

The Value of Intellectual Capital for Business-To-Business Selling

Franziska Schmid
Oregon State University
J. Andrew Petersen
Pennsylvania State University
Rajkumar Venkatesan
University of Virginia

Cite as:

Schmid Franziska, Petersen J. Andrew, Venkatesan Rajkumar (2023), The Value of Intellectual Capital for Business-To-Business Selling. *Proceedings of the European Marketing Academy*, 52nd, (114543)

Paper from the 52nd Annual EMAC Conference, Odense/Denmark, May 23-26, 2023



The Value of Intellectual Capital for Business-To-Business Selling

Abstract

In business-to-business (B2B), salespeople allocate their efforts to pursue customer acquisition, rebuying, and cross-selling opportunities. In this research, we study how different types of intellectual capital (human, social, and organizational capital) influence a salesperson's sales effort allocation decisions and selling success. We use data from a B2B paper-and-packaging firm to empirically test our conceptual model, where we observe over 70,000 sales opportunities and their outcomes. We find that a salesperson's human capital, tied to experience, is most helpful for rebuying. Moreover, social capital, measured using betweenness centrality in informal networks, positively impacts the choice of cross-selling opportunities. These findings suggest that different sources of knowledge have different effects on B2B selling activities. Consequently, supporting salespeople in growing intellectual capital through network building or experience can enhance opportunities for new revenue growth.

Subject Areas: *Business-to-Business Marketing, Marketing Strategy, Sales Force*

Track: Sales Management and Personal Selling