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**Booz & Company,
ANA, and ABM
B2B Marketing
Leadership Study**

Capabilities of Market Leaders

Booz & Company, ANA, and ABM B2B Marketing Leadership Study

While marketing is as crucial in B2B settings as in B2C settings, it does not receive the attention it deserves. Previous studies have shown that B2B marketers play a less significant role in strategic decision making within their firms than B2C marketers do (Exhibit 1).

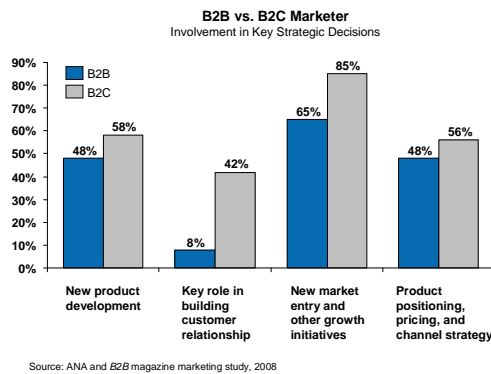


Exhibit 1: Strategic Involvement of B2B vs. B2C Marketers

In many B2B firms, marketers only perform the role of corporate/business communications, whereas the sales organization performs most marketing activities. This arrangement worked in the past, when marketing was considered less important in B2B contexts. However, the changing global environment has brought B2B marketing to the forefront again. Today, B2B firms are facing business conditions that require more advanced marketing capabilities than they currently have, as they deal with the following:

- Increasing customer buying power through process sophistication and consolidation

- Increasing supplier competition due to deregulation, globalization, and consolidation
- Increasing commoditization of products and services
- Increasing emphasis on organic growth
- Significant pricing pressures due to the global economic slowdown

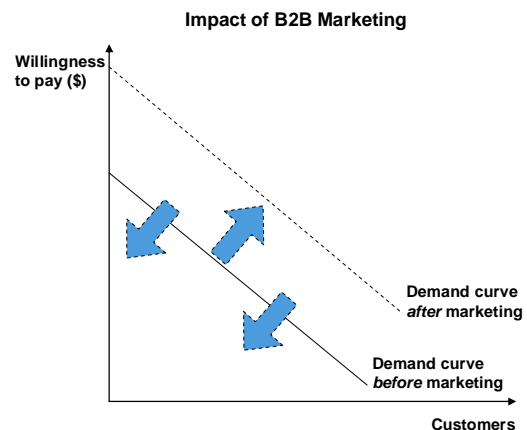


Exhibit 2: Impact of B2B Marketing

In this challenging environment, marketing is the most potent tool B2B firms can use to fight back against growing pricing pressure (Exhibit 2). However, many B2B enterprises do not have a full-fledged marketing department that is proficient in all key marketing capabilities. The pressing need to scale up capabilities is forcing marketing organizations to take a close look at their core capabilities and quickly develop the ones that they lack. The Booz & Company, ANA, and ABM B2B marketing leadership study is a first step in this direction—uncovering the

