B2B Brand Management

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October 2006

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Marketing Management in an industrial context became widely accepted years ago – leading to the establishment of several B2B marketing professorships of B2B marketing.

- Industriegütermarketing von Klaus Backhaus
- Business Market Management by Andersen and Narus

B2B marketing professorships of B2B marketing in the United States

- Gary L. Lilien PSU
- ...
- ...
- ...

...
B2B Branding and..

Understanding of the role of marketing as being different in the short versus the long-terms, with strategic marketing and operational marketing being two distinct activities.

- **Brand management** therefore is the organizational framework that systematically manages the planning, development, implementation, and evaluation of the brand strategy.

- The development of a holistic brand strategy has to involve all levels of marketing management.

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Understanding the Branding Dimensions

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For long-term success of a business

It is indispensable to continuously identify

1. new **value opportunities** (value exploration),
2. realize them in new and promising value offerings (value creation), and last but not least to
3. use capabilities and infrastructure to deliver those new value offerings efficiently (value delivery).

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Holistic marketers achieve profitable growth by

1. expanding customer share,
2. building customer loyalty, and
3. capturing customer between relevant actors (customers, company, and collaborators) and value-based actives.

In order to create and maintain the sustainable competitive advantage offered by the brand, companies need to concentrate their

1. resources,
2. structure and
3. financial accountability.

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How Brands Create Value in B2B

A strong brand is about building and maintaining strong perceptions in the minds of customers.

1. The brand name and its associations are a shorthand for everything that is being offered.
2. The product quality, the reliability of delivery, the value for money, are all wrapped up in people’s perceptions of that brand.
3. Working out what people associate with a brand is only one part of the equation.

It is necessary to go a step further and put a monetary figure on those brand values.
Even the best advertising cannot create something that is not there.

- If a company lacks soul or heart, if it doesn’t understand the concept of “brand”, or if it is disconnected from the world around it, there is little chance that its marketing will resonate deeply with anyone.

- Example HITACHI

Foundation of a Brand

- In order to establish an effective branding approach, it is necessary to track and measure the strength of the current brand and the entire brand portfolio. To grasp the business landscape in more depth, it is essential to do some research that can later serve as the foundation of the future brand strategy.

Example HITACHI

Foundation of a Brand

- Three brands of computers –

  Logo - Identity - Equity

- Dell
- Sony
- IBM

Brands are one of the few opportunities for making a difference

- Greater willingness to try a product or service
- Less time needed to close the sale of an offering
- Greater likelihood that the product or service is purchased
- Willingness to award a larger share of purchase requirement
- Willingness to pay a price premium
- Less sensitive in regard to price increases
- Less inducement to try a competitive offering

Making a difference leads to increased Brand Equity

- Different definitions of brand equity also exist. Duane E. Knapp for instance defines it as “the totality of the brand’s perception, including the relative quality of products and services, financial performance, customer loyalty, satisfaction, and overall esteem toward the brand.”

  According to Aaker, brand equity refers to “the assets (or liabilities) linked to a brand’s name and symbol that add to (or subtract from) a product or service.”


  David A. Aaker and Erich Joachimsthaler, Brand Leadership, 2000, p. 17.

Drivers of brand equity can be summarized as follows:

- Perceived quality
- Name awareness
- Brand associations
- Brand loyalty
In order to create a **holistic brand strategy**

You must also strive for complete alignment between what you’re promising outside and the reality of what you’re delivering within the organization.

- The brand strategy has to match the **corporate strategy**. If there are any misalignments or chinks, it will soon be spotted, first by employees, then by consumers.
- One thing of crucial importance if not even the most significant thing in B2B brand management is: **consistency**.

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**Make a Consistent Impression**

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**Brand Distinction**

- Brand Architecture
- Brand Strategy
- Brand Elements

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**Brand Architecture consists of three major tiers:**

- Individual brands
- Family brands
- Corporate brands

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**Brand Architecture**

Aaker, *Brand Relationship Spectrum*

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**Brand Strategy**

[Generic brand strategies](#)

Adapted from Backhaus, *Industriegütermarketing*, p. 369
Corporate Brands

Visually spoken the corporate brand serves as some kind of umbrella and encapsulates the corporate vision, values, personality, positioning, and image among many other dimensions.

