

IMPORTANCE OF BUSINESS-TO-BUSINESS BRANDING

*Global Strategy of a B2B Brand:
A Case Study of Sugal*

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Abstract

Title: Importance of Business-to-Business Branding – Global Strategy of a B2B Brand: A Case Study of Sugal

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Sugal is an internationally operating tomato producer operating in the business-to-business market, growing from a local to a global player. In recent years Sugal to launched the next steps towards world market leadership. This expansion cannot simply be managed by adjusting volume and price. It requires a new dimension. This dimension is the creation of a strong business-to-business brand.

This dissertation aims to provide the reader with a profound understanding of the increasing relevance of marketing and branding for business-to-business companies. Furthermore it extracts the most critical success elements, which will help to establish the best starting of using B2B Branding to create positive impact. It offers insights about the company's background and explores their current marketing efforts in order to understand the brand Sugal and how it can be developed further.

Finally, using primary and secondary research, a detailed situational overview of Sugal's brand perception from three different perspectives is given and recommendation for the future brand development is made. After comparing the results of all sources it is shown that Sugal already integrated and communicates the most important brand elements into their branding strategy and message, but still lacks complete alignment across literature, costumer perception and own awareness. Here Sugal needs to align their values more with the consumer and create a closer and more honest dialogue with its clients.

This dissertation is designed as a case study about Sugal and creates an understanding about their brand image and identifies opportunities to develop a strong B2B brand.

Resumo

Título: A importância do Branding no mercado Business-to-Business - Estratégia global de uma marca B2B: O case study da Sugal

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Sugal é um produtor de tomate que opera internacionalmente no negócio business-to-business. Esta empresa começou por operar localmente tornando-se nos últimos anos um dos maiores fornecedores a nível internacional. Este crescimento requer toda uma estratégia adequada à nova dimensão da empresa poder concretizar o objectivo que se deverá traduzir na criação de uma marca de renome no mercado business-to-business.

O objectivo desta tese é mostrar ao leitor a crescente importância do uso de estratégias de marketing e branding neste tipo de mercado. Mostrará também ao leitor os elementos que são essenciais para o ponto de partida na implementação de estratégias B2B de modo a gerar o maior benefício possível para a empresa. O leitor terá a oportunidade de ler sobre os mais relevantes aspectos da empresa Sugal, explorando as estratégias de marketing usadas actualmente e deste modo poder desenvolver novas directrizes para o futuro.

Por fim, será feita uma análise detalhada sobre a percepção do mercado relativamente à marca Sugal. O último passo serão as recomendações. A Sugal já integra elementos essenciais nas estratégias de comunicação e marketing adoptadas pela empresa, contudo falta alinhar todos os elementos. Há uma clara necessidade por parte da empresa de perceber e adoptar os valores dos seus clientes e integrá-los no negócio de modo a criar interações mais fortes e duradouras.

Esta tese foi desenvolvida no formato de case study sobre a Sugal de modo a criar um entendimento sobre a sua imagem e marca e identificar possíveis desenvolvimentos no mercado B2B.

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List of Vocabulary

B2B:	Business –to-Business
B2C:	Business-to-Consumer
CEO:	Chief Executive Officer
CFO:	Chief Financial Officer
mt:	Metric Tons
tmt:	thousand metric tons
R&D:	Research and Development
WPTC:	World Processing Tomato Council

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1. Introduction

1.1. Background

Most of us recognize it, purchase it regularly and consume it at least once a month. It does not matter, if it is purchased as a individual product or being an ingredients for oven-ready-food. The product, this thesis will discuss is Tomato Paste. It is omnipresent in hundreds of meals as an inevitable ingredient, but the majority of the end consumers can barely name any of the large producers of this paste. On first sight most consumers will link tomatoes and related products such as tomato sauce or paste, directly as a typical Italian agricultural product. Customers are only confronted with already branded business-to-consumers products, which we can find on the supermarket shelves. Hence, it is not surprising that Europe's leading and the world's second largest producer and processor of tomato paste is unknown to the vast majority of consumers.

This unawareness is not just in the consumers mind but also most academic scholars have widely neglected the importance and relevance of business-to-business marketing and especially branding activities. They do not see the significant impact of B2B marketing. Furthermore, major marketing activities and heavy investments in Branding are appear to be obsolete and useless for many scholars in the sense of creating more customer awareness or even to establish a brand around such "commodity".

The general problem is that most marketing and branding activities have always been closely related to the B2C industry. We associated strong brands mainly with consumer goods that we know well, such as companies like Nike, Coca-Cola or Apple. All of these are very powerful brands, but according to the most recent brand value rankings the 'number of B2B brands in the top 100 has risen in the Interbrand analysis from 6 in 1999 to 23, and from 14 in 2006 to 20 today at MillwardBrown' (Interbrand, MillwardBrown Optimor 2014; Kotler, Philip Pfoertsch, Waldemar 2006). This underlines the fact the importance of creating a competitive advantage through marketing and branding activities in the B2B environment.

The reasons for choosing Sugal, as the company to be studied in this dissertation are the following:

- It is a local, family owned, Portuguese company with significant growth over the past 10 years and evolving to the leader in Europe.
- The company aims to further expand its position in the global market.
- To analyze and display the importance and the key elements of successful business-to-business branding and the crucial success factors in our current business environment.
- Reveal practical implications of brand elements and how to utilize the branding impact, in order to gain a competitive advantage, with the help of a case study.
- Highlight that for commodity products, with small marketing activities, branding cannot be neglected. For B2B companies in the food processing industry the brand development is important and can support and maintain the vision to globally expand and become a competitive leader in processing industry.

1.2. Managerial and Academic Relevance

For the company Sugal, this dissertation will be valuable, in order to understand the positive impacts of a developing a detailed strategy for B2B banding, even though Sugal is already well established and has shown significant growth over the past years by rising from a local tomato producer to Europe's largest producer and processor. It is also important, that this study and its findings help the company to propose a foundation for the next steps to continue growth and develop a competitive advantage facing the industry leader.

Academically, this dissertation will reveal details about the importance to increase awareness around B2B marketing and more specific around B2B branding activities and enhance scholars to conduct extensive research in this area.

1.3. Research Problem

The aim of this research is to examine the increasing relevance of marketing and branding for business-to-business (B2B) companies and extract the most critical success elements. This paper will help to understand how positive impact can be created, by using B2B banding mechanisms. It should also give Sugal an overview of the main business-to-business branding elements and help them to develop a foundation to continue building a long-term strategy with a focus on branding. Following this path will help them to become the industry leader. In order to face the strong competition and to gain more market share, this dissertation should

find out which B2B marketing and branding mix will be best to maintain the current growth pace and support their global expansion.

B2B Marketing

RQ 1: What is Sugal's current B2B Marketing strategy?

B2B Branding

RQ 2: What are the main brand elements of a strong Brand and which elements need Sugal to implement and develop in order to become one?

RQ 3: Regarding the B2B Commodity Industry, what branding strategy is needed to create a strong brand? What are the benefits of a strong brand in this specific industry?

Global Branding

RQ 4: Should Sugal develop a global branding strategy with only one marketing mix for all Markets or develop an individual local approach for each market?

1.4. Dissertation Outline

The first part of this thesis is primarily based on fundamental academic literature which is linked to the development of B2B marketing and B2B brand management. It also relates to other recently published papers, articles and case studies with a focus on the development in B2B- and global branding. The changing role of B2B marketing includes the comparison between B2B- and B2C marketing. The following research focuses on B2B branding and the specific elements of a strong brand and its benefits for the business success. The literature review finishes with a detailed display of global branding. It will illustrate the significance of a thorough brand management implementation as part of the overall marketing strategy.

The second part of this dissertation will display a case study in the tomato processing industry. The case study creates a counterpart to the literature review by integrating practical implication for the business-to-business food processing industry. Following this case study, primary data from expert interviews and findings from secondary research will be used to display the main brand elements influencing the consumers purchase decisions and the strong impact of B2B branding. Ultimately it will be show how Sugal's brand is perceived.

Based on the research findings in combination with the case study a concluding statement will be made. Additionally limitations and suggestions for future research are mentioned.

2. Literature Review

The aim of the upcoming abstracts is to display the most recent research and theoretical foundation of marketing and branding theory in order to create a better understanding of how branding has to been used from a company such as Sugal.

2.1. B2B Marketing

2.1.1. B2C vs. B2B Marketing

Successful marketing crucially depends on how well targeted and adapted the activities are to the business environment. The responsible marketer needs to be aware of the different marketing practices, since it is decisive to distinguished between the companies' general business environment and who the final consumer is. After a decade of research, disregarding business-to-business (B2B) marketing, general research literature nowadays makes clear distinction between B2B marketing practices and business-to-consumer (B2C) activities (Leopard 2015). In order to separate between these two types, three different dimensions are important to be highlighted. These dimensions are market structure, buying behavior and marketing practices (Brennan et al. 2014). In the following abstracts both marketing methods are compared with each other always with regard to these dimensions (Exhibit 1).

The first differentiation between both markets is according to the type of final consumer. B2C consumers purchase form the companies directly and whereas in B2B it is a transaction between two businesses (Anderson & Narus 1998). Most literature sources still focus on marketing activities in the business-to-consumer area, but not all B2C principles can be applied to B2B area. This increases the urgency to separate both marketing approaches (Kolis et al. 2013).

In the B2B environment, buying decisions are made rationally and value-based. It is important for the clients to see the added value, which they can generate for themselves but more importantly for their final costumers. Here the consumer is strongly focused on performance and functionality (Anderson & Narus 1998). Additionally, the overall selling- and buying life cycle is longer, as the market is more concentrated. This increases the importance of potential influences, which can occur along the selection process or within the purchase decision-making (Ford et al. 2002).

On the other side, the B2C buying process is emotional-based. The consumer tries to understand, how they can satisfy their own needs. Moreover, it is usually a one-step process

involving only a few individuals. If consumers' needs are satisfied, the decision-making process is short, simple and even impulsive. The larger market environment provides the consumer with multiple purchase options (Anderson & Narus 1998), which also implies, that the customer relationship is short-term orientated and focuses on the transactional value (Coviello & Brodie 2001; Fern & Brown 1984).

2.1.2 Nature of B2B Markets

B2B Marketing still lacks recognition among scholars. Only within the last few decades, substantial and relevant additions and research findings regarding B2B were made (Hadjikhani & LaPlaca 2013; Wilkie & Moore 2003). Despite this limited research foundation, the recent development underlines the increasing relevance to modern business environment and marketers. Simply put, B2B involves commercial transactions between two businesses. Recent research findings gradually emphasize a necessary and distinct separation between business and consumer markets (Coviello & Brodie 2001). The common line of argumentation is that, B2B markets involve crucial aspects such as derived demand specifics, longer purchase cycles, an uneven market structure as well as more individuals involved in the decision making (Lilien 1987). A clearer separation between both markets is based on the complexity of products and purchase situation (Webster & Keller 2004). Along this separation step, the B2B market automatically limits itself due to the significant complexity of their product and services offered. It strongly relies on close and long-term relationships (Coviello & Brodie 2001).

The relationship in B2B Markets is more personalized, where feedback plays an important role to identify consumer needs. At the same time does it enable the business to engage with the consumers (Fisher & Vallaster 2010; Kolouchová & Konečný 2013).

The B2B market is substantially smaller than the B2C market, which forces marketers to address a more targeted audience draining more resources for research and targeting. This small market environment combined with complex and price-intensive products creates different purchase decisions for potential buyers. The B2B purchase situations stretches into multiple steps involving different consumer needs and buying behaviors. This requires the business to maintain a stronger focus on the relationship than transaction value. The buying decision is rational based and incorporates more stakeholders, obliging B2B marketers to continuously identify the crucial aspects influencing the final decision. Furthermore the investment amount made for a B2B purchase usually exceeds B2C product prices and is based on long-term oriented planning (Leopard 2015; Keller & Kotler 2012). Addressing B2B

market issues with the same approach as B2C matters, would be misleading (Ford et al. 2002).

2.2. B2B Brand Management

2.2.1. Customer-Based Brand Equity (CBBE) – defined by Keller

Brand Equity is one of the most significant elements in brand management and defined as the intangible asset within the brand definition. An earlier contributor named Aaker (Aaker 1992), defined brand equity as a construct of five indicators, such as brand awareness, brand loyalty, perceived quality, brand associations and other proprietary assets, which he called brand assets. According to him, the sum of these five brand assets will generate a total brand value, which is used to evaluate the monetary value of a brand.¹

On the other hand, only one year later, Keller (Keller 1993) developed a more detailed way to operationalize or measure these elements. He established a model referred to as the ‘Customer-Based Brand Equity (CBBE)’, which displays brand equity and the core elements. It should be stated that both Aaker’s and Keller’s concepts have to be seen separately, whereas Keller focused on consumer perceptions and Aaker on the financial view of the brand. In this paper, the theoretical focus lays on Keller’s approach to brand equity (Silveira et al. 2012), as it takes intangible attributes into account, which are unavoidable when building a brand.

The uniqueness of Keller’s model is, that is focus solely on how the customer perceives the brand equity and how consumers interact with the brand. The idea is, in order to build a strong brand, its essential for the company and the brand manager to first understand what the customer thinks about the brand and then begin to shape the consumers thinking and attitude towards the brand. This is based on the creation of positive thoughts, feelings, experiences, perceptions and beliefs linked to the brand. By achieving this, brands are more successful and have stronger brand equity. Additionally, customers will be more loyal and even promote the brand actively. The model displays in four steps, how strong brand equity is built, based on consumer’s perceptions. As Oliveira and Luce (2012) suggested that the concept based on the consumer’s perceptions, memories, feeling etc. should be called brand equity, whereas the financial view should be labeled as brand value.

