationshipmanagement.org)

DATA-DRIVEN MARKETING

26.1 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 2018 spending by marketers in the United States on data and data-related services at \$20.1 billion, a 10.8% increase from the previous year. The spending distribution was as follows (change from previous year in parenthesis):

- Offline data: \$9.6 billion (-1.3%)
- Digital data: \$7.0 billion (34.1%)
- Email data: \$1.7 billion (15.8%)
- TV data: \$1.7 billion (3.5%)

26.2 Data Use

B2B Marketing Trends Survey, by Informa Engage (<https://engage.informa.com>), reported use of data among U.S. B2B marketers as follows (percentage of respondents):

- CRM records, customer survey responses: 84%
- Site registrations/transaction records: 76%
- Web analytics/site traffic: 71%
- Qualified online leads: 49%
- Audience access: 44%
- Business affiliate CRM/loyalty records: 33%
- Business affiliate web analytics/site traffic: 33%
- Licensed demographic/psychographic mailing lists: 27%
- Syndicated market research: 27%
- Online behavioral/intenders: 25%
- Business affiliate-provided site registrations: 18%

26.3 Data-Driven Marketing Tactics

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

26.4 Data-Driven Marketing Strategy

The following is a summary of *Data-Driven Marketing Strategy*, a survey of B2B marketing and sales professionals by Ascend2 (www.ascend2.com):

The following are the most important goals and top challenges of a data-driven marketing strategy (percentage of respondents):

	Top Priorities	Most Challenging
• Personalizing the customer experience:	70%	32%
• Acquiring new customers:	43%	31%
• Measuring data-driven marketing ROI:	40%	42%
• Targeting individual market segments:	39%	22%
• Integrating data across platforms:	28%	50%
• Growing the marketing database:	28%	27%
• Enriching data quality and completeness:	24%	49%

Tactical Effectiveness

The most effective and most challenging data-driven marketing personalization tactics are as follows (percentage of respondents):

	Most Effective	Most Challenging
• Email message personalization:	47%	27%
• Targeted landing pages:	43%	23%

- Contact data segmentation: 38% 41%
- Web content personalization: 37% 48%
- Triggered email campaigns: 36% 26%
- Retargeted advertising: 35% 34%
- Lead intelligence collection: 34% 50%

Resources used to execute data-driven marketing personalization tactics are as follows (percentage of respondents):

- Combination of outsourced and in-house: 56%
- Outsourced to a specialist: 29%
- In-house resources only: 15%

26.5 Data Performance

The B2B Data Activation Priority, a 2018 study by Forrester Consulting (www.go.forrester.com) commissioned by Dun & Bradstreet, reported data areas in which B2B companies are performing well as follows (percentage of respondents):

- Have customer data that is trusted to be complete and accurate: 49%
- Effective at using customer data to activate marketing and sales initiatives: 46%
- Data sources and insights are well integrated, understood, consistent, validated, and shared across the organization: 43%
- Teams are leveraging the same quality data consistently across activities and technologies: 43%
- Can convert data into insights to quickly act on customers' immediate needs, interest, and behaviors: 42%

DIRECT MARKETING

27.1 Market Assessment

Winterberry Group (www.winterberrygroup.com) assessed direct mail spending in 2019 at \$44.3 billion, a 3.3% increase over the previous year. Direct mail spending is nearly evenly split between B2B and B2C marketing.

27.2 Direct Mail

The U.S. Postal Service (USPS, www.usps.com) reported marketing mail volume as follows:

• 2007:	103.5 billion	• 2013:	80.8 billion
• 2008:	98.4 billion	• 2014:	80.3 billion
• 2009:	81.8 billion	• 2015:	80.0 billion
• 2010:	81.8 billion	• 2016:	80.9 billion
• 2011:	84.0 billion	• 2017:	78.3 billion
• 2012:	79.5 billion	• 2018:	77.3 billion

Marketing mail postage spending in 2018 was \$16.5 billion. Marketing mail accounted for 52.7% of USPS volume in 2018 and 23.3% of revenue.

27.3 Effectiveness

A survey by Target Marketing (www.targetmarketing.com) found direct marketers rate various marketing efforts for ROI with respect to customer acquisition and retention as follows (percentage of respondents):

	Acquisition	Retention
• Direct mail:	34%	33%
• Email:	24%	37%
• Search engine marketing:	8%	1%
• Telemarketing:	7%	9%
• Website advertising:	6%	3%
• Catalogs:	6%	7%
• Search engine optimization:	6%	1%
• Direct response space advertising:	3%	2%
• Direct response TV:	2%	1%

• Direct response radio:	1%	1%
• Insert media:	1%	2%
• Mobile marketing:	1%	1%
• Webcasts:	1%	2%

27.4 Direct Marketing Agencies

According to *Advertising Age* (April 2019), the following are the largest direct marketing agencies (parent company in parenthesis):

• Deloitte Digital:	\$2.51 billion
• Wunderman Thompson (WPP):	\$1.97 billion
• Epsilon-Conversant (Alliance Data Systems Corp.):	\$1.94 billion
• Merkle (Dentsu):	\$ 847 million
• Rapp (Omnicom):	\$ 795 million

27.5 Direct Marketing List Providers

Direct marketing lists provide contact information for marketers. Lists are available from list brokers, list compilers, and list 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)
- Epsilon Targeting (www.epsilon.com/solutions/product-solutions/data)
- 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.pmxagency.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)

27.6 Market Resources

Direct Marketing News, 201 N. Main Street, Fort Atkinson, WI 53538. (800) 538-5544.
(www.dmnews.com)

EVENT MARKETING

28.1 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

28.2 Event Spending

B2B companies spend lavishly to engage at events 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, however, so too does event spending.

The Tax Cuts and Jobs Act that went into effect in 2018 eliminated the ability of corporations to deduct the cost of event tickets and luxury suites. Previously, corporations could deduct 50% of their entertainment expenses. The loss of the deduction, however, was more than offset by the lower overall corporate tax rate (reduced from 35% to 21% for many corporations).

According to InviteManager (www.invitemanager.com), 43% of corporate tickets are never used.

28.3 Major Sports Events

Large corporations often entertain customers at major sporting events.

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

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 follows:

- Super Bowl
- NCAA Final Four
- The Masters (golf)
- US Open (tennis)
- Kentucky Derby
- Ryder Cup (biennial)

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 Summer 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.

28.4 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*.

28.5 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)

SportsBusiness Journal, 112 South Tryon Street, Suite 1600, Charlotte, NC 28284. (704) 371-3100. (www.sportsbusinessjournal.com)

INBOUND MARKETING

29.1 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.

29.2 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.

29.3 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%

29.4 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%

29.5 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%

29.6 Market Resources

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

LEAD GENERATION & MANAGEMENT

30.1 Qualified Leads

DemandWave (www.demandwave.com) reported that 48% of B2B marketers rank the delivery of quality leads as their top marketing objective, ahead of increasing the quantity of leads (23%) and increasing marketing ROI (12%).

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%

30.2 Most Effective Lead Generation Tactics

A survey by the Business Information Association (www.siiia.net/connectiv) 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.

30.3 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%

30.4 Conversion Rate

B2B Sales Benchmarks, a study by Implitit (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%

30.5 Lead Management

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

A list of vendors of lead management automation technology products is provided in Appendix H.

30.6 Lead Management 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.

According to *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%

30.7 Lead Management Survey

A survey of B2B marketing and sales professionals by Ascend2 (www.ascend2.com) explored strategies for lead generation and management. The findings were published in *Generating and Nurturing Leads to Create Demand*; the following is a summary (percentage of respondents):

Lead Generation Priorities

- Improve the quality of leads: 58%
- Increase the number of leads: 46%
- Improve strategy effectiveness: 37%
- Improve lead data analytics: 36%
- Improve ROI measureability: 32%
- Increase web visitor conversions: 31%
- Improve lead data segmentation: 23%

Most Effective Lead Generation Tactics

- Social media marketing: 47%
- Email marketing: 46%
- Content or video marketing: 39%
- Search engine optimization: 38%
- Event or demo registrations: 30%
- Paid search or display ads: 30%
- Web personalization: 26%

Lead Nurturing Priorities

- Increase sales opportunities: 55%
- Increase customer conversions: 53%
- Increase brand awareness: 35%
- Improve personalization: 31%
- Decrease sales cycle time: 20%
- Improve lead data segmentation: 29%
- Improve strategy effectiveness: 28%

Most Effective Lead Nurturing Tactics

- Email marketing: 47%
- Content or video marketing: 45%
- Social media marketing: 40%
- Web personalization: 33%
- Search engine optimization: 33%
- Event or demo registration: 29%
- Paid search or display ads: 29%

MARKET RESEARCH

31.1 Market Research Companies

The 2018 AMA Gold Top 50 Report, by the American Marketing Association (www.ama.org), reported \$11.24 billion in U.S. revenue for the 50 largest market research companies. These companies had \$12.83 billion in international revenue.

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

• Nielsen:	\$3.73 billion
• IQVIA:	\$1.43 billion
• Kantar:	\$ 970 million
• Information Resources, Inc. (IRI):	\$ 733 million
• Ipsos:	\$ 569 million
• Westat:	\$ 551 million
• comScore:	\$ 332 million
• GfK:	\$ 300 million
• The NPD Group:	\$ 289 million
• ICF:	\$ 170 million
• Forrester Research Services:	\$ 166 million
• Wood Mackenzie:	\$ 132 million
• DRG (Decision Resources Group):	\$ 129 million
• MaritzCX:	\$ 124 million
• Lieberman Research Worldwide (LRW):	\$ 107 million
• dunnhumby:	\$ 103 million
• Informa Financial Intelligence:	\$ 102 million
• NRC Health:	\$ 99 million
• C Space:	\$ 67 million
• Burke:	\$ 67 million
• ORC International:	\$ 67 million
• Market Strategies International:	\$ 65 million
• Convergys Analytics:	\$ 63 million
• YouGov:	\$ 56 million
• The Macromill Group:	\$ 49 million
• Morpace:	\$ 48 million
• Market Force:	\$ 48 million
• PRS IN VIVO:	\$ 46 million
• Directions Research:	\$ 43 million
• Hanover Research:	\$ 42 million

• FocusVision:	\$	39 million
• Phoenix Marketing International:	\$	37 million
• SSRS:	\$	36 million
• Cello Health plc:	\$	36 million
• Radius GMR:	\$	34 million
• Fors Marsh Group:	\$	32 million
• Maru/Matchbox:	\$	32 million
• MarketVision Research:	\$	31 million
• LRA, a Deloitte business:	\$	30 million
• Kelton Global:	\$	27 million
• Screen Engine/ASI:	\$	26 million
• Gongos:	\$	24 million
• The Link Group:	\$	24 million
• NAXION:	\$	21 million
• Bellomy Research:	\$	19 million
• Chadwick Martin Bailey:	\$	19 million
• Edelman Intelligence:	\$	18 million
• Hypothesis:	\$	18 million
• KS&R (Knowledge Systems & Research):	\$	16 million
• RTi Research:	\$	14 million

31.2 Market Research Reports

The following are some firms that publish market research reports assessing market segments and market characteristics:

- America's Research Group (www.americasresearchgroup.com)
- BCC Research (www.bccresearch.com)
- Datamonitor (www.datamonitor.com)
- Euromonitor International (www.euromonitor.com)
- First Research (www.firstresearch.com).
- Frost & Sullivan (www.frost.com)
- GfK (www.gfk.com)
- Kantar Futures (www.thefuturescompany.com)
- Mintel (www.mintel.com)
- New Strategist Publications (www.newstrategist.com)
- Nielsen Local (www.scarborough.com)
- Packaged Facts (www.packagedfacts.com)
- Paramount Market Publishing (www.paramountbooks.com)
- Parks Associates (www.parksassociates.com)
- Prosper Business Development (www.goproprosper.com)
- Richard K. Miller & Associates (www.rkma.com)
- The NPD Group (www.npd.com)
- Unity Marketing (www.unitymarketingonline.com)
- WSL Strategic Retail (www.wslstrategicretail.com)

A comprehensive collection of market intelligence reports from over 720 publishers is available from MarketResearch.com.

