



PENTADIGM

FORE  
SIGHTS



VALUE<sup>2</sup>



# Strategic Marketing Benchmark Study

Selected Slides from  
First public announcement of findings  
and results - quantitative  
14<sup>th</sup> October 2008  
Brussels, Belgium

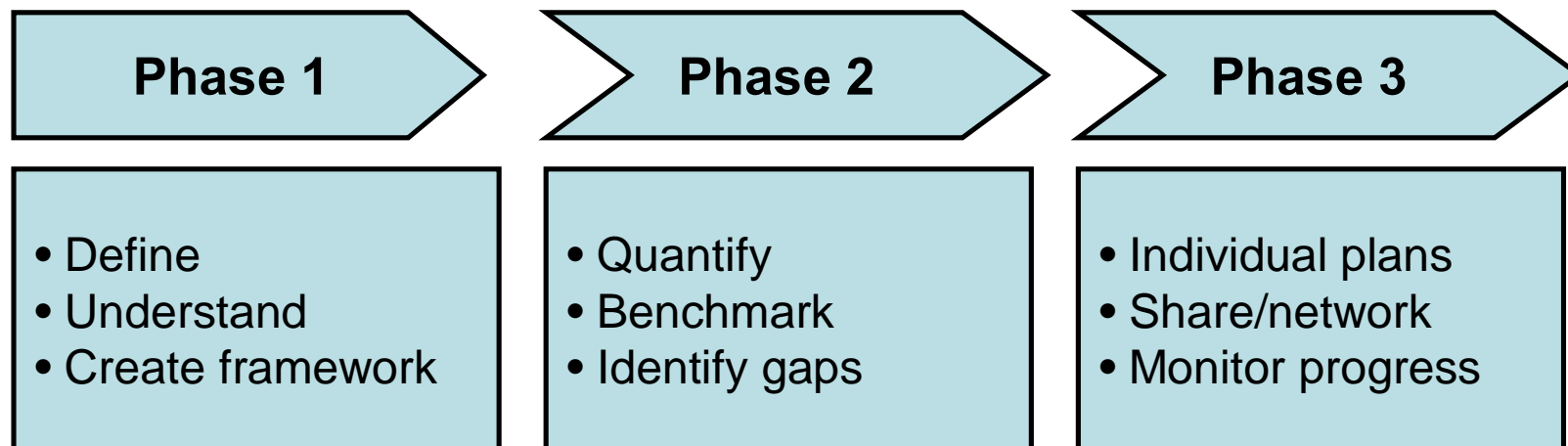


# Introduction

- ECMSA (European Chemicals Marketing and Strategy Association) in collaboration with GEMS Europe GmbH (Global Excellence in Marketing and Sales) and Market Planning International.....
- ...are pleased to announce a collaborative study to define best practice strategic marketing and to examine current practice strategic marketing in the chemicals and plastics industry.
- This joint project provides a basis for chemicals, plastics and other B2B producers and suppliers to benchmark their own practice against a defined framework, and to identify ways to improve their strategic marketing activities and organisation.

# Background

- This is the first study that has examined strategic marketing best practices and how key players in the industry measure up to them
- Process overview



- Repeat every two years

# Phase 1 -Research Method

- Qualitative research
  - Sample of 30+ interviews
    - Spanning range of sizes/sectors/product types/geographies
  - Mix of personal and phone interviews (90 mins ave. duration)
- Supplemented with desk research
- Detailed content analysis
  - Participant inputs
  - Reference to practice in other industries
  - Cross-check with academic sources
- Development of Best Practice framework

# Phase 2 -Research Method

- Based on the results of the qualitative study, we developed an online questionnaire for the quantitative study
- Having realised that our Strategic Marketing Model was relevant to any B2B market-place, we broadened the scope of the quantitative study to cover any B2B market and invited respondents from a wide range of B2B companies

# 182 Respondents at 86 Companies

3M	Air Products	Akzo Nobel	Albemarle
Algol Chemicals	Aliaxis (2)	Altuglas	Arch
Avebe	Baker Petrolite (2)	Basell	BASF SE (9)
Arakawa Europe GmbH	Bayer Animal Health	Borderstep Institute for Innovation and Sustainability	Ciba Specialty Chemicals (2)
Bridge Plus AG	Change Factory	Change Step	Chemtura Corp.
Consumer Intelligence	CUF-Químicos Industriais	Digital Investor Pty Ltd	DRAWIN Vertriebs-GmbH
Brenntag (2)	Cytec (14)	Dow Automotive (4)	Districtconsult
Dow Chemical (20)	Dow Corning (11)	DSM (4)	Du Pont (5)
Dynea (2)	Eastman Chemicals	EMG	Evonik
FIS Fabbrica Italiana Sintetici S.p.A.	ISiB GmbH Innovation and Strategic Devel't	J&M Marketing Associates, LLC	Neville Chemical Europe BV
Huntsman (3)	Ineos-Nova	Infoklix Spa	Ispm
Holcim (2)	Honeywell	JD Horizons Limited	Kinera AS (2)

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Kline & Co.	KODEES	Helsinn Chemicals	Lonza (9)
L&A Consultants Ltd	Nordmann, Rassmann GmbH	OCV Reinforcements (3)	Pioneer Hi-Bred Switzerland S.A.
Nalco Europe BV	Norit Nederland	PCC SE	PIC
Praxair, Inc.	Prochem AG	Repsol Quimica (2)	Rhodia Novacare
Rohm and Haas	Ronin Group	SABIC Europe (3)	Shell Chemicals
Sapa Heat Transfer	Shell Oil (9)	SIG Insulations Ltd	SILMIX California
Sime Darby Industrial Sdn Bhd	True North Associates	Strategic Management Group	Treibacher Industrie AG
SF-Chem	Sinol srl	Solutia	Süd Chemie
Tractors Malaysia	Univar Europe (2)	Wacker Chemie (4)	Wacker Polymers
Wavin	Yara International		

