

## Editorial

Michael Kleinaltenkamp

Over the last years it became more and more obvious that there are two major challenges for the practice of business market management: These are its implementation and – closely related – the dispersion of market management activities within the supplier firm.

While many of the thoughts and models of business market management are appreciated by practitioners, implementing them is difficult. Furthermore, in business-to-business firms, the marketing department is not covering all market related activities – if at all such a department exists. Other departments, for example sales, business development, finance, product development, conduct market management.

Beyond this backdrop and in order to understand this trend and its performance implications, jbm welcomes contributions on the definition and measurement of market management as well as research on antecedents, moderators and outcomes of dispersed market management. Furthermore, jbm encourages contributions on implementation issues in order to advance theory and practice of ‘how to get it done.’

This third issue of jbm in 2012 contains three articles focusing exactly on the journal’s two main areas of interest mentioned. The first article from Harri Ryyänen, Olli Pekkarinen and Risto T. Salminen deals with the challenges that arise when a company moves into a solution business, one of the most important and interesting developments we can see in business-to-business markets. The authors concentrate on the internal communication issues within such a change process and develop a tentative research agenda for this field. This is based on the results of two case studies. The authors identified eight internal communication challenges within the three change management phases of unfreezing, moving, and refreezing the supplier organization. The most important ones - which should be in the center of future

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research endeavors - are the need for intensified internal co-operation, the changed customer interface, the organization structure and the mindset of the masses.

Over the last decades, many companies active in the field of business-to-business marketing established forms of Key Account Management. A large body of research has dealt with different aspects of Key Account Management, but there is a lack of empirical investigations on the long-term relational orientation of the people involved. Such an orientation is necessary to make an implementation of Key Account Management successful. The second contribution to this issue by Spiros Gounaris and Nektarios Tzempelikos focuses on this important topic of implementing as well as organizing business market management. The paper provides a conceptualization and measurement of Key Account Management orientation. It comprises two groups of dimensions which are attitude-related on the one hand and behavior-related on the other hand. The measurement tool was tested successfully in an empirical study with more than 300 participants. Based on the results of the study the authors provide several implications for research as well as practice.

The last paper focuses another implementation issue in the context of solution business. Henna Roine, Liisa-Maija Saino and Sami Saarenketo investigate the practices of export channel pricing management for integrated solutions. Following an explanation of the challenges related with solution pricing and the role of pricing in export channel governance the authors develop a theoretical framework of the export pricing process and its environment. Based on this model the authors conduct an in-depth case study out of which they can derive a set of interesting theoretical as well as practical conclusions. They show the impact of the systems integration business on the export pricing strategy, especially its influence on the number of dimensions that need to be covered. It also highlights the role the partner plays in this field and how the cooperating firm impacts the exporting systems integrator's success.

I hope you will appreciate the contributions of this issue of jbm and I am looking forward to your comments and future contributions.

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