¹ Detailed Definition of the term ‘Brand’, see Exhibit 2

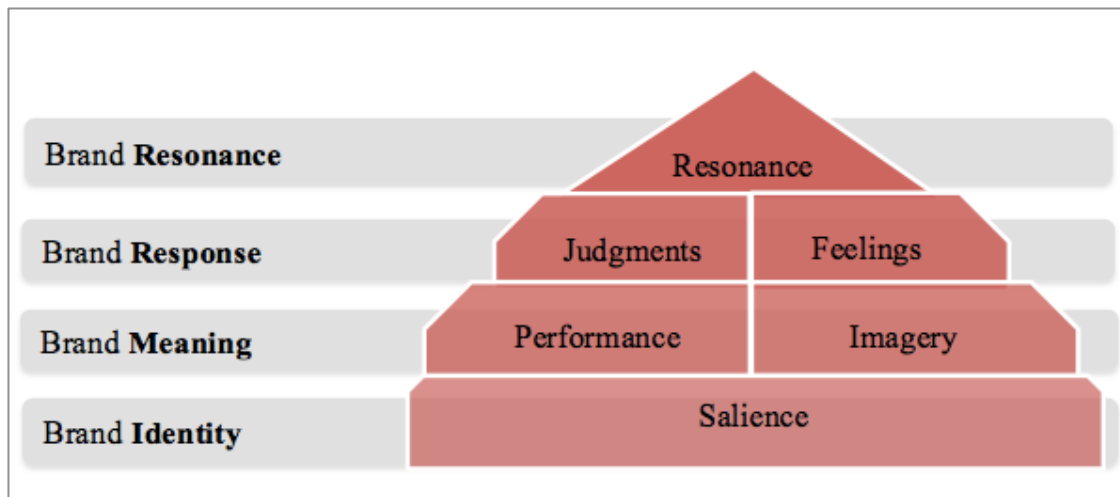


Figure 1: Customer-Based Brand Equity (CBBE) by Keller

Keller displays four steps on how build and manage a brand and brand equity in form of a pyramid. The steps are based on the fundamental questions, which consumers will ask themselves about the brand.

Step 1: Brand Identity

Brand Identity shows what the brand stands for. Customer need to recognizes the identity established through brand saliency or awareness. To apply it correctly, the company needs to conduct detailed market research and understand how the consumers view the brand including their needs and desires. Detailed understanding about the decision-making is important to gain knowledge about how consumers choose the product and how the brand can realize an easier decision. The key strength of the brand and how they are unique compared to the competition needs to be define by the brand identity (Keller et al. 2011).

Step 2: Brand Meaning

Brand Meaning clearly communicates the brands identity, with a focus on performance and imagery. Performance has to meet the needs of the consumer in categories such as reliability, durability, service and effectiveness. Imagery is linked to how well the brand engages with the consumer’s social needs. The brand could be linked to social projects to enhance the brands image of reliability, commitment and trustworthiness. This can be applied through the customer experience and by researching customer needs and receive feedback of brand experience (Keller et al. 2011).

Step 3: Brand Response

The consumers respond to brands in two ways, by either by judgments or feelings. Both will be about quality, credibility and superiority to other brands. Further, consumers also respond to how the brand makes them feel, if it makes them responds emotionally. The brand response can be improved by increasing the perceived quality or brand image, which eventually enhance the brands credibility and relevance in the consumer's life. Having constant benchmarks to the competitors' image is key (Keller et al. 2011).

Step 4: Brand Resonance

The last step in creating strong brand equity is through resonance. This is achieved if the consumer feels deeply about the brand and creates a bonding, which results in strong behavioral loyalty, attitudinal attachment, and creation of a community sense or active engagement to promote the brand to other consumer. If a brand reaches this last step, where consumer purchase the products regularly and are emotionally linked to the brand, a strong brand equity can be identified (Keller et al. 2011).

2.2.2. Benefits of Branding

The importance of branding was clearly displayed by the B2C environment as it reveals insight about the potential impact of branding (Morrison 2001). Marketers in both markets have been increasing their investments to build a brand image, in order to positive influence the consumers buying decisions (McEnally & De Chernatony 1999; Kapferer 1995).

A Brand not only gives the consumer a shortcut in the purchasing process it also reduces the perceived risk of a wrong purchase, increases the customer satisfaction and the relationship (Mudambi 2002). B2B branding goes beyond the simple usage of brand name as branding (Mudambi 2002). It is more a combination of product price and actual benefit, the quality and intangibles aspects (Mudambi 2002; Mudambi et al. 1997). The businesses focus on the tangible aspects of products, anticipating the rising need towards service and quality.

Alongside, an important benefit of brands in the B2B market is to increase the buyer's willingness to pay. This enables companies to leverage a price premium due to their strong brand equity, compared to an unknown brand (Hutton 1997). On the long run, branding on a corporate level can be transferred to the product level and enable a company to target more consumer and generate higher profits and market share (Mudambi 2002).

2.2.3. B2B Branding

First definitions of Brand Management do not separate between B2C and B2B. As research developed, more branding specifics for the B2B environment evolved. Brands can adopt to be a company, a product or a combination out of all of them. Within the Fast Moving Consumer Goods (FMCG) Nivea represent a well know brand, but at the same time is only the product of Beiersdorf. On the other hand, Coca-Cola is both product and company representing the same strong brand (Miletsky & Smith 2009). B2B consumers expect substantial reassurance through the brand and the related brand values, since the purchase has a strong impact of the customers operations and also on their competitiveness (Kotler & Pfoertsch 2006; McKee 2010; Ohnemus 2009). One of the most important aspects of B2B Branding is to drive and create a valid brand promise that is align with the customer needs and desires and therefore directly target to the right audience (Bhattacharya & Datta 2010).

The weight of Branding in the B2B environment has grown in importance as it creates differentiating aspects and sets the companies apart from each other. But it has incomparable aspects, which need to be considered for successful B2B brand building:

- 1. Relationship:** Not just the relationship to the customers is crucial but also the employees engagement with the brand is part of B2B branding, as it creates a strong sense of commitment (Miletsky & Smith 2009).
- 2. Alignment:** Brand promise, consumer needs and expectations towards the brand and product need to be aligned with the company's business strategy. Relationships in B2B environment need to be more intense and personalized, but it is complicated to maintain a constant personalized relationship with all customers. Herewith, the brand functions as a connection to the consumers (Miletsky & Smith 2009).
- 3. Marketing:** Effective B2B marketing communication differs from the B2C approach. In B2B branding, marketing activities need to be more targeted due to a smaller audience (Miletsky & Smith 2009).
- 4. Differentiation:** Create noticeable brand differences facing the competitors, but be distinctive while developing the brand culture. B2B brands need to be developed around the main brand values and brand promise. This has to be equally communicated throughout all customer touch points. Feedback functions as a verification of the customer's brand perception (Miletsky & Smith 2009).

6. Resources: In order to build a strong brand, extensive financial and time concerning resources are required. It demands extensive market research, outsourcing of operational marketing activates to start developing the brand from the core values (Miletsky & Smith 2009).

2.2.4. Building a strong B2B Brand

In order to build a strong business-to-business brand, it is important to identify the attributes that a company has to develop to the maximum. The following attributes are based on the theoretical development of Aaker's five factors of a strong brand equity (Aaker & Equity 1991) and Kapferers (Kapferer 2005) contributions. Using the primary understanding of branding, defined by Keller, it is important to understand how to build a strong brand. Listed in following are the most significant attributes for B2B Brands:

1. Brand Awareness measures the strength of the brand in the consumer mind, how fast they recall it and what the brand actually stands for. It also exhibits, if the awareness of the brand promise. Without a good brand awareness, the targeted consumer will not purchase the their products (Kapferer 2005).

2. Perceived Quality can be defined as the consumer's expectations towards the quality of the brand and its product. A strong quality perception drives the consumer to buy one particular brand over another, enabling the company to charge a price premium. It is important to extract, how the consumer interprets the quality element in general. The brand has to deliver the values which are important in the eye of the consumer (Aaker 1991).

3. Brand Associations are the emotional linkages to the brand. Here, the company decides which associations to implement and how they want the consumer to view the brand. Well-established brand associations create a shortcut within the consumer's decision-making and generate a positive attitude towards the brand. Brand associations can be differentiate between attributes, benefits or attitudes, depending of the quality of the association (Dickson 1994; Keller 1993).

4. Brand Loyalty secures the company a consistent profit stream and large marketing cost savings, because it reduces the likelihood of the consumer switching to other brands. The consumer remains with the old brand since he developed a favorable attitude towards it. This loyalty convinces the consumer that only one particular brand can constantly satisfy his or her needs in terms of quality and performance. Positive word of mouth also effects the brand loyalty and can attracting new consumers (Dickson 1994; Aaker 1991).

2.2.5. Commodity Branding in B2B

A commodity good can range from coffee, wheat over sugar to gold, silver or other metals (Branco 2008). Kotler's (Kotler & Pfoertsch 2006) definition adds, that the only distinction of commodities would be the price. Companies in this area, struggle with fact of being considered as a producer of a simple product. To avoid this, they needs to create more added values and functionally around their product, to reach higher margins and profits. This prevents declining prices and companies to enter the "commodity battle" (Lager & Blanco 2010).

Referring to the processing industry, the only two important drivers are price and volume (Bomseel & Roos 1990). An exploratory study conducted by Van Riel in the area of industrial branding of commodity products concluded that the success depends on intangible factors, even in such a rational decision-making environment (Van Riel et al. 2005). They recognized the link between branding and strategies to add value and the impact on the financial performance of the company.

Companies with a strong brand equity profited from promoting non-functional and subjective attributes, which enabled these brands to charge a price premium of around 7%. Quality is the the factor, that has the largest impact (Bendixen et al. 2004).

But branding in the commodity area is not a new phenomenon. Around 70% of the manufactures are convinced, that branding will enable them to charge a higher price and be more competitive in the market (Rosenbröijer 2001). Despite the fact that decision making among commodities follow more rational decisions based on price (Aaker & Joachimsthäier 1999), studies have concluded the emotional dimension is also important (McEnally & De Chernatony 1999; Mudambi 2002). Branding for commodities can be established for products with a high consistency in quality and the ability to customize according to consumer needs. This includes unique packaging, distribution or added services, which enhance the solution approach for the client.

If it is not possible to for a B2B commodity to differentiate according to these functional values, the company has to proceed towards an emotional brand awareness appeal. This approach targets the user experience with the brand. The company has to establish a real customer benefits to avoid downward pressure and price battles (VanAuken 2015).

2.3. Global B2B Branding

2.3.1. Global Branding in B2B

B2B companies have been confronted with new challenges over the past years. One significant challenge has been the rising global competition, which increased the pressure to expand globally. So far, literature on global branding has been limited and only defined a few aspects for global branding (Kotler & Pfoertsch 2006; Gabrielsson 2005).²

Most brands and companies cannot operate in just a single market anymore. It is now important to see the entire global environment and extract new potentials for the brand and expand into these markets to generate growth potential and find additional sources of brand equity (Keller et al. 2011). Reasons to expand are to find new profit grounds to back up the less prosper home market (Keller et al. 2011).

The business-to-business market has a clear advantage over the B2C market in terms of complexity while globally expanding. B2B customers are mainly concerned with functionality and performance. Therefore B2B brands do not need to make as many adaptations or changes in order to operate in a new market. A second benefits is the to use of economies of scale in production- and marketing areas. This creates opportunities to decrease cost and implement a more sustainable, long-term oriented growth (Kotler & Pfoertsch 2006).

A global brand expansion can be done by standardization with an identical brand image among all market (Bennett 2002) or by local adaptation. The development from a local to a global brand is a long-term process, which ultimately increase the brand equity (Keller 1993; Aaker & Equity 1991; Kapferer 1995). For global brands, brand awareness, promise and image need to be consistent and align with the core values.

2.3.2. Global Branding Strategies and Guidelines by Kotler/ Keller

Kotler defines four approaches to address the global expansion and branding challenge:

The international brand strategy focus on an expansion with no or only slightly customizes their offerings while expanding and operation on international markets. Main motivation here is global exposer and profit. This can only be successful, if the products are unique and do not face strong and similar competition, e.g. Microsoft (Kotler & Pfoertsch 2006).

² Detailed definition of the term ‚Global Brand’, see Exhibit 3

The global branding strategy is driven by cost reduction through standardization and economic of scale. The brand remains identical through all international markets, which is the most common strategy used by global companies (Kotler & Pfoertsch 2006).

Other strategies such as transnational and multi-domestic branding are approaching the global expansion by completely customizing the brand offerings, including adapted marketing activities and pricing. These strategies are best, if the companies face high competition and pressure for local acceptance, but it requires large investments (Kotler & Pfoertsch 2006).

Keller established an approach to structure a global branding strategy in step-by-step guideline (Kuhn et al. 2008; Anon n.d.).

1. Understand the differences between international markets and build a global brand from bottom to top, starting with brand awareness and brand image.
2. Marketing infrastructure has to be established before entering new markets focusing on integrated marketing aligning brand values and message,
3. Cooperation with local brand partner is important due to local expertise.
4. Finding right balance between Standard vs. individualization and local and global branding.
5. Consistency throughout the brand strategy, quantifying brand awareness as valid feedback.
6. Use strong and established brand element and leverage on a global scale.

3. Case Study

3.1. Introduction

Beginning of February 2015.

I received an inquiry for a consultancy project at the Sugal Group. During my first phone call with Pedro Couceiro, the current CFO, he briefly informed me about the company's main objectives. Being a consultant in this industry for many years now, with a focus on Branding, phone calls like these are not unusual. Therefore I scheduled a face-to-face meeting for the following week.

Tuesday, Week 3 of the Sugal Project.

After leaving Lisbon, it took nearly 40 minutes to reach Benavente. As we passed over the outlets of the Tejo, the landscape became rural and less metropolitan. Eventually we stopped in between several large agricultural fields, which had already been harvested at this time of the year. Then, the large Sugal sign appeared in front of us.

Pedro Couceiro mentioned during our first meeting, 'being a global player does not depend on where the companies headquarter is, as the entire world is our market.' I recall, that at the time he mentioned it, a smile came upon his face, while he glanced out of his office window surpassing the grey factory roof of the production site. He slowly observed the never-ending cultivation areas that surrounded the company's location. As the financial head of the company, joining Sugal from a large international juice producer just a few years back, he certainly was used to different working surroundings. But it was immediately clear, that this difference to a large company made the difference and this company to rise from local operations to global distribution within less than a decade. The result: Increase in revenue by 1250% (personal communication, Pedro Couceiro, CFO Sugal, 30.04.2015). On paper, Sugal's development of revenue and market share seemed like a perfectly executed growth and expansion strategy, but while walking through the office it became visible how a small this company is trying to grow into a global leader's shoes.

Sugal had been in the market for over 50 years now, but only recently climbed up to a new level. Mr. Couceiro was well aware of the steps they had made and what still needed to be done in order to become a solid and competitive player in the industry. This triggered the question, 'how can they face and size up to the huge competition in the USA?' One striking limitation, which popped up during the company visit, was the strong, but limited focus on traditional business-to-business aspects. Sugal still operated with only a few staff members running multiple departments and subjects. At the same moment, stressed the importance of a

long-term vision, which was essential for Sugal on the way to become a player. For the CFO, the main concerns were revenues, margins and market share. But global players nowadays differentiate themselves through one other and more significant aspect, which cannot be quantified as easy. Being a brand makes the difference.