A strong corporate branding strategy can add significant value to any corporation since it facilitates the implementation of the long-term vision and provides a unique position in the marketplace. It helps a company to further leverage on its tangible and non-tangible assets leading to branding excellence throughout the corporation.

If the corporate brand is named after the founder of the company, as is the case for Peugeot, Ford, Bosch, Dell, Hewlett-Packard and Siemens, it is also called a patronymic brand. These big multinationals though are more exceptions, since patronymic brands are most common in small and medium sized companies.

Examples Corporate Brands

HSBC/Citibank

Strong corporate brands are characterized by the precise, distinctive and self-contained image they hold in the minds of stakeholders.[i] Franz-Rudolf Esch, Torsten Tomczak, Joachim Kernstock and Tobias Langner, Corporate Brand Management, 2004, p. 8.

Family Brands

An important prerequisite for successful family branding is the adequate similarity and coherence of all products and services of one line.

This means an equivalent standard of quality, a similar field of application and a matching marketing strategy (pricing, positioning, etc.)

Example Dow Chemical

STYROFOAM®. Today, the brand includes a variety of building materials (including insulated sheathing and house wrap), and pipe insulation as well as floral and craft products.
Examples **Klueber Lubrication**

- Bonded coatings
- Corrosion protection
- Greases
- Lubricating oils
- Pastes
- Tribosystem materials
- Waxes

Examples Individual Brands

- **ITT**
  - Standard Pumps
  - Irrigation Pumps
  - Ozone technology

Premium Brands

- Premium brands are generally characterized by high-quality materials, exclusive design, first-class processing, and are sold at a high price (achieving a price premium). Such a high-profile and high-quality positioning is quite expensive to implement, since all communication and distribution channels have to meet these requirements.

Example Premium Brands

- **Porsche Consulting**
- **ERCO**
Classic Brands

- Classic Brands facilitate the identification of products, services and businesses and differentiate them from competition. [i]


National Brands

- As the name indicates, a national brand is specially aligned to match the local conditions. Consequently, there is no language or cultural problem involved.

- To use a single brand only on a restricted geographical area only can be moreover quite expensive.

Example National Brands

- Volvo Pumps

International Brands

- B2B companies continually had to face new and demanding challenges in the last decades. One of these challenges has been the development of hypercompetitive markets transcending geographic and cultural barriers.

- Every brand that is sold in at least two different countries can be called an international brand. Unfortunately, it doesn’t stay that simple. For businesses that want to internationalize and are looking for a proper branding strategy to pursue on an international level, there are several possibilities. [ii]


International Brand Strategies

- International Brand Strategy
- Global Brand Strategy
- Transnational Brand Strategy
- Multidomestic Brand Strategy

International Brand Strategies

- Cost pressures
- Pressures for local responsiveness
Brand Elements

When building a strong brand the following brand elements are key:

- Name
- Logo
- Tagline (or Slogan)
- Brand Story

Visual Identity Code

- Available – They should be available and usable across all markets. Today it is also very important to check the availability of the Internet domain for possible brand names.
- Meaningful – Ideally the brand elements should capture the essence of the brand and communicate something about the nature of the business.
- Memorable – Good brand elements are distinctive and should be easy to remember. Brand names should be distinct and easy to read and spell.
- Protectable – It is essential that the brand elements, especially the brand name can be legally protected in all countries in which the brand will be marketed.
- Future-Oriented – Well-chosen brand elements can position companies for growth, change, and success. To be future-oriented also means to check the adaptability and upgradability of the brand elements.
- Positive – Effective brand elements can evoke positive associations in the markets served.
- Transferable – Is it possible to use the brand element to introduce new products in the same or different markets.

Brands and Image

Five Brand Identities

- Name of Founders
- Descriptive Names
- Acronyms
- Fabricated Names
- Metaphors

Brand Name

- All names usually have some kind of associated image, whether it is cultural, linguistic or personal. Brand names should be chosen very carefully since they convey important information to stakeholders.
- Especially in B2B, it is unfortunately quite common to use ineffective stereotypical names.
- This lack of distinctiveness makes it very difficult to effectively position a brand since the names is not very memorable but easily confused with other brands of competitors.

