

Administrative details

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Required Material: Course bulk pack

Optional Texts: Day and Reibstein (eds.) *Wharton on Dynamic Competitive Strategy* John Wiley & Sons. May 1997.

I. Objectives

The objective of this course is to help the students develop their competencies in the creative, analytic, and systematic use of marketing concepts and methods in the *design, evaluation, and implementation of marketing driven business strategies* of organizations in the rapidly changing and complex global information age. In support of this objective, students are expected to:

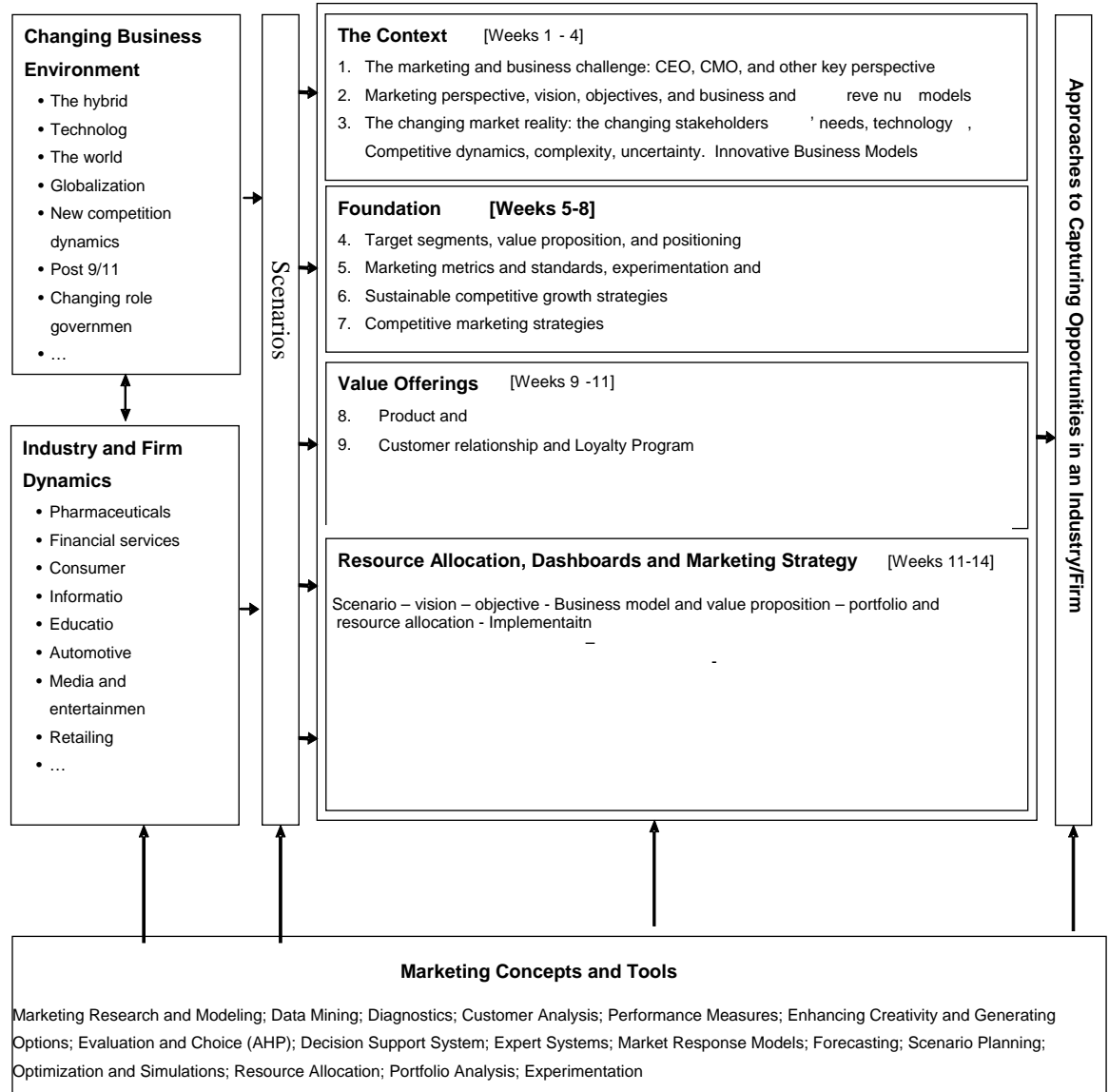
1. Understand how global changes in the digital world are affecting the currently accepted marketing strategy concepts, methods and practices as they relate to both marketing strategy and marketing perspective for business strategy.
2. Develop a working knowledge of the strategic marketing concepts, methods and practices that reflect the impact of the changing global digital world.
3. Apply this knowledge to practical problems in a creative and analytic way.
4. Prepare and present persuasive oral and written reports.