31.3 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

GreenBook provides a directory of B2B competitor intelligence service providers at www.greenbook.org/market-research-firms/competitive-intelligence.

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

31.4 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

31.5 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)

Insights Association, 170 North Country Road, Suite 4, Port Jefferson, NY 11777. (631) 928-6954. (www.insightsassociation.org)

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

MarketResearch.com, 6116 Executive Boulevard, Suite 550, Rockville, MD 20852. (800) 298-5699. (www.marketresearch.com)

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)

MARKETING AUTOMATION

32.1 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

32.2 Marketing Automation Integration

A July 2019 survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored strategies for B2B marketing automation. The following is a summary of the findings of the survey (percentage of respondents):

Objectives Of A Marketing Automation Strategy

	Most Important	Most Challenging
• Improving campaign effectiveness:	57%	45%
• Improving marketing/sales alignment:	53%	49%
• Improving quality lead generation:	49%	49%
• Improving marketing-related metrics:	34%	31%
• Improving data systems centralization:	30%	16%
• Improving marketing attribution:	26%	23%
• Improving data governance:	9%	17%

Most Important Factors In Choosing A Marketing Automation System To Integrate

• Total cost or pricing model:	53%
• Ease of use/learning curve:	47%
• Analytics and reporting:	40%
• All-in-one/integrated solution:	39%
• Lead management:	30%
• Data management:	27%
• Email/campaign automation:	27%

Most Important Metrics For Measuring Benefits Of Marketing Automation Integration

• Revenue generated:	60%
• Customers acquired:	52%
• Conversion rates:	44%
• Sales accepted leads:	29%
• Marketing qualified leads:	28%
• Cost per lead generated:	14%
• Open and click rates:	6%

32.3 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%

32.4 Marketing Automation Technology Products

A list of vendors of marketing automation software is provided in Appendix H.

NETWORKING

33.1 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

33.2 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>.

33.3 Networking Online

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

PERSONALIZATION

34.1 Overview

Two 2019 surveys of marketing and sales professionals by Ascend2 (www.ascend2.com) explored personalization strategies for B2B digital marketing. This chapter presents the findings of the surveys.

34.2 Data-Driven Personalization

The following are the most important and most challenging objectives of a data-driven personalization (percentage of respondents):

	Most Important	Most Challenging
• Improving customer experience:	64%	44%
• Increasing visitor engagement:	44%	42%
• Increasing conversion rates:	43%	32%
• Improving product offer and pricing:	26%	26%
• Improving quality of data used:	26%	41%
• Improving lead program:	25%	26%
• Improving brand performance:	23%	23%

The most important types of marketing data utilized for personalization are as follows (percentage of respondents):

• Website activity:	55%
• Transaction activity:	47%
• Campaign activity:	37%
• Gender/age/location:	32%
• Name:	26%
• Company/employment:	24%
• Title/purchasing role:	19%

Data-driven personalization is most often utilized as follows (percentage of respondents):

• Email messaging:	51%
• Marketing content:	46%
• Website home page:	40%
• Search engine marketing:	32%
• Campaign landing pages:	31%

- Blog/social media posts: 28%
- Product/pricing detail pages: 18%

34.3 Hyper-Personalization Strategies

Hyper-personalization takes personalized marketing a step further by leveraging artificial intelligence (AI) and real-time data to deliver more relevant content, product, and service information to each user.

B2B marketing professionals consider the following to be the most effective and most challenging hyper-personalization strategies (percentage of respondents):

	Most Effective	Most Challenging
• Improving the customer experience:	60%	34%
• Applying data insights to decisions:	51%	53%
• Understanding customers better:	41%	35%
• Improving all content performance:	37%	33%
• Gaining a competitive advantage:	32%	22%
• Using more artificial intelligence:	29%	40%
• Attributing revenue to marketing:	26%	38%

The following types of AI-powered apps are most effective in a hyper-personalization strategy (percentage of respondents):

	Most Effective	Most Challenging
• Predictive analytics:	56%	48%
• User experience:	46%	41%
• Content creation/curation:	45%	51%
• Search/social marketing:	26%	22%
• Email marketing:	25%	22%
• Digital/display advertising:	24%	23%
• Open-question chatbots:	18%	32%

34.4 Market Resources

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

PRODUCT MARKETING

35.1 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.

35.2 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%

35.3 Digital Channels For Product Marketing

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

• Website:	91%
• Email:	89%

- Webinars: 77%
- Social media: 76%
- Organic search (SEO): 64%
- Blog/microblog: 62%
- Paid search (SEM): 59%
- Digital banners: 57%
- Online display ads: 43%
- Micro-websites: 40%
- Mobile web and apps: 28%
- Affiliate marketing: 24%
- Mobile campaigns: 15%

35.4 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%

35.5 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%

35.6 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%

35.7 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%

35.8 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%

- Ad or call campaign analytics: 16%
- Sentiment analysis: 16%

35.9 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%

35.10 Market Resources

Regalix Research, 2200 Geng Road, Suite 210, Palo Alto, CA 94303. (631) 230-2629.
www.regalix.com

PROMOTIONAL EVENTS

36.1 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

36.2 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%

36.3 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%

36.4 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%

36.5 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%

36.6 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%

36.7 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%

36.8 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%

36.9 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%

36.10 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%

36.11 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%

36.12 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%

36.13 Market Resources

Regalix Research, 2200 Geng Road, Suite 210, Palo Alto, CA 94303. (631) 230-2629.
(www.regalix.com)

SALES

37.1 State Of Sales

Since 2016 LinkedIn (www.linkedin.com) has conducted the annual *State Of Sales Report*.

The following are findings of *State Of Sales 2018*:

- Seventy-three percent (73%) of sales professionals use sales technology to close more deals. Top sales performers see networking platforms as “very important” to help close deals at a 51% higher rate than their peers.
- Ninety-six percent (96%) of decision makers say they’re more likely to consider a brand’s products or services if sales professionals have a clear understanding of their business needs.
- The top sales professionals are working more closely with marketing and seeing better results, but there’s room for improvement, says the report. Only 20% of sales professionals report a significant overlap in the data used by marketing and sales to target leads.
- Millennials (ages 21-38) are quicker to implement new strategies like marketing and sales orchestration, which is contributing to their success as the highest-performing age group.
- Forty percent (40%) of B2B customers rank trust as the No. 1 factor in closing deals, above ROI and price; 51% of decision makers rank trust as the top factor they desire in a salesperson.

The strongest influences among B2B customers when choosing to engage with a sales rep are as follows (percentage of respondents):

- | | |
|---|-----|
| • Representing a well-known company with a strong professional brand: | 52% |
| • Providing specific information relevant to their current job: | 47% |
| • Mentioning the sales professional’s company and product solutions: | 41% |
| • Referencing a colleague they both know: | 39% |
| • Having good charisma: | 32% |

State Of Sales 2018 reported that the median annual pay for sales managers is \$121,060, plus bonuses.

37.2 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):

	Most Likely	Likely
• Opportunities end up as no decision:	39%	15%
• Burdened with tasks and spend less time selling:	18%	15%
• Unable to effectively communicate value:	15%	26%
• Selling content and resources not aligned to buyer:	12%	14%
• Inability to find necessary content or resources for selling:	9%	19%
• Selling content not tailored to specific selling situation:	6%	19%

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

• Conducting thorough 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%

37.3 Prospecting

According to *B2B Prospecting Challenges From the Front Lines*, a 2018 study by ValueSelling Associates (www.valueselling.com), B2B sales people consider the most effective ways to reach prospects as follows (percentage of respondents):

- Referrals: 77%
- Phone: 46%
- Groups: 39%
- Trade shows: 30%
- Social selling: 29%
- Email: 23%
- Webinars: 8%

The biggest challenge faced by sales reps, cited by 59% in the survey, is getting prospects to respond at all.

The top skills for sales reps are as follows (percentage of respondents):

- #1 Doing research to target decision makers
- #2 Getting an introduction
- #3 Face-to-face networking

The biggest challenges to outbound prospecting by sales reps are as follows (percentage of respondents):

- Being organized and consistent with their outreach efforts: 60%
- Giving up too easily when cold calling: 53%
- Fear of picking up the phone and making calls: 48%
- Finding and accessing the correct decision maker: 42%
- Unskilled at using social media for prospecting: 38%
- Doing adequate research to know the prospect's industry, business and background: 35%

37.4 Sales Cycle

In a survey by Ascend2 (www.ascend2.com), B2B marketers 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%

37.5 Sales Enablement

Sales enablement is a process that helps salespeople sell more effectively by providing them with content and tools to address their customer's needs at different stages in the buyer cycle.

A survey of marketing and sales professionals by Ascend2 explored strategies for B2B sales enablement. The following is a summary of the findings of the survey (percentage of respondents):

Broad Goals Of Sales Enablement Function

- Provide sales teams with fresh and quality content in a timely manner: 76%
- Improve quality of sales interactions via intelligent recommendations: 66%
- On-board new hires: 55%
- Roll out sales enablement platform: 41%
- Measure impact of content on sales cycles: 38%
- Integrate sales content into CRM: 24%

Key Roadblocks In A Sales Enablement Journey

- Inability to measure success of a sales enablement initiative: 55%
- Lack of resources (content creators): 52%
- Content vision/content structure challenges: 45%
- Lack of knowledge/expertise: 38%
- Lack of budget: 31%

Challenges For A Sales Organization

	Very Critical	Critical	Not Critical
• Access content rapidly:	73%	23%	4%
• Ability to share content with buyers rapidly:	62%	31%	12%
• Access to content based on sales stage:	54%	42%	8%
• Customizing sales pitches:	48%	37%	19%

Evaluation Of Success Of Sales Enablement

- Engagement metrics (views, completion rate, time on site): 47%
- Search volume: 17%
- Trending content: 14%
- 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%

37.6 Market Resources

3rd Annual State Of Sales Report, LinkedIn, October 2018.

(<https://business.linkedin.com/sales-solutions/b2b-sales-strategy-guides/the-state-of-sales-2018>)

SPONSORSHIPS

38.1 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.