There are several types of names companies can use for brands

- Name of Founders
- Descriptive Names
- Acronyms
- Fabricated Names
- Metaphors
- Others

Logo

Tagline (or Slogan)

It is an easily recognizable and memorable phrase which often accompanies a brand name in marketing communications programs. The main purpose of a slogan is to support the brand image projected by the brand name and logo. These three brand elements together provide the core of the brand.

Examples Tagline (or Slogan)

- Agilent Technologies’ “Dreams Made Real”, Emerson’s “Consider It Solved”,
- GE’s “Imagination at Work”,
- Hewlett-Packard’s “Invent”,
- Novell’s “The Power to Change”,
- United Technologies’ “Next Things First”, and
- Xerox’s “The Document Company”.

Philips “Sense and Simplicity”

- Our Brand Promise “sense and simplicity”
- Technology exists to help make our lives easier and more productive. So why is it so often such a hassle, full of complexity and frustration? At Philips, we believe that simplicity should be the goal of technology. Which is why we are committed to delivering products and solutions that are easy to experience, advanced and designed around you.

What’s Your Brand Story?

Brand Communication

Never promise more than you can perform.

Publilius Syrus, first century Roman author
**Brand Communication** in B2B,

- especially when applying a corporate brand strategy, effective segmentation and targeting is key.
- Also, participants in a B2B buying centre will vary in their involvement and motivation in the decision-making process.

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**The Branding Triangle**

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**Tools and Interfaces of the Corporate, Marketing and Dialogue Communication**

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**Brand-building Tools**

- Personal Selling
- Direct Marketing
- Public Relations
- Trade Shows and Exhibitions
- Advertising
- Sales Promotion


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**Personal Selling**

- Face-to-face interaction with one or more prospective customers for the main purpose of obtaining orders is generally called personal selling.
- In business markets it is by far more common to serve business customers directly than in consumer markets.

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**Direct Marketing**

- ... tools include the use of direct mail, telemarketing, fax, e-mail, newsletter, catalog, internet, and others to communicate directly with specific customers and prospects.
- The use of direct marketing tools has been constantly growing over the last two decades.
- A direct marketing tool that has experienced a major take-off in the last decade is electronic shopping.
Direct Marketing
- COVISINT
- Supplying
- Alibaba

Public Relations (PR)
- … are about generating coverage in the media that reaches various stakeholder groups.
- Because of their authenticity they are more credible to readers. PR can moreover reach potential customers that tend to avoid salespeople and advertisements. [i]
- PR can affect brand awareness at only a fraction of the cost of other communications elements.


Trade Shows and Exhibitions
- Trade shows and exhibitions are of major importance in the B2B environment.
- They also provide customers with access to many potential suppliers and customers in a short period time at relatively low costs compared to regular information gathering methods.
- Customers can easily compare competitive offerings at one place.

Amphenol-Tuchel Electronics

Sponsoring
- Sponsorships of public events such as world-famous bicycle and car races are quite common for B2B brands.
- Corporate goals for sponsorship can be: increase revenue, create a platform for developing relationships, and provide an opportunity to entertain customers in a unique environment as well as to generate benefits for employees.
Sponsoring Examples

- FedEx sponsorships are focused on driving business, not awareness. It even integrates the sponsorships throughout the marketing mix, not the other way round.
- BearingPoint, one of the world’s largest business consulting and systems integration firms, announced in 2005 that reigning Masters Champion Phil Mickelson has signed a three-year contract.
- UBS: The Swiss bank was pleased to renew its partnership with the Ravinia Festival in Chicago as lead sponsor, apparently looking forward to another summer of beautiful music under the leadership of Ravinia’s new Music Director James Conlon.

Advertising

- Covad Advertising; [i]

Still using a traditional phone system for your small business? That would explain why your business is still small.


Sales Promotion

- … are incentives of various kinds that are used to increase the value of a market offering over a specified period of time.
- In contrast to consumer promotion, trade promotions are targeted at retailers, distributors, and other members of the trade channel.
- They often come in the form of financial incentives.
3.3 Brand Evaluation

While it is rather easy to measure success related to pricing or distribution channels, it is more complicated to measure the success of brands. Nonetheless, a brand is too valuable an asset to manage without the support and guidance of brand metrics.