II. Premises

The premises of the course are:

1. Successful marketing and business strategy require mastery of marketing concepts, methods and processes.
2. The dramatic changes in the business environment brought about by the global digital world are constantly changing the nature of marketing and the marketing strategy options.
3. Understanding these changes and their impact on marketing concepts and methods is a must. The conceptual framework guiding the course is outlined in the following Exhibit.

Conceptual Framework for the Marketing Strategy Course



III. Overview

The course is organized around four unifying themes. These are (in order of appearance): (1) the context of marketing strategy, (2) foundation elements, (3) the value offering- marketing mix and its interactions, (4) resource allocation, organizational architecture, implementation, and putting it altogether. We will alternate between an aggregate view of markets, demand, and competitive interaction, and a disaggregate approach to strategy in which the individual customer is the unit of analysis. We will also make use of analytical tools and market response models as appropriate. The course will draw on concepts from economics, psychology, marketing research and management science.

It is my goal to provide a cohesive framework based on a *few* fundamental, concepts theories and principles, rather than a laundry list of “dos and don’ts.” The premise is that these concepts and principles will have more lasting value, and broader applicability to small companies, large companies; consumer goods, industrial goods, and service industries in the US and other countries.

IV. Who should take this course?

This course is intended as a capstone course in marketing that “ties everything together and provide a marketing perspective for business and corporate strategy.” It is a generalist’s course, not a specialist’s course: we will not spend a large amount of time on any one marketing mix variable (e.g., advertising), or on one marketing function (e.g., marketing research). Instead, all marketing mix variables will be discussed in an integrated way, with a focus on the fundamental, strategic marketing issues that confront senior management. The course is most tailored to those intending to pursue careers in marketing, consulting, or general management.

V. Process

The course is based on four pedagogical concepts—(1) learning is a co-production process of the students and the faculty, (2) discovery based learning (3) Action learning and (4) teaching is the best way to learn. The course uses five major pedagogical approaches: (a) lectures and discussions, (b) case examples, (c) written group teaching exercise, (d) course projects, papers including computer simulation and (e) readings. (a) and (b) facilitate the goal of rigorous evaluation of marketing strategies; (c) and (d) are geared toward formulation and implementation; while (e) provide background and opportunities for further exploration.

Note: Please notify me if you will not be in class or if you are not prepared to participate!

1. Lectures/Discussions

These sessions introduce principles, theories and concepts constructive discussion and critique are strongly encouraged.

2. Case Discussions

For all case discussions, it will be assumed that everyone has read the case thoroughly and is prepared to discuss it. This assumption will be tested (cold calling, spot presentations, etc.) The case will be used to illustrate a particular theory or principle. It is not necessary to do any additional work to bring in outside information about the company or industry beyond what has happened in the case, although we will do this in some instances. You should view the date of the case as irrelevant to its pedagogical purpose. In some of the cases, we will be operating with live cases. There is some information which is provided but it is left to

you to search it out, primarily via the web and other current information relevant to the case.

3. Group Teaching Exercise

There is strong evidence that the best way to learn is to teach. You will need to form a teaching group of approximately 4-6 students. Each group will have the responsibility for selecting a topic from the list of course topics on Web Café (first come, first serve) in which you will need to develop and manage a pedagogical exercise, simulation, electronic case discussion, experiential learning opportunity, etc. You will distribute and conduct it electronically to the class prior to the class coverage and evaluate the responses.

