

MKT6104E | B2B Marketing and Branding

WS 2017

Course Outline

by

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Overview

In this course, you will learn about B2B Marketing and Branding in the global market place. Marketing is a part of management processes through which goods and services move from concept to the customer. As a philosophy, it is based on thinking about the business in terms of customer needs and their satisfaction. Marketing strategies help companies and organizations to realize corporate growth by promoting transactions between organizations and customers. Generally speaking, marketing creates values for customers and allows companies to enjoy benefits as well. Marketing skills include monitoring of customers, competitors, partners, and designing, allocating of corporate capabilities in each scope to generate profit through service delivery. That is to say, marketing helps to define corporate strategies.

According to this definition, marketing is more than just offering products, but a broad and comprehensive managerial responsibility. In all positions relevant to organization strategy, marketing skill is a must, whatever the organization is. Due to the time constraint of this course, only a selected number of issues will be addressed, i.e., “industrialized work” vs. “emerging economies”, service providers vs. industrial manufactures, and consumer goods manufactures vs. retailers. Each session of this course will deal with one marketing issue. By combining marketing theories with specific cases, the aim is to improve students’ analyzing ability and enable them to set up a framework for understanding the complexities of marketing. Students will learn to approach cases from a comprehensive management angle, being able to recognize problems and to formulate possible solutions.

Program Objectives

- To help participants build up basic marketing concepts
- To understand how to develop marketing plans
- To segment markets from solutions
- To develop pricing strategies
- To understand the relevance of branding
- To prepare for an increasingly competitive environment
- To expand knowledge of marketing implementation

Methods

This course adopts case-based teaching, supported by brief lectures that summarize key points of each module / session. Students are required to read cases before attending classes, be prepared for questions and be actively involved in class discussion. ***Pre-class preparation and class involvement are essential to the successful completion of this course.***

Case studies are limited to data analyses. We try to make sure that students have the same data as the decision-maker(s) in the case study. However, certain data may be altered to insure confidentiality. In addition, cases are usually summarized to accelerate preparation. Information is provided as known at the time of the study so that there is no need to search for further background information. It is to be noted that most interesting cases involve more than one marketing mix. The area of marketing is not as clear-cut as mathematics and engineering. Therefore, although the name of a certain module indicates the key content, it does not exclude other elements that may be needed to formulate a comprehensive final plan.

Class Involvement

The nature of this case study based course requires active contribution from students through exchange of different experiences and ideas. The more active a student is in class, the more he/she will obtain from this course. Insecurity with the English language and shyness, the two most commonly given reasons for not contributing, must be overcome during this course, as the course simply cannot function without participation from every member. Sometimes, a discussion may have to come to an end before everyone has had a chance to speak. Students with less participation are usually prioritized in presenting their ideas in the next session.

Pre-Assignment before Start of Course

Before class, please write a one-page description of one of your former job tasks and the relationship to marketing. Please up-load the information to eLearning platform till

Oct. 8, 2017 - before class.

Written Assignment at the End of Course

Every student shall complete a case study of a selected global B2B company, incorporating all of the learned classroom knowledge and additional findings from the company. Please your assistance read “What makes a good case?” from Derek Abell. This assignment is intended to be individual work, not group work, so *please do your assignment alone and up-load it till*

Dec. 30, 2017. 23:45 CET uploaded to eLearning

Teaching Schedule

<i>Date</i>	<i>Topic</i>
Oct. 10	Introduction B2B marketing and what makes a good case
Oct. 17	Customer Segmenting, Targeting and Product Positioning
Nov. 7	Managing B2B Brands
Nov. 14	Pricing in B2B is Acquiring Value
Nov. 21	Low Cost Competition and Dual Branding
Dec. 1 13:45 MBA	Expand Differentiation of Company Offerings through Ingredient Branding
Dec.5	Managing B2B Multi-Brand Portfolios
Dec.12	Guest Speaker: N.N.
Dec. 19	Implementing Targeted Strategies and what makes a good case?
Dec. 8 ??? MBA, MCM,	Excursion (ANTRAG!!)