Despite the successful growth, a long-term success and rooted position can only be established through a strong brand. This is why the next steps in the project would be to evaluate how widely disregarded marketing and branding aspects are and how a branding perspective could be implemented and which key factors are actually needed here. Which elements do they need to develop in order to use their resources to its fullest capacity and ultimately challenge the market leaders in the industry?

3.2. The Sugal Group

3.2.1. Mission and Values

Sugal was founded over 50 years ago in Azambuja, a small city close to Lisbon. The Sugal Group is still privately held but has evolved into Europe's largest producer and processor of tomato paste and fruit purées, supplying all major and globally known companies such as Heinz.

For most consumers, tomato paste and sauce is a simple commodity product, which does not involve a strong emotional relationship or causes a complex purchasing decision when compared to other business-to-consumer goods such as shoes, perfume or beer. But for Sugal, tomatoes are their inspiration. Sugal stands for unique freshness, where the tomatoes are harvested and delivered in a perfectly timed process, ensuring highest quality. Their top priority is to deliver best quality tomato pastes worldwide. From five production locations worldwide, the tomatoes are planted, harvested and delivered. Independent of the seasons or the hemisphere, only the freshest material is the foundation of Sugal's products. This underlines, why Sugal guarantees the highest quality and food safety standards to its consumers (Sugal 2015, About Us)

3.2.2. Company History: Major Milestones

Sugal is one of the oldest producers in the tomato industry in Portugal. Its constant growth is proof of its successful business activities and strategies. Along the journey, there have been a few significant developments, which triggered this growth:

1957 - Perfect foundation: Sugal began in the most prosperous agricultural regions in Portugal, producing one of the highest quality tomatoes worldwide. Sugal was founded in Azembuja in the Ribatejo Region.

2007 - Acquisition of Idal: After internal modernization, Sugal's acquired the Idal factory in the Ribatejo region. At that time it was Portugal's largest tomato processing factory. This increased their capacity to unprecedented measurement and opened the pathway into the retail outlets. Sugalidad was created and along with Guloso, their first B2C shelf product.

2010 - Higher Volume, same quality: The acquisition of a factory in Seville, enabled the company to increase their daily capacity by 3000mT, providing the same high quality and being able to deliver higher quantities. It increased their significance in the market.

2012 - Going Global: Two factories and plants were acquired in Chile. This investment opportunity opened up the southern hemisphere and push their capacity tremendously. It enabled Sugal to produce in both hemispheres and add one more crop per year and extending their portfolio by adding fruit purées. Sugal Chile was established.

2014 - Two, become One: In order to be better recognized globally and to channel all benefits and standards under one identity, Sugalidal was transformed to what is now known as Sugal Group, a global partner in both hemispheres delivering the highest possible quality (Sugalidad 2015, History).

3.2.3. Corporate Values

General Business Concept

Sugal has been a family-owned company for more than five decades. As the current CEO and part of the founding family, João Ortigão Costa is in charge of aligning the company with market trends, identify prosperous new grounds and make farsighted strategic decisions to enable growth on both the national and international levels. The growth over the past 10 years was mainly due to Costa's visions on how to expand and handle the family business. 'Finding the right team to step into this mission was the first challenge – I needed a team that had the required know-how, shared my passion, and had the will to make us a successful company' (Sugalidad 2014). He created a detailed business plan based on the idea of a 360-degree view on the business. Covering the entire vertical level from planting, processing and packaging under one company Sugal. His strong vision was the foundation for Sugal's recent growth, which became more visible in the following paragraphs (Sugalidad 2014).

Vertical Integration

Sugal's expansion and recent acquisitions resulted in additional production capacity, parallel to an increasing of industrial demand for tomatoes. The decision to structure their farming foundation by a new strategic assessment, defined as 'strategic farming program'. Local, independently or collectively organized farmers, who supply their products to Sugal, operated the most available farming grounds. This program aimed to enhance the relationship between Sugal and local farmers. Sugal promotes the knowledge-sharing process, to increase the progression of the local farmers in terms of planting, harvesting and other techniques to ensure a constant development of advanced growing culture. This guaranteed Sugal a high quality and efficiency from all its sources. One of the main sources of farming knowledge that was gained and then shared came from market leaders based in California. Sugal's CEO

underlined the importance of working together with local farmers to benefit from their profound and extensive knowledge as well to increase their efficiency. This strategy enabled both the Portuguese farmers as well as Sugal to be more internationally competitive. Sugal gathered synergies and maintained a constant innovation cycle.

Innovation

Even for such simple product as tomatoes, innovation needs to be constantly pushed and new R&D processes need to be created. Therefore, Sugal built a large research lab, located in its main production facilities in Benavente. Here, new crop types are planted, developed, and harvested in a controlled environment to develop new products. This enabled the company to customize and adjust their production towards the customers needs and created more flexibility, competitiveness and adding more value to the supply chain. This underlines the idea to combine long-term experience with new innovations to become flexible and versatile to a largest extent. The constant innovation cycle allowed them to anticipate customer needs and market trends.

Sustainability

Along with innovation and vertical integration one thing that cannot be comprised, which is the focus on sustainability. For Sugal, sustainability plays a significant part in the operating vision and is not just a compulsory necessity of modern business strategies. It became a fundamental corporate value. The commitment for a sustainable management includes the environmental component but also social and human aspects on how to manage the most important company assets, the employees. Particular to this industry, human capital deserves major attention, as physical labor is required for many employees in the harvesting and processing activities. Sugal invest in their workers and their welfare. Their employees are part of the team as the team builds the company's success from the bottom up.

All production areas operate according to an emission reduction and carbon management program implemented by Sugal as the 'carbon disclosure project' in 2005 (Sugalidad 2014). Sugal has been the pioneer in its industry, being the first company to implement such an extensive 'going green initiative' (Sugalidad 2015) and they carefully watch their use of water, as it is an essential element for the growth of their plants. Sugal implemented drip irrigation on all their fields to save more than 40% of water compared to traditional watering methods. They also installed a modern wastewater treatment station (WWTS).

Efficiency

As for most business-to-business companies, efficiency is a strategic factor. Primarily, success comes down to volume and selling price. Therefore the increase in efficiency will automatically result in gaining competitive advantage since they can offer a lower price and increase production. The same principle applied to Sugal, but with a different emphasis, as efficiency takes an important role throughout all operations and activities of Sugal. Sugal has always tried to provide fair prices to both farmers and costumers. This was only possible due to the strong emphasis on increasing and maintaining an overall efficiency (personal communication, Pedro Couceiro, CFO Sugal, 30.04.2015).

3.2.4. Growth/Competitive Advantage/ Expansion Strategy

The key word for Sugal is 'efficiency'. The company is keen to maintain its growth by utilizing their potential to the fullest. Sugal concentrated on using special methods to create additional benefits from its increasing efficiency efforts. An example is the usage of their machinery. Just recently they expanded to the southern hemisphere and opened up the Chile-based production. Here the management team implemented a different approach to maximize the machinery efficiency. Instead of making investments for new machinery, they developed a machinery rotation plan. This concept uses the high-end processing machinery in the northern hemisphere, during the relevant harvesting season. For the harvesting seasons in the southern hemisphere, which alternates to the northern hemisphere, Sugal ships the entire machinery equipment to Chile. Herewith, they saved money and increase the utilization of their machinery to the maximum. Furthermore, modernizing investments and new innovations, only concerned one machinery. In-between the harvesting seasons, the machinery is shipped to the repair shop for maintenance, to secure a 100% occupation rate. Sugal calls these smart investments, as they intend to make the right investments and diversify the production in good times and be prepared during low economic times with decreasing demand (personal communication, Pedro Couceiro, CFO Sugal, 30.04.2015).

3.3. Portfolio

Sugal is a tomato processor and offers a great variety of products made from tomatoes and specifically tomato paste. With the mission to provide a diversified portfolio and to ensure the highest possible quality, all products are manufactured in Sugal's owned facilities to guarantee traceability and a perfectly timed supply chain to better accompany its customer preferences and requests.

Sugal offers four different kinds of products such as industrial products, tomato food service, tomato retail, as well as fruits and vegetables. The main component for these products is tomato paste resulting from the processing steps of tomatoes. Tomato paste simply consists of 29% of tomato paste and 71% of water and can be view as a commodity product (Personal Communication, Pedro Couceiro, CFO Sugal, 30.04.2105).

Industrial: Sugal's main and largest supply from its product portfolio are the industrial items, ranging from tomato products, either paste-based, crushed or diced tomatoes, which are available in different levels of concentrations and types of packages.

Foodservice: Its major product service is that Sugal delivers and also manufactures fresh tomatoes into Tomato Paste or various sauces directly packed in different cans and boxes to be distributed to industrial clients according to their needs.

Fruit & Vegetables: Sugal processes different fruits and vegetables purées from peaches, apples, pears, and Apricots to butternut squash and carrots.

Tomato Retail: Despite the fact that Sugal is mainly B2B operating company, they also offer one brand in the B2C retail outlet, which is Guloso. This brand fills the shelves with already-packed tomato ketchup or tomato pulp (Sugal 2015).

3.4. Market Analysis – Tomato Processing Industry

Success factors in Processing Industry

A crucial factor for B2B companies in the processing industry is the general demand for food. As the population grows in developed countries, the challenge is to anticipate this growing demand in a sustainable way with food, energy, and water supply. To become a long-term leader in the industry, B2B businesses need to align their operations and strategies according to the shift but also increase in demand.

Next to the demand, will the efficiency of producers determine the race for the market leader position, mainly in innovation during the production and maintenance process.

Additionally, the retail situation has become more concentrated and ruled by only a few big players who expect a higher standard of quality covering a larger quantity.

Sustainability will be a major factor for future success. Not only customers demand greater sustainability and a 'green value chain' from their suppliers but also internal sustainability such as cost savings are a strategic key to sustainability (Promar 2012).

3.4.1. Market Environment

Among vegetables, tomatoes are one of the most important crops. They account for nearly 15% of the total worldwide vegetable production (Garming 2014). Many different industry sectors have evolved around this growing and important crop. Sugal predominately operates in the market defined as 'tomato processing industry'. Worldwide, this specific industry is constantly growing, which can be linked to an increase of traditional suppliers coming from Europe, the USA, and Turkey, but also by new suppliers such as China, which entered the industry in the late 1990s. Already by 2005, China reached an output that represented 10% of the world's overall production (Oliveira 2008). With reference to the latest estimate by the World Tomato Processing Council (WPTC) forecasts predict that China will contribute nearly 15% of the world's production by 2015. Overall tomatoes are not a niche crop anymore. But some differentiation needs to be done to understand the tomato industry as tomatoes are produced for two different markets.

On the one side, there is the fresh market, for which tomatoes are mainly produced in a greenhouse. According to a research from the Controlled Environment Agricultural Center at the University of Arizona, nearly 100% of the fresh-market tomatoes within Europe are produced in greenhouses. To compare these figures, the USA as the world's largest tomato producer only grows 25% of the fresh market tomatoes in greenhouses (Clement 2014). Sugal does not target this market.

The second market for tomatoes is the larger one and it is mainly for processing. Here tomatoes are grown outdoors, where the visual difference are larger but not so determined compared of the end consumer fresh market.

To provide a better picture about the quantitative dimension of the processing industry, the latest figures from 2014 of the worldwide productions according to WPTC showed that the northern hemisphere, including countries such as Italy, Spain, Portugal, Iran USA, China and Brazil produced a total amount of 38.942 thousand metric tons (Exhibit 4-8), equivalent to 94% of the world's production.

Considering this, the southern hemisphere with countries such as Chile, Argentina and also Thailand only produce a 4% share (Exhibit 1-4).

Sugal is one of the few companies in the industry, operation in both hemispheres as they employ production facilities in Portugal, Spain and also in Chile (Exhibit 4-8).

Despite this fact, Portugal is only ranked 5th according to production volume in the Mediterranean area and 7th within the Northern Hemisphere (Exhibit 7-13), the tomato processing is one of the most important sectors in the Portuguese agri-food industry and accounts for 1,2% of the total food and beverage industry. More significantly, within the fruit and vegetable processing sector it represents a much larger share with almost 30.8% according to average values from the years of 1993 – 2004 (Oliveira 2008).

As shown above and in Exhibit 4 and 8, the world's largest tomato producer is China, followed closely by the USA and India when referring to both fresh and processing markets. Due to the higher retail prices, fresh-market tomatoes generally contribute a high crop value. In the USA the processing tomato production reaches beyond the fresh market amount, but due to lower prices the total value captured is lower (Naeve 2014).

It is important to note that most processors and growers worldwide operating in this specific industry are represented and clustered under a non-profit umbrella organization called 'The World Processing Tomato Council (WPTC)'. This organization represents both international growers and processors from over 25 different countries. It is the largest organization of its kind, as all integrated members account for a total of produced and processed tomatoes that equal nearly 95% of the worldwide output. The main objective of WPTC is to strengthen the relationship between growers and processors to create and promote a common consensus regarding actions that need to be carried out for the overall industry's best interest (WTPC 2014). Additionally, the WTPC gathers data and conducts analysis of all industry-related activities and provides suggestions open for its members on how to better organize the market and promote business. As Sugal is located by origin in the European market, it is initially represented by another non-profit organization, called AMITOM, which is also part of the WPTC (AMITON 2014).

3.4.2. Market Threats

One major threat for the European and therefore significantly for the Portuguese tomato processing industry is the transatlantic trade agreement, also referred to as 'Transatlantic Trade and Investment Partnership (TTIP)' (European Commission 2015). This trade

agreement is a series of trade arrangements between the USA and the EU to enable a free-trade environment, with the goal to reduce regulatory barriers such as the food safety law in order to simplify the import of trade products such as tomatoes. The TTIP has been criticized from many sides, as it will open up a large and easily accessible market to USA tomato producers where they could then sell them at a lower price to European distributors. This is only possible as production costs are significantly lower in the US when compared to Europe due to lower fuel prices. This would threaten the European processing industry and potentially cause it to break down. Portugal is the world's third largest processor of tomatoes and largely relies on exports since nearly 95% of their production is exported (PortugalPress 2014).

Additional to the competitive advantage of American processors, the development of energy prices itself became a major threat to a stable market price and its overall constant competition. This is crucial and relevant, as the processing of tomatoes involves large inputs of energy; fossil fuel resources especially play an influential part. From the beginning of 2009 the oil price has risen from nearly 50\$ (Monthly Average Basket Price US Dollars) to a high of 120\$ in April of 2012 (Promar 2012), which proves the instability of the oil price.

Both aspects can be viewed as part of a larger cycle, where one factor depends on the positive or negative development of another. As an agricultural crop, tomatoes are very sensitive to climate changes and weather conditions to the extent where a slight decrease in temperature can result in destroying the output of a complete harvesting season. These incidences are closely connected to the wide usage of fossil fuels and climate change.