4. Course Papers and Dashboard Project

- a) The Dashboard project—Please form a group and select a company for whom you will develop a Dashboard. You will need to delve far enough into this company to understand what their current strategy is the issues they face, and the implications of trying to change it. This will be a major project. The ultimate Dashboard should show the key performance measures and their drivers. It will be due the last class of the semester.
- b) You will have the opportunity to work on your own and in a group of your choosing for each of the assignments. While there are a total of four papers assigned, each is to be short and succinct.
 - 1. (Group) Two page paper on what is the best way your selected company/ industry should be segmenting their market for Feb. 7nd.
 - 2. (Group) Two page paper on how do you evaluate growth opportunities? What is the value of alternative avenues of growth? Apply this to your selected company/industry for Feb 14th.
 - 3. (Individual) A two-page book review due on March 14th after Spring Break. [Section X includes a number of illustrative books. Feel free, however, to select any other marketing related book, if you so desire.
 - 4. (Individual) Two page paper on determining the optimal breadth of a product line. Apply this to your selected company/industry. For March 14th.

A Note On Selecting Your Team

Since most of the course assignments are team based, much of what you get out of the course depends on the composition of the team and how effectively it functions. To get the most out of the team you work with, try to ensure that your team is interdisciplinary (e.g. members with different professional backgrounds and majors), and culturally diverse (includes members from various countries).

5. Readings

A bulk pack provides some initial readings. It will be augmented with material distributed in class or added to the class web site. The readings in the bulk package are only illustrative of articles addressing the various topics we discuss. Feel free to substitute any of the readings with other recent articles or books. We strongly encourage you to seek out relevant websites.

There are an increasing number of books that could be of value for your class preparation and as general references. An illustrative list is included in section X. A few are also proposed as supplementary readings for specific sessions.

In addition to the assigned reading material, you are encouraged to read regularly global strategy, marketing, and electronic business related items in the *Wall Street Journal*, *Financial Times*, and articles in *Business Week*, *The Economist*, *Fortune*, *Forbes*, *Information Week*, *Fast Company*, *Wired*, *Business 2.0*, and other scholarly and practitioner oriented business publications, including: *Harvard Business Review*, *Sloan Management Review*, *International Journal of Electronic Commerce*, *The Journal of Business Strategy*, *Journal of Interactive Marketing*, *Journal of Marketing*, *Long Range Planning*, *Strategic Management Journal*, *Strategy and Business*, and similar publications.

In searching for information consider the numerous databases that can be accessed from the Penn library homepage.

VI. Assessment

Your final grade in the course will be based on the performance on the following components

- Class Participation (individual) 30%
- Teaching project (group) 15%
- Dashboard project (group) 35%
- 4 Class papers (individual & group) 20%

(For group work, I will assume an equal division of labor among group members, so pick your groups carefully.)

VII. Course philosophy

The starting point is the belief that you cannot develop a sound marketing strategy unless you first understand the problem or situation. This requires not only an understanding of what the important features are in the situation you face, but also how these features will impact your marketing strategy. In other words, you need to have a good theory. “Cook-book” solutions rarely work in practice because every situation is somewhat unique, and there are no universal marketing solutions. Alfred Whitehead expressed this very well in a famous essay from 1929:

Whatever be the detail with which you cram your student, the chance of his meeting in after-life exactly that detail is almost infinitesimal; and if he does meet it, he will probably have forgotten what you taught him about it. The really useful training yields a comprehension of a few general principles with a thorough grounding in the way they apply to a variety of concrete details. In subsequent practice the (students) will have forgotten your particular details; but they will remember by an unconscious common sense how to apply principles to immediate circumstances.