Brand Evaluation Models

Over the last two decades a vast number of brand evaluation models have been developed. Most of them fall into the following categories:

- Research-Based Evaluations
- Financially-Driven Approaches

For a comprehensive overview of more than 66 brand positioning and brand evaluation models see www.markenmodelle.de.


Share of brand values in the total company value by branches (n = 83)

The analysis approach

<table>
<thead>
<tr>
<th>STRONG BRAND</th>
<th>FACT/FARCE for analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales surplus</td>
<td>Brand equity performance</td>
</tr>
<tr>
<td>Price premium</td>
<td>Development of brand equity</td>
</tr>
</tbody>
</table>
| Higher customer lifetime value | Source: BCG (Brand Equity Evaluation System) BEES®
| Higher sale prices | | Development of stock capitalization over time |
| | Source: Deutsche Bank/KPMG, stock capitalization per 31.12. |
| | 2000 vs. 2004 |
| | Base: companies |

*Source: author’s own and various marketing literature*
The brand strength of B2B companies clearly has an impact on financial market performance. Based on their relative brand performance development, the brands have been clustered into two groups: above average brand development and below average brand development.

- **Above average brand development**:
  - BASF
  - Allianz
  - METRO
  - Siemens

- **Below average brand development**:
  - Lufthansa
  - ThyssenKrupp

The development of DAX 30 market capitalization shows a clear impact of brand strength on financial market performance. Brands with above average brand development have consistently higher market capitalization compared to those with below average brand development.

**The brand strength of B2B companies clearly has an impact on financial market performance.**

**The Dow Jones Industrial average was used as baseline and starting point.**

The selected companies were:
- Caterpillar
- GE
- Hewlett Packard
- Intel
- IBM
- JP Morgan
- Microsoft

Interbrand Brand Equity Data is used for economic brand value calculation. This method could be considered the closest to representing the true economic value of a complex array of forces that make up a brand.
The brand strength of B2B companies clearly has an impact on financial market performance.

![Graph showing development of Dow Jones market capitalization and B2B brands with above/below average brand development.]

**Outcome**

- Good brand outperform their peers with more than 40%
- Good brand survive in crisis situation much better (2001)
- The distinction between good and average brand is getting wider

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**3.4 Brand Specialties**

- Living the Brand
- Branding Inside
- Branding Online
- Social Branding
- Building Brand Through Word-of-Mouth

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**Living the Brand**

- What is it that makes a brand successful? Put your brand effectively into operation and become a brand-driven organization!
- Starting from the inside, a strong internal brand delivers very real business returns.
- It has also been found that companies where staff understands organizational goals enjoy a 24% greater shareholder return. [Watson Wyatt, B2B Brands and the Bottom Line, London, September 2002.]

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**Find Role Models for Your Brand**

- Programs, stories, events, or people that positively represent the brand identity are very important internal role models that can support you in transforming your employees into true brand ambassadors.
- Among the most notable is GE’s WorkOut – the initiative pioneered by Jack Welch in the late 1980s.
- Six Sigma, this total quality initiative pioneered by Motorola in the 80’s.
- Develop true brand ambassadors
Employee motivation

Hearing It
Contact Awareness

Believing It
Understanding Acceptance Ready to Defend

Living It
Ready to Promote Personalize Utilize & Internalize Cultural Experience Passionate Advocacy

Hands Heads Hearts

Caterpillar

Bosch

- Bosch communicates the core values of the brand to employees.
  - Internal campaign
  - Bosch online portal for employees

- Let's build the future!
BeQIK BeBetter BeBosch

Branding Inside

The Brand in the Brand
“Ingredient Branding”

in short: InBranding

Ingredient Branding Examples

- Microban
- Makrolon
- GoreTex
- Dolby Stereo
- Nirosta

Pfoertsch/Mueller (2005)
Brand Extension Examples of Ingredient Branding

- Beechnut baby foods with Chiquita banana
- Ben and Jerry's Heath Bar Crunch ice cream, and Fat Free Cranberry Newtons with Ocean Spray cranberries
- Kellogg's Pop-Tarts with Smucker's (Rao, Qu, and Ruekert 1999; Shocker, Srivastava, and Ruekert 1994)

Company Owned Ingredient Brands

Basic Motivation for Using Ingredient Branding

- Enhances the differentiation of the host brand from competition
- Improves competitiveness
- Enhances equity of host brand and “self-brand”.