Another market threat is being faced from the rising producers and processors from China. They have increased their sustainability during the production processes but managed to maintain the same large output and quality, which will eventually make them more competitive on the international market. This has also been triggered by the increasing export focus of Chinese producers, since the European market became very attractive due to higher price margins.

3.4.3. Competitive Analysis

The tomato processing industry is fairly concentrated B2B industry and as most operators and processors are from the northern hemisphere. The following competitive analysis is only conducted regarding industrial related production, indirectly considering finished good products. In Europe, Sugal has captured the leading position among tomato processors, with a yearly output of 250 tmt of finished products for the industrial market (Sugal 2015, About Us)

and became the second largest producer of tomato concentrate worldwide, still facing its main competition comes from countries such USA and China.

The largest company among all is MorningStar Company, situated in California, USA, which are America's largest tomato processor accounting supplying nearly 40% of the U.S. tomato paste and diced tomato market (MorningStar 2015). MorningStar generates industrial sales estimated at \$350million and is referred to as the most efficient and innovative player in the industry covering the entire value chain of the productions process. From the second to fourth rank, other Californian processors follow, such as SK Foods and Los Gatos Tomatoes. This once more stresses their superior position as the world leader, far beyond China, the faster growing nation and exporter (CDFA 2015).

The Chinese processing industry has being growing exceptionally from 2000 till 2009. In 2012 China produced around 5000tmt, where only three companies account for nearly 87% of the total processed volume, where most of the production is exported.

3.4.4. Growth Opportunities

Offering Solutions

As Sugal made the step to open up new production facilities, they sent a signal among the industry players that this diversification could be a future growth model. With new production in southern hemisphere countries, Sugal create the chance to secure supplies year around and reduce transportation costs to one of the biggest markets, such as the North America and Asia. This expansion also extends the vision to provide not just a product, but also a complete solution guaranteeing a steady supply with no compromise on quality. Global production expansion paired with steady efforts to strongly emphasize sustainability and social responsibility are part of the future growth model and markets (Sugalidal 2014).

Their offerings aims to control and supply from the entire value chain and be able to advertise the complete portfolio to its customers and potential clients. Also packaging becomes an important element, which creates new possibilities to package the products and distribute around the globe.

Exploring Emerging Market

Exploring new emerging markets such as India and Asia is a potential growth opportunity. The rapid growth of its population made India one of the world's largest consumers of tomatoes, where especially the processed tomato market is showing exceptional growth (Mitsui & Co 2013).

Brand and Value Proposition

Significant growth opportunities lie in pursuing and promoting sustainable company values and building the business production and processes around these values. In order to be successful in distinguishing the company from other competitors and to create a unique value proposition, the topic of branding becomes crucial to many business players. At a certain the maternity stage in the market development, B2B companies have limited options to maintain their success and be prosperous in the long run. This may avoid by added value through branding which enables companies to realize a price premium and be relevant during the purchase decision.

Change in Consumption

Additional fuel for future growth potential is given by constantly changing consumption patters. The current generation is consuming more fast food and other ready-to-eat products, where ketchup is an essential element. Therefore this steady demand will reinforcing the importance for tomato processors and their tomato paste (MacDonald).

3.5. New Strategy and Marketing Plan

3.5.1. New Marketing Strategy

After Sugal acquired the production facility of IDAL, they started to change the marketing approach of the entire company. During a company's event, CEO João Ortigão Costa clearly stated his vision for the future. "We must act together," said the great leader Nelson Mandela, and this a reality that applies to us all as a team, to us as a global group with five factories in three different countries and obviously to us and our stake holders' partners. Acting together we are stronger, better, and only this way we can achieve real sustainable success" (Sugal Group 2015, News). With a new management, Sugal focused to start building a more sophisticated company portfolio and marketing approach. and become a partner for its customers and not just a supplier.

Couceiro seemed to be well aware about the important elements Sugal needed to improve in order to become more global and larger, but at the same time maintain their core values. While constructing the new strategic orientation, the word solution was an often-mentioned expression. The company aimed to provide more service to its clients and increase the overall 'customized service' (Sugalidad 2014). They wanted to enlarge the efforts to work according to client's specifications, demands and needs. In detail the new strategic concept of Sugal was built around a few key action and values points:

High quality product

High quality needs to be controlled, supervised, and maintained. In order to guarantee the highest standard of quality, Sugal implement a total quality management system for its production, integrating multiple critical control points (HACCP) allowing total traceability and evaluation. It was broken down in the Steps: Plan, Do, Check and Act. (Sugal 2015, Quality). This constant effort of pushing strict quality control and applying all certifications ensured that the products were of the highest quality and sustainability at the same time.

Just in time delivery/ Own Value chain

Freshness is not just a marketing phrase; it is Sugal's promise to customers. In order to keep their products as fresh as possible they need harvest and deliver just in time. Multiple locations worldwide in both hemispheres ensured the optimal logistic processes and goals (Sugal 2015, Who we are). To control and create value alone, the entire value chain is a large request from the customer side, not just for traceability reasons but more over to ensure a faster delivery and operations (Personal Communication, Pedro Couceiro, CFO Sugal, 30.04.2105).

Innovation and Product Variation

To offer more product variation, such as lower cost products, the production facility in Spain became very effective. Through this facility, Sugal can maintain constant and high rotation production for basic but still high quality products. This extra capacity enabled Sugal to develop different product types, packing sizes at their R&D lab in Benavente.

Customer contact & flexibility

An important element of the solution approach is to offer flexibility. To be more customer-focused, Sugal needs to react fast but still efficiently to customer needs and requests. For example in Japan, multiple addition layers of plastic packaging per transport container are required compared to the European regulations in order to import tomatoes. Due to such flexibility, Sugal creates a large competitive advantage in such markets.

These changes and implementations are aiming to increase the customer satisfaction and loyalty. But the main strategy aspect is the focus on efficiency and is key to continue growing at the current speed. Increasing efficiency in all areas makes the company more profitable and overall financially stable, sustainable and flexible and ultimately outscores the competition (Personal Communication, Pedro Couceiro, CFO Sugal, 30.04.2105).

3.5.2. New Branding Strategy

Sugai focused on a new branding strategy to state and underline its distinction to the competition. Here, Sugai created its first implementation of brand elements.

Company slogan: Heritage & Global Mindset

In 2012, when Sugaidal became Sugai Group, the company introduced its new slogan ‘Your partner in both hemispheres’. This clearly emphasizes their diversity in production facilities in both hemispheres and underlines to global ambitions and it states their main competitive advantage of producing all year around. Along with the new headline, they state to be ‘one company’, referring to the long tradition as a family owned business building on decades of expertise and loyalty as part of the brand elements. The elements of ‘expertise’ aims to build customers’ trust based and the element of global production drives the ‘innovator’ element, which shows the clients Sugai’s never end strive to move forward.

Corporate Values

All new-implemented brand elements are integrated into the overall corporate values such as excellence and efficiency in service; innovation and diversification in production; quality and competitiveness in the product; sustainability and responsibility in the growth.

4. Methodology and Market Research

The following abstracts will describe the research methods used to acquire valid insight for this dissertation. This papers covers three main topics and the market research was divided in one primary and two secondary research parts in order to provide proper and concluding insights. The three main areas to be researched are B2B Marketing (Part 1, Secondary Research), B2B Branding (Part 2, Secondary Research) and Sugal’s Brand Perception from its own customers (Part 3, Primary Research) as seen in figure 2.

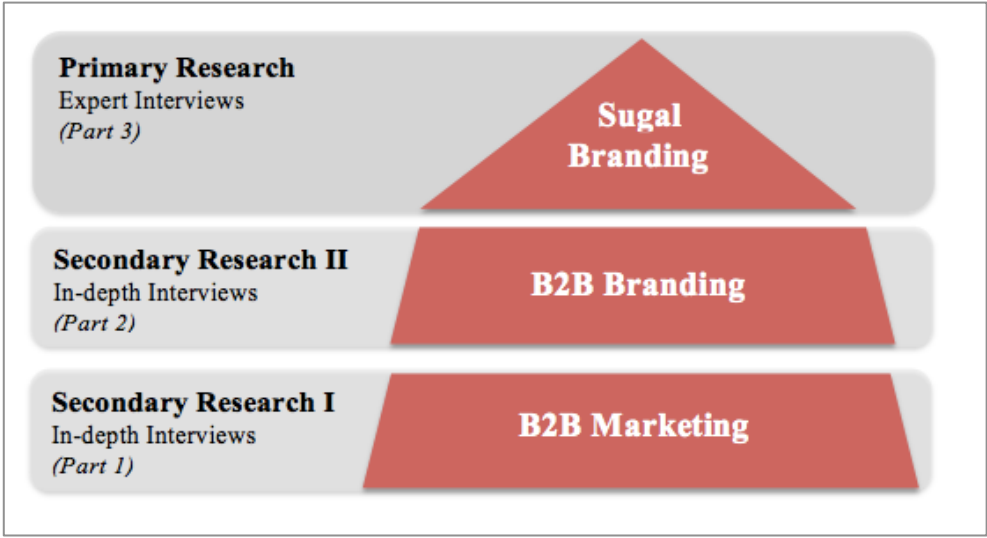


Figure 2: Market Research Structure

4.1. Research Methods: Qualitative

In this dissertation only qualitative research seemed appropriate aiming to answer why things are the way they are, as the previously defined research questions cannot simply be answered by quantitative measurements. Overall, the study’s objective is to evaluate the role of branding in the B2B environment and the consumers’ brand perception. The focus of this qualitative research is to obtaining valid information and deep insights through expert interviews.

4.2. Primary Research

Methodology Primary Research (Part 3)

The primary research gathers insights about the brand image of Sugal perceived by its own customers and which elements they associate with the company. Expert interviews were chosen as the primary research method, since Sugal operates in the B2B market, which is limited to a small number of clients. Prior to the interviews, a set of 28 pre-determined questions (Exhibit 14) was created and approved by the company.

Research Design

The main advantage of this the market research is to leverage on insider knowledge. The expert interviews enable the researcher to establish a transfer from particular information to a more general and inductive meaning. But the qualitative method reaches its limits in term of depth and breath compared to the quantitative approach.

The conducted interview was a combination out of a standardized open-ended interview and an interview guide approach. The standardized open-ended interview is based on a pre-determined set of open questions, which will be given to every interviewee in the same order.

The open-ended interview guide uses a pre-determined question set, but the order is not mandatorily and it can adjust alongside the interview according to the flow of the interview.

Combining both approaches guarantees, that certain topics will be addressed, according to the pre-determined questions, but if during one interview the focus shifts towards one particular area, the structure can and should be adjusted. Additionally it has to be mentioned that the quantitative research is following the deductive approach with implies that the theory, as mentioned in the literature review, will be tested and is a research guideline (Alvesson & Deetz 2000). The theory as the foundation, leads to this added research, which results in a more detailed understand of the related issued to the specific case of the company Sugul.

Sample

This research contains five interview partners, selected out of a customer list provided by the company Sugul. Interviews where scheduled to be around 30 min. The interviews were conducted as a telephone interview. A transcript is not available due to confidential reasons. Due to concentrated market and consequently a limited potential sample made it crucial and strategically important to choose the sample according to the highest information richness output available. This sampling technique is called purposeful sampling, other than the probability sample in quantitative research (Marshall 1996). This method provides an acceptable level of information depth. This is why the selection of interview candidates was focused on customers closest to the company to provide a better understanding of the Sugul brand perception. Here the diverse feelings, emotions and opinions, which cannot be directly observed, should be displayed. The contextual understanding is target to further interpret the meaning attached to the respondents experiences (Lyles & Easterby-Smith 2003).

4.3. Secondary Research I

Research Design & Sample

Secondary research was conducted by Fred Wiersema (Wiersema 2013), as part of the a Study conducted for the Institute for the study of Business Market at Penn State University (ISBM). Wiersema conducted open-end phone and face-to-face interviews, based on 30 B2B researchers from the B2B Leadership board at ISBM (Institute for the Study of Business Markets) as well as other 72 executives from 61 market-leading B2B corporations. The participants were interviews on B2B topics such as ‘B2B customer knowledge and role in B2B firms’, ‘main developments in your marketplace that have an impact on your business’ and ‘Why do some B2B companies in your industry outperformed all others?’

4.4. Secondary Research II

Research Design & Sample

In order to gain more insights about B2B Branding, a secondary research was used to fill the gabs with valuable information. A large global consultancy (Freundt 2013) conducted a research among 700 global executives across six different sectors and compared it with the brand messages of 90 B2B companies. The goal was to find and collect insights about, which elements of a brand, customer’s value as part of a strong brand and which elements companies use to create a strong brand perception and extract the main benefits of B2B branding.

In addition to this secondary research, insights from the primary research (see 4.2.) will be included in this section in order to complete the topic regarding important brand elements for B2B companies from consumer perspective.

5. Results Market Research

5.1 Results Primary Research

Sugal Brand Elements

An important topic for Sugal is the brand perception of its customers. The questions asked were regarding the significant elements, which they associate with Sugal.



Figure 3: Brand Perception Sugal

Most associations are tangible. Sugal is viewed as the industry leader who maintains a high level of quality due to high performance and standards. Also a good price vs. quality level for goods and service is acknowledged. Sugal is considered as reliable innovative.

Sugal Brand Maturity

The expert interviews incorporated detailed questions about the maturity level of the brand and areas with a need for development for the brand.

'Improve Retail, well established but with further growth potential.'

Interview Partner 1

'Mature, well established but with further growth potential'.

Interview Partner 1

'Need to develop their brand and focus on service and quality primarily'.

Interview Partner 2

Sugal should increase their focus on customer service and a deeper portfolio. Customers acknowledge Sugal's brand development as well established but with growth potential.

Global Branding for Sugal

From a global perspective, customers see potential for improvements of the brand presence and expansion of the company. The questions focused on how Sugal could challenge the market leaders and how they see the current development of the global B2B branding and deciding brand elements?

'They need to be globally in terms of words, message and values'
Interview Partner 1

'Have cultural awareness. Keep it simple and send a message that crosses borders and boundaries'
Interview Partner 3

'I don't know how Sugal is seen globally or if they are a global player' –
Interview Partner 4

Sugal should incorporate a more global mindset with respect to the expansion but adapt a local approach for each market. The global mindset has to be in line, with the company's outwards communication, such as brand message and –values. Brand elements on the global level should underline the European origin, family operation, industry expertise and sustainable business orientation.

'Think globally, act locally'

Interview Partner 1

All respondents agreed to the fact that a global brand needs a different approach than a solely local brand. Sugal should broaden their portfolio and also target more organic areas. The customer's interviews see progress over last years but commonly agree that the growth process is still not finished.