— Alfred Whitehead, *The Aims of Education and Other Essays*

III. Class schedule at a glance

	MONDAY	WEDNESDAY
The Context	1. January 8 Topic: Role of Marketing	2. January 10 Topic: Market Strategy Case: DuPont: Stainmaster
	3. January 15 Martin Luther King Day—no class	4. January 17 Topic: Buzz Marketing Case: Red Bull (LBS) Snapple (HBS)
	5. January 22 Case: Hasbro (A) & (B) <u>SCENARIO</u>	6. January 24 Topic: Changing Business Models Speaker: Marc Lefar, Cingular, CMO
Foundations	7. January 29 Topic: Expanding Business Scope Case: On Star	8. January 31 Topic: Selecting your Business Model Case: BizRate.com Guest: Farhad Mohit, CEO
	9. February 5 Topic: Global Marketing Strategy: Marketing to the Low Income Population Case: Unilever in Brazil: Marketing Strategies for Low- Income Consumers	10. February 7 [Paper #1] Topic: Target Segments, Value Proposition and Positioning Lecture & Discussion: Segmentation and Positioning
	11. February 12 Topic: Growth Strategies Case: TiVo	12. February 14 [Paper # 2] Topic: Alternative Growth Strategies Case: Starbucks
	13. February 19 Topic: Competitive Marketing Strategies <u>PRICING SIMULATION</u> JMHH 375 [Lab]	14. February 21 Topic: Competitive Strategy Case: Brita
	15. February 26 Topic: Competitive Marketing Strategies Live Case: Viagra	16. February 28 Topic: Marketspace
SPRING BREAK (March 5-11): <u>SELECT AND REVIEW MARKETING BOOK</u>		
The Value Offering	17. March 12 Topic: Product and Branding Lecture & Discussion: NPD and Product Line	18. March 14 [Paper # 3 & 4] Topic: Product and Branding Case: Black and Decker (A)
	19. March 19 Topic: Buying Brands for Global Expansion Branding Case: Lenova	20. March 21 Topic: Product Strategy and Brand Extension Case: Diesel for Successful Living: Branding Strategies for an Up-market Line Extension in the Fashion Industry
	21. March 26 Topic: Building Retention and Loyalty Case: CABO San Viejo	22. March 28 Topic: Resource Allocation Simulated Exercise: RATE - Part I
Putting it All Together	23. April 2 Topic: Resource Allocation Simulated Exercise: RATE – Part 2	24. April 4 <u>FOLLOW-UP ASSIGNMENT</u> Topic: Resource Allocation and Dashboards Exercise: Allocator Simulation - Part I
	25. April 9 Topic: Resource Allocation and Dashboards Exercise: Allocator – Part II	26. April 11 <u>Guest Lecture</u> Topic: Portfolio and Resource Allocation Live Case: Diageo & Product Line Optimization Guest:: Rob Malcolm, President of Marketing
	27. April 16 Topic: Linking Marketing Metrics to Financial Performance	28. April 18 Topic: Marketing Dashboards & Summary

IX. Initial List of Class Assignments

Session	Date	Preparation/Readings	Assignments
1	Jan. 8	<ul style="list-style-type: none"> Wind, Marketing Strategy (2002) CMO Summit Summary 	Be ready to discuss the role of Marketing
2	Jan. 10	Case: DuPont: Stainmaster	Read and be ready for discussion
3	Jan. 15	NO CLASS	
4	Jan. 17	Case: Red Bull (LBS) Snapple (HBS)	Read and be ready for discussion
5	Jan. 22	Case: Hasboro (A) & (B)	Read and be ready for discussion
6	Jan. 24	Class Speaker: Marc Lefar, Cingular CMO	Go on line and review Cingular situation
7	Jan. 29	Case: On Star	Read and be ready for discussion
8	Jan. 31	Case: BizRate.com	Read and be ready for discussion and go on line to evaluate, bizrate.com
9	Feb. 5	Case: Unilever Brazil: Marketing Strategies for Low-Income Consumer	Read and be ready for discussion
10	Feb. 7	<ul style="list-style-type: none"> Wind. "Market Segmentation," <i>Companion Encyclopedia of Marketing</i>, Michael J. Baker (ed) 1995, p. 394-419. Wind. "Positioning Analysis and Strategy," From the Interface of Marketing and Strategy, (Ed. Day, G., Weitz, B., and Wensley, R., <i>JAI Press</i> p.387-411 Rangan (1994) "Segmenting Customers in Mature Industrial Markets," <i>HBS</i> 594089. Moriarty and Reibstein, "Benefit Segmentation in Industrial Markets," <i>Journal of Business Research</i>, 14 (6) 1995, p. 394-419 	Paper #1 Be ready to discuss appropriate ways to segment a market and how it applies to your selected business.
11	Feb. 12	Case: TiVo <ul style="list-style-type: none"> Gerard J. Tellis and Peter N. Golder, "First to Market, First to Fail? Real Causes of Enduring Market Leadership." Geoffrey A. Moore, "Darwin and the Demon: Innovating Within Established Organizations." 	Read and be ready for discussion
12	Feb. 14	Case: Starbucks; Howard Schultz & Starbucks Coffee Company. Nov.28, 2001; HBS #9-801-361 <ul style="list-style-type: none"> <i>Business Week</i> Cover Story; "Planet Starbucks," September 9, 2002 	Paper #2 Go drink coffee. While high on caffeine brainstorm best ways for Starbucks to grow.
13	Feb. 19	Pricing Simulation (in computer lab)	Review the literature on competitive marketing strategy
14	Feb. 21	Case: Brita	Read and be ready for discussion
15	Feb. 26	Live Case: Viagra	Review the current information on line on Viagra and be ready to discuss the case
16	Feb. 28	Marketspace Simulation	
17	Mar. 12	<ul style="list-style-type: none"> Griffin and Hauser (1996) "Integrating R & D and Marketing: A Review and Analysis of the Literature," <i>Journal of Product Innovation Management</i>, 13 (3), 191-215. "Make it Simple," <i>Business Week</i>. Green, Krieger and Wind. "30 Years of Conjoint Analysis." 2002 Wind and Mahajan. "Issues and Opportunities in New Product 	Identify the key product and branding decisions or the key issues requiring resolution