# Strategic Marketing Benchmark Study

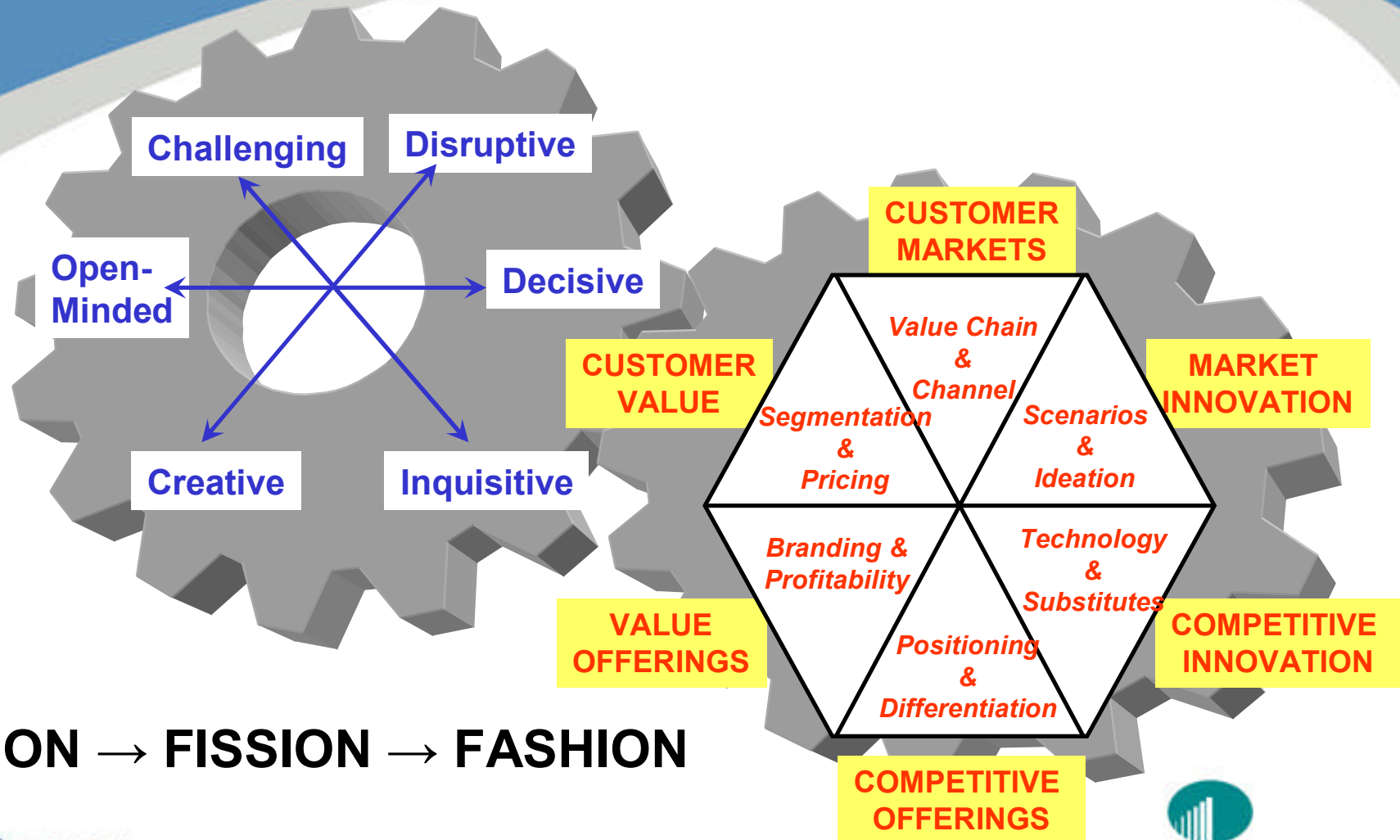
Best Practice Framework



# Best Practice Model – Components



# Combining – Mind and Matter



# Strategic Marketing Orientation

**STRATEGIC STRUGGLERS**

**FUTURE**  
*Creating*

**STRATEGIC MARKETING**

Struggling to bring new and inventive business approaches to traditionally run businesses, held back by legacy. Recognise need to change, constrained by traditional thinking and structures. Strategic marketing combined with business and sales. Technology-led innovation

Focus on future and longer-term growth. Strategic marketing is main driver of Innovation, both in technology and commercial/business models and is Empowered to lead new thinking. Strong use of stage gate. Strategic Marketing separate from business and/or central. Little or no SM Involvement in day-to-day

**TRADITIONAL**  
*Comfortable*

**INNOVATIVE**  
*Challenging*

Focus on optimising current business. Little or no growth potential beyond market, which is typically mature. Strategic marketing – if existent – involved in day-to-day. Marketing, sales and business often integrated. Little or no emphasis on innovation.

Looking for new ways to optimise. Challenging the current methods. Inventing new optimisation models. Looking for new organisations. Limited emphasis on product innovation, typically technology led. Marketing, sales and business collaborate or integrated

