

Part III

Marketing and Communication

In this section the focus lies on the customer and marketing side of the VUCA phenomenon. Higher volatility and uncertainty on the markets have implication on the different aspects of marketing and communications.

In the first chapter, Burgartz/Krämer underline that the changing market conditions have a negative impact on customer relationships, which raises the need to take a different perspective. Customer value means both, the value a company needs to offer to keep a customer and the value a customer generates for the company to survive. In a second chapter, Krämer analyzes the difference in pricing in a VUCA world. The uncertainties change the normal landmarks of pricing and lead to a “pricing-in 3-D” approach, which helps to understand and manage pricing tasks in a more holistic way. Finally, Hollaus discuss the importance of corporate communications in uncertain times, addressing internal and external groups in a systematic way.