Session	Date	Preparation/Readings	Assignments
		Development.” <i>Journal of Marketing Research</i> . 1997. <ul style="list-style-type: none"> • Randall, Ulrich and Reibstein (1998) “Brand Equity and Vertical Product Line Extent,” <i>Marketing Science</i>, 17 (4), 17 (4) 356-79. 	
18	Mar. 14	Case: Black and Decker (A)	Papers #3 & #4 Read and be ready for discussion
19	Mar. 19	Case: Lenova <ul style="list-style-type: none"> • House of Brands vs. Branded House • “Why Brands are Good for You,” Economist 	Read and be ready for discussion
20	Mar. 21	Case: Diesel for Successful Living: Branding Strategies for an Up-market Line Extension in the Fashion Industry	Read and be ready for discussion
21	Mar. 26	Case: CABO San Viejo <ul style="list-style-type: none"> • Nunes and Dreze, “Your Loyalty Program is Betraying You” 	Read and be ready for discussion
22	Mar. 28		RATE Simulation
23	Apr. 2		Review the Literature on Resource Allocation, such as the relevant chapters in Lilien and Rangaswamy, <i>Marketing Engineering</i> . RATE Simulation.
24	Apr. 4		Allocator Simulation
25	Apr. 9		
26	Apr.11	Live Case: Diageo Guest Lecture: Rob Malcolm, President of Marketing, Diageo	Go on line to get ready to discuss Diageo. Review the Literature on Product and Business Portfolio and Resource Allocation
27	Apr. 16		
28	Apr. 18		Marketing Dashboard due Be ready to discuss the lessons from: a. your project b. your team’s teaching assignment c. the course