**OPERATIONAL MANAGEMENT**

**CURRENT**  
*Optimising*

**OPERATIONAL EXCELLENCE**



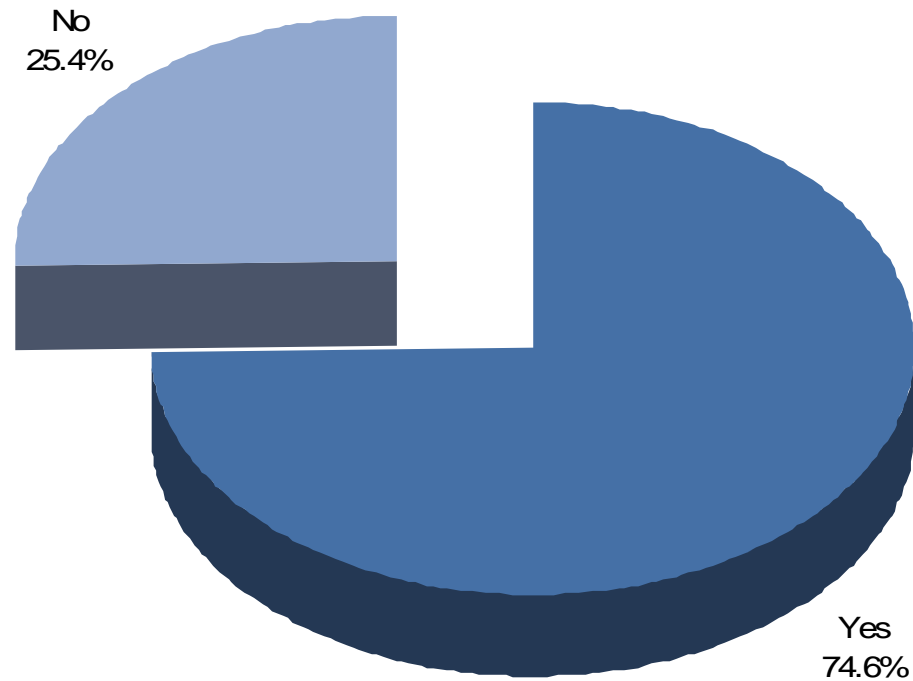
# Strategic Marketing Benchmark Study

## Key Findings

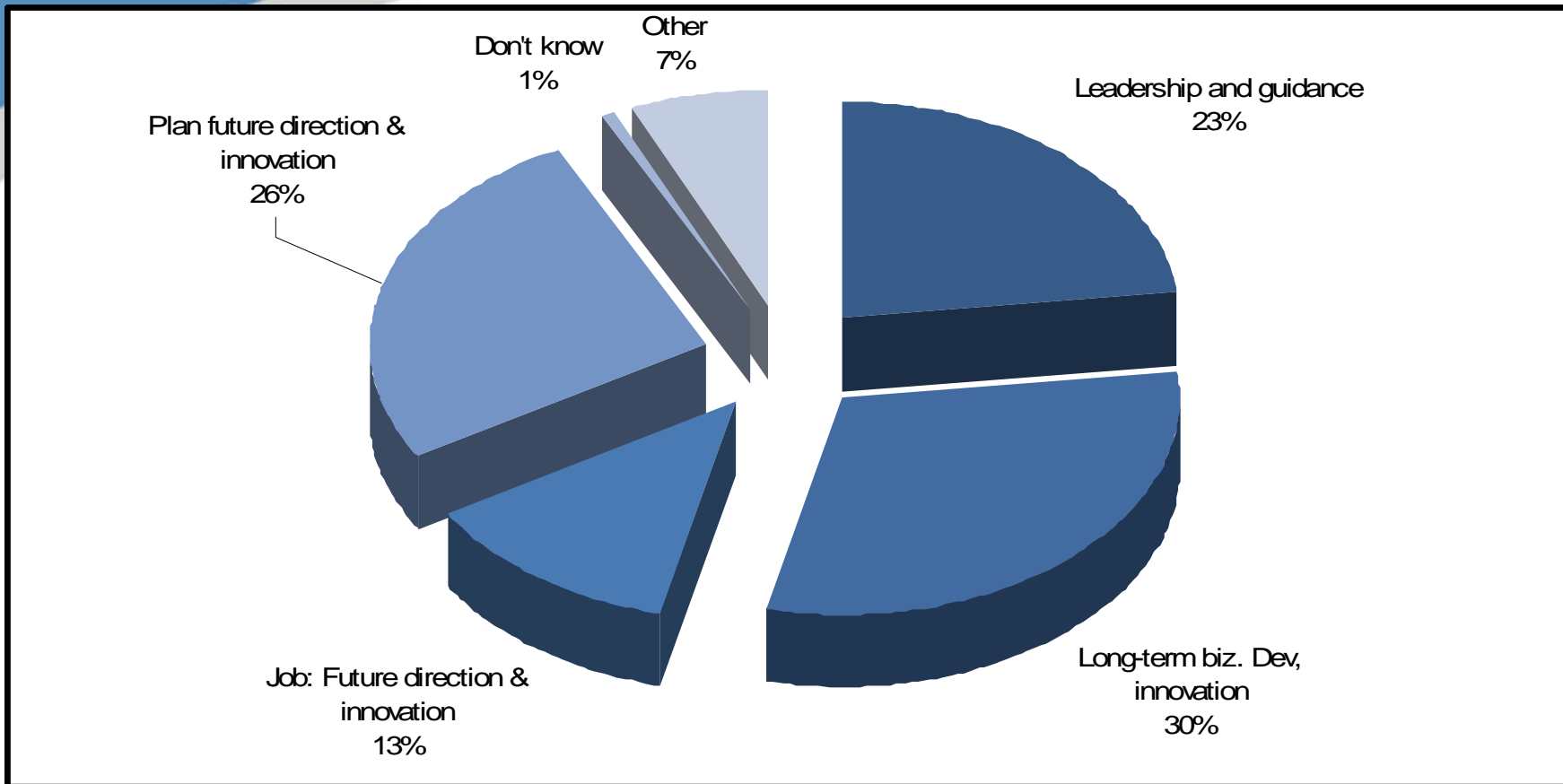
# Strategic Marketing

Usage

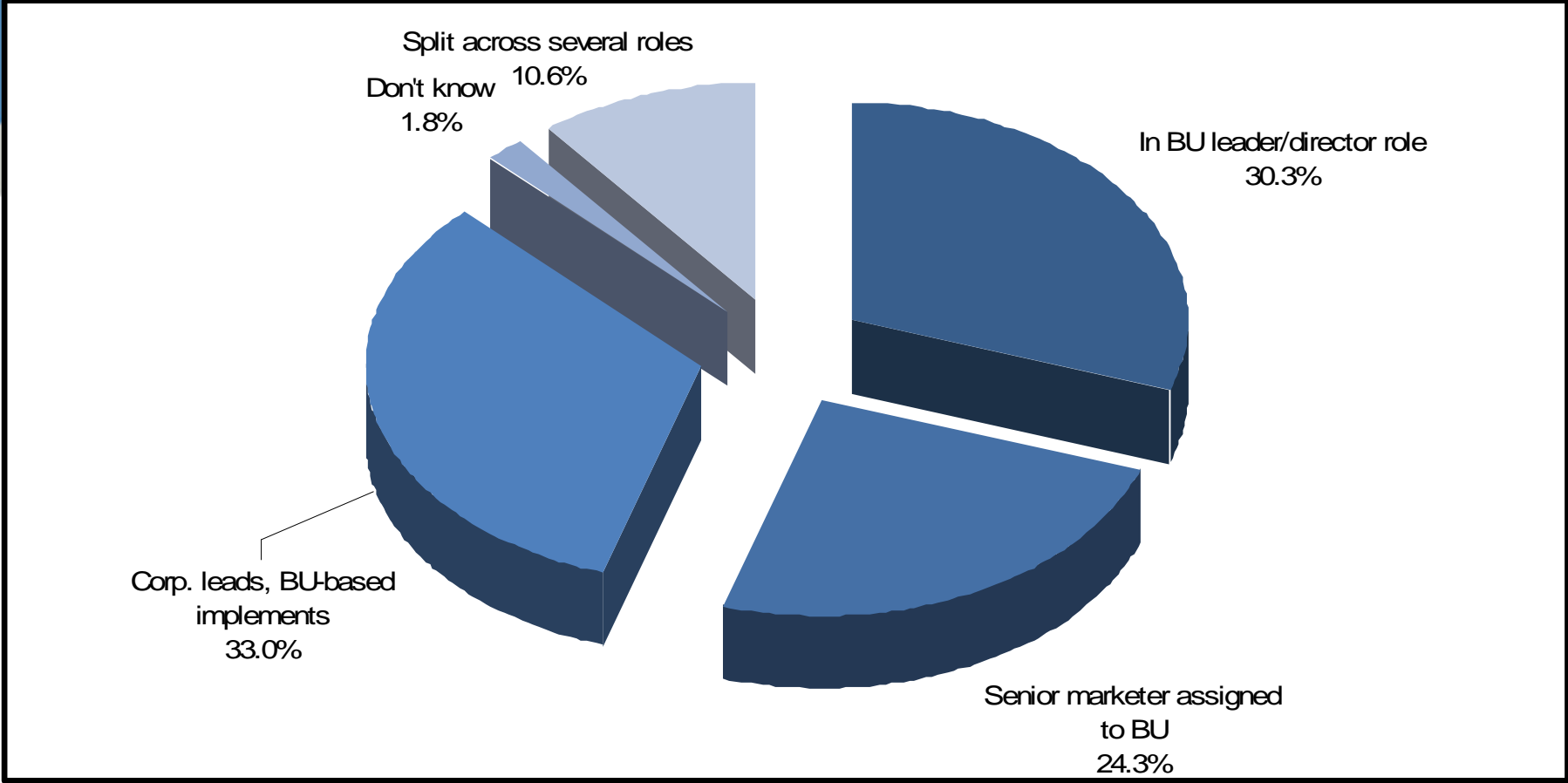
