

## ISBM Marketing Educators' Consortium Insights

### Initial Meeting Minutes

June 17, 1998 (following Annual Members' Meeting)

#### Attending & Commenting: (in alphabetical order)

Jim Bancroft, manager, Business Analysis & Decision Support, Aeroquip Corp.  
Babs L. Bengtson, manager of Education and Member Programs, ISBM  
David Cranmer, manager, Industrial Marketing Systems, NIST  
Kathy Dunphy, assistant manager, Product Management Process, Lucent Technologies  
Benjamin R. Fisher, Jr., director, Corporate Marketing, PPG Industries  
Bob Gracey, director of training, Federal-Mogul Corp.  
Jim Greene: manager of retail sales training, Southern Company Services  
Gary Lilien, research director, ISBM  
Richard D. Nolte, business analysis manager, Air Products and Chemicals  
Ralph Oliva, executive director, ISBM  
Charles M. Plunkett, manager of market research, Southern Company Services  
Govi Rao, marketing manager, Building Products, Rohm & Haas  
Theresa Ruch, product manager, Exelon Corp./PECO Energy  
Paul Schiller, commercial counsel manager, Amoco Chemical  
Keith T. Smith, vice president, marketing, Hercules Incorporated  
Maria Taylor, assistant director for Custom Programs, Penn State Executive Programs  
Carolyn Todd, instructor, Department of Marketing, Smeal College of Business  
Virginia Tucker, associate dean for Executive Education, Penn State Executive Programs  
Chad Waffen, marketing specialist, Ferro Corporation  
R. Michael Worley, manager, Innovation Process/Education, Corning Inc.

#### Attachments to these Minutes:

Meeting Welcome: 7  
Agenda: 8 - overhead slide handout to meeting attendees.  
Preliminary list of meeting attendees, addresses, phone, etc.

### Introduction

ISBM Executive Director Ralph Oliva, meeting chair, noted how the ISBM Business Marketing Web Consortium, now 1.5 years old, developed its networking formula on its own. While other marketing training forums are available, such as executive training programs, he knows of no networking model available to corporate marketing educators similar to this proposed Marketing Educators' Consortium.

ISBM itself is a supplier of educational services, he acknowledged, but ISBM staff will adhere to a "no selling" policy in Consortium meetings.

'Round-the-Room Comment and Colloquay

—company information  
—key issues and concerns

Paul Schiller:

—Amoco trained 2,000 marketing people in basic skills over past 1.5 years, in either 3-5 day programs (600 people) or 1 day sessions (1,400).  
—Now planning the focus for phase 2 and checking best practices, available training alliances, organizational behavior, and how to train globally.  
—Key issues for the company are:  
—transition from product to market focus.  
—the value chain and marketing downstream  
—targeting markets  
—relationship marketing.

Govi Rao:

—Rohm & Haas moving from technology driven to "market creating" strategies.  
—Emphasis on preparing Rohm & Haas for the future.  
—Company reorganizing most functions, such as R&D, manufacturing, and sales. But not marketing. The company is examining "what is marketing?"

- Rohm & Haas must convert line managers into strategic marketing managers.
- Company wants to "work the value chain" and use the Web.
- How can Rohm & Haas build a curriculum for the networked organization of the future?
- Key issues Rohm & Haas seeks from the Consortium:
- get portfolio management down to a science.
- get a handle on the "fuzzy front end" of marketing: staff skills, competencies, and behaviors.
- develop strategic management.

Ben Fisher:

- Ramping up to make marketing a core competency at PPG, company identified who actually does marketing tasks, assessed their skills with the help of ISBM and Prof. Roger Best of the University of Oregon, identified the vital marketing issues, and developed seven training courses, six of them taught by ISBM.
- Trainees respond well when PPG cases are substituted for standard cases in the courses.
- 400 trained so far.
- Two courses now taught in France, where cultural differences require course adjustments. "Dilbert doesn't make 'em laugh in France."
- Will teach highlights of the seven courses in a three-day session in Bangkok.
- Senior management is seeing results.
- Major issues:
- metrics indicating when marketing has become a core competency.
- what to do next.

Babs Bengtson:

- There might be a definitional mix-up. Some here are trainers; others are responsible for arranging training.
- The right people for the Consortium might not be here. Some should bring their company trainers to the next meeting.

Theresa Ruch:

- PECO faces dramatic industry change, but we have not found sources of formal marketing training fitting our needs.
- New products are our key focus. Launched a stage-gate process; Bob Cooper held a seminar for us.

Kathy Dunphy:

- We use a product management skills training module.
- How can we weave marketing training into the product management training?

Bob Gracey:

- Federal-Mogul is striving to be a customer-driven learning organization.
- Executives, including the CEO, interact often with people outside the automotive aftermarket industry, to get new ideas and avoid insularity.