38.2 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):

- | | | | |
|---------|------------------------|---------|-----------------------|
| • 2008: | \$16.6 billion (11.4%) | • 2014: | \$20.6 billion (4.0%) |
| • 2009: | \$16.5 billion (-0.6%) | • 2015: | \$21.4 billion (3.9%) |
| • 2010: | \$17.2 billion (3.9%) | • 2016: | \$22.4 billion (4.7%) |
| • 2011: | \$18.1 billion (5.5%) | • 2017: | \$23.1 billion (3.6%) |
| • 2012: | \$18.9 billion (4.4%) | • 2018: | \$24.2 billion (4.5%) |
| • 2013: | \$19.8 billion (4.7%) | | |

38.3 Spending By Sector

IEG Sponsorship Report assesses sponsorship spending by sector in 2018 as follows (change from previous year in parenthesis):

- | | |
|--|------------------------|
| • Sports: | \$17.05 billion (4.9%) |
| • Entertainment tours/attractions: | \$ 2.40 billion (4.8%) |
| • Causes: | \$ 2.14 billion (4.4%) |
| • Arts: | \$ 1.03 billion (3.7%) |
| • Festivals/fairs/annual events: | \$ 936 million (3.7%) |
| • Associations/membership organizations: | \$ 635 million (3.1%) |

38.4 Market Resources

IEG Sponsorship Report and *IEG Sponsorship Sourcebook*, published by IEG, 350 North Orleans Street, Suite 1200, Chicago, IL 60654. (800) 834-4850. (www.sponsorship.com)

PART VI: TRADE SHOWS

TRADE SHOW MARKETING

39.1 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.ceir.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 40 provides a list of the largest U.S. trade shows. Chapter 41 provides a list of the largest U.S. convention centers. This chapter presents market resources that support trade show marketing.

39.2 Exhibition Industry Research

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

39.3 Associations

Exhibitor Appointed Contractor Association, 2214 NW 5th Street, Bend, OR 97701. (541) 317-8768. (www.eaca.org)

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

39.4 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)

39.5 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)

LARGEST TRADE SHOWS

40.1 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.

40.2 Largest Trade Shows

Ranked by net square footage (NSF) of exhibit space, the largest U.S. conventions and trade shows in 2018 were as follows:

CES

- Las Vegas Convention Center/Sands Expo & Convention Center/Various Hotels - Las Vegas (January 2018)
- Organizer: Consumer Technology Association
- Exhibitors: 4,460
- Attendees: 111,854
- Net exhibit space: 2,784,167 sq. ft.

IMTS - The International Manufacturing Technology Show

- McCormick Place - Chicago, IL (September 2018)
- Organizer: AMT-The Association for Manufacturing Technology
- Exhibitors: 2,563
- Attendees: 129,415
- Net exhibit space: 1,424,232 sq. ft.

The Atlanta International Gift & Home Furnishings Market - Winter

- AmericasMart Atlanta - Atlanta, GA (January 2018)
- Organizer: AMC
- Exhibitors: 2,696
- Attendees: 90,323
- Net exhibit space: 1,341,126 sq. ft.

The Atlanta International Gift & Home Furnishings Market - Summer

- AmericasMart Atlanta - Atlanta, GA (July 2018)
- Organizer: AMC, Inc.
- Exhibitors: 2,357

- Attendees: 85,104
- Net exhibit space: 1,255,192 sq. ft.

PACK EXPO International and Healthcare Packaging EXPO 2018

- McCormick Place - Chicago, IL (October 2018)
- Organizer: PMMI: The Association for Packaging and Processing Technologies
- Exhibitors: 2,460
- Attendees: 43,981
- Net exhibit space: 1,249,751 sq. ft.

NPE 2018 – The Plastics Show

- Orange County Convention Center - Orlando, FL (May 2018)
- Organizer: Plastics Industry Association
- Exhibitors: 2,182
- Attendees: 35,949
- Net exhibit space: 1,221,765 sq. ft.

SEMA 2018 Show (Specialty Equipment Market Association)

- Las Vegas Convention Center - Las Vegas, NV (September 2018)
- Organizer: Specialty Equipment Market Association
- Exhibitors: 2,400
- Attendees: 161,938
- Net exhibit space: 1,210,000 sq. ft.

Florida RV SuperShow

- Florida State Fairgrounds - Tampa, FL (January 2018)
- Organizer: Florida RV Trade Association
- Exhibitors: 345
- Attendees: 1,200
- Net exhibit space: 1,171,084 sq. ft.

America's Largest RV Show

- Giant Center - Hershey, PA (December 2018)
- Organizer: Pennsylvania RV & Camping Association
- Exhibitors: 198
- Attendees: 1,542
- Net exhibit space: 1,047,866 sq. ft.

NAB Show

- Las Vegas Convention Center - Las Vegas, NV (April 2018)
- Organizer: National Association of Broadcasters
- Exhibitors: 1,718
- Attendees: 41,154
- Net exhibit space: 1,045,000 sq. ft.

GIE+EXPO

- Kentucky Exposition Center - Louisville, KY (September 2018)
- Organizer: Sellers Expositions
- Exhibitors: 866
- Attendees: 16,534
- Net exhibit space: 934,813 sq. ft.

2018 NBAA-BACE Business Aviation Convention & Exhibition

- Orange County Convention Center - Orlando, FL (September 2018)
- Organizer: National Business Aviation Association (NBAA)
- Exhibitors: 978
- Attendees: 23,664
- Net exhibit space: 932,845 sq. ft.

MAGIC - Winter (PROJECT, THE TENTS, MAGIC MEN'S, POOLTRADESHOW, PROJECT WOMENS, STITCH@PROJECTWOMENS, WWDMAGIC, FNPLATFORM, SOURCING at MAGIC)

- Las Vegas Convention Center/Mandalay Bay Convention Center - Las Vegas, NV (February 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 5,327
- Attendees: 75,800
- Net exhibit space: 864,550 sq. ft.

MAGIC - Fall (PROJECT, THE TENTS, MAGIC MEN'S, POOLTRADESHOW, PROJECT WOMENS, STITCH@PROJECTWOMENS, WWDMAGIC, FNPLATFORM, SOURCING at MAGIC)

- Las Vegas Convention Center/Mandalay Bay Convention Center - Las Vegas, NV (August 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 5,268
- Attendees: 73,849
- Net exhibit space: 852,650 sq. ft.

RECon

- Las Vegas Convention Center - Las Vegas, NV (May 2018)
- Organizer: International Council of Shopping Centers (ICSC)
- Exhibitors: 1,067
- Attendees: 20,000
- Net exhibit space: 838,000 sq. ft.

International Home + Housewares Show

- McCormick Place - Chicago, IL (March 2018)
- Organizer: International Housewares Association

- Exhibitors: 2,244
- Attendees: 36,000
- Net exhibit space: 814,200 sq. ft.

World of Concrete

- Las Vegas Convention Center - Las Vegas, NV (January 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 1,567
- Attendees: 38,821
- Net exhibit space: 747,411 sq. ft.

National Restaurant Association Restaurant, Hotel-Motel Show

- McCormick Place - Chicago, IL (May 2018)
- Organizer: National Restaurant Association
- Exhibitors: 2,486
- Attendees: 41,345
- Net exhibit space: 715,108 sq. ft.

Mid-America Trucking Show

- Kentucky Exposition Center - Louisville, KY (March 2018)
- Organizer: Exhibit Management Associates, Inc.
- Exhibitors: 1,008
- Attendees: 71,327
- Net exhibit space: 664,000 sq. ft.

SHOT Show (Shooting, Hunting, Outdoor Trade)

- Sands Expo & Convention Center - Las Vegas, NV (January 2018)
- Organizer: National Shooting Sports Foundation
- Exhibitors: 2,118
- Attendees: 23,129
- Net exhibit space: 655,782 sq. ft.

FABTECH

- Georgia World Congress Center - Atlanta, GA (November 2018)
- Organizers: AWS/CCAI/FMA/PMA/SME
- Exhibitors: 1,650
- Attendees: 20,168
- Net exhibit space: 650,300 sq. ft.

International Woodworking Fair (IWF)

- Georgia World Congress Center - Atlanta, GA (August 2018)
- Organizer: International Woodworking Fair
- Exhibitors: 1,081

- Attendees: 30,375
- Net exhibit space: 633,058 sq. ft.

The NAMM Show

- Anaheim Convention Center - Anaheim, CA (January 2018)
- Organizer: NAMM, the National Association of Music Merchants
- Exhibitors: 1,931
- Attendees: 115,085
- Net exhibit space: 616,015 sq. ft.

HIMSS18

- Sands Expo & Convention Center - Las Vegas, NV (March 2018)
- Organizer: Healthcare Information & Management Systems Society (HIMSS)
- Exhibitors: 1,364
- Attendees: 18,910
- Net exhibit space: 615,520 sq. ft.

National Hardware Show

- Las Vegas Convention Center - Las Vegas, NV (May 2018)
- Organizer: Reed Exhibitions
- Exhibitors: 2,145
- Attendees: 14,898
- Net exhibit space: 600,500 sq. ft.

IAAPA Attractions Expo

- Orange County Convention Center - Orlando, FL (November 2018)
- Organizer: International Association of Amusement Parks & Attractions (IAAPA)
- Exhibitors: 1,151
- Attendees: 26,600
- Net exhibit space: 600,375 sq. ft.

Offshore Technology Conference (OTC)

- NRG Park - Houston, TX (April 2018)
- Organizer: Society of Petroleum Engineers (SPE)
- Exhibitors: 2,347
- Attendees: 34,608
- Net exhibit space: 585,000 sq. ft.

NAHB International Builders' Show

- Orange County Convention Center - Orlando, FL (January 2018)
- Organizer: National Association of Home Builders (NAHB)
- Exhibitors: 1,543
- Attendees: 54,367
- Net exhibit space: 583,186 sq. ft.

InfoComm

- Las Vegas Convention Center - Las Vegas, NV (June 2018)
- Organizer: AVIXA - The Audiovisual and Integrated Experience Association
- Exhibitors: 956
- Attendees: 33,114
- Net exhibit space: 554,107 sq. ft.

Natural Products Expo West/Engredea

- Anaheim Convention Center - Anaheim, CA (March 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 3,246
- Attendees: 33,092
- Net exhibit space: 553,410 sq. ft.

AAPEX

- Sands Expo & Convention Center - Las Vegas, NV (October 2018)
- Organizer: William T. Glasgow Inc.
- Exhibitors: 2,513
- Attendees: 71,350
- Net exhibit space: 552,100 sq. ft.

International Air-Conditioning, Heating, Refrigerating Expo - AHR Expo

- McCormick Place - Chicago, IL (January 2018)
- Organizer: International Exposition Company (IEC)
- Exhibitors: 2,155
- Attendees: 49,995
- Net exhibit space: 534,080 sq. ft.

International Production & Processing Expo (IPPE)

- Georgia World Congress Center - Atlanta, GA (January 2018)
- Organizer: U.S. Poultry & Egg Association/American Feed Industry Association (AFIA)/North American Meat Institute (NAMI)
- Exhibitors: 1,216
- Attendees: 30,634
- Net exhibit space: 515,061 sq. ft.

