Business Marketing Strategy
September 28th - October 16th 2020

Info Session
August 26th, 2020
Your Kellogg Team

Gretchen Baker
Associate Director of Advising

Carolyn McHugh
Program Manager
Chat Prompt

What type of B2B enterprise do you represent?
Introductions: Your Academic and Program Directors

Eric Anderson
Hartmarx Professor of Marketing
Director of Kellogg-McCormick MBAi Program

Jonathan Copulsky
Senior Lecturer of Marketing
Executive Director, Spiegel Research Center
Former CMO, Deloitte
Business Marketing Perspectives
Poll

Pre-pandemic, what was the single biggest challenge that your organization faced relative to driving profitable growth?
Key takeaways from 40+ senior marketer interviews (pre-pandemic): three broad groups of insights

- B2B Customer Journey
- B2B Competitive Realities
- B2B Organizational Expectations
Key takeaways from external interviews: B2B customer journey

- Navigating the B2B customer journey has become more challenging
  - **Empowered customers**: B2B customers come to interactions with suppliers, armed with significantly more information than in the past, and are, consequently, less dependent on suppliers to educate them about offerings
  - **Digital first**: B2B customers expect that a substantial portion of interactions with suppliers will be “digital first” (with specific digital expectations often shaped by B2C consumer experiences)
  - **New buying considerations**: As the buyer base diversifies (e.g., more Millennials, more women, more minorities), decision-making styles and criteria may become more diverse and less predictable; also, more individuals are often involved in buying decisions
Power Has Shifted to the Customer
They choose when, where, and how to engage with brands

| Percentage who say their standard for good experiences are higher than ever | Business Buyers 73% | Consumers 64% |
| Percentage who expect companies to understand their needs and expectations | Business Buyers 81% | Consumers 74% |
| Percentage who say it's easier than ever to take their business elsewhere | Business Buyers 79% | Consumers 74% |
| Percentage who say companies need cutting-edge digital experiences to keep their business | Business Buyers 68% | Consumers 59% |

Source: "State of the Connected Customer," Salesforce Research, 2018
Research debrief: Most companies fall short

B2B buyers say...

45% companies fall short of their expectations for great experiences

27% companies generally excel at meeting their standards for an overall experience
Key takeaways from external interviews: B2B Competitive realities

- The competitive environment has shifted
  - **Disruptive competitors**: New disruptive competitors increasingly originate from unexpected sources (e.g., Amazon entering MRO and cloud markets) and compete on different bases than established competitors (e.g., multi-sided platforms)
  - **XaaS business models**: B2B offerings are increasingly packaged, sold, and delivered “as a service” changing the nature of the purchase, the decision-making process and criteria, and the ongoing relationship (e.g., greater focus on “customer success”)
Research debrief: Consumer experiences shape business buyer expectations

B2B buyers say…

82%  … want the same experience as when they’re buying for themselves

% of B2B buyers who agree with the following statements:

72%  I expect vendors to personalize engagement to my needs

69%  I expect Amazon-like experiences

67%  I have switched vendors for a more consumer-like experience
Key takeaways from external interviews: B2B Organizational expectations

- Expectations for B2B have risen
  - **Managing ecosystems**: Aligning and enabling the complex ecosystem that supports the B2B customer journey (e.g., internal sales, distributors, partners) has become a critical marketing priority
  - **Analytics savvy**: Effective use of analytics (and the enabling processes and technologies) is increasing, but still falls short of what B2B marketers believe is necessary (e.g., multi-touch attribution)
  - **Technology stewards**: B2B marketers need to steward investments in data and technology
  - **Agile marketing**: Agile principles have started to spread to B2B marketing organizations
  - **Integrated business-marketing planning**: B2B marketing planning needs to be better integrated with business planning
Research debrief: B2B CX challenges

B2B leaders believe...

90%

...CX is crucial to their companies’ strategic priorities

21%

...They have full control over their sales networks and overall CX

75%

...Channel partners will have more responsibility in driving CX in the next two years

For more information, see Accenture Research on B2B Customer Experience
Poll

What is the single biggest change to your sales and marketing efforts as a result of COVID-19?
What has changed as a result of COVID-19?