# Using the term Strategic Marketing



# Future Direction and Innovation

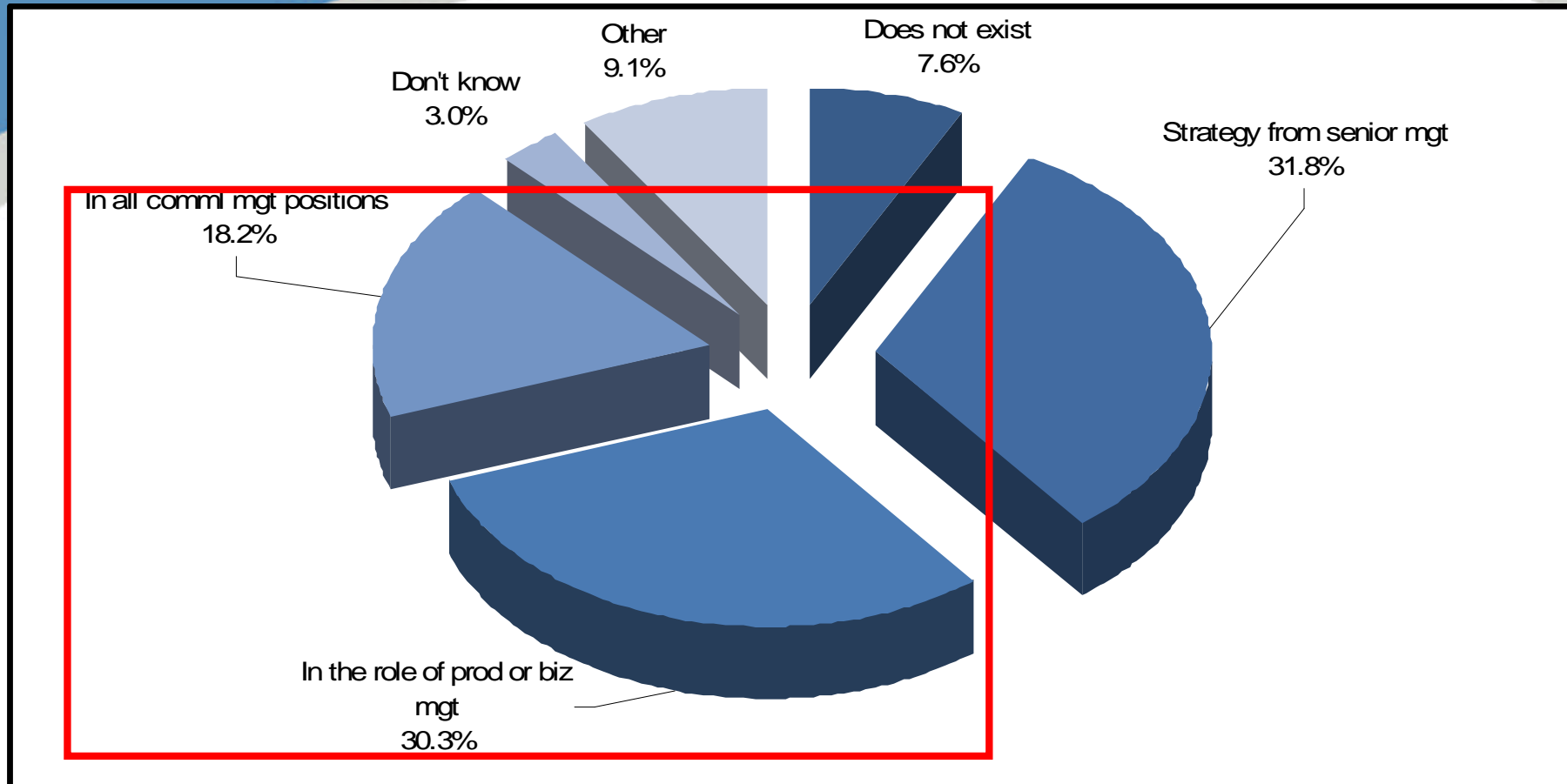


# Different ways to organise Strategic Marketing





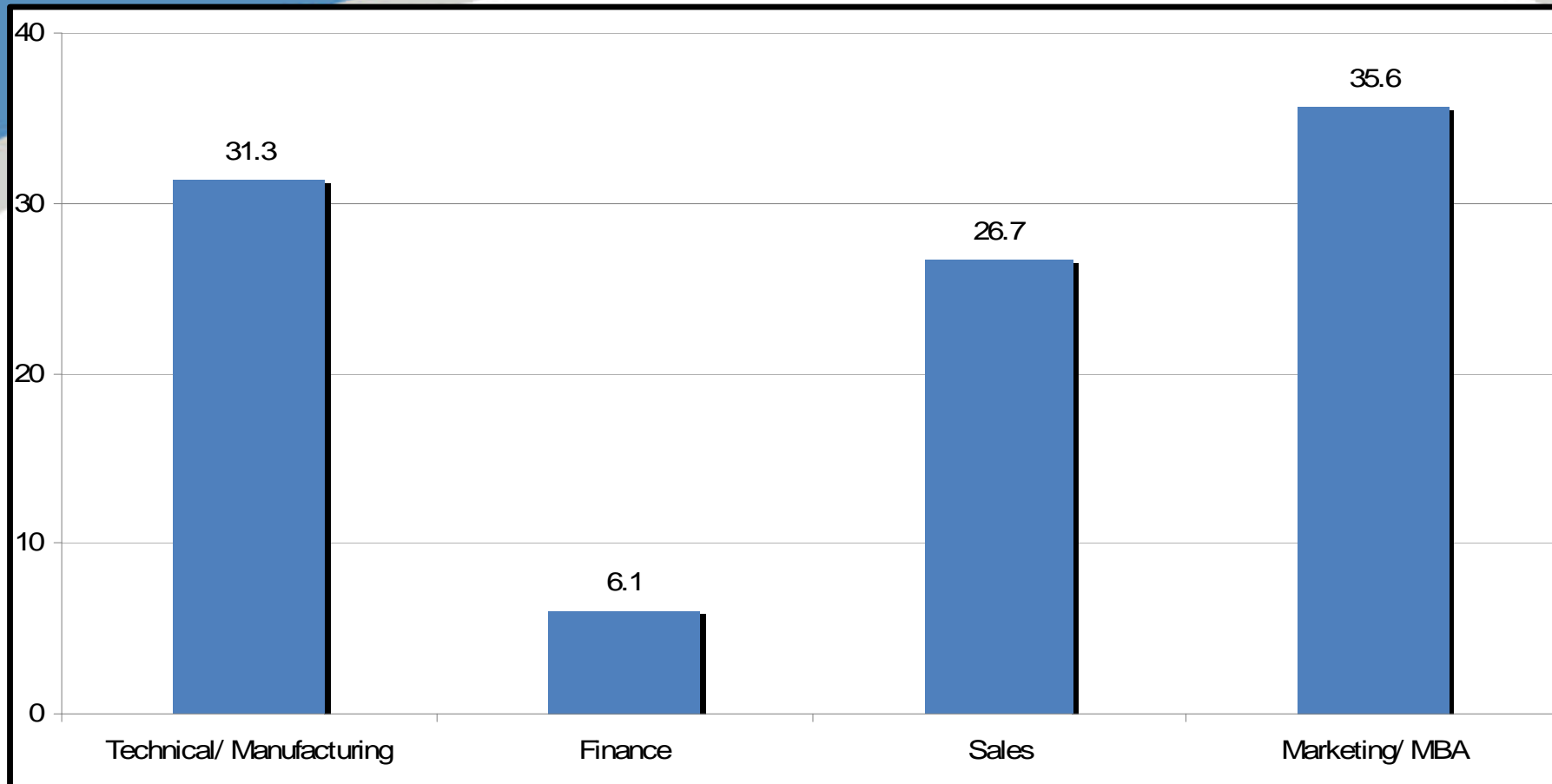
# Strategic Marketing also for Non-Users of the term



# Strategic Marketing

People

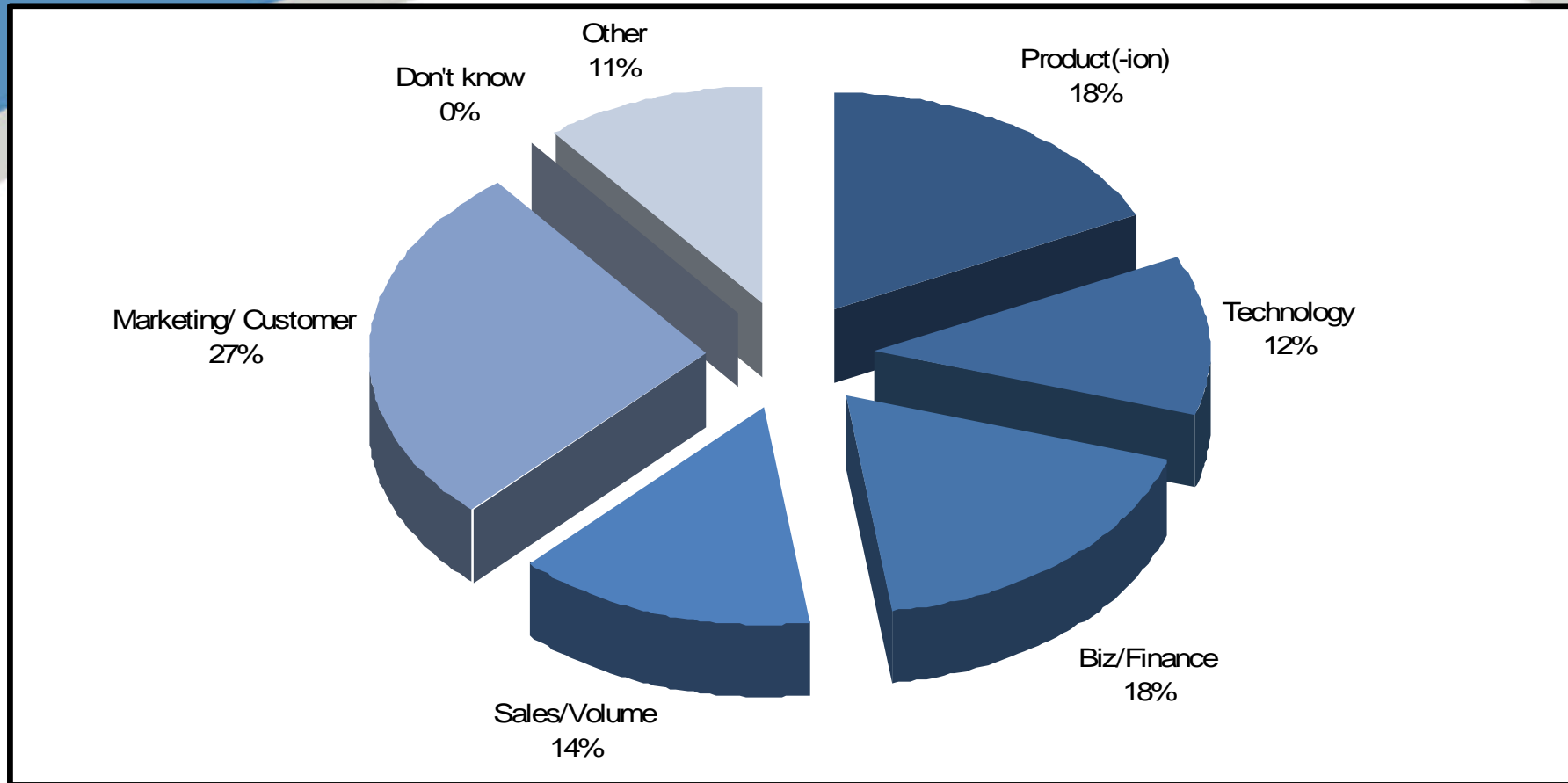
# Background/Discipline of Strategic Marketers