Maria Taylor:

- Penn State Executive Programs teaches marketing in conjunction with ISBM, and general management, operations, logistics, human resources, etc.
- Bring us your key issues.

Rick Nolte:

- Air Products has long strived for a market focus in its less commodity-oriented markets.
- The company has had marketing courses, but no formal training program.
- Air Products has a new director of learning whom we're informing about ISBM.
- Key considerations:
- still learning about learning.
- will benchmark best training practices, adapting them to our process environment.
- investing in communications dialogue with employees to facilitate learning.

Ginny Tucker:

- Two major learning issues at companies I visit:
  - growth
  - changing from product to market perspective

Carolyn Todd:

- I come to teaching from an industry background.
- I will teach a business-to-business marketing undergraduate course this year.

Jim Bancroft:

- Aeroquip's Product Training Group teaches customers how to use the products.
- Run two different marketing courses for managers.

—Key issues:

- a more global focus
- develop a curriculum for teaching marketing skills within the organization
- strategy development
- product development: have a stage-gate process in place but "We're not getting stuff done."

—training in software, modeling, Harvard cases, etc.

Dave Cranmer:

—National Institute of Standard and Technology formed with a training mandate by legislation 10 years ago. Since then, 400 field offices have provided competitiveness training of some sort to more than 50,000 U.S. companies, 35-40 of which have started a formal marketing practice.

—Traditional role is technology-oriented training.

—We develop services our consultants provide to businesses.

—Because there are not that many people available who are good at industrial marketing, we've had to grow our consultants internally.

—Need education on how to get beyond technology issues, to marketing processes, such as customer selection.

—Field offices range from five to 250 people.

—How do we market those extension centers?

—How do we market our program to Congress for more funding?

—"We need to turn PR people into real industrial marketers."

Charles Plunkett:

—Southern Company (utility holding company) faces industry deregulation and restructuring.

—Change is happening slower than we expected, providing some "time to get it right." So far engineering, finance, and legal function have been reengineered, but not marketing which traditionally has been the purview of the sales department in our operating companies.

—Irv Gross has helped by teaching value pricing course to about 50 executives.

—Key challenge: learn to think about what the customer actually buys service and not commodities.

Jim Greene:

—Need to help marketing organization identify the skills required.

—Develop skill assessment instruments

—Identify skill gaps and the training required to fill them.

—Need executive training for the engineers running the company.

—Must move from training to a learning organization that spreads best practices, and break down country barriers.

Keith Smith:

—Problem: marketing functions within silos without mechanisms for sharing best practices.

—Need to train product managers and market managers.

—Plan to start an in-house university.

—Seek networking and benchmarking through ISBM.

—Also working with the University of Delaware on two marketing courses, but they do not teach business-to-business marketing.

Chad Waffan:

—Consultant to Ferro Corp. business units

—Company is technology driven and sales focused.

—Attitude has been to recruit talent rather than train and grow skills internally.

—Training is as demanded, not a process

—Conducting training in Europe

—Have tried training videos

—Seeking more training options

Mike Worley:

—Corning is a technology company that is not good at marketing, although we recruit people for it.

—Have a stage-gate process for new products

—Use cross-functional teams, with focused marketing training for them.

—Had an Irv Gross training session

—Need to learn how to measure marketing impact.

—What do we do next? We have some courses, but marketing is not yet a competency.

Comment by Ralph Oliva: In technology driven companies with marketing people drawn from sales and engineering, building a marketing competency is a common problem.

Gary Lilien:

Three issues have emerged:

1. Strategies and benchmarking:

—to whom do we target courses?

—companies have a greater marketing need, though fewer marketing people.

—companies need training strategies, and not necessarily training just for marketing people.

## 2. Training programs

—defining the target audience

—identifying best practices

## 3. Assessing needs

—removing the "fuzzy front end" of the process

—formal measurement/need assessment process required

—formal standards of "success" needed

—Other needs for special advice often fall in the realm of networking.

—I recommend that we

—catalogue the groups inventory of experiences.

—define the role of marketing in the organization

Comment by Ralph Oliva: We can drill down on the measurement issue, using Roger Best's instrument as a place to start.

Comment from the floor: We used Best, but how do you take the results and identify the training needed?

## CONCLUSIONS AND RECOMMENDATIONS

Ralph Oliva: We have enough interest here and value to offer to create a consortium, a community of practice, among people either with training responsibilities, or who conduct training themselves.

Recommendations:

—A day-long meeting to discuss company key issues in depth and brainstorm a consortium action plan.

—Set an active plan for measurement, of both marketing function performance and individual skill assessment.

—Connie Cavanaugh of Hewlett-Packard has offered to show her company's extensive marketing training programs. All attendees raised their hands when asked if they would attend another meeting. Paul Schiller of Amoco offered to present a case history report at the next meeting. Govi Rao offered Rohm & Haas' offices in downtown Philadelphia as the site for the next meeting, date to be determined.

Meeting ends.