FDIC International (Fire Department Instructors Conference)

- Indiana Convention Center - Indianapolis, IN (April 2018)
- Organizer: Clarion Events
- Exhibitors: 818
- Attendees: 27,656
- Net exhibit space: 494,394 sq. ft.

Coverings

- Georgia World Congress Center - Atlanta, GA (May 2018)
- Organizer: Taffy Event Strategies
- Exhibitors: 1,121
- Attendees: 14,657
- Net exhibit space: 460,755 sq. ft.

Toy Fair New York/North American International Toy Fair

- Javits Convention Center - New York, NY (February 2018)
- Organizer: The Toy Association, Inc.
- Exhibitors: 1,036
- Attendees: 13,167
- Net exhibit space: 442,700 sq. ft.

E3 (Electronic Entertainment Expo)

- Los Angeles Convention Center - Los Angeles, CA (June 2018)
- Organizer: Dolaher Events
- Exhibitors: 219
- Attendees: 37,000
- Net exhibit space: 435,973 sq. ft.

RSNA Scientific Assembly and Annual Meeting

- McCormick Place - Chicago, IL (November 2018)
- Organizer: Radiological Society of North America (RSNA)
- Exhibitors: 719
- Attendees: 33,094
- Net exhibit space: 432,400 sq. ft.

NACS Show

- Las Vegas Convention Center - Las Vegas, NV (October 2018)
- Organizer: National Association of Convenience Stores (NACS)
- Exhibitors: 1,251
- Attendees: 9,095
- Net exhibit space: 431,800 sq. ft.

Ace Hardware Fall Convention & Exhibits

- McCormick Place - Chicago, IL (August 2018)
- Organizer: Ace Hardware Corporation
- Exhibitors: 1,475
- Attendees: 15,413
- Net exhibit space: 420,000 sq. ft.

JCK Las Vegas

- Mandalay Bay Convention Center - Las Vegas, NV (June 2018)
- Organizer: Reed Exhibitions
- Exhibitors: 1,952
- Attendees: 18,727
- Net exhibit space: 404,000 sq. ft.

The International Surface Event: SURFACES | StonExpo/Marmomac | TileExpo

- Mandalay Bay Convention Center - Las Vegas, NV (January 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 732
- Attendees: 28,350
- Net exhibit space: 397,492 sq. ft.

PGA Merchandise Show

- Orange County Convention Center - Orlando, FL (January 2018)
- Organizer: Reed Exhibitions
- Exhibitors: 828
- Attendees: 38,139
- Net exhibit space: 371,200 sq. ft.

Performance Racing Industry Trade Show

- Indiana Convention Center - Indianapolis, IN (December 2018)
- Organizer: Performance Racing Industry
- Exhibitors: 1,157
- Attendees: 54,722
- Net exhibit space: 368,100 sq. ft.

Medical Design & Manufacturing (MD&M) West, WestPack, Automation Technology Expo (ATX) West, PLASTECH West, Pacific Design & Manufacturing

- Anaheim Convention Center - Anaheim, CA (February 2018)
- Organizer: UBM Advanced Manufacturing
- Exhibitors: 1,948
- Attendees: 19,300
- Net exhibit space: 366,768 sq. ft.

NADA Show 2018

- Las Vegas Convention Center - Las Vegas, NV (March 2018)
- Organizer: National Automobile Dealers Association (NADA)
- Exhibitors: 560
- Attendees: 12,780
- Net exhibit space: 365,050 sq. ft.

Summer Fancy Food Show

- Javits Convention Center - New York, NY (June 2018)
- Organizer: Specialty Food Association
- Exhibitors: 2,683
- Attendees: n/a
- Net exhibit space: 365,000 sq. ft.

Ace Hardware Spring Convention & Exhibits

- Kay Bailey Hutchison Convention Center - Dallas, TX (March 2018)
- Organizer: Ace Hardware Corporation
- Exhibitors: 1,311
- Attendees: 12,801
- Net exhibit space: 362,263 sq. ft.

ASCO Annual Meeting

- McCormick Place - Chicago, IL (June 2018)
- Organizer: American Society of Clinical Oncology (ASCO)/SPARGO, Inc.
- Exhibitors: 340
- Attendees: 32,900
- Net exhibit space: 357,700 sq. ft.

Global Pet Expo

- Orange County Convention Center - Orlando, FL (March 2018)
- Organizer: American Pet Products Association
- Exhibitors: 1,164
- Attendees: 6,508
- Net exhibit space: 352,300 sq. ft.

WWETT Show (Water & Wastewater Equipment, Treatment & Transport)

- Indiana Convention Center - Indianapolis, IN (February 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 595
- Attendees: 7,744
- Net exhibit space: 350,000 sq. ft.

The ARA Show (The Rental Show)

- Ernest N. Morial Convention Center - Las Vegas, NV (February 2018)
- Organizer: American Rental Association
- Exhibitors: 742
- Attendees: 5,960
- Net exhibit space: 345,500 sq. ft.

Premiere Orlando

- Orange County Convention Center - Orlando, FL (June 2018)
- Organizer: Premiere Show Group
- Exhibitors: 867
- Attendees: 59,750
- Net exhibit space: 341,300 sq. ft.

Fresh Summit Convention & Expo

- Orange County Convention Center - Orlando, FL (October 2018)
- Organizer: Produce Marketing Association
- Exhibitors: 893
- Attendees: 12,209
- Net exhibit space: 338,100 sq. ft.

HAI HELI-EXPO

- Las Vegas Convention Center - Las Vegas, NV (February 2018)
- Organizer: Helicopter Association International - HAI
- Exhibitors: 705
- Attendees: 17,312
- Net exhibit space: 320,500 sq. ft.

The Work Truck Show

- Indiana Convention Center - Indianapolis, IN (March 2018)
- Organizer: NTEA - The Association for the Work Truck Industry
- Exhibitors: 506
- Attendees: 8,322
- Net exhibit space: 317,505 sq. ft.

AUSA Annual Meeting & Exposition

- Walter E. Washington Convention Center - Washington, DC (October 2018)
- Organizer: Association of the United States Army (AUSA)
- Exhibitors: 730
- Attendees: 20,050
- Net exhibit space: 317,100 sq. ft.

ISC West - International Security Conference West

- Sands Expo & Convention Center - Las Vegas, NV (April 2018)
- Organizer: Reed Exhibitions
- Exhibitors: 998
- Attendees: 20,612
- Net exhibit space: 315,000 sq. ft.

PPAI Expo

- Mandalay Bay Convention Center - Las Vegas, NV (January 2018)
- Organizer: Promotional Products Association International (PPAI)
- Exhibitors: 1,222
- Attendees: 12,489
- Net exhibit space: 311,200 sq. ft.

WEFTEC 2018 - Water Environment Federation Annual Technical Exhibition and Conference

- Ernest N. Morial Convention Center - New Orleans, LA (September 2018)
- Organizer: Water Environment Federation - WEF
- Exhibitors: 1,015
- Attendees: 12,499
- Net exhibit space: 299,550 sq. ft.

Global Gaming Expo (G2E)

- Sands Expo & Convention Center - Las Vegas, NV (October 2018)
- Organizer: Reed Exhibitions
- Exhibitors: 400
- Attendees: 16,900
- Net exhibit space: 293,088 sq. ft.

SGIA Expo

- Las Vegas Convention Center - Las Vegas, NV (October 2018)
- Organizer: Specialty Graphic Imaging Association (SGIA)
- Exhibitors: 612
- Attendees: 17,821
- Net exhibit space: 290,150 sq. ft.

NRA Annual Meeting & Exhibits

- Kay Bailey Hutchison Convention Center - Dallas, TX (May 2018)
- Organizer: National Rifle Association (NRA)
- Exhibitors: 838
- Attendees: 87,154
- Net exhibit space: 288,822 sq. ft.

LIGHTFAIR International

- McCormick Place - Chicago, IL (May 2018)
- Organizers: AmericasMart Atlanta, managing partner with the Illuminating Engineering Society (IES) and the International Association of Lighting Designers (IALD)
- Exhibitors: 600
- Attendees: 28,075
- Net exhibit space: 285,600 **sq. ft.**

SuperZoo

- Mandalay Bay Convention Center - Las Vegas, NV (June 2018)
- Organizer: World Pet Association
- Exhibitors: 1,189
- Attendees: 9,078
- Net exhibit space: 284,700 sq. ft.

Northeastern Forest Products Equipment Exposition

- Champlain Valley Exposition - Essex Junction, VT (May 2018)
- Organizer: Northeastern Loggers' Association
- Exhibitors: 197
- Attendees: 5,173
- Net exhibit space: 283,300 sq. ft.

MODEX 2018

- Georgia World Congress Center - Atlanta, GA (April 2018)
- Organizer: Material Handling Industry of America
- Exhibitors: 925
- Attendees: 30,944
- Net exhibit space: 283,025 sq. ft.

IFT18

- McCormick Place - Chicago, IL (July 2018)
- Organizer: Institute of Food Technologists (IFT)
- Exhibitors: 1,232
- Attendees: 9,511
- Net exhibit space: 279,400 sq. ft.

PLMA's Private Label Trade Show

- Donald E. Stephens Convention Center - Rosemont, IL (November 2018)
- Organizer: Private Label Manufacturers Association (PLMA)
- Exhibitors: 1,431
- Attendees: 5,400
- Net exhibit space: 277,600 sq. ft.

ISSA Show

- Kay Bailey Hutchison Convention Center - Dallas, TX (October 2018)
- Organizer: ISSA - The Worldwide Cleaning Industry Association
- Exhibitors: 693
- Attendees: 14,019
- Net exhibit space: 264,334 sq. ft.

COTERIE - Fall

- Javits Convention Center - New York, NY (September 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 1,268
- Attendees: 17,100
- Net exhibit space: 263,317 sq. ft.

COTERIE - Winter

- Javits Convention Center - New York, NY (February 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 1,545
- Attendees: 18,284
- Net exhibit space: 259,835 sq. ft.

AACC Annual Meeting & Clinical Lab Expo

- McCormick Place - Chicago, IL (July 2018)
- Organizer: AACC/SPARGO, Inc.
- Exhibitors: 817
- Attendees: 9,703
- Net exhibit space: 258,900 sq. ft.

Seafood Expo North America/Seafood Processing North America

- Boston Convention & Exhibition Center - Boston, MA (March 2018)
- Organizer: Diversified Communications
- Exhibitors: 1,341
- Attendees: 12,795
- Net exhibit space: 258,390 sq. ft.

WasteExpo

- Las Vegas Convention Center - Las Vegas, NV (April 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 597
- Attendees: 6,674
- Net exhibit space: 257,600 sq. ft.

NRF 2018: Retail's BIG Show

- Javits Convention Center - New York, NY (January 2018)
- Organizer: National Retail Federation (NRF)
- Exhibitors: 720
- Attendees: 18,000
- Net exhibit space: 256,000 sq. ft.

Vision Expo East

- Javits Convention Center - New York, NY (March 2018)
- Organizer: Reed Exhibitions
- Exhibitors: 641
- Attendees: 14,686
- Net exhibit space: 253,209 sq. ft.