X. Suggestions for Marketing Readings

- Aaker, D., *Strategic Market Management*. N.Y. John Wiley and Sons. 2001.
- Afuah, A. and C. Tucci. *Internet Business Models and Strategies*. NY: McGraw Hill, 2000.
- Allen, Frederick. *Secret Formula: How Brilliant Marketing and Relentless Salesmanship Made Coca-Cola the Best-Known product in the World*. Perennial. 1994.
- Anderson, Chris, *The Long Tail*, NY: Hyperion, 2006
- Bartlett, C. and S. Ghishal, *Managing Across Borders*. (2nd Edition) HBS Press, November 2001.
- Basch, M. D. *Customer Culture: How Fed Ex and other Great Companies Put the Customer First Every Day*. Upper Saddle River: Prentice Hall, 2002.
- Bass, F. and J. Wind, eds., *Empirical Generalizations in Marketing*, special issue of *Marketing Science*. August 1995.
- Bratton, William with Knobler, P., *Turnaround: How America's Top Cop Reversed the Crime Epidemic*. NY: Random House, 1998.
- Brown, John Seely and Paul Dugold, *The Social Life of Information*. HBS Press, February 2002.
- Brown, S.L. and Eisenhardt, K.M. *Competing on the Edge: Strategy as Structured Chaos*. HBS Press, 1999.
- Bryan, L. et al *Race for the World: Strategies to Build a Great Global Firm*. HBS Press, 1999.
- Carville, J., and P. Begala. *Buck Up, Suck Up...and Come Back When You Foul Up*. N.Y. Simon and Schuster. 2002.
- Christensen, Clayton, *Seeing What's Next: Using Theories of Innovation to Predict Industry Change*. Harvard Business School Publishing Co. 2004.
- Clancy, Kevin J., Peter C. Krieg. *Counter-Intuitive Marketing*. The Free Press. 2002.
- Collins, Jim. *Good to Great*. HarperCollins. October 2001.
- Collins, Jim. *Built to Last*. HarperCollins. 1994, 1997, 2002.
- deGeus, A., *The Living Company: Habits for Survival in a Turbulent Business Environment*. HBS Press 2002.
- Dell, M., with Catherine Fredman. *Direct from Dell: Strategies That Revolutionized an Industry*. HarperBusiness. 2002.
- Farrell, W., *How Hits Happen*. HarperBusiness. 2000.
- Gates, B., *Business at the Speed of Thought*. NY: Warner Books, 1999.
- Geus, Arie De, *The Living Company*. Longview Publishing Limited. 1997, 2005.
- Gladwell, Malcolm, *Blink*. Little, Brown and Company, Time Warner Book Group. January 2005.
- Gladwell, Malcolm, *Tipping Point*. Little, Brown and Company. 2000.
- Gobe, M. *Emotional Branding*. NY Allworth Press. 2001.
- Greenberg, Paul. *CRM at the Speed of Light*. McGraw-Hill Osborne Media. May 2004.
- Hagel, J. and Marc Singer. *Net Worth, The Emerging Rules*. HBS Press. 1997.
- Hansen, W. *Internet Marketing*. Southwestern College Publishing 2000.
- Hartley, R.F., *Marketing Mistakes and Successes*. (8th Ed.) John Wiley and Sons. 2001.
- Hartman, A. and J. Sifonis. *Net Ready: Strategies for Success in the e-Economy*. N.Y. McGraw Hill. 2000.
- Hill, Sam, Glenn Rifkin. *Radical Marketing: From Harvard to Harley, Lessons from Ten That Broke the Rules and Made it Big*. HarperBusiness 1999.
- Hine, Thomas. *I Want That! How We All Became Shoppers*. HarperCollins. 2002.
- Holt, Douglas B., *How Brands Become Icons*. Harvard Business School. 2004.
- Kao, John. *Jamming: The Art and Discipline of Business Creativity*. Harper Collings. 1996.
- Kaplan, R., and D. Norton. *The Strategy Focused Organization*. HBS Press. September 2000.
- Kawasaki, Guy, with Michele Moreno. *Rules for Revolutionaries: The Capitalist Manifesto for Creating and Marketing New*

