



Institute for  
the Study of  
Business Markets



## **Summary of Roundtable Discussion ISBM/BMA Business Marketing Brand Consortium**

**Wednesday, March 30, 2005**

**Sofitel O'Hare, Chicago**

### **Issues and opportunities – collected from the Roundtable discussion**

Defining the brand for your firm: internally and externally, B-to-B, B-to-C, for a variety of audiences.

Handling brands in time of change – especially multiple brands gathered through merger and acquisition activity.

Dealing with the problem of direct customer consolidation in B-to-B markets. As your direct (OEM) customers consolidate, they often move to build their own new strong brands, and take over the ingredient branding strategy.

Discuss and flesh out brands as “customers with income flows.”

Issue: Customers know us by our product brands – how do we engage, mobilize, use the parent brand?

How do we manage the parent brand with problems – such as W.R. Grace: The challenge of brands in trouble – and how we might deal with that for both customers and employees?

Building brand momentum: Shoring up the company's stock from “hits” by building image equity in better times.

Strategies for building working synergy/consistencies across SBU's.

Organizational/strategy discussion: how much central, how much decentral.

Challenge: Lining up marketing plans with real, actionable visions and marketing strategies.

Challenge: Building CMO accountability. Score cards for assessment of how the CMO is doing in alignment and execution of the strategic direction of the CEO.

Challenge/opportunity: How do we get good data supporting the management of B-to-B brand equity?

How do we mobilize celebrations of the brand in ways that move the firm forward?

Challenge: How do we find “the tipping point”? -- look for the worst case scenario and turn it – the case study from Flowserve.

A big issue -- \*\*\* How do you handle translations of brands, trademarks, and market communications material across global boundaries – how do you handle translations that are effective, and serve the market well?

Issue: What is the impact of Sarbanes Oxley on brand?

Tools and techniques for sustaining the message:

“We’re bored, others are just getting it, we’re ready to change.”

Challenge: How do we calculate the value of internal branding?

How do we navigate brand “legacies” – especially consumer impacting business-to-business brands – the Discover Case?

Investigation/insight from Don Schultz: The Advertising Research Foundation project on “brand truth”: Methods of valuing brands in ways that approach a legitimate standard, allowing firms to genuinely compare.

Another insight from Schultz: In Australia they’re working to develop a brand evaluation process which can be used across the country to help value these intangible assets in ways that are meaningful to business.

Big issue – Schultz: Today’s research techniques are rapidly becoming not relevant. As customers do more multi-tasking, networking, and have new approaches for gathering information, our old research tools are not serving us – how do we move forward with new research approaches?

Challenge: How do we deal with name “legacies” in the era of rapid globalization and change? (The Indium Corporation of America Case.) They very rarely work with Indium, they’re global and not as much in America; the brand is just a “vestige”.

Investigating the power of brands across the buyer, our downstream customer – and end user: might we discuss brands in an “agent network”.

Challenge: Managing brands during traumatic change – internal/external.

Dealing with the transliteration of the logo and brand logo type across global cultures.

Challenge: Branding professional services.

Challenge: Branding and marketing partnerships – the Road Ranger Case from Eaton.

Challenge: Branding in the land of a thousand trademarks – Kennametal Case.

Developing metrics to gauge the effectiveness of internal marketing programs.

**New topics/speakers we should consider for future meetings.**

Dealing with multiple brands:

- Portfolio management
- Equity management
- Integration after mergers and acquisitions
- Optimizing assets

Brand vs. Product – building understanding inside a firm.

The role of ingredients and ingredient brands – strategy for defining, delivering, harvesting value.

Developing strategies for brands in trouble – before they get in trouble, after they get in trouble.

Organizing for synergy: How much central, how much decentral.

The connections:

- Marketing and strategy
- Branding and strategy

Brands driving growth – strategies for success.

Brands in the performance management process: How does branding tie into how people are evaluated, motivated, and compensated?

B-to-B brand research.

Building brands in a new construct and time? How do we build brands quickly in today's rapidly changing environment?

- How do we build brands in an era where talent migrates constantly, where we're changing the "marker board" minute by minute?

Branding in the era of the multi-tasking user/receiver – just what is a brand audience in today's markets?

The IM generation – B-to-B.

Blogs and B-to-B: Building on a cult of personality.

Moving brands from product to solution.

Brand “discovery” in B-to-B markets.

Brands and multiple translations across advertising, PR, marketing: Building your brand across countries, language, cultures, continents.

Cases and brand discovery and use in strategy.

Aligning corporate strategy, branding, and budgeting processes.

Understanding concrete incentives for behavioral change.

Demographics/psychographics and a brand infinity in B-to-B markets.