National FFA Convention & Expo

- Indiana Convention Center - Indianapolis, IN (October 2018)
- Organizer: National FFA Organization
- Exhibitors: 433
- Attendees: 69,944
- Net exhibit space: 251,190 sq. ft.

AAOS 2018 Annual Meeting

- Ernest N. Morial Convention Center - New Orleans, LA (March 2018)
- Organizer: American Academy of Orthopaedic Surgeons
- Exhibitors: 768
- Attendees: 13,843
- Net exhibit space: 249,100 sq. ft.

Solar Power International

- Anaheim Convention Center - Anaheim, CA (September 2018)
- Organizer: Solar Energy Trade Shows
- Exhibitors: 698
- Attendees: 18,802
- Net exhibit space: 248,400 sq. ft.

IEEE PES Transmission and Distribution Conference

- Colorado Convention Center - Denver, CO (April 2018)
- Organizer: Kenworthy Management
- Exhibitors: 930
- Attendees: 5,833
- Net exhibit space: 247,800 sq. ft.

NSC Congress & Expo

- George R. Brown Convention Center - Houston, TX (October 2018)
- Organizer: National Safety Council (NSC)
- Exhibitors: 1,117
- Attendees: 8,000
- Net exhibit space: 245,950 sq. ft.

SupplySide West

- Mandalay Bay Convention Center - Las Vegas, NV (November 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 1,354
- Attendees: 7,420
- Net exhibit space: 245,800 sq. ft.

Safari Club International Annual Hunter's Convention

- Las Vegas Convention Center - Las Vegas, NV (January 2018)
- Organizer: Safari Club International
- Exhibitors: 1,004
- Attendees: n/a
- Net exhibit space: 231,600 sq. ft.

Licensing Expo

- Mandalay Bay Convention Center - Las Vegas, NV (May 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 403
- Attendees: 16,000
- Net exhibit space: 230,000 sq. ft.

AAO 2018 (American Academy of Ophthalmology Annual Meeting)

- McCormick Place - Chicago, IL (October 2018)
- Organizer: American Academy of Ophthalmology
- Exhibitors: 523
- Attendees: 15,233
- Net exhibit space: 224,900 sq. ft.

ATA Trade Show

- Indiana Convention Center - Indianapolis, IN (January 2018)
- Organizer: Archery Trade Association (ATA)
- Exhibitors: 659
- Attendees: 4,303
- Net exhibit space: 222,202 sq. ft.

Winter Fancy Food Show

- Moscone Center - San Francisco, CA (January 2018)
- Organizer: Specialty Food Association
- Exhibitors: 1,374
- Attendees: 13,575
- Net exhibit space: 220,920 sq. ft.

ISA International Sign Expo

- Orange County Convention Center - Orlando, FL (March 2018)
- Organizer: International Sign Association
- Exhibitors: 583
- Attendees: 19,943
- Net exhibit space: 220,525 sq. ft.

ICAST (International Convention of Allied Sportfishing Trades)

- Orange County Convention Center - Orlando, FL (July 2018)
- Organizer: American Sportfishing Association (ASA)
- Exhibitors: 625
- Attendees: 7,996
- Net exhibit space: 219,000 sq. ft.

ICSC New York National Deal Making Conference

- Javits Convention Center - New York, NY (December 2018)
- Organizer: International Council of Shopping Centers (ICSC)
- Exhibitors: 530
- Attendees: 9,450
- Net exhibit space: 211,800 sq. ft.

Labelexpo Americas 2018

- Donald E. Stephens Convention Center - Rosemont, IL (September 2018)
- Organizer: Tarsus Group
- Exhibitors: 487
- Attendees: 16,413
- Net exhibit space: 203,642 sq. ft.

American International Motorcycle Expo

- Mandalay Bay Convention Center - Las Vegas, NV (October 2018)
- Organizer: Motorcycle Industry Council
- Exhibitors: 505
- Attendees: 3,502
- Net exhibit space: 203,000 sq. ft.

The International WorkBoat Show

- Ernest N. Morial Convention Center - New Orleans, LA (November 2018)
- Organizer: Diversified Communications
- Exhibitors: 946
- Attendees: 6,678
- Net exhibit space: 197,995 sq. ft.

Natural Products Expo East

- Baltimore Convention Center - Baltimore, MD (September 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 1,476
- Attendees: 7,870
- Net exhibit space: 197,800 sq. ft.

AIA Conference on Architecture 2018

- Javits Convention Center - New York, NY (June 2018)
- Organizer: Informa Exhibitions
- Exhibitors: 784
- Attendees: 14,925
- Net exhibit space: 196,910 sq. ft.

POWERGEN International

- Orange County Convention Center - Orlando, FL (December 2018)
- Organizer: Clarion Events
- Exhibitors: 841
- Attendees: 8,908
- Net exhibit space: 195,400 sq. ft.

I/ITSEC (Interservice/Industry Training, Simulation & Education Conference)

- Orange County Convention Center - Orlando, FL (November 2018)
- Organizer: National Training & Simulation Association (NTSA)
- Exhibitors: 491
- Attendees: 9,800
- Net exhibit space: 190,000 sq. ft.

America's Beauty Show

- McCormick Place - Chicago, IL (April 2018)
- Organizer: Cosmetologists Chicago
- Exhibitors: 482
- Attendees: 77,193
- Net exhibit space: 189,800 sq. ft.

Commodity Classic

- Anaheim Convention Center - Anaheim, CA (February 2018)
- Organizers: Association of Equipment Manufacturers/American Soybean Association/
National Corn Growers Association
- Exhibitors: 367
- Attendees: 8,055
- Net exhibit space: 189,400 sq. ft.

CONVENTION CENTERS

41.1 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.

41.2 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.anaheimconventioncenter.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.dccconvention.com)

Florida

- James L. Knight International Center (Miami; www.jlkc.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.rivercentre.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.fairandexpoctr.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.carlisleexpo.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://greaterreadingexpo.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 VII: DIGITAL MARKETING

DIGITAL MARKETING STRATEGY

42.1 Overview

2019 Digital Marketing Strategies, 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.

42.2 Objectives

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

	Most Important	Most Challenging
• Increasing sales prospects/leads:	64%	40%
• Increasing customer acquisition:	55%	46%
• Increasing customer engagement:	49%	49%
• Improving brand awareness:	39%	22%
• Improving result measurability:	30%	47%
• Increasing website traffic:	25%	22%
• Improving web user experience:	19%	27%

42.3 Online Tactics

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

	Most Effective	Most Challenging
• Content marketing:	58%	49%
• Search engine optimization:	50%	40%
• Email marketing:	47%	14%
• Search and social ads:	34%	18%
• Data-driven personalization:	31%	63%
• Marketing technology usage:	31%	41%
• Social media marketing:	30%	24%

42.4 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%

42.5 Market Resources

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

B2B E-COMMERCE

43.1 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:

	Sales	Pct. Change	Pct. of Total Sales
• 2014:	\$ 690 billion	7.4%	8.5%
• 2015:	\$ 780 billion	12.7%	9.3%
• 2016:	\$ 855 billion	9.6%	9.9%
• 2017:	\$ 928 billion	8.5%	10.5%
• 2018:	\$ 999 billion	7.7%	11.0%
• 2019:	\$1.07 trillion	6.7%	11.6%
• 2020:	\$1.13 trillion	6.2%	12.1%

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

Hanover Research (www.hanoverresearch.com) assesses the U.S. B2B e-commerce market as follows:

• 2017:	\$ 889 billion
• 2018:	\$ 954 billion
• 2019:	\$1.02 trillion
• 2020:	\$1.01 trillion
• 2021:	\$1.18 trillion

E-commerce will account for 13.1% of all B2B sales by 2021, according to Hanover Research.

43.2 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:

	Agree	Disagree
• Buying from our company has fundamentally changed the way our customers interact with us:	67%	10%
• Our end-user customers are using consumer websites to purchase products and services for their company:	52%	20%
• Our end-user customers are using new B2B versions of consumer websites to purchase products and services for their company:	48%	20%
• Our customers are using smartphones to research products and services:	54%	18%
• Our customers are using smartphones to buy products and services:	52%	22%
• Our customers are using tablets to research products and services:	62%	14%
• Our customers are using tablets to buy products and services:	52%	17%
• Our online-only customers are more likely than offline-only customers to order outside core categories:	57%	14%
• Our online-only customers are more likely than offline-only customers to add items to an order:	51%	14%
• Our online-only customers are more likely than offline-only customers to order in bulk:	50%	15%
• Our online-only customers are more likely than offline-only customers to buy standard repeat orders:	57%	11%
• Our online-only customers are more likely than offline-only customers to order at a higher frequency:	54%	10%
• Our online-only customers are more likely than offline-only customers to switch from one brand to another due to a promotional offer:	51%	16%
• Our online-only customers are more likely than offline-only customers to make repeat purchases:	51%	11%
• 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%	22%
• 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%	28%
• Our customers want self-service tools in order to research products and services online:	62%	10%
• 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):

- | | Online | Offline |
|-------------------|--------|---------|
| • Next 12 months: | 16% | 6% |
| • 1-to-3 years: | 21% | 10% |
| • 3-to-6 years: | 18% | 9% |

43.3 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%

43.4 Customer Expectations

According to a 2019 survey by Avionos (www.avionos.com), B2B buyers expect the following from e-commerce sites that they conduct business with (percentage of respondents):

- Seamless customer service: 60%
- Be as agile as digital natives like Amazon and Google: 47%
- Be responsive to their needs at all times: 47%
- Personalized products: 28%

Regarding transactional emails and other forms of communication, expectations are as follows (percentage of respondents):

- Updates on orders and shipments: 59%
- Customer service support: 59%
- Corporate account management: 55%
- Previous order history: 54%
- Information about all available inventory: 53%
- Access to customer records: 52%
- Product recommendations and offerings: 30%

43.5 B2B Online Marketplaces

According to B2BecNews (August 2018), U.S. B2B buyers use marketplaces to research and buy B2B products as follows (percentage of respondents):

- Amazon Business: 78%
- Alibaba: 36%
- ThomasNet: 28%
- Global Sources: 24%
- Wholesale Central: 17%

The following are profiles of B2B marketplaces:

Alibaba

- Launched over 20 years ago, B2B marketplace Alibaba.com was the first business from China's Alibaba Group. Originally designed as a yellow page directory, Alibaba.com connected Chinese factories with global buyers, mostly in developed countries, looking for custom manufactured goods. In July 2019, Alibaba announced that SMB sellers in the U.S. could sell without borders on the marketplace to buyers worldwide.

Amazon Business

- Amazon Business (www.amazon.com/b2b/info/amazon-business?layout=landing) launched in 2012. The site offers more than 1.2 million business, industrial, and scientific products.
- In 2018, third-party sellers accounted for more than half of the \$10 billion in sales Amazon Business generated. The other portion of sales resulted from inventory Amazon, as a distributor, already owns.

eBay

- 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.

Global Sources

- Global Sources (www.globalsources.com) is a Hong-Kong based B2B media company that facilitates trade from Greater China to the world, using a wide range of English-language media and facilitates trade from the world to Greater China using Chinese-language media. More than one million international buyers, including 95 of the world's top 100 retailers, use Global Sources services to obtain product and company information to help them source from overseas supply markets.