Effects of Branded Ingredients

Change of Competitiveness through Branded Ingredients

Ingredient Branding Executes a Multilevel Marketing Policy

Norris/McCarthy (1999)

Baumgarth (2001)
Push und Pull by InBranding

Implementation Steps for InBranding

1) Named after “Die konspirativen Fiesco-Andachten” written by Friedrich Schiller: “Er hat seine Schuldigkeit getan, er kann gehen” - He paid his tribute, now it is time for him to go.”

Kleinaltenkamp (2001)

Situation of Component Supplier for InBranding

Risks and Opportunities for Suppliers and OEM

Supplier | Opportunities | Risks
--- | --- | ---
Increase demand | Increased demand | Positive Image creation
Better prices | Better prices | Differentiation
Chances for growth | Lesser risk for substitution | Less marketing cost
Lesser risk for substitution | Creation of entry barriers | Increased product value
Increased market share | Positive win-win strategy | Possible

OEM | Opportunities | Risks
--- | --- | ---
Increased demand | Potential conflicts with OEM | Image risks of own products
Better prices | Higher financial burden on | Weakening of own products
Chances for growth | Increased branding around | Increased risk and conflict potential
Lesser risk for substitution | Higher risk of image damage | in the core product
Creation of entry barriers | Increased risk of brand failure |
Application Conditions of InBranding

- Complexity of components in relation to final product
  - High
  - Low

Example:
- Atom processors (Intel)
- ABS, ESP (Bosch)
- Textile coding (Teflon)
- Laminate (GoreTex)
- Bicycle gears (Shimano)

Important for functionality of final product
- High
- Low

Unsuitable for Ingredient Branding
- Low
Suitable for Ingredient Branding
- High

Pfoertsch/Mueller (2005)

More Conditions of InBranding

- Number of OEMs
  - High
  - Low

Example:
- Atom processors (Intel)
- ABS, ESP (Bosch)
- Textile coding (Teflon)
- Laminate (GoreTex)
- Bicycle gears (Shimano)

Number of supplier
- High
- Low

Unsuitable for Ingredient Branding
- Low
Suitable for Ingredient Branding
- High

Pfoertsch/Mueller (2005)

Success Stories of InBrands

<table>
<thead>
<tr>
<th>Brand</th>
<th>Company</th>
<th>Industry</th>
<th>Products</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intel Inside</td>
<td>Intel Corporation</td>
<td>Semiconductors</td>
<td>Microprocessors</td>
<td>$38.82 billion (2005)</td>
</tr>
<tr>
<td>Lyca</td>
<td>INVISTA</td>
<td>Textiles</td>
<td>Elastomeric fibers</td>
<td>$6.9 billion (2003)</td>
</tr>
<tr>
<td>Makrolon</td>
<td>Bayer MaterialScience</td>
<td>Chemicals</td>
<td>Polymers</td>
<td>€10.7 billion (2006)</td>
</tr>
<tr>
<td>NutraSweet</td>
<td>NutraSweet Company</td>
<td>Food</td>
<td>Sweeteners</td>
<td>$0.25 billion (2002)</td>
</tr>
<tr>
<td>Tetra Pak</td>
<td>Tetra Pak</td>
<td>Packaging</td>
<td>Packaging systems</td>
<td>$7.3 billion (2003)</td>
</tr>
</tbody>
</table>

New Applications are on the Horizon

- Z-Trim all-natural fat replacement products
- soya protein

Open Research Questions

- Better understand how competitive advantage can be achieved through the use of ingredient branding as a type of brand alliance.
- Establish brand metrics for multi-level branding.
- Track and predict ingredient branding success.

Future of Ingredient Branding

- Relative decrease in importance of consumer brands
- Increase of importance of new branding concepts

Havenstein (2004)
What do you have to do if you want to InBrand?

- Analyze your offerings for real value items for the customers, and segment them
- Determine the benefits in the value chain
- Identify the power configuration in the value chain
- Analyze the business environment and competitive situation for your brand
- Evaluate and simulate possible InBrand offerings

The Dream of Every Automotive Component Supplier

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Branding Online

- Online branding capitalizes on the two major advantages that the Internet offers for individuals and corporations:
  - Informativeness - The distribution of current information.
  - Simplifying - The possibility of business transaction at any time any place.