# Strategic Marketing

Focus

# Company Culture



# Strategic Marketing Orientation

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**OPERATIONAL MANAGEMENT**

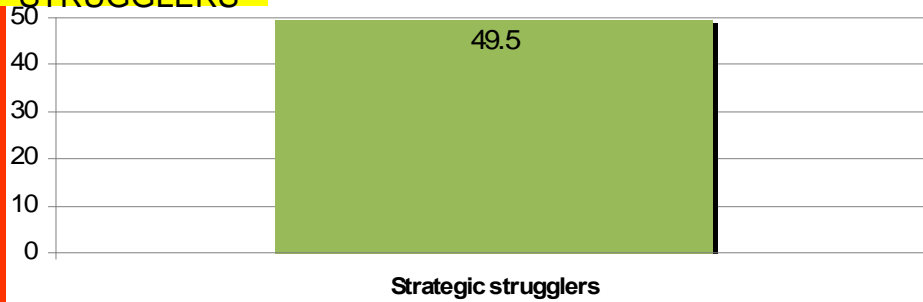
**CURRENT**  
*Optimising*

**OPERATIONAL EXCELLENCE**

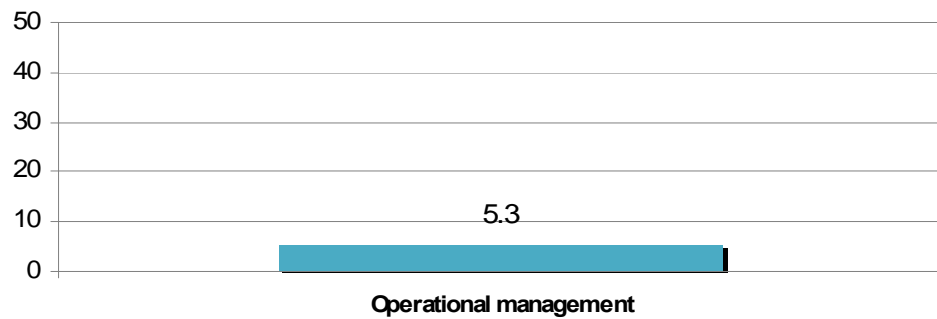
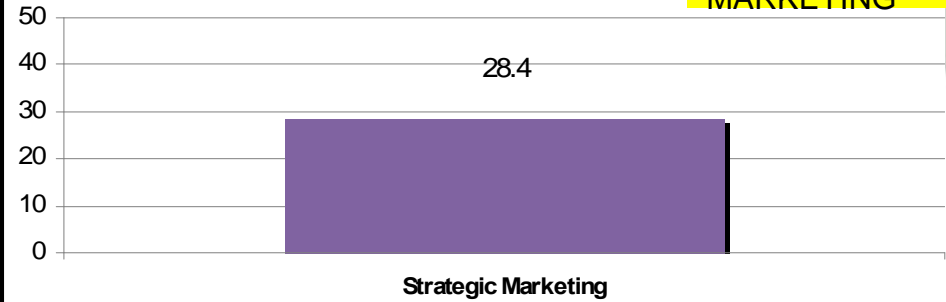


