

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

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

Key takeaways from 40+ senior marketer interviews (pre-pandemic): three broad groups of insights



Key takeaways from external interviews: B2B customer journey

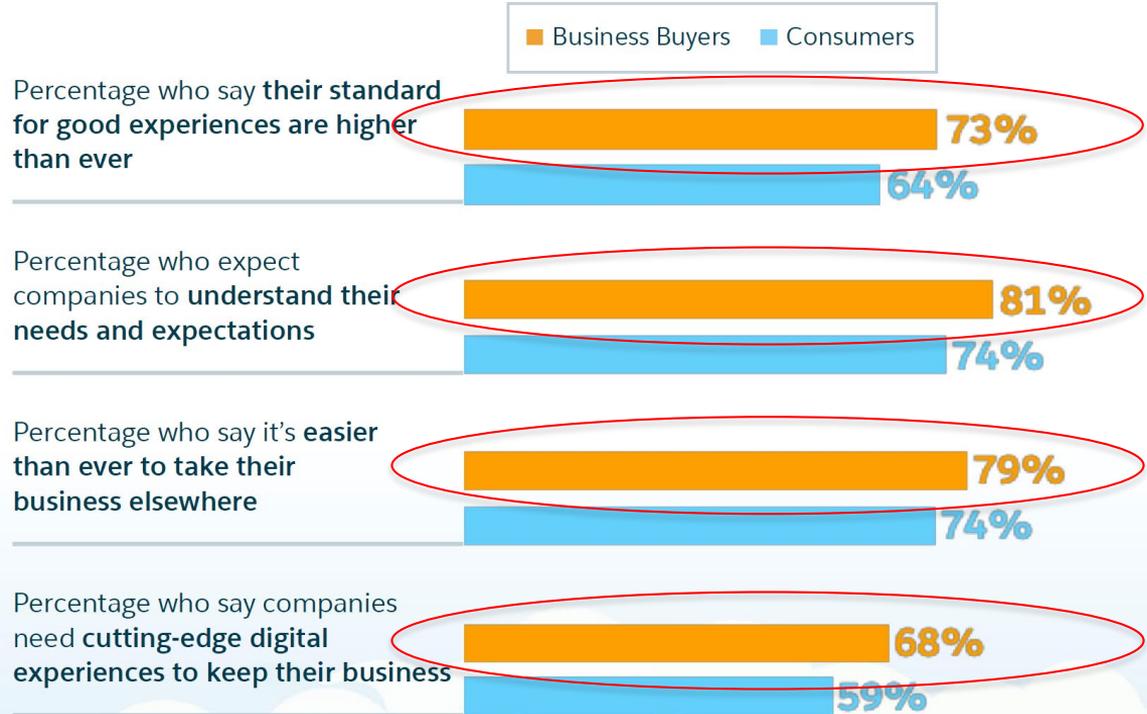
- Navigating the B2B customer journey has become more challenging
 - **Empowered customers:** B2B customers come to interactions with suppliers, armed with significantly more information than in the past, and are, consequently, less dependent on suppliers to educate them about offerings
 - **Digital 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



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](#) **accenture**

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 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**SEPTEMBER 28 – OCTOBER 16, 2020**

Program Director: Jonathan Copulsky

Program Manager: Carolyn McHugh

Academic Director: Eric Anderson

Program Manager: Emilie Hunter

TIME (US CENTRAL)	MONDAY 9/28	TUESDAY 9/29	WEDNESDAY 9/30	THURSDAY 10/1	FRIDAY 10/2
8:15-8:30	Welcome	Welcome	Welcome	Welcome	Welcome
8:30-9:30	Program Welcome and Introductions Copulsky	Competitive Marketing Strategy <i>Baxter (A): Changing Customer Environment</i> Carpenter	Being Digital: The B2B Edition (Part 1 of 2) Cutler	Segmentation, Targeting, Positioning Grayson	Customer Value Propositions Gordon
9:30-9:45	Break	Break	Break	Break	Break
9:45-10:45	Your B2B Marketing Journey: <i>Research Insights and CMO Archetypes</i> Copulsky	Competitive Marketing Strategy Carpenter	Segmentation, Targeting, Positioning- <i>Marketopia</i> Grayson	Segmentation, Targeting, Positioning Grayson	Customer Value Propositions (continued) Gordon
10:45-11:00					
11:00-12:00	The evolving role of the B2B CMO Brink	Competitive Marketing Strategy Carpenter	Segmentation, Targeting, Positioning Grayson	Being Digital: The B2B Edition (Part 2 of 2) Case Prep: Wollen	Wrap-up for the week – key takeaways, open questions, next steps Copulsky
Post-Session	12:15 p.m. Virtual Lunch (Optional)	12:15 p.m. Team Office Hours (Optional)	5:00 p.m. Virtual Happy Hour (Optional)		
Next Week (Oct 5-9)	Individual Coaching Sessions by appointment				

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TIME (US CENTRAL)	MONDAY 10/12	TUESDAY 10/13	WEDNESDAY 10/14	THURSDAY 10/15	FRIDAY 10/16
8:15-8:30	Welcome	Welcome	Welcome	Welcome	Welcome
8:30-9:30	Welcome back Value-Based Pricing in Business Markets Anderson	The Creative Brief: Relevance to B2B in the Digital Age Rucker	Going to Market Anderson	Making Marketing Agile Copulsky	The B2B Customer Experience Caffentzis
9:30-9:45	Break	Break	Break	Break	Break
9:45-10:45	Value-Based Pricing in Business Markets Anderson	Strategic and Empirical Test of Communications Rucker	Case Preparation: Cree Inc.: Lighting the Way in Industrial Markets Anderson	Making Marketing Agile Copulsky	Program Wrap-up and Close Copulsky
10:45-11:00					
11:00-12:00	Value-Based Pricing in Business Markets Anderson	Concept Application Rucker	Case Discussion: Cree Inc.: Lighting the Way... Anderson	Making Marketing Agile Copulsky	<i>Thank you for your participation!</i>
Post-Session	12:15 p.m. Team Office Hours (Optional)	12:15 p.m. Virtual Lunch (Optional)		5:00 p.m. Virtual Happy Hour (Optional)	

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

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
- Contact your Program Advisor – Gretchen Baker
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