5.2. Results Secondary Research I

The first category and set of question covered in the interviews as an introduction to the subject matter focused on the general customers understanding about the differences between B2B and B2C marketing.

Changing role of B2B Marketing and customer voice

The respondents confirmed, what was already mentioned in the literature. The role of marketing has changed and became more important for today's B2B companies and they do not see it as a unique consumer industry issue. Marketing issues and customer needs are more crucial to company's performance in this a competitive environment.

'Marketing is more and more important for many business-to-business companies and they need to rise to the challenge or it will end not good. Marketing has the duty to deliver now.'

CMO, large cooperation

The increasing urgency for a marketing development was cited multiple times. Especially from marketing executives, marketing and customer related functions occupy a new role generating more valuable market- and customer knowledge. The purpose of marketing has changed from administrative support to the voice of the market. Marketing needs to engage with customers and has to be connected to other function, such as a marketing-sales- or R&D-marketing relationship. More input of the customer-voice in the R&D is needed.

'We want to ensure that we fully understand and focus on what really has an impact on customers. I think we could do that better with greater granularity, faster and more effectively. The question is how?'

Senior marketer of industrial firm

Market knowledge does not just promote better market and customer knowledge but further helps to identify to recognize new upcoming organizational buying behaviors. All executives and B2B researcher agree that marketing has been pushed into the spotlight of company executives.

Changing market environment

Additionally most of the interviewees observed a change in market place and a growing demand, more specific needs and increasing pressure from the customer and competitor's

side. Some even stated, that the current description of B2B marketing is outdated and not valid and maintainable in today's business environment.

'Marketing is more and more important for many business-to-business companies and they need to rises to the challenge or it will end not good. Marketing has the duty to deliver now.'

CMO, large cooperation

B2B Marketing Transformation as Work in Progress

It was mentioned that there are various approaches and stages of maturity, since some companies use external expertise to get started and to leverage on the pre-existing insights and experience. Some identified a lack of best practices, which would be useful to show successful examples as inspiration to implemented B2B marketing.

'It will take some time before commonly accepted, well-proven practices and dominant designs emerge. In the meantime, we should not be surprised to encounter a higher degree of uncertainty, experimentation, and fluidity than what marketers may be accustomed to finding.'

- Senior marketing executive, global industrial firm

Trends, Opportunities and Challenges for B2B Marketing

More outside influences were extracted from the expert interviews:

Global markets: The business focus is shifting towards emerging markets., includes new buying patterns. Also the overall business conditions compared to the establish markets required new approaches.

Technology: Technology, such as social media and automation, has a strong impact on consumer behavior and made companies cautions on their actions. It created pressure for anticipation and challenges existing business models.

Transition process of companies: Companies realized the need to move from product to market focus or proceed according to the customer value and focus on service. Marketing plays a central role in this transition processes

Strategic role of marketing: Changes in the marketplace require a clear marketing definition, with goal to gather information about competitors to align the company's strategy. As customers are more powerful, have broader choices and tend to be less loyal, the strategic component of marketing is more important then ever.

Commoditization of market: Either differentiation in a segment and branded the products to have added value attached or focus more innovation.



Figure 4: B2B Marketing Trends & Challenges

5.3. Results Secondary Research II

Recent literature revealed that brands drive profit and even further studies showed that strong brand outperform weaker brands or unbranded products by up to 20% in terms of profit. Additionally it can be stated that most successful brands are from the B2B environment (Anon n.d.). With respect to the market research findings, the statements indicate similar findings.

Customer perception of branding and the most important elements

The secondary research reveals that there is a mismatch between the theory of branding and what companies consider in terms of branding. The survey displays that in order to match the customer’s perception and needs companies need understand the consumer, but for them a strong brand is about efficiency, supply chain and market knowledge.



Figure 5: Important B2B Brand Elements

Elements of Best-in-Class Brand in processing industry

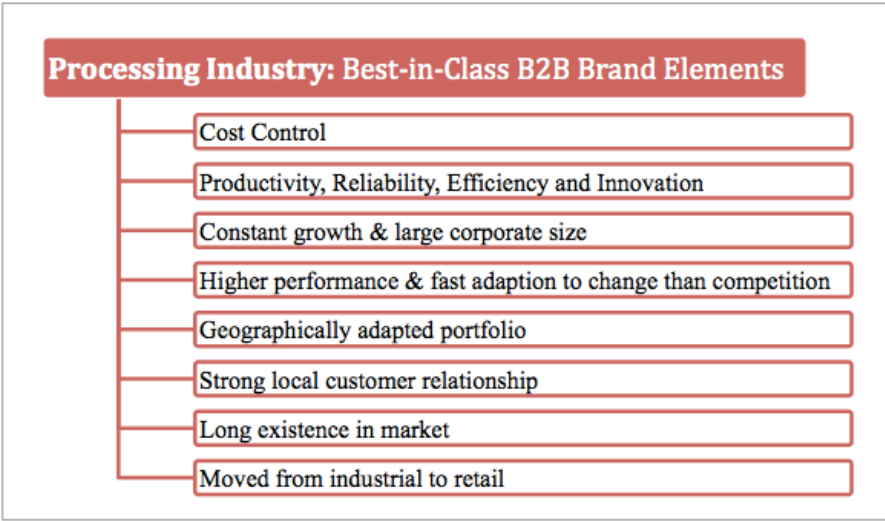


Figure 6: Brand Elements Processing Industry

The majority of elements mentioned as best in class are tangible elements, but a combination of tangible and intangible aspects seems best to become a strong brand. According to the customer perception, strong brands make their actions visible and align their values according to customer values and needs including a direct customer-focused.

Benefits of B2B Branding

Strong brands create benefits for customer interaction and decision-making. They can charge a premium prices to reduce risk of making a bad decision. After price, branding is the most important factor for B2B business.

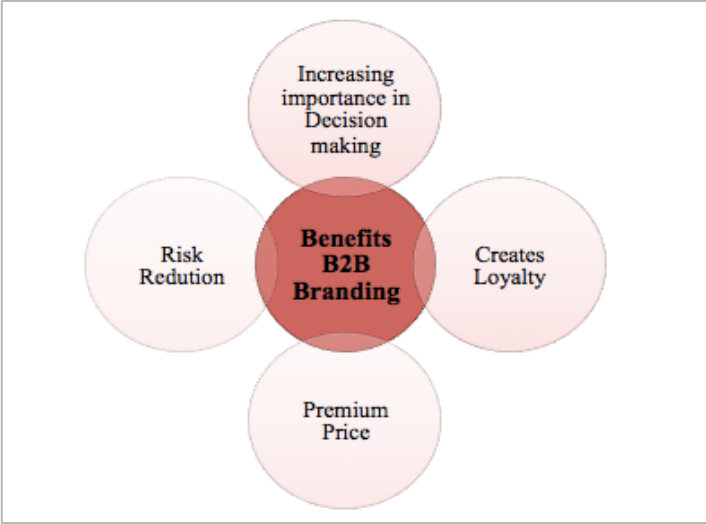


Figure 7: Benefits B2B Branding

6. Conclusion and General Discussion

The main goal of this dissertation was to examine the current B2B Marketing Strategy of Sugal, but moreover to analyze the Brand Sugal and extract the most important brand elements to further develop and implement a successful B2B brand management. By responding to the key research question, it will be possible to answer the main objective of this dissertation.

Main Outcomes

Based on the results from both primary and secondary research, it is possible to answer the research questions for the categories of B2B Marketing, B2B Branding and Global Branding.

Research Question Part 1: B2B Marketing

RQ 1: What is Sugal's current B2B Marketing strategy?

The basis for answering the first research question is the case study and the information revealed about Sugal's current marketing efforts.

Internal and structural changes shaped the current strategy and pushed the marketing functions into the focus of the strategic planning.

After the merger with Idal, Sugal's long-term vision was to set up a new company image, with a clear clients focus. Sugal promotes only one message to all customers, which is to become a long-term partner for them. This enables more customization, supported by a more personal approach through the sales staff. The personal interaction is the key success elements to promote the high quality products and the flexibility of the service. These elements are clearly displayed in the company's message. Further, Sugal promises its clients and potential customers to create additional value for them along the supply chain through more than the competitors in terms of offering, packaging and service. The marketing strategy temps to build a competitive and unique edge.

Research Question Part 2: B2B Branding

RQ 2: What are the main brand elements of a strong Brand and which elements needs Sugal to implement and develop in order to become one?

Captured from the direct customer perception of brands, a strong brand maintains a clear, honest and transparent dialogue and interaction with existing and potential customers. Brand and consumer, share similar values and beliefs, which requires detailed customer knowledge. Additionally, strong brand show responsibility along the entire supply chain and can be considered as a market expert and leader.

RQ 3: Regarding the B2B Commodity Industry, what branding strategy is needed to create a strong brand? Which are the benefits of a strong brand in this specific industry?

Operating in such a specific industry as the B2B commodity area, the creation of a strong brand requires additional brand elements to be emphasized. Here a strong brand has to have full cost control and leadership in productivity, reliability, efficiency and innovation. An essential element is a constant high performance. Along with these tangible elements, the companies' history and development in terms of portfolio are inevitable brand elements, too.

A strong brand has high influence on the customer's decision making. The customer associates specific elements with the brand image, creates a shortcut in mind and purchases the related brand. This results in brand loyalty among customer, as they are less likely to switch the brand, which guarantees constant and stable profits for the company on the long run. Additional profit is generated through the price premium a strong brand demands for reducing the perceived risk of a wrong purchase.

In general, strong brands outperform non-branded products and increase their overall market share. Strong brands are perceived as sustainable in customer relations and areas of social responsibility and they shaped the market environment

Research Question Part 3: Global Branding

RQ 4: Should Sugal develop a global branding strategy with only one marketing mix for all Markets or develop an individual local approach for each market?

The primary research among Sugal's clients revealed, that Sugal is not yet perceived as a pure global player. Sugal is attested to have the potential to perform globally. In terms of the ideal strategy, a common recommendation can be drawn from the research. It would be wrong to approach the global market with a single marketing mix for all targeted markets. Sugal needs to have a global mindset, but follow a local branding approach. More explicitly, Sugal needs to focus on extending and improving their service offers and create a deeper portfolio. This will enable global expansion while addressing different consumers needs across all markets. Additionally, the current suggested branding strategies, depicted in RQ 2 and 3 needs further development and focus on customer demands. Customers will perceive Sugal, promoting elements of RQ 2 and 3, automatically as a company with market leader potential, industry expert and ultimately a strong and global brand.

7. Limitations

Despite the fact, that the study is based on multiple and different academic papers and also on previous conducted research, the outcome of the dissertation and the integrated research is only limited applicable and therefore has some limitations as listed in the following.

Firstly, the sample use in the primary research is not representative and produced highly biased responses, since only limited access was given from company side as they controlled the access to interview candidates. This resulted in pre-determined interview partners, who were all close and frequent customers of Sugal, incorporating similar views.

Secondly, the barriers attached to the communication with my cooperating company, regarding the primary research, ultimately forced me to use two additional secondary research resources in order to cover the topics, necessary to fully understand and address the dissertations problem statement. Supported by uncompleted answers from the interview-partners in the primary research, the decision to consult secondary research was needed to develop a sophisticated output.

Ultimately, the formal restrictions for this master dissertation limited my elaboration to a situational analysis and disregarded practical and strategic implication for the company.

8. Implications for Future Research

As this dissertation stresses the importance of B2B branding based on both practical acknowledge and growing academic research, a large gab with respect to the practical implication for the company Sugal was identified.

One future implication could focus on research of best practice- and real-live examples of B2B brands in this particular commodity industry.

Additionally, more research with a wider and larger target audience would be necessary for future investigations. The possibility, to add on a quantitative research as a continuation of the already conducted qualitative research and integrate the missed measurements of the brand elements, would be recommendable. Here, the suggestion is to additionally use an online survey, with a multi-item scale to measure brand strength, associations, performance and perceptions of all the marketing items mentioned in the qualitative research. This could lead to not just indications about the brand associations but moreover how the customer actually rates each individual element.

9. Teaching Notes

The objective of the following sections is to offer a better understanding of this case study, providing notes and introductions as guidelines to teach this case study in class.

The key topics faced in this case study are related to marketing in B2B and B2C, Marketing Strategy, B2B Brand Management and B2B Branding, Commodity Branding and B2B Global Branding

9.1. Teaching Objective and Target Audience

The learning objectives of the case study are the following:

- Understand the Difference between B2B and B2C Marketing
- Generate understanding of brand management in the business-to-business environment
- Identify brand elements of strong brands as well as global brands, also in the context of the processing industry
- Analyze and conclude different brand perspectives and perceptions in order to provide a profound situational analysis and be able to make recommendations
- Apply theoretical models of brand management to reflect on existing brands and develop growth and development implications

The target audiences are management students from all levels. Prior to teaching this case study, the professor can provide marketing and brand management material to form a broader marketing understanding.

9.2. Teaching Plan

Before teaching this case in class the professor needs to ensure that all students have read the case study carefully and are also aware of the additional information provided by the market research.

A first class discussion about theme of the case study gives the students the chance to address questions or uncertainties. The teacher should also remind the students to actively participate in class discussions. In order to have interesting discussions, students should also prepare the individual assignments thoroughly.

For the first assignment the students need to prepare the following question in form of a written take home assignment, which will be the basis for the then following in-class discussion.

1. Take home assignment I

Question: *What are the recent trends, challenges and opportunities in the B2B environment, Sugal needs to observe? What is the new role of marketing?*

Solution: see **Exhibit 16**

2. In-class Discussion I

The purpose here is to discuss and comprehend the main parts of the primary research conducted for this case study. The following questions will be discussed after several minutes of preparation time. Here, the students need to use the market research findings and also some of the already applied theoretical frameworks to structure their ideas and create a proper situational overview.

Question: *What are the main brand elements of Sugal?*

Solution: **Exhibit 17**

Take-Home Assignment II

Question: *What is the brand equity of Sugal? Use the given theoretical framework of brand equity according to Keller to display an elaborated situational overview of the different elements.*

Solution: **Exhibit 18**

Individual Assignment I

1. Develop an overview, combining the different brand perceptions about Sugal. Use the consumers point-of-view, literature references as well as the company's internal perception.

Solution: **Exhibit 19**

2. Identify and highlight the weaknesses, strength and overlapping areas. In terms of simplicity, use a Table to display your answer.

Solution: **Exhibit 20**

3. Propose the next steps that Sugal needs to implement? Distinguish between immediate implementations and long-term objectives.