ThomasNet

- Covering more than 72,000 product categories in over 150 countries worldwide, ThomasNet (www.thomasnet.com) has a more than 123-year legacy as a print directory turned digital marketplace. ThomasNet has roughly 500,000 suppliers on the platform; there more than 850,000 active registered buyers. Roughly 75% to 80% of the sales on the marketplace are from large scale buyers that are seeking a custom manufacturer. The other 20% to 25% of purchases are from OEMs seeking very specific parts, which are also sometimes custom.

Wholesale Central

- Wholesale Central (www.wholesalecentral.com) is an online directory designed to help wholesale buyers find wholesale suppliers by following a link to their websites. Based in Beltsville, Maryland, the company launched in 1985. The advertiser-supported site includes product reviews.

43.6 Market Resources

2019 B2B Manufacturer 300 Report.

(www.digitalcommerce360.com/product/manufacturer-300/)

B2B News Network. (www.b2bnn.com)

B2BecNews. (www.digitalcommerce360.com/b2becnews/)

The 2019 U.S. B2B Ecommerce Market Report.

(www.digitalcommerce360.com/product/b2b-ecommerce-market-report/)

EMAIL

44.1 Overview

Among all B2B digital marketing channels, email is generally considered #1 in return on investment (ROI).

“In terms of ROI, the Direct Marketing Association found that email marketing delivers a \$40 return for every \$1 spent. No other marketing channel comes even close. While email has been around since the early 1970s, it shows no signs of slowing down, especially in B2B marketing, where it is still considered the number one communication channel. In fact, 87% of B2B marketers use email marketing to generate new leads, while 31% of B2B marketers cite email marketing as the channel that makes the biggest impact on revenue.”

*2019 State Of B2B Email Marketing
SuperOffice, 7/19*

One of the most appealing aspects of email marketing is that sending an email is free – marketing costs are essentially related to campaign administration.

According to Winterberry Group (www.winterberrygroup.com), email marketing spending in 2018 was \$3.4 billion.

MarTech Advisor (www.martechadvisor.com) reported that 63% of B2B marketers increased their email budgets in 2019; 16% maintained the same email marketing budget as the previous year.

44.2 B2B Use Of Email

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%

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%

44.3 Effectiveness

Salesforce reported usage rates of email campaigns and their effectiveness as follows:

	Use	Very Effective/ Effective	Somewhat Effective	Not Very Effective
• Newsletter:	62%	64%	27%	8%
• Promotional content:	51%	66%	26%	7%
• Web opt-in:	38%	59%	27%	11%
• Post-purchase:	36%	66%	26%	6%
• Welcome series:	35%	70%	22%	6%
• Transactional:	32%	74%	18%	7%
• Reengagement:	21%	61%	27%	11%
• Loyalty:	21%	70%	21%	6%
• Social opt-in:	26%	64%	23%	10%
• Win-back:	25%	62%	28%	8%
• Browse retargeting:	22%	70%	22%	5%
• Mobile opt-in:	22%	76%	17%	5%
• Anniversary:	21%	72%	20%	6%
• Abandoned cart:	20%	71%	19%	7%
• Birthday:	20%	76%	15%	7%

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

	Very Effective/ Effective	Somewhat Effective	Not Very Effective
• Email content and design:	64%	26%	9%
• Contact management:	55%	30%	14%
• Campaign management:	54%	31%	13%
• Data and analysis:	51%	31%	16%
• Quality control:	56%	30%	13%
• Device friendliness:	49%	29%	18%
• Responsive design:	50%	29%	18%
• Integration:	47%	32%	17%
• Templates:	56%	29%	13%
• Support:	49%	32%	14%

44.4 State Of B2B Email Marketing

Since 2016, SuperOffice (www.superoffice.com) has conducted a survey of B2B marketers to assess B2B email marketing.

The following are findings of *2019 State Of B2B Email Marketing*:

- Seventy-seven percent (77%) of B2B marketers say that they are using email marketing to drive visits and sales to their websites.
- On average, B2B companies send out one email campaign every 25 days.

“Your potential customers can have too much of a good thing. Sending too many emails to a prospect can leave them feeling overwhelmed. In fact, the number one reason why people unsubscribe from a mailing list is email frequency.”

2019 State Of B2B Email Marketing
SuperOffice, 7/19

- More than 200 billion emails are sent daily; competition is fierce as marketers try to find new ways to reach their audience’s mailbox.
- Sixty-four percent (64%) of B2B subscribers open an email based on who it’s from, compared to 47% of subscribers who open emails based on the subject line.
- More than 60% of B2B customers say that they prefer emails that are mostly image-based. Seventy-two percent (72%) of B2B email campaigns sent include images; 18% are image-based only campaigns.

- Eighty percent (80%) of B2B email campaigns are optimized for mobile devices.

44.5 Strategies, Tactics, And Engagement

The following is a summary of *Strategies, Tactics & Trends For Email Marketing*, a survey of B2B marketing and sales professionals by Ascend2 (www.ascend2.com):

	Primary Objectives	Critical Challenges
• Increasing engagement:	67%	50%
• Improving brand awareness:	59%	28%
• Increasing lead generation:	47%	42%
• Increasing conversations:	39%	40%
• Increase list growth:	20%	30%
• Improving personalization:	19%	29%
• Improving list data quality:	16%	38%

The most effective and most difficult types of B2B emails are as follows (percentage of respondents):

	Most Effective	Most Difficult
• Personalized messaging:	62%	47%
• Single topic/dedicated email:	57%	15%
• Multiple topic/e-newsletter:	35%	39%
• Automated/lead nurturing:	28%	39%
• Transactional/e-commerce:	27%	32%
• Plain text email:	17%	26%

44.6 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.bridgeline.digital.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.imninc.com)
- Infogroup (www.infogrouplistservices.com)
- iPost (www.ipost.com)
- Lift Network (www.liftmysales.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)

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.

Surveys of B2B marketing and sales professionals by Ascend2 (www.ascend2.com) explored two facets of B2B search marketing: organic search and search engine optimization. This chapter presents the findings of the surveys.

45.2 Organic Search

According to a March 2019 survey by Ascend2, the top objectives and critical challenges related to organic search (percentage of respondents):

	Primary Objectives	Critical Challenges
• Increasing traffic to website/blog:	59%	47%
• Improving brand awareness:	54%	42%
• Increasing leads generated:	46%	26%
• Improving search metrics tracked:	29%	37%
• Improving mobile friendliness:	18%	19%
• Improving automation of processes:	12%	25%

The following are the most effective tactics for organic search (percentage of respondents):

• Search engine optimization:	50%
• Keyword research/management:	42%
• Mobile/local search optimization:	22%

Metrics tracked as part of an organic search strategy are as follows (percentage of respondents):

• Visits/unique visitors:	54%
• Traffic sources/conversions:	54%
• Content downloaded:	44%

- Keyword rankings: 42%
- Bounce rate/engagement: 30%
- Domain or page authority: 17%

45.3 Search Engine Optimization

The following are findings of *Search Engine Optimization Strategy: Survey Summary Report*, by Ascend2 (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

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

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/)

SOCIAL MEDIA MARKETING

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

According to Content Marketing Institute (CMI; www.contentmarketinginstitute.com), 83% of B2B marketers used social media networks for traffic/client generation in 2018, making it the #1 content marketing tactic. Among these companies, 80% have a specific social marketing strategy. On average, B2B organizations are present on six social media platforms.

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):

Content Marketing Institute

	Use	Effectiveness
• LinkedIn:	94%	63%
• Twitter:	88%	55%
• 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)

	Use	Very Effective/ Effective	Somewhat Effective	Not Very Effective
• Facebook:	76%	57%	28%	15%
• Twitter:	67%	56%	30%	14%
• LinkedIn:	67%	65%	25%	10%
• YouTube:	58%	62%	28%	9%
• Google+:	49%	56%	22%	22%
• Instagram:	38%	64%	22%	13%
• SlideShare:	27%	67%	24%	9%
• Pinterest:	24%	60%	22%	18%

TrackMaven (www.trackmaven.com)

	Audience	Average Engagement Ratio
• LinkedIn:	109,000 followers	1.09
• Facebook:	34,000 page likes	5.00
• Twitter:	18,000 followers	0.86
• Instagram:	3,000 followers	22.53
• Pinterest:	420 followers	15.88

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%

VIDEO MARKETING

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 a B2B 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 Digital Video Benchmarks

The following are findings of *The 2019 Video In Business Benchmark Report*, by Vidyard (www.vidyard.com):

- The most common types of B2B videos are webinars, demos, and social media videos. Websites, social media, and landing pages are three of the most popular places to embed video content.
- Average video length is trending shorter. In 2018, the average B2B digital video was 4.07 minutes long, 33% shorter than in 2017.
- On average, 52% of viewers watched B2B digital videos all the way through, regardless of the video’s length. Over two-thirds (68%) of viewers watch a video to the end if it’s less than 60 seconds, but only 25% will finish a video if it’s more than 20 minutes.
- Organizations in technology, professional services, media, entertainment, and communications are the most prolific with video. On average, businesses in those industries published more than 300 new videos in 2018.
- In 2018, 52% of small and medium companies used a mix of internal and external resources for video production.
- The majority of video views still take place on desktop (87%), but mobile views are growing. In 2018, 13% of business video views were on mobile, an increase from 11% the previous year.
- Mid-week is the most popular time for business video views, with Thursday having the most views overall. Views peak in the morning, regardless of the day of the week, typically between noon to 2:00 p.m. EST.
- In 2018, 85% of companies reported using some form of video analytics. The use of intermediate or advanced video analytics has increased 19% over the previous year.

47.4 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%

47.5 Market Resources

The 2019 Video In Business Benchmark Report, Vidyard, 2019.
(www.vidyard.com/business-video-benchmarks/)

Video Advertising Bureau, 830 3rd Avenue, 2nd Floor, New York, NY 10022.
(212) 508-1200. (www.thevab.com)

Web Video Marketing Council, 17 Colonial Road, Dover, MA 02030. (508) 686-2802.
(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% 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

48.3 Website Marketing Optimization

A survey of marketing and sales professionals by Ascend2 (www.ascend2.com) explored strategies for B2B 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

- Multivariate testing: 41%
- Segmentation/targeting: 34%
- Usability testing: 31%
- Copy optimization: 29%
- Customer survey/feedback: 20%
- Responsive design: 19%
- A/B testing: 18%
- Event-triggered email: 16%

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.komarketing.com) surveyed customers, prospects, and other 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/cmrr)

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>)

APPENDIX B

ACADEMIC - MBA MARKETING PROGRAMS

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/)

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_Emphasis_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/>)

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, Sarrine 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

S.C. Johnson Graduate School of Management, Sage Hall, Ithaca, NY 14853.