Teaching Materials

Case studies will be available at the eLearning platform. In addition, we will have marketing course handouts from Harvard Business School and others. These handouts, though brief, cover key marketing management concepts, theories and methods that have been developed over the years. *Please do read the cases carefully and prepare for case discussion.*

The following textbooks are recommended for your reference and available in the library:

Vitale, Robert, Giglierano, Joseph and Pfoertsch, Waldemar
Business to Business Marketing – Analysis and Practice
 Prentice Hall; 1st Edition, Upper Saddle River, New Jersey 2010

Kotler, Philip; Pfoertsch, Waldemar
B2B Brand Management,
 Springer, 2nd Edition, Heidelberg, New York 2007

Kotler, Philip; Pfoertsch, Waldemar
Ingredient Branding – Making the invisible visible,
 Springer, 1st Edition, Heidelberg, New York 2011

Grading

The final score is comprised of class attendance, class participation, and written assignments. It is computed as follows:

Pre-Assignment	10%
Class participation:	10%
Group Work	30%
Written assignments:	50%

PRIME Program Goal of MBA IM

Goal	Learning Objectives	Course Contributions to Goal	Assessment
1 Responsible leadership in organizational contexts	1.1 Knowledge of leadership concepts and principles 1.2 Application of leadership concepts and principles 1.3 Critical reflection of leadership concepts and principles	Understanding of the ethical questions involved in B2B marketing and branding decisions. Developing an insight of implications and consequences from unethical marketing concepts Initiate self-critical judgements on promotion issues such as product placement etc.	Discussion within classes, Presentation and Discussion of Case Studies,
2 Creative problem solving skills in a complex business environment	2.1 Ability to identify, differentiate and classify problems	Provide examples and best practices for reflection and exchange with group member and discussion in class	Discussion within classes, Presentation and Discussion of Group Case Study

	<p>2.2 Ability to analyze problems</p> <p>2.3 Ability to derive creative solutions</p> <p>2.4 Ability to present and explain problems and solutions</p>	<p>Critical discussion of product development and implementation decisions. Illustration and discussion of international business development cases.</p>	
3 Research Skills	<p>3.1 Knowledge of relevant research methods</p> <p>3.2 Application of relevant research methods</p> <p>3.3 Ability to generate innovative results with relevant research methods</p>	<p>Discussion of qualitative and quantitative market research in the context of marketing and branding concepts</p>	<p>Based upon academic literature research and empirical analysis students have to prepare a case study</p>
4 Management of Innovation	<p>4.1 Fundamental knowledge of operational innovation processes</p> <p>4.2 Ability to assess a company's innovation potential</p> <p>4.3 Ability to develop complex technological strategies</p>	<p>Develop an understanding of the innovation process and new business models B2B marketing and branding, and how to commercialize new technologies on a regional, national and global scale.</p>	<p>Presentation and Discussion of Case Studies.</p>
5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities	<p>5.1 Fundamental knowledge of sustainability issues</p> <p>5.2 Ability to identify and analyze sustainability issues and its causes</p> <p>5.3 Development of sustainability strategies</p>	<p>Understanding the effects of national and global legislation, exchange rates, income distribution and availability of resources on national and internationalization decisions and discussion of investment alternatives and company options.</p>	<p>Presentation and Discussion of Case Studies, and students are required to active contribution and exchange of their different experiences and ideas</p>

Course Content

B2B Marketing

Understanding B2B marketing and learn about multiple factors influencing success

Case: MicroFridge

Customer Segmenting, Targeting and Product Positioning

Understand customer needs and segmentation and the options for positioning

Case: Black & Decker (A)

Managing B2B Brands

Develop and understand the importance of brand management in industrial markets

Case: Lenovo - Bridging East and West to Build a Global Brand

Pricing in B2B is Acquiring Value

Learn about pricing principle and practice price development

Case: Cumberland Metal Industry

Low Cost Competition and Dual Branding

How to compete with low price competition and develop appropriate marketing strategies

Case: Dow Corning in China

Expand Differentiation of Company Offerings through Ingredient Branding

Develop further strategies for competitive advantage

Case: Bitrex

Managing B2B Multi-Brand Portfolios

Develop and understand the importance of B2B multi-branding

Case: Daimler AG Trucks

Implementing Targeted Strategies

Develop and exemplify implementation options for marketing strategies

Case: Alto Chemicals (AR1)

What makes a good case?

Preparation for Classes

Case 1 : MicroFridge

Questions:

1. What needs can be met by MicroFridge? What value can it create, and for whom? Write a “value proposition” sentence to concisely summarize the nature of products provided by Bennett and find out its target market.
2. What should the price be to ensure Bennett’s portion of value?
3. How should he communicate with key marketing decision-makers to make them interested in purchasing?
4. Think about distributing channels. Can he sell directly through salesmen, and/or distributors, and/or retailers? How should he share profits with channels?
5. The answers to the first four questions are the main factors to consider in a marketing plan, a.k.a. marketing mix or 4Ps. Could such plans handle competition? Who poses the biggest threats? What competition barriers will you build? What are other threats to MicroFridge’s success?