Solution: **Exhibit 21**

10. Exhibits

Exhibit 1: Difference between B2B and B2C Marketing

	B2B	B2C
Market		
Customers	Smaller target audience/heterogeneity	Large audience, homogeneity
Demand	Large volatility, less elastic	Less volatility, more elastic
Market	Clustered, Complex, large values	Dispersed, Less complex,
Buying Behaviour		
Sales Process	Long, Multi-Step Buying Process	Short, Transaction Based Buying
Buyer/Seller	Few/few	Many/many
Relationship	Important	Usually unimportant
Purchasing	Volume, Bulk, larger transactions	Point-of-purchase experience
Marketing		
Selling	System, personal selling	Product, limited personal
Promotion	Limited, customer-specific	Mass market
Branding	Limited, Customer centric, Sales Rep. the company extension	Extensive, sophisticated, trust loyalty, awareness with product
Segmentation	Unsophisticated	Sophisticated
Product complexity	Great	Less

Exhibit 2: Definition: What is a Brand?

The following abstract will define brand management and the important elements of a brand. The main focus lies on the B2B environment, not including a detailed analysis of brands in the B2C area. References to the consumer business will be made to highlight dissimilarities.

Brand management is one out of many marketing topics, but it has significant impact for companies in order to separate themselves from competitors. To achieve this, it is inevitable to incorporate customer experience and expectations with the product as indicators for the level of customer satisfaction (Miletsky & Smith 2009).

Keller and Aaker defined a brand as a “name, term, sign, symbol, or combination of them that is designed to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors” (Aaker 1991; Keller et al. 2011). It depicts the main role of a brand as differentiating instrument. More recent brand definition considered also tangible and intangible aspects ranging from symbols, brand relationships and also emotional benefits (Aaker 1991; Keller et al. 2011). Such elements imply specific values, benefits or attribute that help the consumer to reduce risk in the buying decision (Kotler & Pfoertsch 2006). Establishing a brand can add significant value to a product or a company, if it is well perceived and linked with the right associations. This added value is called brand equity.

Exhibit 3: Definition: What is a Global Brand?

A global brand can be defined in different ways. A brand is considered to be global, if it is simply available across multiple geographies without continental necessities (Van Gelder 2003). Further, a global brand possesses a consistent brand proposition and product formulation in all markets (Hankinson & Cowking 1996) or a global brand has a strong similarity among brand identity, brand position and overall appearance through out various markets (Aaker & Joachimsthäier 1999).

Exhibit 4: WPTC World Production estimate of Tomatoes for Processing 2013-2015

		WPTC World production estimate of tomatoes for processing (in 1000 metric tonnes)												
		2012		2013		2014		2015		AVERAGE		VARIATION		
		FINAL		FINAL		FINAL		FORECAST		2012 to 2014		2015 vs 2014		
NORTHERN HEMISPHERE*		Date of last update: 03/04/2015												
		MEMBERS IN MEDITERRANEAN AREA (AMITOM)		Algeria**	300	Mem.	280	Mem.	440	Mem.	400	Est.	333	-9%
				Egypt	255	Mem.	250	Mac.	250	Est.	250	Est.	252	0%
				France	182	Mem.	141	Mem.	179	Mem.	194	Mem.	171	8%
				Greece	380	Mem.	425	Mem.	470	Mem.	520	Mem.	428	11%
				Iran**	1 750	Mem.	1 900	Mem.	2 200	Mem.	2 200	Mem.	1 950	0%
				Israel	200	Mem.	210	Mem.	220	Mem.	220	Mem.	210	0%
				Italy	4 500	Mem.	4 080	Mem.	4 914	Mem.	5 050	Mem.	4 408	3%
				Malta**	6	Mac.	9	Mem.	9	Est.	9	Est.	8	0%
				Portugal***	1 190	Mem.	997	Mem.	1 197	Mem.	1 250	Mem.	1 128	4%
				Russia**	67	Mac.	68	Mac.	83	Mem.	90	Mem.	73	8%
				Spain**	1 935	Mem.	1 650	Mem.	2 700	Mem.	2 780	Mem.	2 095	2%
				Syria**	50	Mem.	50	Mem.	50	Mem.	70	Mem.	50	40%
				Tunisia	840	Mem.	818	Mem.	720	Mem.	850	Mem.	726	18%
				Turkey	1 750	Mem.	2 150	Mem.	1 800	Mem.	2 500	Mem.	1 900	39%
Ukraine**	385			Mem.	330	Mem.	470	Mem.	550	Mem.	395	17%		
Subtotal AMITOM		13 810		13 138		15 702		16 913		14 217	8%			
of which members in EU		8 213		7 302		9 480		9 783		8 328	3,3%			
OTHER MEMBERS		Brazil	1 294	Mem.	1 500	Mem.	1 400	Mem.	1 394	Mem.	1 398	-0,4%		
		Canada	503	Mem.	322	Mem.	337	Mem.	350	Mem.	387	4%		
		California	11 480	Off.	11 020	Off.	12 707	Mem.	12 800	Off.	11 729	1%		
		China	3 230	Mem.	3 850	Mem.	6 300	Mem.	6 500	Mem.	4 460	3%		
		Japan	37	Mem.	35	Mem.	33	Mem.	35	Mem.	35	6%		
		Subtotal Other Members		16 524		16 727		20 777		21 079		18 009	1,9%	
NON MEMBERS		Bulgaria	22	Est.	28	Mac.	60	Mac.	70	Mac.	37	17%		
		Czech Republic	15	Est.	15	Est.	15	Est.	15	Est.	15	0%		
		Hungary	15	Mac.	32	Mac.	68	Mac.	70	Est.	38	3%		
		Morocco	130	Mem.	130	Est.	130	Est.	130	Est.	130	0%		
		Poland	165	Mac.	130	Mac.	157	Mac.	210	Mac.	151	34%		
		Slovakia	20	Est.	20	Est.	20	Est.	20	Est.	20	0%		
		USA excluding California	488	Off.	482	Off.	540	Mac.	435	Mac.	503	-19%		
		Subtotal Non Members		855		837		990		950		894	-0,9%	
Total Northern Hemisphere		31 189		30 701		37 469		38 942		33 120	3,9%			
of which WPTC members		30 334		29 865		36 479		37 992		32 228	4,1%			
of which European Union		8 450		7 526		9 789		10 168		8 968	3,9%			
SOUTHERN HEMISPHERE*		MEMBERS		Argentina	360	Mem.	415	Mem.	391	Mem.	535	Mem.	389	36,8%
		Australia	185	Mem.	193	Mem.	223	Mem.	285	Mem.	200	27,8%		
		Chile	688	Mem.	682	Mem.	810	Mem.	850	Mem.	720	4,9%		
		Peru	80	Mac.	99	Mac.	100	Mem.	100	Mem.	93	0,0%		
		South Africa	125	Mem.	115	Mem.	100	Mem.	140	Mem.	113	40,0%		
		Subtotal members		1 418		1 504		1 624		1 910		1 618	17,8%	
		NON MEMBERS		Dominican Republic	245	Est.	250	Mac.	250	Est.	210	Mac.	248	-16,0%
		India	130	Est.	130	Est.	130	Est.	130	Est.	130	0,0%		
		Mexico	50	Mac.	40	Mac.	40	Est.	40	Est.	43	0,0%		
		New Zealand	70	Mac.	58	Mac.	57	Mac.	60	Mac.	62	5,3%		
Senegal	40	Mac.	39	Mac.	48	Mac.	30	Mac.	42	-34,8%				
Thailand	260	Est.	260	Est.	260	Est.	260	Est.	260	0,0%				
Venezuela	40	Est.	20	Est.	20	Est.	20	Est.	27	0,0%				
Subtotal non members		835		797		803		750		812	-6,4%			
Total Southern Hemisphere		2 253		2 301		2 427		2 660		2 327	8,9%			
GENERAL TOTAL		33 442		33 002		39 896		41 602		35 447	4,3%			
of which members of the WPTC		31 752		31 369		38 103		39 902		33 741	4,7%			
WPTC as percentage of total production		95%		95%		96%		96%		95%	0,4%			

Exhibit 5: World Tomato Production 2014 – Mediterranean Area

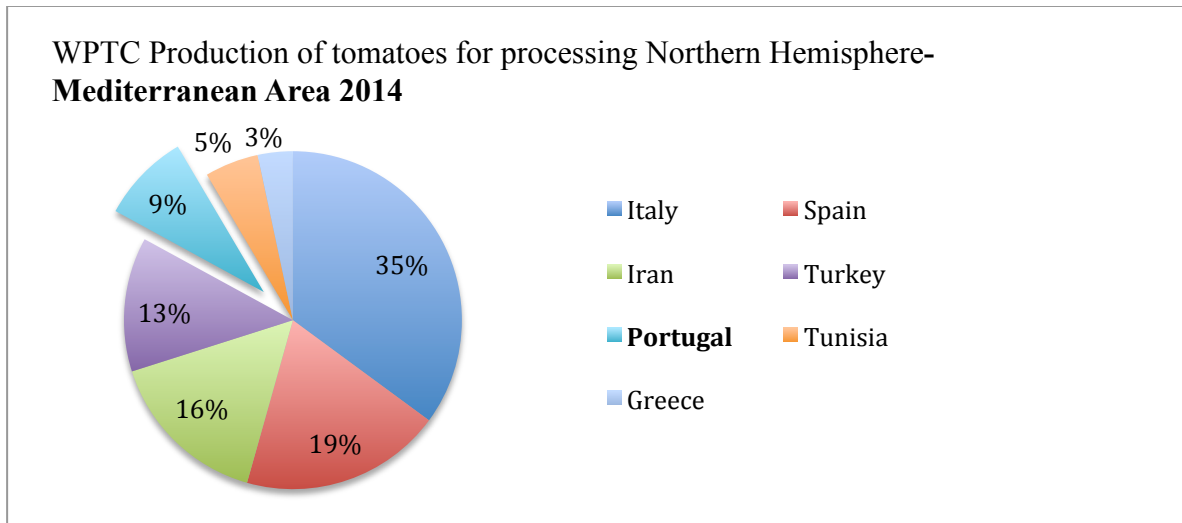


Exhibit 6: World Tomato Production 2014 - Mediterranean Area + Other Main Members