(www.johnson.cornell.edu/Two-Year-MBA/Curriculum/Immersion-Learning/Strategic-Marketing.aspx)

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.bschool.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/degrees/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](http://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_busines)

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. (www.cob.niu.edu/mktg)

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/departments/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 Rockefeller 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_scm/index.html)

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/academics/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/academics/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://mgt.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%20Checksheet.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-industrialdistribution-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](http://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)

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/M_M/)

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/mib/>)

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

Dr. Robert B. Pamplin, Jr. School of Business, 5000 N. Willamette Boulevard, Portland, OR 97203. (<http://business.up.edu/default.aspx?cid=11504&pid=6543>)

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.mcombs.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/mgmtmkt)

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

Pamplin College of Business, Department of Marketing, 1044 Pamplin Hall, Blacksburg,
VA 24061. (<https://secure.hosting.vt.edu/www.marketing.pamplin.vt.edu/index.php?page=&id=>)

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/departement.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](http://www.wvu.edu/academics))

Western Carolina University

College of Business, 104 B Forsyth Building, Cullowhee, NC 28723
(www.wcu.edu/academics/departments-schools-colleges/COB/college-of-business-departments/esmht/index.asp)

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.wvu.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.yzu.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. (www.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 Rockefeller
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/>)

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-uic-business/liautaud-programs/doctoral-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://carlsonschool.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.mcombs.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 Paccar 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>)

APPENDIX D

ADVERTISING AGENCIES

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.apogeeresults.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.bridgeline.digital.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.communica-usa.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%
• DeCarolus 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.harrisdcmckinney.com):	100%
• Hart (www.hartinc.com):	55%
• hawkeye (www.hawkeyeww.com):	72%
• Hitchcock Fleming & Associates (www.teamhfa.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%
• Keiler (www.keiler.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%
• McClenahan 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.trewmarketing.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)

Corporate Visions, 900 Larkspur Landing Circle, Suite 285, Larkspur, CA 94939.
(415) 464-4400. (www.corporatevisions.com)

Demand Metric, 584 Forest Creek Place, London, Ontario, Canada N5Y 5T7.
(519) 495-9619. (www.demandmetric.com)

Demand Gen Report, G3 Communications, 777 Terrace Ave, Suite 202,
Hasbrouck Heights, NJ 07604. (888) 603-3626. (www.demandgenreport.com)

Dun & Bradstreet, 103 JFK Parkway, Short Hills, NJ 07078. (973) 921-5500.
(www.dnb.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)

Freeman, 2000 Easton Boulevard, Des Moines, IA Des Moines, IA 50317.
(515) 829-4400. (www.freeman.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)

Hanover Research, 4401 Wilson Boulevard, 4th Floor, Arlington, VA 22203.
(202) 559-0050. (www.hanoverresearch.com)

H2R Market Research, 4650 S. National Avenue, Springfield, MI 65810.
(417) 877-7808. (www.h2rmarketresearch.com)

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

KoMarketing Associates, 374 Congress Street, Suite 507, Boston, MA 02210.
(781) 209-1989. (www.komarketing.com)

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

Regalix Research, 2200 Geng Road, Suite 210, Palo Alto, CA 94303. (631) 230-2629.
(www.regalix.com)

Richard K. Miller & Associates, 2413 Main Street, Suite 331, Miramar, FL 33025.
(888) 928-7562. (www.rkma.com)

SiriusDecisions, 187 Danbury Road, Wilton, CT 06897. (203) 665-4000.
(www.siriusdecisions.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 Gallup Organization, 901 F Street NW, Washington, DC 20004. (202) 715-3030.
(www.gallup.com)

The Harris Poll, 1100 Wilson Boulevard, Suite 1000, Arlington, VA 22209.
(www.theharrispoll.com)

The Media Audit, 1400 Broadfield Boulevard, Suite 200, Houston, TX 77084.
(713) 626-0333. (www.themediiaudit.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)

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

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)

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)

Marketing Research Association, 1156 15th Street NW, Suite 302, Washington, DC 20005. (202) 800-2545. (www.marketingresearch.org)

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

B2B MARKETING BLOGS

Feedspot, authored by Anuj Agarwal ranks the Top B2B Marketing Blogs for B2B marketers (<http://blog.feedspot.com/b2b-marketing-blogs/>). *2019 Top B2B Marketing Blogs* ranked B2B marketing blogs as follows:

- Hubspot Inbound Marketing (www.blog.hubspot.com/marketing)
- B2B Marketing Blog (www.b2bmarketing.net/en-gb/resources/blog)
- Velocity Partners Blog (<https://velocitypartners.com/blog/>)
- Modern B2B Marketing Blog (www.modernb2b.co/b2b-marketing-blog)
- Forrester's Excel At Customer-Obsessed Marketing (<https://go.forrester.com/blogs/topics/customer-obsessed-marketing/>)
- Precision Marketing Group Blog (www.precisionmarketinggroup.com/blog)
- Schubert b2b (www.schubertb2b.com/b2b-blog)
- The Oktopost (www.oktopost.com/blog)
- BrightBull (www.brightbull.co.uk/blog)
- B2B Marketing Directions (<http://b2bmarketingdirections.blogspot.com/>)
- Capterra (<https://blog.capterra.com/articles/b2b-software-marketing/>)
- Marketing Smarts by MarketingProfs (<https://www.marketingprofs.com/topic/all/b2b-marketing>)
- Influitive (www.influitive.com/blog)
- Active Conversion (<http://b2b-marketingblog.activeconversion.com>)
- Dun & Bradstreet B2B Blog (www.b2b.dnb.com/blog)
- Lead Forensics Blog (www.blog.leadforensics.com)
- Leadfeeder Blog (www.blog.leadfeeder.com)
- Bizible B2B Marketing Blog (www.bizible.com/blog)
- Sleeknote Blog (www.sleeknote.com/blog)
- Hinge Branding and Marketing Blog (www.hingemarketing.com/blog)
- SnapApp Blog (www.snapapp.com/blog)
- Integrate (www.blog.integrate.com)
- Madison Logic (www.blog.madisonlogic.com)
- Callbox (www.callboxinc.com/blog)
- B2B International Market Research Blog (<https://www.b2binternational.com/b2b-blog/>)
- Heinz Marketing (www.heinzmarketing.com/blog)
- LeanData Blog (www.leandatainc.com/blog)
- Biznology (<https://biznology.com/category/traditional-marketing/b2b-marketing-2/>)
- Canadian Marketing Association (<https://www.the-cma.org/get-involved/councils/b2b/blog>)

- RightHello (www.righthello.com/blog)
- ReachForce (www.reachforce.com/blog)
- Blend Marketing (www.blendb2b.com/blog)
- Leadspace Blog (www.leadspace.com/blog)
- True Influence (www.trueinfluence.com/blog)
- Yesler (www.yesler.com/blog)
- The Point By Spear Marketing Group (www.spearmarketing.com/blog)
- PureB2B Blog (www.pureb2b.com/blog)
- LeadCrunch Blog (www.leadcrunch.com/articles)
- Andigo (www.andigo.com/resources)
- Marketing Envy Blog (www.blog.marketingenvy.com)
- Unilog Blog (www.unilogcorp.com/blog)
- The B2B Marketing Lab Blog (www.b2bmarketinglab.co.uk/blog)
- Content4Demand Blog (www.content4demand.com/blog)
- DotComOnly (www.dotcomonly.com)
- Corporate 360 Blog (www.corporate360.us/blog)
- Blog Napier (www.napierb2b.com)
- Electric Marketing
(https://www.electricmarketing.co.uk/electricmarket_wp/electric-marketing-blog.html)
- MLT Creative (www.mltcreative.com/b2b-resource-center/)
- BusinessOnLine Blog (www.businessol.com/resources/blog)
- Waypoint Group's B2B Customer Experience Blog (www.waypointgroup.org/blog)
- Launch Marketing (www.launch-marketing.com/blog)
- Fresh Marketing By Rachel Foster (www.copywritertoronto.com/blog)
- Align.me (www.align.me/b2b-marketing-blog)
- Converse Digital Blog (www.conversedigital.com)
- Cascade Insights (www.cascadeinsights.com/blog)
- Fusion Marketing Partners (www.greatb2bmarketing.com)
- Golden Spiral (www.blog.goldenspiralmarketing.com)
- Brand Chemistry Blog (www.brandchemistry.com.au/blog)
- The Think Tank (www.thinktank.org.uk/blog.php)
- Aberdeen Services Blog (www.aberdeenservices.com/blog)
- GCL Direct (www.blog.gcldirect.com/blog)
- B2B PR Blog (www.b2bprblog.com)
- Lead Agency (www.leadagency.com.au/blog)
- G2m Solutions Blog (www.g2msolutions.com.au/blog)
- Customer Experience Matrix (<http://customerexperiencematrix.blogspot.com>)
- VantagePoint Marketing Blog (www.vantagep.com/blog)
- Goose Digital (www.goosedigital.com/blog)
- Aspidistra Software Blog (www.aspidistra.com/blog)
- Fieldworks Marketing Blog (www.fieldworksmarketing.co.uk/blog)
- Man Bites Dog Blog (www.manbitesdog.com/blog)
- B2B Marketing Archives (www.blogs.b2bmarketingarchives.com)
- The Really B2B Marketing Blog (www.info.reallyb2b.com/blog-hs)

- B2B Marketing Academy (www.b2bmarketingacademy.com)
- The Small Manufacturer Blog (<https://www.huffindustrialmarketing.com/blog/>)
- BBN (www.bbn-international.com/blog-2)
- Ignite B2B Marketing Blog (www.blog.fitzmartin.com)
- Scalable B2B (www.scalableb2b.com)
- Inbox Insight Blog (<https://www.inboxinsight.com/blog/>)
- Champion Communication Blog (www.championcomms.com/blog)
- Beam Global Blog (www.beamglobal.co.il/blog)
- KoMarketing Associates (www.komarketingassociates.com/blog)

APPENDIX H

MARKETING TECHNOLOGY VENDORS

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

Customer Relationship Management (CRM)

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/

Lead Management Automation

The following are vendors of lead management automation software:

Act-On Software

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

Alinean

- Product: Alinean Xcellive
- Website: www.alinean.com

Elatel

- 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: LeadManagement Solution
- Website: www-03.ibm.com/software/products/en/category/marketing

InsideSales

- Product: Hosted Lead Management Platform
- Website: www.insidesales.com

Integrate

- Product: AdHQ
- Website: www.integrate.com

Kutenda

- Product: Kutenda Online Marketing Suite
- Website: 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

Marketing Automation

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

Elatel

- 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.righthoninteractive.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>

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.bridgeline.digital.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

APPENDIX I

ONLINE RESOURCES

AMA E-Newsletters

(www.ama.org/publications/eNewsletters/Pages/default.aspx)

- The American Marketing Association publishes eight e-newsletters: *AMA Today*, *AMA Worldview*, *B2B Marketing*, *Career Update*, *College2Career*, *Marketing Health Services*, *Marketing Insights*, and *Marketing News Exclusives*.

B2B E-Commerce World (www.digitalcommerce360.com/b2b-ecommerce-world/)

A brand of Digital Commerce 360, B2B E-Commerce World provides daily news, trend analysis, industry resources and competitive data on the \$1 trillion B2B e-commerce sector.

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.