# Strategic Marketing Focus

STRATEGIC STRUGGLERS



STRATEGIC MARKETING

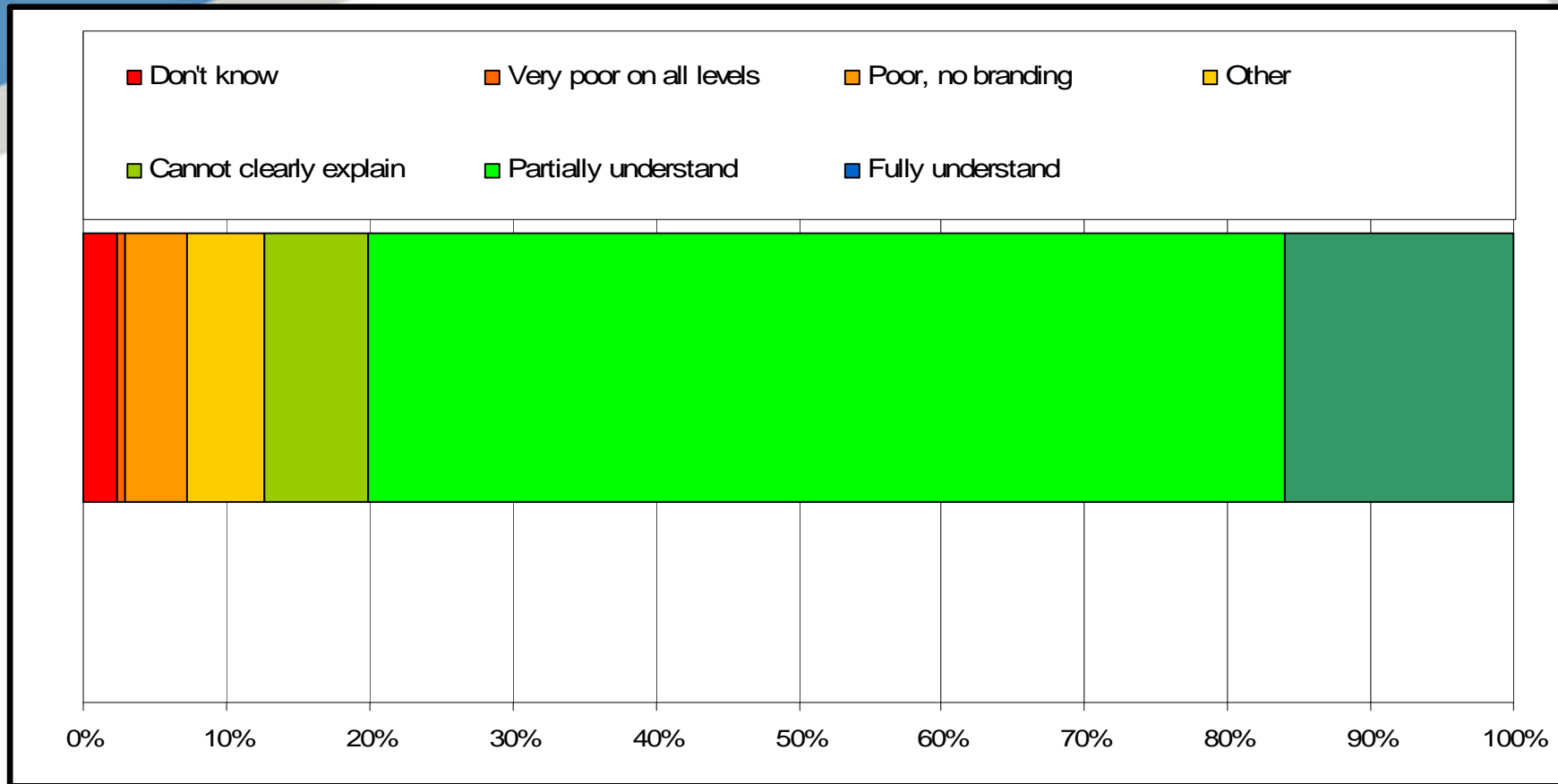


OPERATIONAL MANAGEMENT



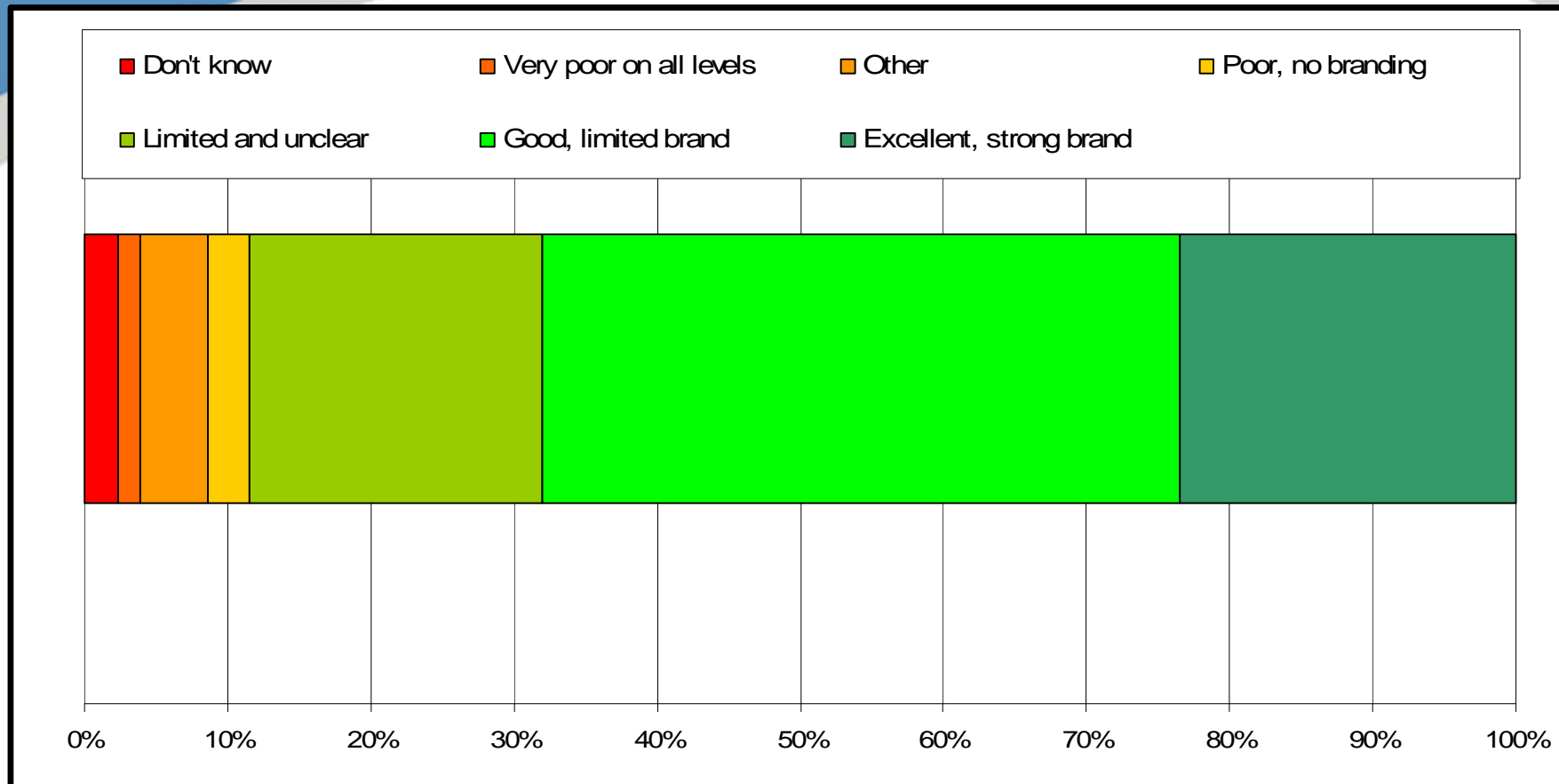
OPERATIONAL EXCELLENCE

# Internal Understanding of Customer Value Propositions





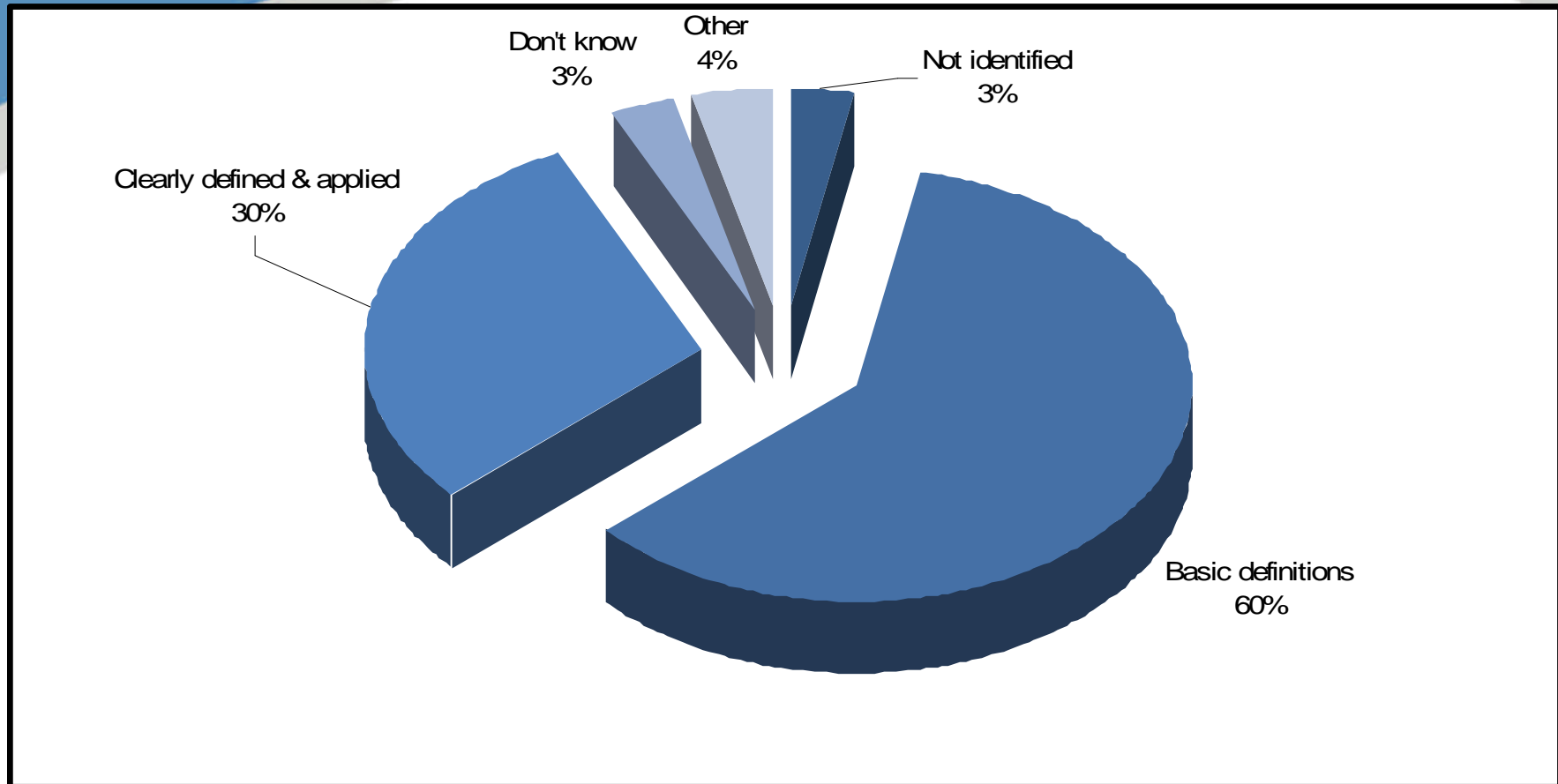
# External Communication of Customer Value Proposition