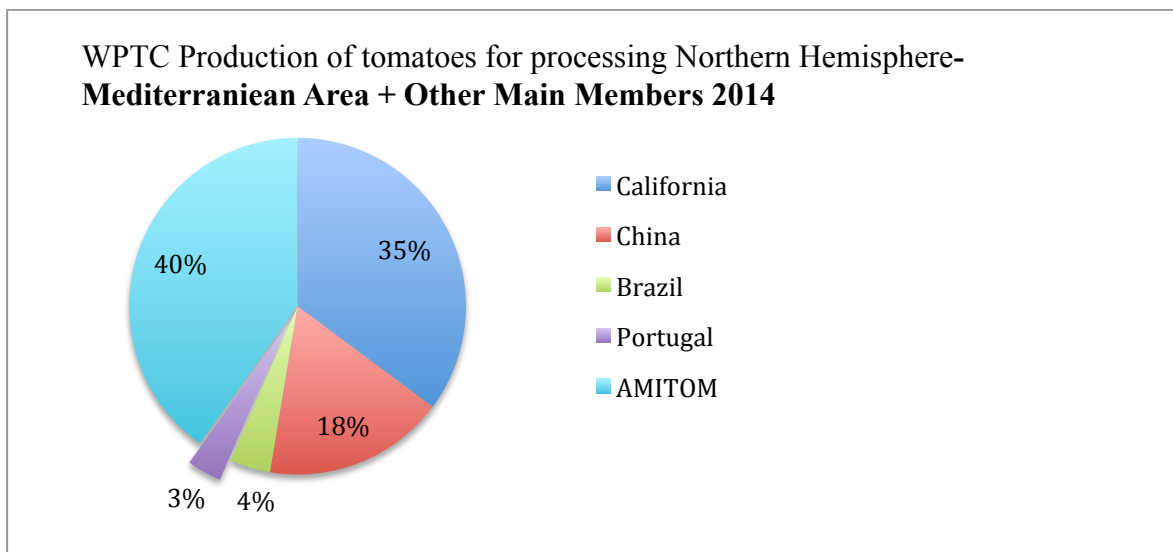


Exhibit 7: World Tomato Production 2014 – Northern vs. Southern Hemisphere 2014

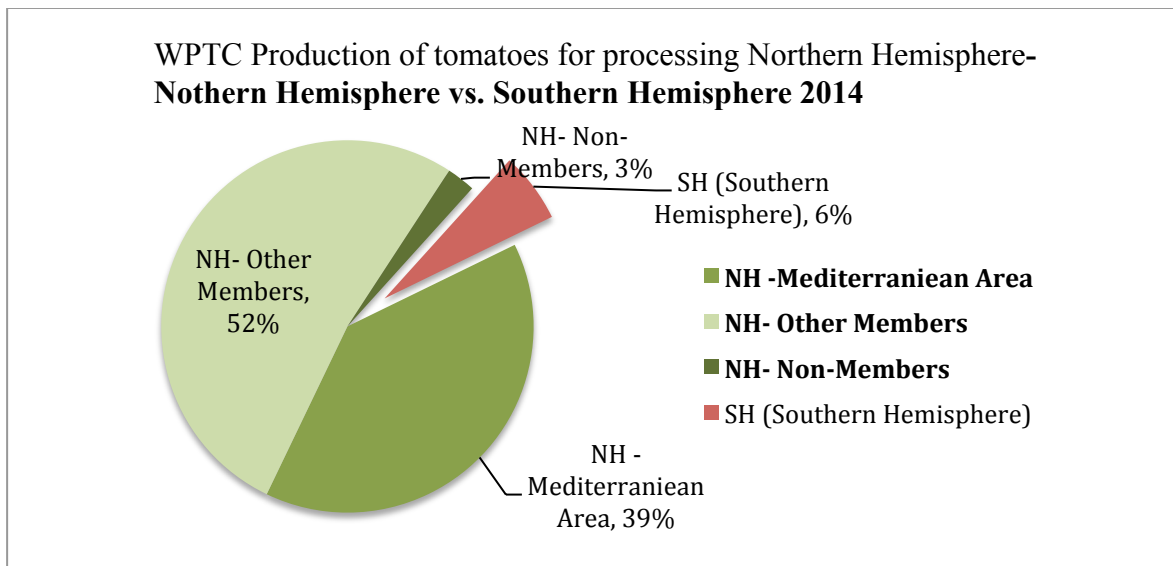


Exhibit 8: Global tomato production 1990-2011, Promar International

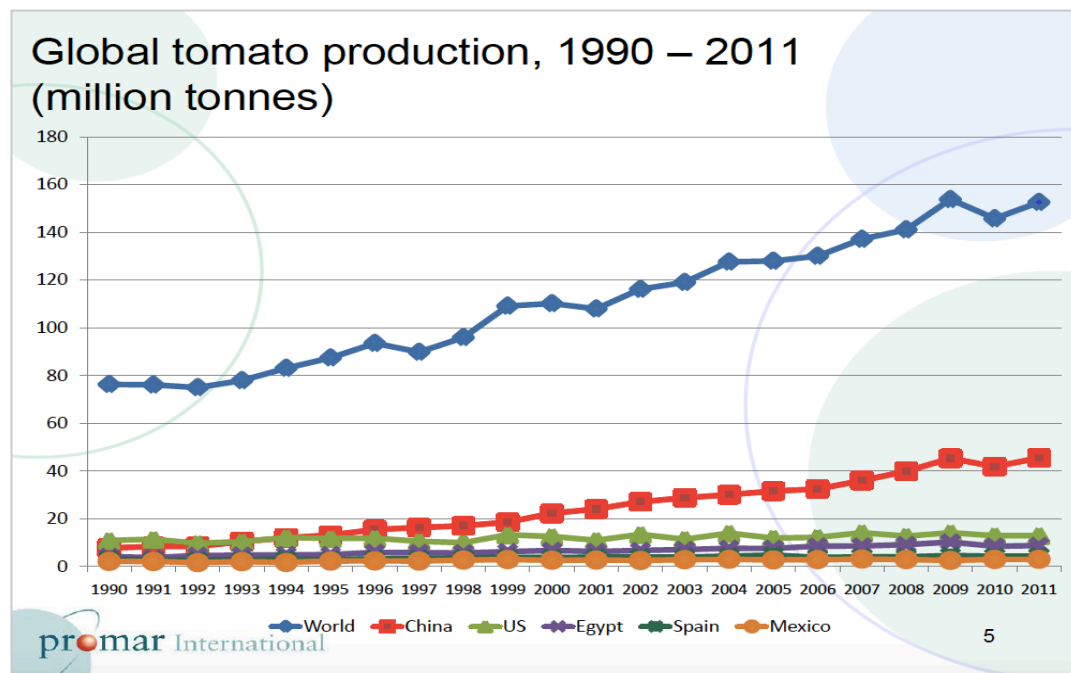


Exhibit 9: Leading exporters I, 1990-2011, Promar International

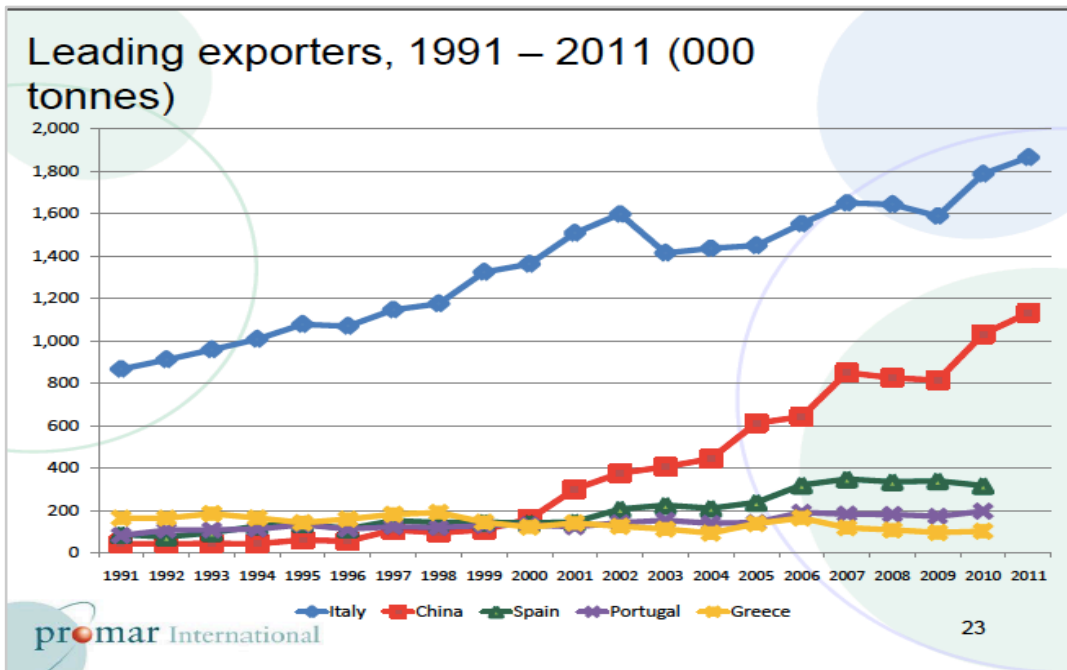


Exhibit 10: Leading exporters II, 1990-2011, Promar International

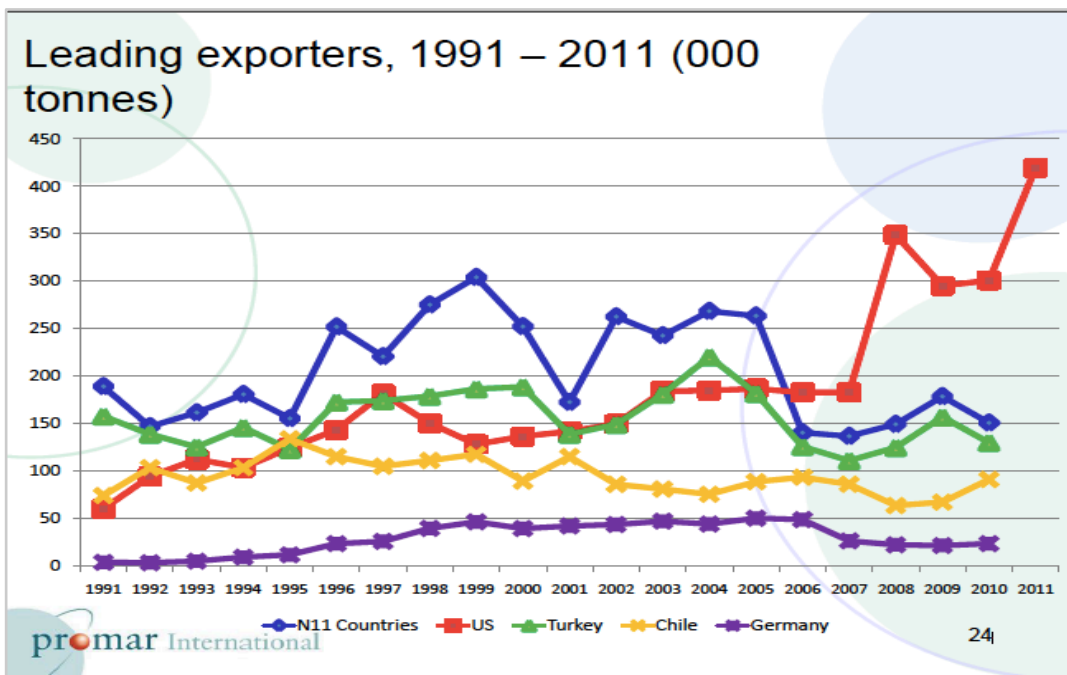


Exhibit 11: Leading exporters III, 1990-2011, Promar International

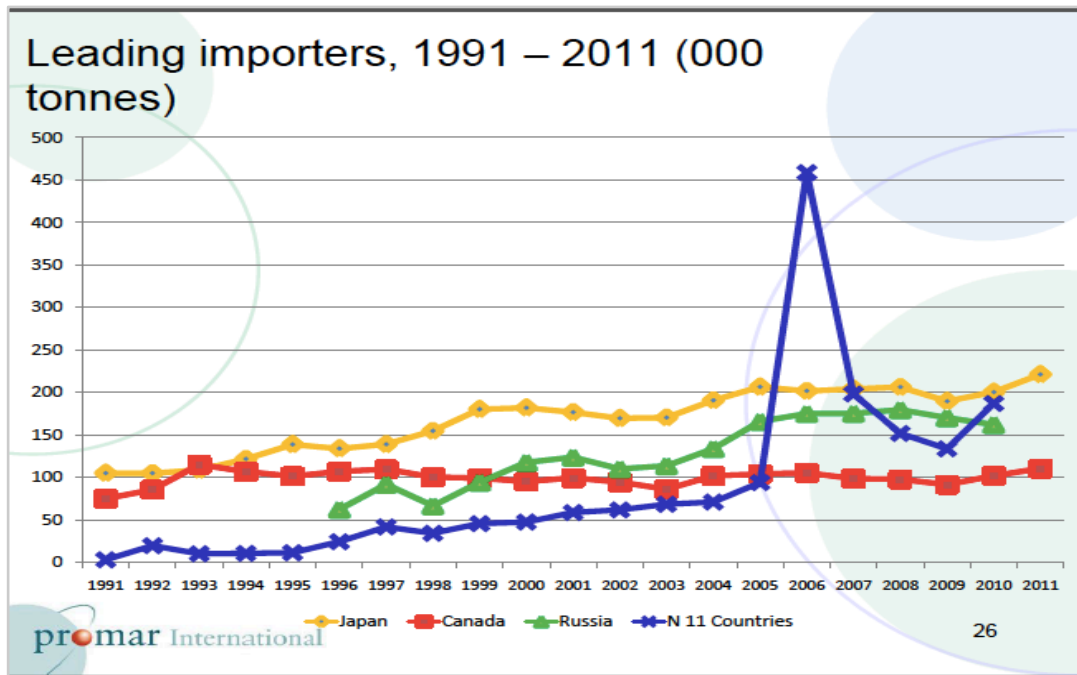


Exhibit 12: Leading exporters VI, 1990-2011, Promar International

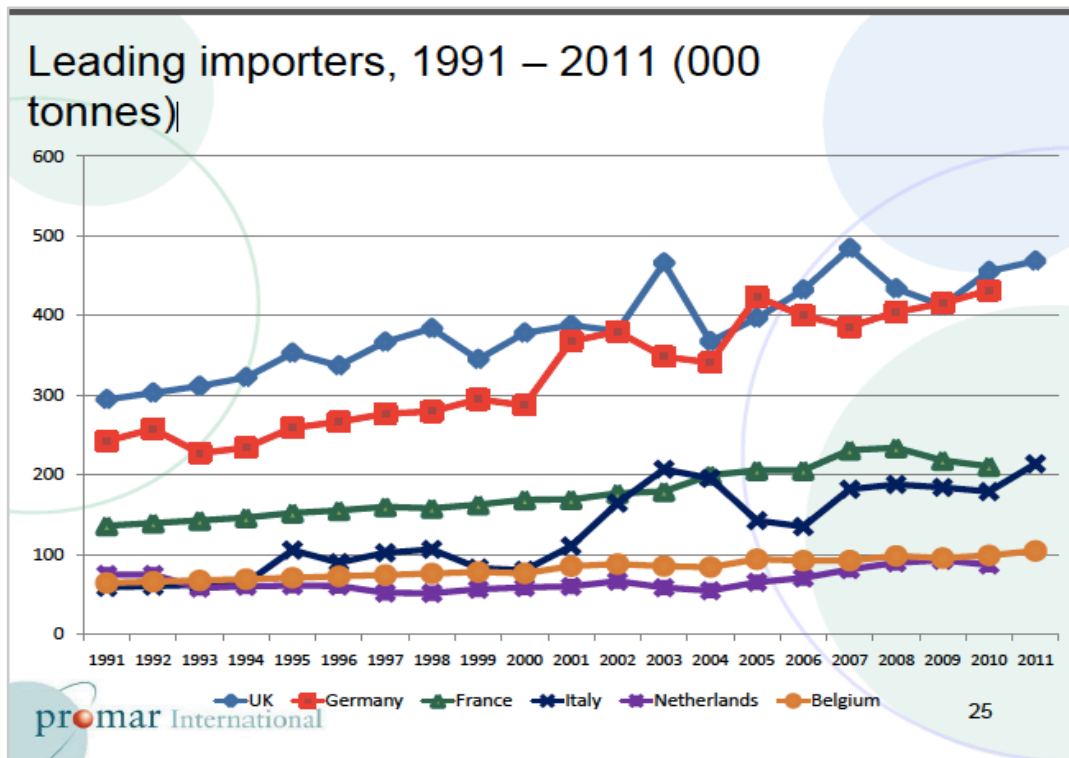


Exhibit 13: Leading exporters I, 2002-2012, Promar International

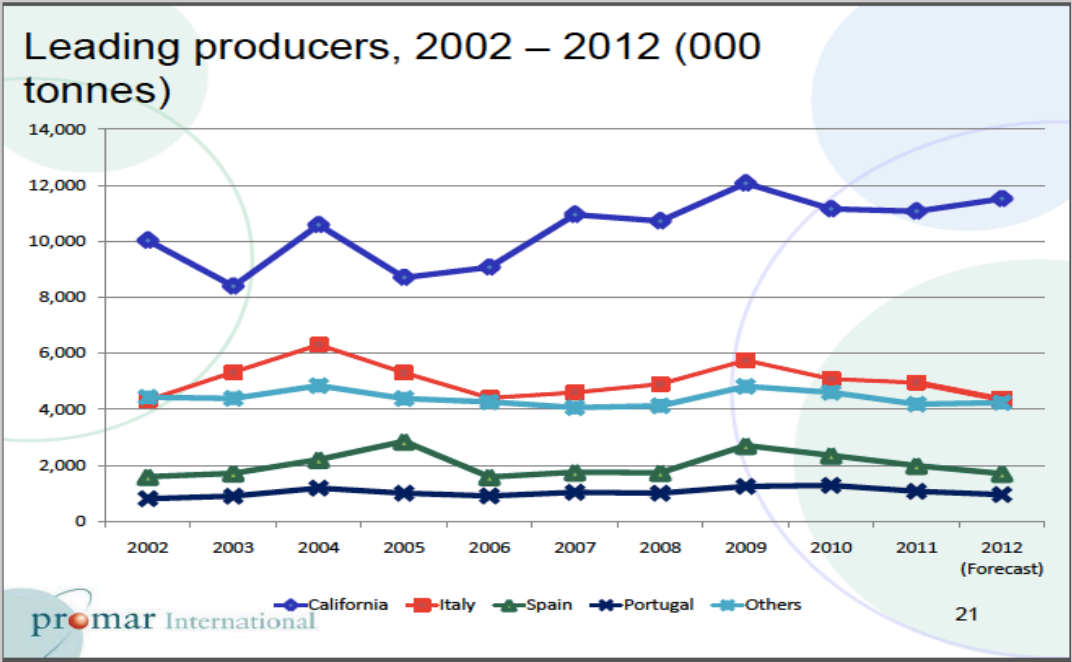


Exhibit 14: Survey Questions Primary Research

EXPERT INTERVIEWS – MASTER THESIS

TYPE: In-depth Interview, standardized open-ended interview, recorded but interviews will be informed

OBJECTIVE: Expert Interview of current / former national (*+international*) customers/purchasers of Sugal's products and their opinion, perception and vision about B2B Marketing, Branding and more specific of Sugal as a brand.