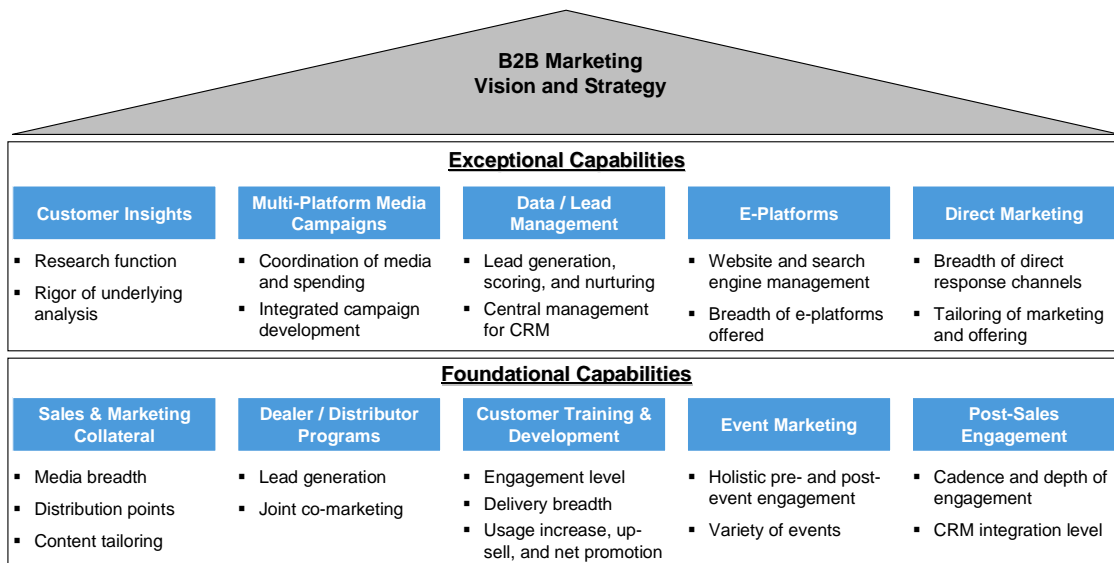


Exhibit 3: Booz & Company B2B Marketing Capability Framework

capability gaps currently existing in B2B marketing organizations and developing specific recommendations to close them.

The key goals of this study are the following:

- Identify the unique challenges faced by B2B marketers
- Confirm the previously developed set of essential capabilities required for B2B marketing
- Evaluate the prevalent maturity level for each capability
- Determine the defining capabilities of B2B marketing leaders and their respective maturity levels
- Establish a set of broadly applicable best practices
- Highlight emerging opportunities in B2B marketing

Since most of the previous studies on marketing capabilities have focused on B2C marketing, there is an incomplete

documentation and understanding of B2B marketing capabilities. This study is unique in that it specifically focuses on B2B marketing.

This study will utilize an extensive B2B marketing capability framework (Exhibit 3) developed by experts at Booz & Company to evaluate capabilities in these areas:

- Sales & marketing collateral
- Dealer/distributor programs
- Customer training & development
- Post-sales engagement
- Event marketing
- Multi-platform media campaigns
- Customer insights
- Direct marketing
- Data/lead management
- E-platforms

Hundreds of B2B marketers across multiple industries will be surveyed to gain a complete picture of the state of B2B marketing.

Why participate?

- Insight—Unique insights that will help you answer the burning question: What matters?
- Value—Consistent evaluation of your marketing organization relative to hundreds of B2B enterprises across various industries
- Confidential Results—Aggregated and disguised data to hide individual companies (Exhibit 4)

factors that cause a less than ideal capability maturity for certain functions in your organization.

The results of Booz & Company’s landmark study are available to you for free. The only “cost” to participating firms will be 20 to 30 minutes of management time to complete a concise Web survey.

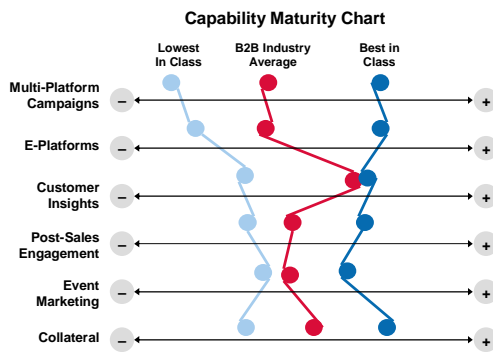


Exhibit 4: Illustrative Capability Maturity Chart

We believe that thorough analysis and benchmarking can drive valuable discussions throughout your organization and greatly improve your organization’s efficiency, effectiveness, and preparedness in the emerging global economic environment. Most important, this study will determine

How Is This Study Different?

This is not your typical survey! We will not provide you with a set of questions and ask you where you think you rate on a scale from 1 to 5. Instead—to drive the insights we desire—we will analyze the underlying structure and elements that form capabilities. Using the results of this survey, Booz & Company will compile a unique set of metrics and use them to evaluate your organization against your competitors. We will tailor insights and recommendations to your needs and base them on your corporate objectives. The data collected, and our method of analysis, will allow the survey to accomplish what few past marketing surveys have been able to do: evaluate the underlying elements that form the capabilities required for successful B2B marketing.



Booz & Company is a leading global management consulting firm, helping the world's top businesses, governments, and organizations.

Our founder, Edwin Booz, defined the profession when he established the first management consulting firm in 1914.

Today, with more than 3,300 people in 61 offices around the world, we bring foresight and knowledge, deep functional expertise, and a practical approach to building capabilities and delivering real impact. We work closely with our clients to create and deliver essential advantage.

For our management magazine *strategy+business*, visit www.strategy-business.com.

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