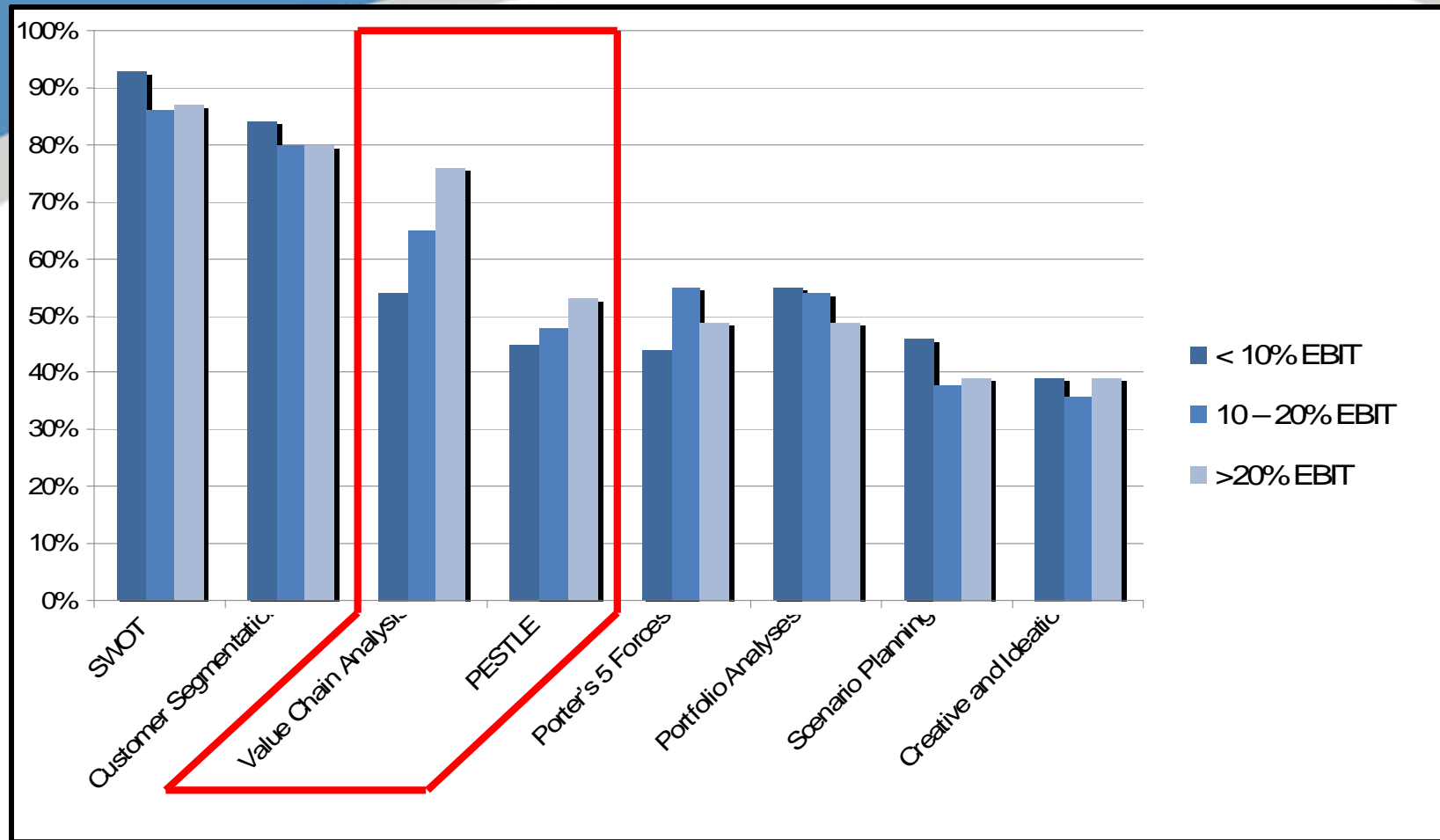
# Strategic Marketing

## Process and Tools

# Only Basic Process Definitions



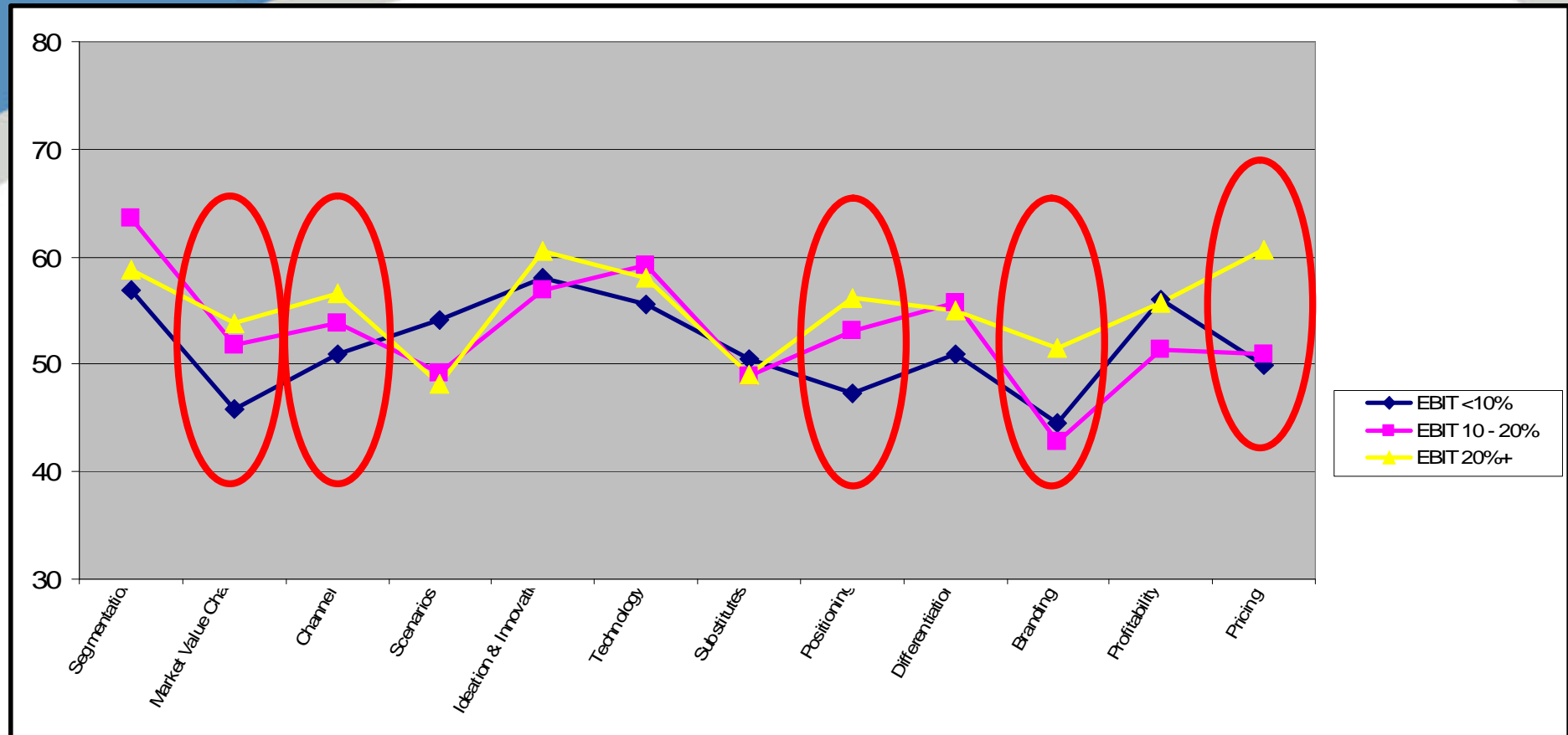
# Value Chain and PESTLE for more Profit