- Products and Services*. HarperBusiness. 1999.
- Keen, Peter. *Competing in Time*. Ballinger Publishing Company. May 1988.
- Keller, *Strategic Brand Management, Build, Meaning and Managing Brand Equity*. Prentice Hall. 1996.
- Kelly, K. *New Business Rules for the New Economy*. New York. Viking Press. 1998.
- Kelly, S. and M.A. Allison. *The Complexity Advantage*. McGraw-Hill, 1999.
- Kotler, P., D.C. Jain and S. Measincee. *Marketing Moves: A New Approach to Profit Growth and Renewal*. Boston: HBS Press. 2002.
- LaSalle, D. and Terry A. Britton. *Priceless: Turning Ordinary Products into Extraordinary Experiences*. HBS Press. 2002.
- Lehman & Winer, *Analysis for Marketing Planning*. Chicago: Irwin, 1997.
- Lilien and Rangaswamy *Marketing Engineering*. Prentice Hall, 1992.
- Lopiano-Misdorn, Janine, Joanne DeLuca. *Street Trends: How Today's Alternative Youth Cultures Are Creating Tomorrow's Mainstream Markets*. Perennial. 1998.
- Lynn, G. S., and R. Reilly. *Blockbusters: The Five Keys to Developing GREAT New Products*. HarperBusiness. 2000.
- Mahajan, V. and Wind, J. *Digital Marketing*. Wiley. 2001.
- Martin, Steve and Gary Colleram. *Sold!: How To Make It Easy for People to Buy From You*. Financial Times Prentice Hall. 2004.
- McKenna, R. *Total Access*. HBS Press. March 2002.
- Moore, G. A., *Crossing the Chasm; Marketing and Selling High-Tech Products to Mainstream Customers*. HarperPerennial. 1999.
- Moore, G. A., *Inside the Tornado; Marketing Strategies from Silicon Valley's Cutting Edge*. HarperPerennial. 1999.
- Morgan, C.M. and D.J. Levy, *Marketing to the Mindset of Boomers and their Elders*. Saint Paul, Minnesota. Attitude Base 2002.
- Negroponte, N. *Being Digital*. NY: Alfred Knopf. 1995.
- Nunes, Paul, Brian Johnson. *Mass Affluence*. Harvard Business School Press. September 2004.
- Osenton, T., *Customer Share Marketing: How the World's Great Marketers Unlock Profits from Customer Loyalty*. Upper Saddle River, Prentice Hall. 2001.
- Peppers, D. and M. Rogers. *The One to One Future*. Doubleday 1993.
- Piercy, N. F., *Market-Led Strategic Change: A Guide to Transforming the Process of Going to Market*. Oxford: Bultenworth Heinemann. 2002.
- Pine II, B. Joseph, J. H. Gilmore. *The Experience Economy: Work is Theatre & Every Business a Stage*. HBS Press. 1999.
- Popcorn, F., *The Popcorn Report: Faith Popcorn on the Future of Your Company, Your World, Your Life*. HarperBusiness. 1992.
- Reichheld, F. F. *Loyalty Rules! How Today's Leaders Build Lasting Relationships*. HBS Press. 2001.
- Ries, A., and L. Rics. *The Fall of Advertising and the Rise of PR*. Harper Business. 2002.
- Ries, A., and L. Ries. *The 11 Immutable Laws of Internet Branding*. HarperAudio. 2000.
- Ries, Al, Jack Trout. *Positioning: The Battle For Your Mind*. McGraw-Hill. December 2000.
- Roberts, John. *The Modern Firm*. Oxford University Press. May 2004.
- Rust, R. T., V. A. Zeithaml, Katherine N. Lemon. *Driving Customer Equity: How Customer Lifetime Value is Reshaping Corporate Strategy*. The Free Press. 2000.
- Sawaney, M. and J. Zabin, *The Seven Steps to Nirvana: Strategic Insights Into e-Business Transformation*. N.Y. McGraw-Hill. 2001.
- Shakar, A.. *Savage Girl*. Perennial. 2002.
- Silverstein, Michael, Neil Fiske, *Trading Up: The New American Luxury*. Portfolio Hardcover. December 2004.
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- Smith, E. *e-Loyalty; How to Keep Customers Coming Back to Your Website*. HarperBusiness. 2000.

- Smith, J. Walker, A. Clurman, Yankelovich Partners, Inc. *Rocking the Ages: The Yankelovich Report on Generational Marketing*. HarperBusiness. 1997.
- Steinbock, D. *The Nokia Revolution*. AMACOM. May 2001.
- Swift, R.S., *Accelerating Customer Relationships: Using CRM and Relationship Technologies*. Upper Saddle River, Prentice Hall. 2001.
- Sybold, P. *Consumers.Com*. N.Y. Random House. 1988.
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- Thaler, Linda Kaplan, *Bang!: Getting Your Message Heard In A Noisy World*. Random House. 2003.
- Treacy, Michael, *Double-Digit Growth*. NY: Portfolio, 2003.
- Wiefels, P., *The Chasm Companion; A Fieldbook to Crossing the Chasm and Inside the Tornado*. HarperBusiness. 2002.
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- Windham, L., *The Soul of the New Consumer*. Oxford. Windsor. 2000.
- Wolf, Michael. *The Entertainment Economy*. Crown Business. 1999.
- Zyman, S., S. Miller. *Building Brandwidth: Closing the Sale Online*. HarperBusiness. 2000.
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