INTERVIEWEES: provided by Sugal (possibly 5-10 Interviews to be conducted, depending on availability)

STEP 1: B2B MARKET/FOOD PROCESSING INDUSTRY

1. What is your understanding of the differences between B2B Marketing and B2B Branding?
2. Regarding your experience in B2B & B2C markets, for which one market you consider "branding" more important?
3. What is your understanding of B2B Marketing?
 - 3.1. What are important Elements of B2B Marketing and why are these Elements important?
4. What is your understanding of B2B Branding?
 - 4.1. What are important Elements of B2B Branding and why are these Elements important?
5. Do you think that the importance of Branding increase compared to the past or is still the same?
6. More specific, which current trends, opportunities, challenges do you see for B2B Companies (Producer, Processors, Manufacturer) in the Food Industry/Tomato Industry?
7. What are the main developments in your marketplace/B2B environment that have an impact on your business"

STEP 2: B2B BRANDING

8. How do you perceive Branding from B2B firms?
 - 8.1. In your opinion, is a strong Brand important for B2B firm/ in B2B market place?
 - 8.2. What would be the benefits of a strong branding/brand in B2B?
 - 8.3. Which elements represent a strong B2B Brand?
 - 8.4. How do you think a strong brand is created/built?
9. How would you rank Branding compare to other purchasing decision makers, such as Delivery, Price, Service?
10. Do you think Branding, purchasing from a strong Brand over a unknown Brand, results in quantifiable and positive effects for your business? If yes, how?
11. Do you think strong Brands create loyalty and prevent customers to buy from the competition?
12. Which aspects of B2B brand impact your choice of whether or not to do business with a company?
13. Imaging you need to purchase a totally new product/product variation in order to be the first seller in the market, would you purchase it from a know-brand regardless of a higher price or from an unknown-brand and cost-saving potential? Why?
14. Why do you think Brands can offer a premium price?
15. How does a Brand influence a low-risk or high-risk purchase decision for a company?
16. Do you see others reason, which have not mentioned yet, why brand is important on B2B market

STEP 3: SUGAL B2B BRANDING/MARKETING

17. Does your company have long business relation with Sugal?
 - 17.1. Is Sugal your preferred supplier of processed tomato's?
 - 17.2. How would you describes Sugal's Marketing, more specific Branding activities?
18. Can you identify a clear Sugal Brand Image/Branding?
 - 18.1. If yes, please describe this brand Image! What are the main elements that you refer to the the Brand "Sugal"?
 - 18.2. If no, what do you think is missing in order to consider it a "brand/strong brand"?
19. In terms of evolution and maturity, in what situation do you see the Brand Sugal currently in?
 - 19.1. How and what could they do to address this special situation? What would be the next possible steps?
 - 19.2. Please provide your hypotheses on possible root causes for this situation!
20. Do you think that a stronger B2B Marketing perspective, with a focus on Branding would support the current growth of Sugal on a global scale?
21. Do you think a strong brand has better access to emerging markets?

22. How could Sugal implement a global B2B Branding strategy for their global expansion? How can Sugal create growth by implementing B2B Branding?

22.1. Which brand elements does Sugal need focus on, to be more globally successful?

23. What do you think about the need of quality improvement regarding Sugal performance?

24. Do you think Brand elements for a national and a global Brand differ?

24.1. If yes, do they need to be more specific of general?

25. Regarding Branding in B2B, do you see a connection to the B2C product in terms of becoming a strong brand?

25.1. If yes, please specify this connection and possible benefits and challenges!

26. Assume in 5-7 years from now, some companies in your industry outperformed all others. What did they do that the others did not? What could be there key to success?

or 26. Which company in the industry do you consider to be the strongest brand?

26.1. Which elements make them the best-in class in terms of their Brand?

27. Would you consider the Tomato Processor in California have a strong brand/be strong brand?

27.1. If yes, what makes them so successful and which brand elements are most striking?

Exhibit 15: Market Research Structure and Topics

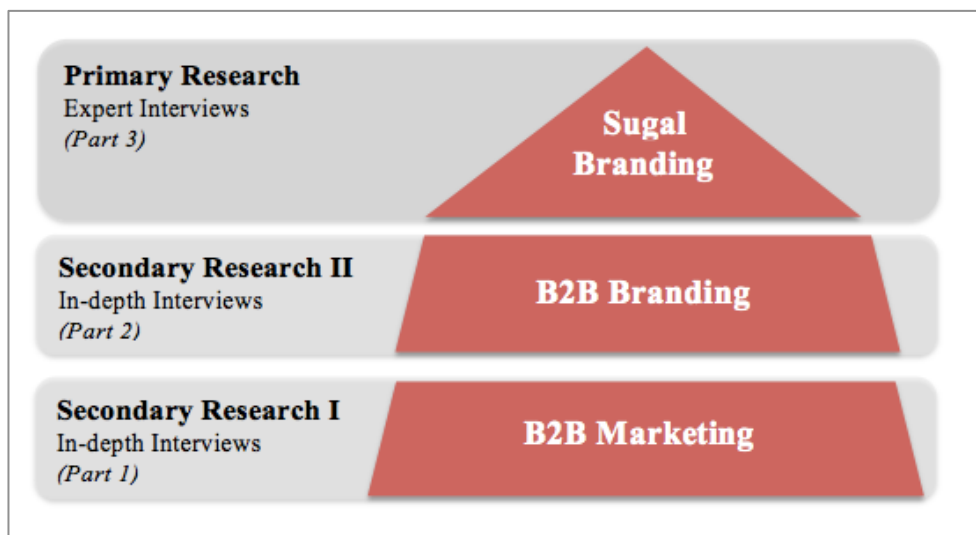


Exhibit 16: Solution Teach Notes – Take-home Assignment I

Question: *What are the recent trends, challenges and opportunities in the B2B environment, Sugal needs to observe? What is the new role of marketing?*

The role of marketing in the B2B environment has changed and will continue to change in the future. B2B marketing has become a crucial success element for large cooperation's to maintain competitiveness. Not just research sets marketing in spotlight of the strategic company planning, but also Sugal started to anticipate this trends by leverage the existing marketing capabilities, as mentioned in RQ 1. Nowadays B2B companies' decision-making includes an extensive marketing input to understand and develop a customer voice.

The market environment in the B2B processing industry is small and incorporates few customers, but recent trends show that also here first efforts have been made to generate market and consumer knowledge. Flexibility and engagement is requested from customer side, which makes it nearly unavoidable to link marketing with other internal functions. The functions will be part of the future marketing strategy to gather marketing knowledge for business- and product development.

Additional trends shaping the B2B environment are an increasing pressure from the global and moreover emerging markets, forcing business-to-business companies to develop new approaches and strategies to deal with different clients demands.

The technological rise, increasingly influences and changes consumer behavior, - knowledge and consequently their interaction with the companies. Consumers are more independent than ever, which puts companies in constant transition to change from a simple product- to an elaborated market focus. This makes marketing the center of transition especially in times of strong commoditization, where differentiation is the most powerful element to success.

Exhibit 17: Solution Teaching Notes – In-class Discussion I

Question: *What are the main brand elements of Sugal?*

Solution: (Material used: Qualitative Survey)

In the primary research, conducted among the companies clients, the main brand elements associated with Sugal where listed by the clients. The main elements mentioned are: Good Price/Quality; Reliable; High Performance & Standards; Good Service; Excellent R&D; Industry Expert; Iberian Peninsula tomatoes.

Exhibit 18: Solution Teaching Notes – Take-Home Assignment II

Question: *What is the brand equity of Sugal? Use the given theoretical framework of brand equity according to Keller to display an elaborated situational overview of the different elements.*

Solution: (Material used: Primary Research – Qualitative Survey, Case Study – Company Corporate Values, Literature Review – Theory for Brand Equity Model by Keller and Definition of different Elements)

In order to properly display the Brand Equity for Sugal, it is necessary to create the Keller Brand Equity model and fill the different levels. The goal is, to acquire a detailed understanding of the separate brand equity elements with regard to Sugal. This will help to better extract the main strength and weaknesses of the brand.

The students need to draw the Brand Equity Pyramid and name the different levels accordingly.

1. Brand Identity (What does the brand stand for? What is the consumer aware of the brand? What are the key strength of Sugal?)

High Quality, Performance & Innovations; Reliability; Tradition; Industry Expert;

2. Brand Meaning (Can the brand meet the different expectations of Performance Reliability, Durability, Service) and Imagery (e.g. engage with social needs)?

Performance: Good service, High standards and performance

Imagery: Reliable and Public Commitment; Environmental Conscious

3. Brand Response (Consumers feelings and judgments towards the brand?)

Satisfied; Trustworthy due to long tradition; Strategy for long-term partnership

4. Brand Resonance (Customer feelings towards brands, resulting in strong loyalty, engagement and referrals)

Can be identified, as consumer aim for long-term business with Sugal and it can be assumed that they would recommend Sugal products to their clients.

Exhibit 19: Solution Teaching notes – Individual Assignment I – Question 1

B2B Branding (General)		Sugal Brand	
CUSTOMER VIEW (LR)	SUGAL'S VIEW (CS)	CUSTOMER VIEW (MR)	
	High Quality of Products	High Quality of Products	✓
Responsibility of Value Chain	Vertical Integration		✗
	Efficiency; Innovation	Performance & Innovation	✓
Market Leader			✗
Open & Honest Dialogue			✗
Align with Customer Values	Direct Customer Contact		✗
Responsibility	Sustainability		✗
Market Expertise	Market Expertise	Industry Expert; Tradition	✓

Table 1: Overview Brand Perception Literature, Sugal and Consumer

1. Question: *Develop an overview, combining the different brand perceptions about Sugal. Use the consumers point-of-view, literature references as well as the company's internal perception.*

Solution: The overview displays all information about the most important brand elements. First row, labeled 'Customer View (LR)' displays the most important brand elements in order to be a strong brand, gather from secondary research from best-practice companies.

Second row, labeled as 'Sugal's View (CS)' gathers the brand elements set by the company Sugal themselves and are suppose to present the brand image, which Sugal would like to portray to its consumers.

Third row is the most important one, labeled as 'Customer View (MR)', as it gathers the brand elements, which customer identified about Sugal and are clearly aware of. This customer perception was conducted through primary research.

This overview is essential, since it compares first of all if Sugal is aware of the most important brand elements (Row 1) set and gathered from the strongest B2B brands.

Second of all which elements Sugal stresses themselves (Row 2) and then ultimately how these elements are seen by the customer (Row 3), which then leads to clear indications of weaknesses and improvement opportunities in the current B2B brand management for Sugal.

Exhibit 20: Solution Teaching Notes – Individual Assignment I – Question 2

2. Question: *Identify and highlight the weaknesses, strength and overlapping areas. In terms of simplicity, use a Table to display your answer:*

Solution: After reviewing the table it becomes clear how the brand Sugal is perceived differently or by no means from its consumers. The direct comparison shows the area in which the company's brand identity and message has not reached the customer. Here Sugal needs to improve its brand awareness. On the other side we can see where the company is align with insights from best-practice examples and their important brand elements found in the literature. This would underline, that the company is promoting the correct brand elements towards the target audience.

Pro/Opportunities/Alignment

The customers see Sugal as a brand, which offers high quality products and clearly communicates it in their brand message.

Sugal also promotes efficiency and strong innovation. This goes along with the fact that customers recognize it as an element of Sugal's brand identity. The fact that these elements are not mentioned in the literature as important brand element of a strong brand, states that for this industry specific brand elements are needed. Ultimately, the important message here is that the brand message and brand awareness is align.

The only brand element mentioned as part of the literature and which is also mentioned by consumers about Sugal, related to the actual company brand message is being the market expert. Here, Sugal brand message matched the customers perception of the brand.

Overall, Sugal's brand image is aligned with 3 out of 5 best-practice example elements.

Nevertheless Sugal is missing an essential element, which needs to be included in their brand image and ultimately communicated, which is the honest and open dialogue to the consumer.

Cons/Weaknesses/Disconnects

Having responsibility across all activities along the supply and moreover the value chain is in important element of a strong brand. Also to have the companies values and communication close to the customer's values and beliefs. Furthermore strong brand show a great sense of responsibility and sustainability among its company's activities. For all three brand elements, Sugal is align in their corporate brand image with the literature recommendations. The problem here is that among all three elements the end consumer is not aware of those. This means that the brand message does not correctly address the consumer and therefore has no further effect on their perception and purchasing decision.

Exhibit 21: Solution Teaching Notes – Individual Assignment – Question 3

3. Question: *Propose the next steps that Sugal needs to implement? Distinguish between immediate implementations and long-term objectives:*

Solution: Having identified the weaknesses of Sugal's current brand image, a few recommendations for the next steps can be made, which do not have to be in a chronological order:

1. Sugal needs to build stronger interface between marketing department and the company's CEO to align the common idea of the corporate brand identity.
2. Sugal needs to extract and gather more and detailed customer and market knowledge. This will help to understand and anticipate the industry trends as well as customers need. This could be done, by developing a second and more detailed market research in form of a customer survey. Additionally such actions need to be implemented as feedback instruments on a regular basis. It will lead to a higher level of flexibility and adjustment opportunities if brand message is not transmitted correctly. Also the company needs to identify its primary stakeholder and extract the main perception and decision-making drivers.
3. Conduct benchmarking among the most successful B2B brand and extract the main brand elements and messages.
4. Create a clear corporate strategy, which needs to be aligned with findings literature and customer needs. This will enable the company to find clear differentiation factors to set company apart from competition.

11. Appendix

Appendix 1: Sugal Company History

1957	Founded in Azembuja, Portugal; first factory constructed; first tomatoes planted.
1958	First season of tomatoes harvested.
1961 - 1978	First large investments: technological advancement; installation of a new evaporator; first aseptic system in the industry installed
1988 - 1995	Second investments: Upgrading tomato processing system; evaporators, sterilizers, & filters.
2004	Installation of an environmentally friendly waste water treatment plant (WWTP)
2005	Upgrade/ installation of a large capacity filling machine - maximum industrial packages (macropack)
2007	Acquisition of Idal factory; establishment of Sugalidal
2010	Growth Investments: acquisition of a production/planting location in Spain.
2011	Installment and Investment into renewable energy - Natural Gas at Benavente Plant
2012	Last Expansion: Investment & Acquisition of two plans in Chile; Establishment Sugal Chile, harvest in both hemispheres

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