Case 2 : Black & Decker (A)

Questions:

1. Why is Black and Decker weak in the tradesman segment of the market? How do you explain the difference with the industrial professional segment? Wouldn’t you expect them to be similar?
2. Why is Makita so much stronger than B&D in the tradesman segment?
3. What do you learn from B&D’s consumer research?
4. Joe Galli’s objective is to challenge Makita for leadership of the tradesman segment. To gain corporate support, the minimum market share objective would have to be 20% within 3 years. How realistic is this?
5. Assume Galli decides to pursue the objective of segment leadership in the tradesman segment. What marketing plan do you recommend? Keep in mind that you have to satisfy the tradesman consumer, the retailers and the company directors.

Case 3 : **Lenovo - Bridging East and West to Build a Global Brand**

Questions:

1. What was *Lenovo*'s strategic approach to develop a stronghold in the Chinese market, and what contributed to its competitive advantages?
2. How did Lenovo take advantage of its corporate brand name before and after the IBM PC acquisition?
3. Was Lenovo successful in building its brand as an icon? How can you measure that and determine the results?
4. Is the sponsorship of major events a way to improve B2B relationship and how do you justify the expenses?

Case 4 : **Cumberland Metal Industry**

Questions:

1. If you were Robert Minicucci, how would you have set the price for this new product?
2. Formulate a comprehensive marketing plan to support the launch of this product.
3. How much do you think a curled metal pad is worth to a customer? Do the test data tell you anything about that?
4. How big is this market? What kind of opportunity is this for the company?
5. What should the company's objectives be in setting the price and developing this market?
6. What is the **lowest price** you could possibly set for a single 11 ½ inch pad? In your opinion, what is the **highest price** a customer would be willing to pay?
7. What is your **recommended price** for a single 11 ½ inch pad? How do you justify it?
8. What is your marketing plan to coordinate with the recommended price?

Case 5 : Dow Corning in China

1. How should Dow Corning make good use of its two brands to grasp the China market to sustain its long-term growth?
2. If the target companies are mainly large global chemical companies, how should Dow Corning map out its brand strategies and communication activities?
3. How can Dow Corning prevent channel conflict its products would be available both in its own Xiameter site and major China's B2B e-commerce sites?

Case 6 : Bitrex

1. Consumers in the UK, USA and Germany have a relatively high awareness of Bitrex. If Bitrex wants to expand into other markets, what kind of host brand should it use?
2. Which players in the market place have an influence on the value chain for products with Bitrex?
3. Name two new applications for Bitrex. Discuss a possible strategy to establish an Ingredient Branding strategy for these applications.
4. Describe the Push and Pull effect in the Bitrex network. Who is responsible for the push and who for the pull?
5. Are there any other businesses, institutions or organizations (such as schools) that can benefit from the security offered by Bitrex? Think about how they could be integrated into the network.

Case 7: Case: Daimler AG Trucks

1. Compare Daimler's Truck division market positions relative to that of its competitors from the triad, including Volvo, PACCAR, and the newly formed MSV. Are Daimler's competitive positions sustainable over the long run?
2. What are the components of Daimler's branding strategy and how should Daimler make good use of its brands to grasp the market opportunities around the globe and sustain its long-term growth?
3. How Daimler should react to the development of the truck suppliers from the emerging countries and is the current alliance concept sustainable?
4. Daimler's management is currently juggling a lot of things, including multiple brands, multiple drive technologies (conventional diesel, hybrids), multiple dealerships, and multiple alliances. What is the role of these elements in Daimler's overall business model?
5. With increasing internationalization of the truck market and fast growing emerging markets, how could Daimler maintain its premium position of its Mercedes-Benz brand?
6. How can Daimler prevent channel conflicts of its brands with the expansion into not jet covered countries? What options does Daimler have for its multi-brand approach in established markets and emerging countries?

Case 8 Case: Alto Chemicals (AR1)

1. Assess the market for stabilizers and determine the needs of the various customer segments.
2. What are the challenges of Alto and other stabilizer producers? How did they segment the market?
3. How has Alto manage to gain success in the stabilizer market?
4. In what significant way does Graff's approach differ from the existing one?
5. How can the sales force's opposition to the new strategy be explained?
6. What does Eberhard Graff propose, and what should he do now?