

## Administrative details

**Professor:** Professor Yoram (Jerry) Wind, JMHH 7<sup>th</sup> Fl., Tel (215) 898-8267  
Email: [windj@wharton.upenn.edu](mailto:windj@wharton.upenn.edu)  
<http://marketing.wharton.upenn.edu/people/faculty.cfm?id=196>

**Administrative Coord.:** Chu Hui Cha, JMHH 7<sup>th</sup> Fl., and Tel (215) 898-6848

**Office Hours:** Most days before class – M, W 8:00-8:45 AM – and by appointment

**Web Café Address:** <https://webcafe.wharton.upenn.edu/eRoom/faculty/mktg777-sp10-1>

**Required Material:**

- Course bulk pack, including pre-publication chapters of Day and Moorman, *Strategies from the Outside In*
- Ongoing familiarity with the business press (*Business Week*, *Fortune*, *WSJ*, *Economist*)
- Relevant web searches, books, and other sources.

**Recommended Texts:** Wind and Mahajan, *Convergence Marketing: Strategies for Reaching the New Hybrid Consumer*. Financial Times/Prentice Hall, Upper Saddle River, NJ, 2002.

See the Illustrative Readings list in Section VIII.

## 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 post-2008 business environment. In support of this objective, students are expected to:

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

## II. Premises

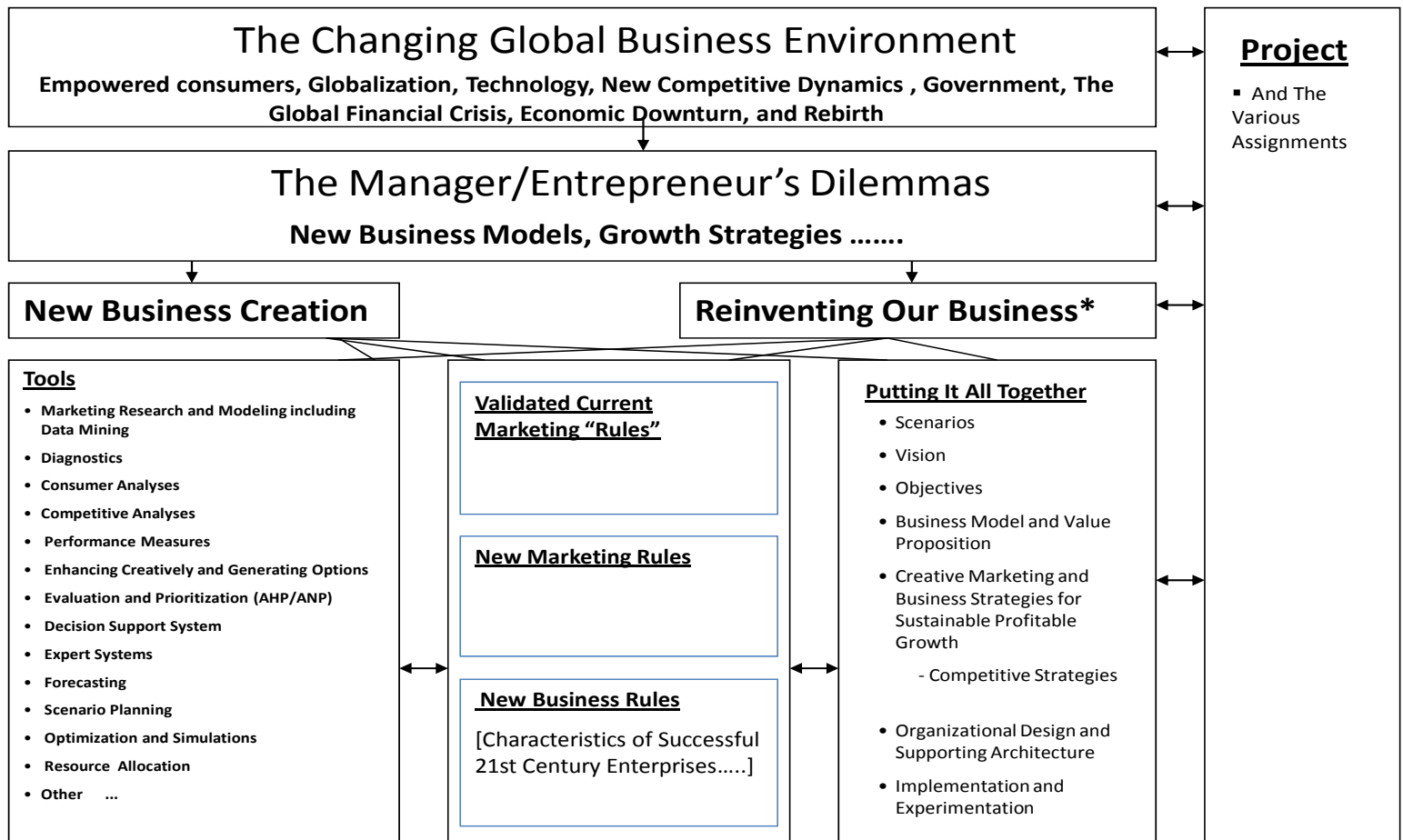
The premises of the course are:

1. Successful marketing and business strategy require mastery of marketing concepts, findings, methods and processes.

2. The dramatic changes in the global business environment 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.

### Exhibit 1

## Conceptual Framework for the Marketing Strategy Course



\*My premise is that the status quo is not an option!

### III. 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 tailored to those intending to pursue careers in marketing, consulting, or general management, and offers all the other management functions (finance, operations, etc.) key insights on how to get the most from their interaction with marketing.

## IV. Philosophy, pedagogical approach & course requirements

The starting point is the belief that you cannot develop a sound marketing strategy unless you first understand the problem and its context. This requires not only an understanding of the important characteristics of the situation you face, but also how they 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*

The course is based on five pedagogical concepts—(1) learning is a co-production process of the students and the faculty, (2) discovery based learning (3) Action learning and (4) the value of reflections (5) teaching is the best way to learn. The course uses five major pedagogical approaches.

### 1. Lectures/Discussions

These sessions introduce principles, theories, concepts, findings, and methods. Constructive discussion and critique are strongly encouraged, and require appropriate preparation and active class discussion.

### 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. 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.

Due Dates
Feb. 8
March 22
April 14

### 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 3-4 students. Each group will have the responsibility for selecting one topic from the “rethinking” topics (sessions # 13, 14, 15, 17, 18, and 19). The topics will be assigned on a first come, first serve basis. The task is to develop and manage a pedagogical exercise, experiential learning opportunity, etc. The teaching project is designed to enhance the class understanding of the topic. You should design it as an assignment to be completed

by the students before the class and you will have 15 minutes in class to discuss and debrief the students Re: the experience and actual learning.

Due Dates (ONE of these sessions)
March 1
March 3
March 15
March 22
March 24
March 29

**4. Written Assignments**

- (a) (Group): Segmentation-- For the company you select for your final group project, a short (two page) paper on what is the best way to segment their market and the rationale for it.

Due Date
Feb. 3

- (b) (Individual): Book Review--A short book review (two pages). [Section VIII includes a number of illustrative books. Feel free, however, to select any other marketing related book, if you so desire.]

Due Date
March 15

- (c) (Group): The Dashboard Assignment—Form a group of 3-4 students and select a company for whom you will develop a market driven dashboard. You will need to dive deep enough into this company to understand their current strategy, the issues they face, and the implications of trying to change it. The Dashboard should show the key performance measures and their drivers.

Due Date
March 31

- (d) (Individual): Experiment to Address a Key Marketing Management Challenge—A short paper (two pages) on any strategic marketing issue of your choice focusing on the issue and designing an experiment to address it creatively and efficiently. Apply this to your selected company/industry.

Due Date
April 7

(e) (Individual): Reflections and Rules--Ongoing reflections and listing of the take-aways and “rules” for Marketing Strategy

Due Date
April 26

(f) (Individual or Small Groups): Short discussion notes Re: each of the Marketing Strategy components [Sessions 13, 14, 15, 16, 17 and 18] addressing questions such as:

- What are the key concepts and tools that are valid even in today’s environment? And why?
- What concepts and tools should be modified and/or deleted? And why?
- What new concepts and tools are needed? And why?

Due Dates
March 1
March 3
March 15
March 17
March 22
March 24

And other selected current topics, such as the lessons from the Super Bowl ads due on 2/8.

Due Date
As appropriate

(g) (Group): Marketing Strategy Project—This report is to be prepared and presented by small teams of three or four students. The topic should relate to the content of the course and provide a significant learning experience for all members of the group. Feasible topics include an evaluation of the strategy of a firm or business, or the applicability of a concept or method useful in strategic marketing. The report will ordinarily be based on secondary sources and information in the public domain, but can also be based on field research or interviews and data collection within a company. Key to the selection of the topic is the group members’ passion for it.