Chief Marketer (www.chiefmarketer.com)

- Chief Marketer provides insights on B2B marketing with a portfolio of e-newsletters (*Chief Marketer-This Week*, *Chief PROMO Marketer*, *Chief Business Marketer*, *Chief Marketer Tech Talk*, and *Chief Direct Marketer*), a webinar & video series, monthly special reports on B2B marketing and marketing technology, quarterly strategic guides, and more.

Demand Gen Report (www.demandgenreport.com)

- Demand Gen Report provides readers with content on B2B marketing trends and demand generation strategies through the DGR newsletter and social media.

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 J

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)

Gallup Business Journal, 901 F Street NW, Washington, DC 20004. (202) 715-3101.
(<http://businessjournal.gallup.com/home.aspx>)

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.emeraldgroupublishing.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>)

Journal of International Marketing, c/o American Marketing Association, 311 S. Wacker Drive, Suite 5800, Chicago, IL 60606.
(www.ama.org/publications/JournalOfInternationalMarketing/Pages/current-issue.aspx)

Journal of Marketing, c/o American Marketing Association, 311 S. Wacker Drive, Suite 5800, Chicago, IL 60606.
(www.ama.org/publications/JournalOfMarketing/Pages/About.aspx)

Journal of Marketing Theory & Practice, c/o Prof. Greg W. Marshall, Crummer Graduate School of Business, Rollins College, 1000 Holt Avenue - 2722, Winter Park, FL 32789.
(www.jmtp-online.org/)

Journal of Personal Selling & Sales Management, c/o M.E. Sharpe, Inc. 80 Business Park Drive, Armonk, NY 10504. (www.jpssm.org)

Journal of the Academy Of Marketing Science, c/o Springer Science+Business Media, 233 Spring Street, 6th Floor, New York, NY 10013. (212) 460-1500.
(www.springer.com/business+%26+management/journal/11747)

Marketing Week, Wells Point, 79 Wells Street, London W1T 3QN United Kingdom.
(www.marketingweek.com)

MediaPost Communications, 15 E. 32nd Street, 7th Floor, New York, NY 10006.
(212) 204-2000. (www.mediapost.com)

Sales & Marketing Management, c/o Mach1 Business Media, 27020 Noble Road, P.O. Box 247, Excelsior, MN 55331. (www.salesandmarketing.com)

Selling Power, 1140 International Parkway, P.O. Box 5467, Fredericksburg, VA 22406.
(800) 752-7355. (www.sellingpower.com)

The Economic Times, 7 Bahadur Shah Zafar Marg, New Delhi, Delhi 110002, India.
(www.economictimes.indiatimes.com)

The Economist, 25 St. James Street, London SW1A 1HG, United Kingdom.
Tel: +44 (0) 020 7830 7000. (www.economist.com)

APPENDIX K

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)

Adams & Knight, Inc., 80 Avon Meadow Lane, Avon, CT 06001. (860) 676-2300.
(www.adamsknight.com)

Added Value, 3400 Cahuenga Boulevard West, Los Angeles, CA 90068.
(323) 254-4326. (www.added-value.com)

Ameritest, 4841 Tramway Ridge Northeast, Albuquerque, NM 87111. (505) 856-0763.
(www.ameritest.net)

Andrade Communicators, 816 Camaron, Suite 101, San Antonio, TX 78212.
(210) 595-3931. (www.andradecom.com)

Brand Keys, 115 E. 57th Street, 11th Floor, New York, NY 10022. (212) 532-6028.
(www.brandkeys.com)

Buzzback Market Research, 989 Sixth Avenue, 5th Floor, New York, NY 10018.
(646) 519-8010. (www.buzzback.com)

CRC Marketing Solutions, 6321 Bury Drive, Suite 10, Eden Prairie, MN 55346.
(952) 937-6000. (www.crc-inc.com)

Decision Insight, 2940 Main Street, Kansas City, MO 64108. (816) 221-0445.
(www.decisioninsight.com)

DS-IQ, 3326 160th Avenue NE, Suite 200, Bellevue, WA 98008. (425) 213-1400.
(www.ds-iq.com)

ETC Institute, 725 West Frontier Lane, Olathe, KS 66061. (913) 829-1215.
(www.etcinstitute.com)

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)

HCD Research, 260 US Highway 202/31, Suite 1000, Flemington, NJ 08822.
(908) 788-9393. (www.hcdi.net)

HDS Marketing, 633 Napor Boulevard, Pittsburgh, PA 15205.
(412) 279-1600. (www.hdsmarketing.com)

Higher Power Marketing, 2949 East Shady Spring Trail, Phoenix, AZ 85024.
(888) 501-5544. (www.hpowermarketing.com)

Horowitz Research, 270 North Avenue, Suite 805, New Rochelle, NY 10801.
(914) 834-5999. (www.horowitzresearch.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. McDermott, 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 Matrix International, 1 West Century Boulevard, Suite 4B, Los Angeles, CA 90067. (310) 271-1101. (www.markmatrix.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)

MarketResearch.com, 6116 Executive Boulevard, Suite 550, Rockville, MD 20852.
(800) 298-5699. (www.marketresearch.com)

MillwardBrown Digital, 1 Madison Avenue, 12th Floor, New York, NY 10010.
(212) 548-7200. (www.millwardbrowndigital.com)

MMR Strategy Group, 16501 Ventura Boulevard, Suite 601, Encino, CA 91436.
(818) 464-2400. (www.mmrstrategy.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)

Prosper Business Development, 400 West Wilson Bridge Road, Suite 200,
Worthington, OH 43085. (614) 846-0146. (www.goproprosper.com)

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)

SRI International, 333 Ravenswood Avenue, Menlo Park, CA 94025. (650) 859-2000.
(www.sri.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.saflc.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)

APPENDIX L

SMALL BUSINESS DEVELOPMENT CENTERS

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

135 Keller Hall One Harrison Plaza, Florence, AL 35632. (256) 765-4629.
(<http://216.109.53.55/sbdc/index.php>)

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

330 N. Commerce Park Loop, Suite 160, Tucson, AZ 85745. (520) 620-1241.

Northland Pioneer College SBDC

1001 Deuce of Clubs, Room 107-109, Show Low, AZ 85901. (928) 532-6170.

Yavapai College SBDC

240 South Montezuma Street, Suite 105, Prescott, AZ 86303. (928) 776-2008.

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

3111 East Tahquitz Canyon Way, Palm Springs, CA 92262. (760) 340-1575.
(www.cvsmallbusiness.com)

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.bixelexchange.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/>)

Northeastern California SBDC at Shasta Community College

2990 Innsbruck Drive, Redding, CA 96003. (530) 242-7630. (www.sbdsc.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://sfsbdc.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://svsbdc.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/)

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.neccosbdc.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

1200 N. Dupont Highway Suite 108, Dover, DE 19901. (302) 678-1555.

DISTRICT OF COLUMBIA**Anacostia Economic Development Corporation - District of Columbia SBDC**

1800 Martin Luther King Jr. Avenue SE, Washington, DC 20020. (202) 889-5090.
(www.dcsbdc.org/center.aspx?center=15570&subloc=0)

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

2600 6th Street NW, Washington, DC 20059. (202) 806-1550. (<https://dcsbdc.org>)

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)

FSBDC at Florida Gulf Coast University, Port Charlotte

2702 Tamiami Trail, Port Charlotte, FL 33592. (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.irsbiz.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.

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)

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

601 James R. Thompson Boulevard, Building D, Room 2009, East St. Louis, IL 62201.
(618) 482-8330. (www.siu.edu/business/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.siu.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.

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)

Eastern Iowa Small Business Development Center

326 W. 3rd Street, Suite 715, Davenport, IA 52801. (563) 336-3401.

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

606 Washington Street, Suite C, Concordia, KS 66901. (785) 243-9913.

(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

Dunbar Plaza, Suite 114C, 3600 Jackson Street Extension, Alexandria, LA 71303.
(318) 484-2123.

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

LITE, Suite 115, 537 Cajundome Boulevard, Lafayette, LA 70506. (337) 456-1837.

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

309 N. Washington Square, Suite 115, Lansing, MI 48933. (517) 483-1921. (<http://misbtdc.org/region8>)

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)

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 Popp's 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.

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/>)

Billings SBDC

222 North 32nd 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 2nd 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 24th 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

1301 South Highway 160, NSB Building, 2nd Floor, Pahrump, NV 89041.
(775) 751-1947.

UNLV - Business Start-Up Center

4505 S. Maryland Parkway, Suite 300, Las Vegas, NV 89154. (702) 895-0932.

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

765 Newman Springs Road Library, Room 246-248, Lincroft, NJ 07738. (732) 842-8685. (www.mosbdc.com)

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, Newark, NJ 07102. (973) 353-5950.
(www.business.rutgers.edu/rnsbdc)

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

1309 4th Street SW, Suite A, Albuquerque, NM 87102. (505) 248-0132.
(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>)

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

The MedTech Center, 99 MedTech Drive, Batavia, NY 14020. (585) 343-4866 x 24.

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

108 Corporate Park, Drive Suite 101, White Plains, NY 10605. (914) 948-2110.

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.sbtnc.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

One Victoria Place, Suite 265A, Painesville, OH 44077. (440) 357-2290.

http://lcport.org/index.php?option=com_content&view=article&id=51&Itemid=62

Ohio SBDC at Lorain Community College

151 Innovation Drive, Elyria, OH 44035. (440) 366-4370.

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 e
5317.

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

2929 E. Randolph,, Room 124, Enid, OK 73701. (580) 213-3112.

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.blueecc.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.kutztownsbdc.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

230 South Bouquet Street, 1800 Posvar Hall, Pittsburgh, PA 15213. (412) 648-1542.
(www.business.pitt.edu/katz/sbdc/index/php)

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

Vance Hall, Suite 112, 3733 Spruce Street, Philadelphia, PA 19104. (215) 898-4861.
(<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.

Greenville Area SBDC

55 East Camperdown Way, Greenville, SC 29601. (864) 370-1545.

Greenwood Area SBDC

Lander 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/clsc)

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/rsccl)

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.sbdcnetwork.net/galveston/About the UH SBDC.asp](http://www.galvestoncounty.sbdcnetwork.net/galveston/About%20the%20UH%20SBDC.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

4400 Martin Luther King Jr. Parkway-Galloway Building, Room 106, Beaumont, TX 77705. (409) 880-2367. (www.lamarbmt.sbdcnetwork.net/beaumont/default.asp)

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.sbdcnetwork.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)

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.tamui.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.mbrclcc.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

450 S Simmons Way, Suite 202, Kaysville, UT 84037. (801) 593-2202.

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)

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.

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

1964 Wakefield Street, Petersburg, VA 23805. (804) 518-2003.
(www.sbdc-longwood.com)

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

101 Duke Street, Suite 116, Culpeper, VA 22701. (540) 727-0638. (www.lfsbdc.org)

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

7130 W. Grandridge Boulevard, Suite A, Kennewick, WA 99336. (509) 735-1000.

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

665 Woodland Square Loop SE, Suite 201, Lacey, WA 98503. (360) 407-0014.
(www.spscc.ctc.edu/community-and-business/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.wvu.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, Wilcoe, 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://parksidesbdc.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.
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Wyoming - Region 1 SBDC

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

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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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