Examples eBay Business - Swarovski

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Social Branding

- In recent years an interest in demonstrating ethical and socially responsible marketing appeared. Famous buzzwords like "corporate citizenship" and "Corporate Social Responsibility" (CSR) are proof of this.

Social Responsibility Rating:

<table>
<thead>
<tr>
<th>Social Responsibility Rating</th>
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<tbody>
<tr>
<td>A</td>
</tr>
<tr>
<td>Exciting products</td>
</tr>
</tbody>
</table>

Blogging should be taken seriously in B2B too as the next most influential form of spreading brand influence.

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Building Brand Through Word-of-Mouth

- Negative example: A division error in Intel's Pentium chip in 1994
  - A write-off to the tune of US$ 475 million was the cost of this lesson for Intel.

- Using Word-of-Mouth to spread the message. The following types of products have this power to create high involvement among customers:
  - Exciting products
  - Innovative products
  - Personal experience products (Hotels, airlines, cars)
  - Complex products (Software, medical devices)
  - Expensive products

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Kotler and Lee, Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause (Hoboken, NJ: Wiley, 2005)
Summary

- Step-deconstructing the power of brands in B2B Branding should be the thread running through the subject of Marketing. An important aspect of a successful brand strategy is to completely align it to the business strategy and fundamentally change customer relationships.
- Make a consistent impression with all of your stakeholders at every single point of interaction, and do not forget that one of the most important things in B2B brand management is to reduce shrinkage.
- Build a strategic brand architecture that supports and complements the jobs and nature of your company and distingsh it from your competitors.
- Don’t try to say too much at once; it is better to build small brands that are focused, well defined, and have value.
- The major communications tools in B2B are Direct Sales, Digital Marketing, PR, Specialized Trade, Sponsorships, Trade Shows and Exhibitions, Advertising, Sales Promotion, and Social Media.
- It is essential for every brand to implement a comprehensive and dedicated measurement system to monitor brand success.
- It is crucial to effectively communicate the value of your brand to your own people, making sure they understand your vision and fully building them as advocates for your brand.
- To successfully align executive strategy with marketing strategy, you need to understand the essential for every brand to implement a comprehensive and dedicated measurement system to monitor brand success.

Building Brand through Word-of-Mouth

This first comprehensive book on B2B brand management will provide even the most experienced business manager with a new way of looking at B2B marketing.

CEO – Lenovo

Bill Amelio

At Lenovo we believe branding in the Business-to-Business world is just as important as in the Business-to-Consumer arena. This book combines a methodical process that links to branding, based on facts, rather than personal judgment. Focused branding moves you closer to your customers. Professors Kotler and Waldemar Pförtsch make an excellent team, and their book is a must-read for all businesses.

CEO LANXESS AG

Dr. Axel C. Heitmann

The globalization of economic exchanges between businesses and the fading of national borders are well known to 21st century business leaders. In this rapidly changing world, companies need to adapt their strategies to remain competitive. This book provides a comprehensive guide to building successful brands in a global context.

CEO – The Coca-Cola Company

Achim Kühn

This book is a valuable resource for anyone looking to build a strong brand in the Business-to-Business market. It covers everything from brand strategy to execution, and is written in a clear and concise style that makes it easy to follow.

Contact

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Interbrand ranking of the world's most valuable B2B brands 2005[i]

<table>
<thead>
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<th>Brand</th>
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<th>Brand</th>
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<td>1</td>
<td>Microsoft</td>
<td>3</td>
<td>IBM</td>
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<td>2</td>
<td>IBM</td>
<td>4</td>
<td>General Electric</td>
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<td></td>
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<td>5</td>
<td>Intel</td>
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<tr>
<td>6</td>
<td>AT&amp;T</td>
<td>7</td>
<td>Siemens</td>
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<td>8</td>
<td>HP</td>
<td>9</td>
<td>Accenture</td>
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<td>10</td>
<td>Oracle</td>
<td>11</td>
<td>Morgan Stanley</td>
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<td></td>
<td></td>
<td>12</td>
<td>Morgan Stanley</td>
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[i] Based on data from Interbrand, 2005.