~50% of B2B companies have reduced their budgets

2x Preference for digital more than traditional sales interactions

+250% Mobile app ordering

96% of B2B companies have shifted their GTM model during COVID-19; 65% believe the new model is just as effective or more than before

Source: McKinsey survey, late April 2020
The Kellogg Business Marketing Strategy Program
# The Business Marketer’s Agenda: Driving Profitable Growth in the New B2B Environment

## Insights: Understanding the new B2B customer
- The disrupted B2B landscape
- B2B customer journeys, customer personas and treatment strategies
- B2B customer analytics
- Customer segments, targeting and positioning

## Alignment: Facing off against the market
- B2B value proposition, branding and storytelling
- B2B digital and content marketing strategies
- Routes to market
- Sales, channel, and partner enablement
- Account-based marketing
- Hybrid offerings

## Execution: Becoming a nimbler organization
- Doing more with less – integrating business and marketing planning
- Agile marketing processes
- Rethinking organizational structure and roles
- Marketing technologies
- Marketing performance management (measuring value delivered by marketing)
Program design

• Three-week duration
• Weeks 1 and 3 scheduled program, delivered virtually, from 8:30 am CST to 12:00 pm CST
• Week 2 will allow time for peer networking, faculty office hours, feedback collection, and chance to catch your breath!
• All weeks will include virtual events
### BUSINESS MARKETING STRATEGY – VIRTUAL DELIVERY

<table>
<thead>
<tr>
<th>Time (US Central)</th>
<th>Monday 9/28</th>
<th>Tuesday 9/29</th>
<th>Wednesday 9/30</th>
<th>Thursday 10/1</th>
<th>Friday 10/2</th>
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<td>8:15-8:30</td>
<td>Welcome</td>
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<td>Post-Session</td>
<td>12:15 p.m. Virtual Lunch (Optional)</td>
<td>12:15 p.m. Team Office Hours (Optional)</td>
<td>5:00 p.m. Virtual Happy Hour (Optional)</td>
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<tr>
<td>Next Week (Oct 5-9)</td>
<td>Individual Coaching Sessions by appointment</td>
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<td>TIME (US CENTRAL)</td>
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<td>TUESDAY 10/13</td>
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<tr>
<td>9:45-10:45</td>
<td>Value-Based Pricing in Business Markets Anderson</td>
<td>Strategic and Empirical Test of Communications Rucker</td>
<td>Case Preparation: Cree Inc.: Lighting the Way in Industrial Markets Anderson</td>
<td>Making Marketing Agile Copulsky</td>
<td>Program Wrap-up and Close Copulsky</td>
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<td>11:00-12:00</td>
<td>Value-Based Pricing in Business Markets Anderson</td>
<td>Concept Application Rucker</td>
<td>Case Discussion: Cree Inc.: Lighting the Way… Anderson</td>
<td>Making Marketing Agile Copulsky</td>
<td>Thank you for your participation!</td>
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Your Academic Program Faculty

**Gregory Carpenter**  
James Farley/Booz Allen Hamilton Professor of Marketing Strategy; Faculty Director, Kellogg Markets and Customers Initiative (KMCI)

**Brett Gordon**  
Associate Professor of Marketing

**Kent Grayson**  
Associate Professor of Marketing  
Bernice and Leonard Lavin Professorship

**Derek Rucker**  
Sandy & Morton Goldman Professor of Entrepreneurial Studies in Marketing  
Co-chair of Faculty Research
Your Clinical Program Faculty

**Diane Brink**
Senior Fellow and Adjunct Professor of Marketing
Former CMO, IBM Global Technology Services

**Nick Caffentzis**
Senior Fellow and Adjunct Professor of Marketing
Former CMO, GE Healthcare Digital

**Kelly Cutler**
Lecturer (Medill)
Director of IMC Professional Program
Founder and CEO, Kona Company

**Roy Wollen**
Adjunct Lecturer (Medill)
President, Hansa Marketing Services
Looking ahead
KLIVE Experience

- Engagement Opportunities with Faculty
- Learning Partners
- Complete Virtual Classroom Support
Resources & Opportunities to Connect

Network with your peers during small group lunches and events

Dig deeper during faculty office hours

Explore resources on a robust course site
For more information:

- Visit [kell.gg/kxbtob](kell.gg/kxbtob)

- Contact your Program Advisor – Gretchen Baker
  [Gretchen-baker@kellogg.northwestern.edu](Gretchen-baker@kellogg.northwestern.edu)
Key Dates

- Orientation: September 22
- Week 1 Virtual program: September 28 – October 2
- Week 2 Networking, faculty office hours
- Week 3 Virtual program: October 12 – October 16
Q & A
Program Link:
kell.gg/kxbtob