# Strategic Marketing

## Strategy Content

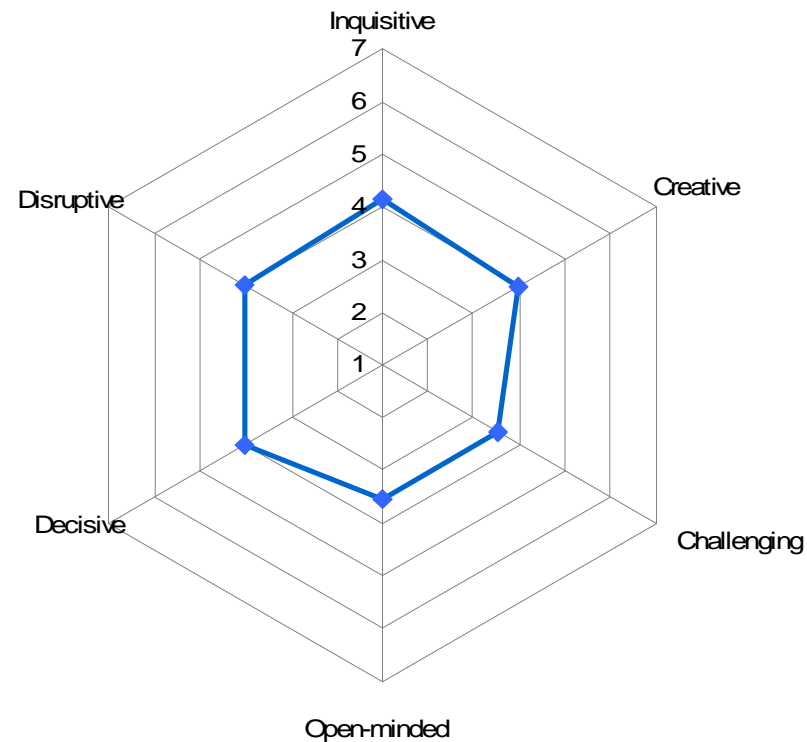
# Marketing Strategy and Profit



# Strategic Marketing

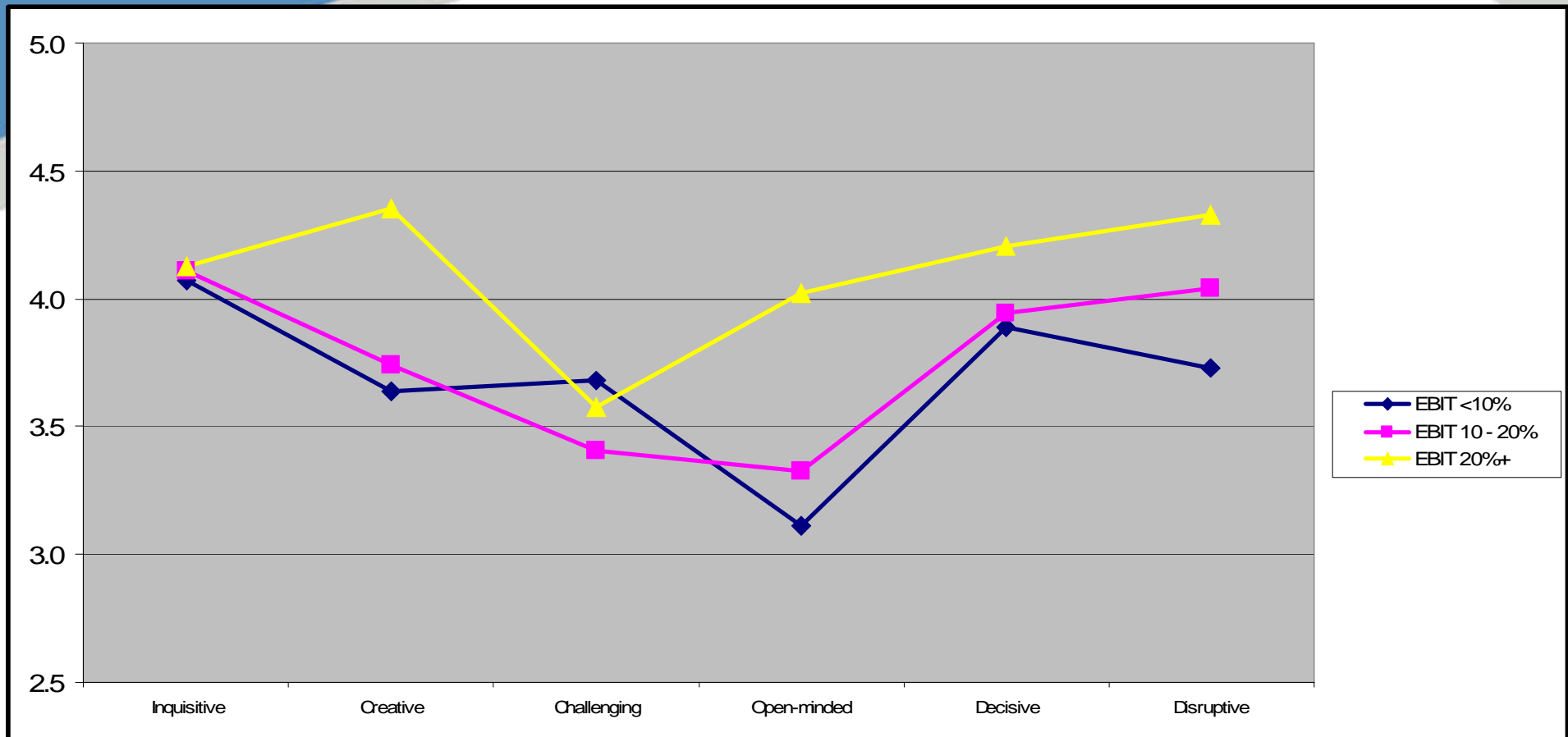
## Strategic Marketing Mindset

# Strategic Marketing Mindset in Respondents' Business





# Mindset drives Profit



# Strategic Marketing

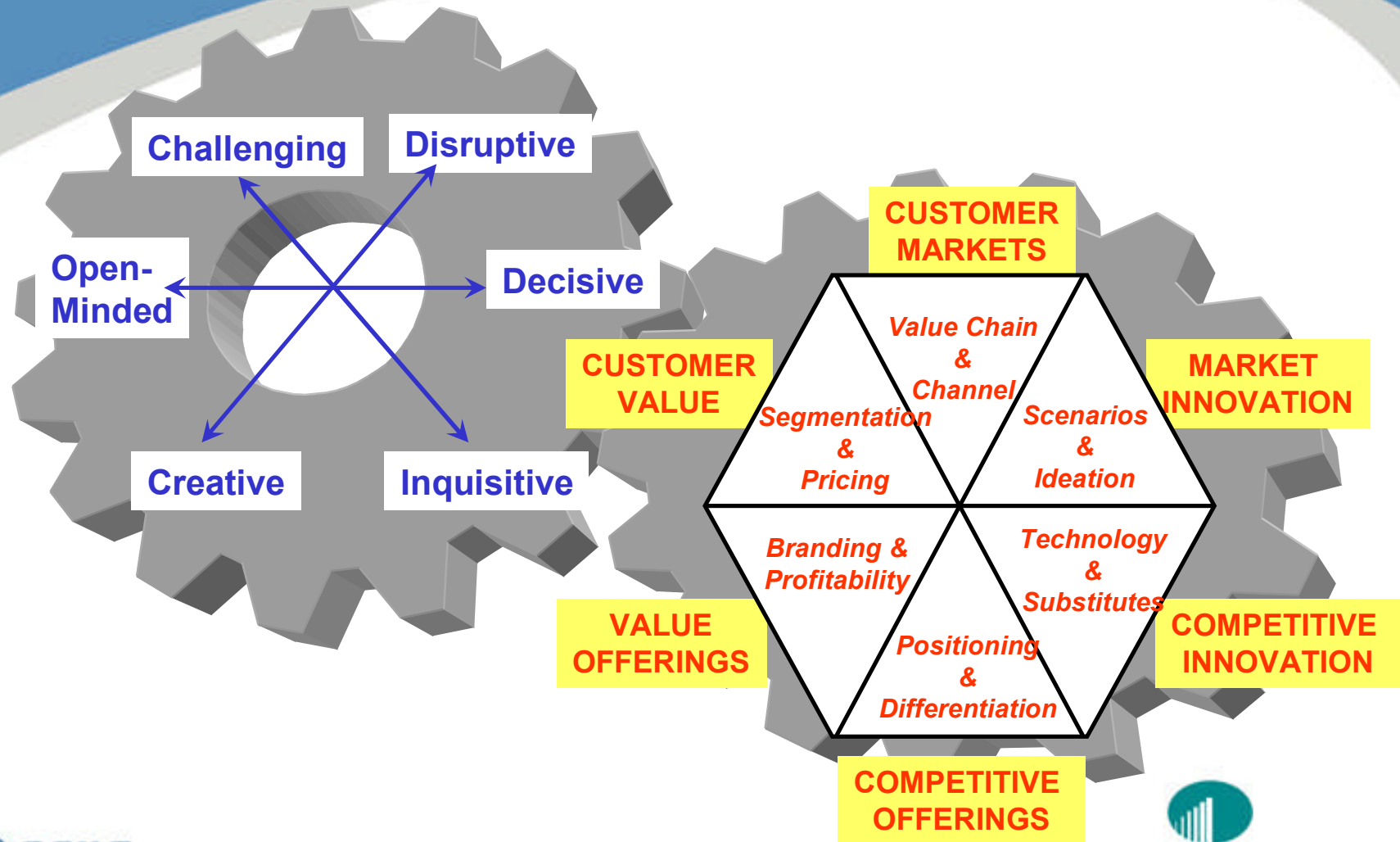
The Strategic Marketing Company



# The Strategic Marketing Company

- Customer and Market Focus led from the Top
- Focus on Future and Long-Term Growth
- Well-defined processes and jobs, supported by integrated internal and external training and skills development
- Focus on Future and Innovation
- Strategic Marketing Corporate-Led or in the Business
- Strategic Marketers with a Marketing or MBA background
- Customer Value Propositions well understood internally and well communicated externally, supported by strong branding
- Key tools are regularly in use **SWOT Analysis, Customer Segmentation, Market Value Chain Analysis** and **Portfolio Analyses.**
- Makes higher profits

# The Strategic Marketing Company applies the mindset to the model:-



# For more information

- ECMSA
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