The reports will be evaluated according to the following criteria:

1. The quality of the questions asked and the diagnostics.
2. The creativity of the solution options.
3. The feasibility of the conclusions or recommendations—did they follow from the analysis?
4. The mastery of the frameworks, concepts, and methods developed during the course.
5. The effectiveness of the written and verbal presentation. The presentation and the executive summary should be accompanied with a brief section on lessons learned.

Due Dates	
Jan. 27	Email a brief (one-paragraph to one-page) proposal to be submitted with the names of the team members.
Feb. 10, 24; March 17, 31	A one-page double-spaced progress report is due every two weeks.
April 19, 21	The final presentations and a short executive summary are due.

#### A Note On Selecting Your Team

Since many 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, majors, and interests), and culturally diverse (includes members from various countries).

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

## 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 VIII. 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 and marketing, related items in the *Wall Street Journal*, *Financial Times*, and articles in *Business Week*, *The Economist*, *Fortune*, *Forbes*, *Fast Company*, *Wired*, and other scholarly and practitioner oriented business publications, including: *Harvard Business Review*, *Sloan Management Review*, *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.

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

### **Class Participation and Collaboration Technology**

To enhance the class engagement and facilitate individual and group presentations, group breakouts, and spontaneous comments, we will use in class the Adobe Connect platform.

The expectations are that each of you will bring your laptop to class. Many of the group presentations will be made from your seats using this platform. This will allow you to build on previous presentations and discussion, and customize the presentation in class. It will also allow us to create breakout groups who could interact among themselves, and share the output with the rest of the class. Most importantly, you will be able to share your reflections and comments in real time.

The link to the platform is <http://whartonvc.connectsolutions.com/vconference2>.

To enter the connect room, you should choose the top option (“Enter as a Guest”), where you can choose a name under which you will appear in the room. When we create breakout groups, you will be able to pick a name for your team.

This is a new feature of the course so let’s experiment with it, have fun, and learn.

## **V. Assessment**

The best measure of what you have learned is your own assessment of the progress you have made in understanding the key marketing strategy concepts and methods and your ability to implement them. For the formal course assessment, I will use the following components:

• Quality and quantity of class participation (individual)	20%
• Teaching project (group)	10%
• Dashboard assignment (group)	10%
• Marketing Strategy Rules (individual)	10%
• Short assignments & cases (individual & group)	25%
• Final Project (group)	25%

## VI. Class schedule at a glance

MONDAY	WEDNESDAY
	1. January 13 Topic: Objectives, Approaches & Requirements, Class Introductions
January 18 Martin Luther King Day—no class	2. January 20 Topic: Challenging Our Mental Models [Wind & Crook; Christensen; Ackoff]
3. January 25 Topic: Marketing Strategy Models [Day Ch. 1, 2; Martin; Wind]	4. January 27 [Initial Project Proposal] Topic: The Changing Marketing Reality, Scenarios and Research Methods [Day Ch. 3: Wind & Mahajan; Schoemaker; Wind; Friedman]
5. February 1 <u>Guest Lecture: Professor David Reibstein</u> Topic: Competitive Strategies Due to Fire Drill: Start Time 8 AM	6. February 3 [Submit Segmentation Assignment] Topic: Market segments, value proposition and positioning [Wind & Bell; Wind]
7. February 8 Case: Purolator Courier Ltd. Topic: Customer Value Strategies [Day Ch. 4, 5; Purolator case; Discuss lessons from Super Bowl ads]	8. February 10 [Submit Project Update] Topic: Growth Strategies [Day Ch. 6, 7]
9. February 15 <u>Guest Lecture: Dan Saaty, Founder, Decision Lens</u> Topic: AHP/ANP [Decision Lens website; Saaty, Ch. 2, 3, 5, 6]	10. February 17 Topic: Creating the Marketing Innovation Engine [Wind]
11. February 22 Topic: Customer Asset Strategies [Day Ch. 8, 9]	12. February 24 [Submit Project Update] Topic: Branding and Brand Asset Strategies [Day Ch. 10, 11; Skim Light]
13. March 1 [Submit Short Notes] Topic: Rethinking the Product & Service Offerings [Wind & Mahajan]	14. March 3 [Submit Short Notes] Topic: Rethinking Pricing & Revenue Models [TBD]
SPRING BREAK: <u>SELECT AND REVIEW MARKETING BOOK</u>	
15. March 15 [Submit Short Notes & the Book Review] Topic: Rethinking Distribution [TBD]	16. March 17 [Submit Short Notes & Project Update] Topic: Rethinking Advertising and Communication Guest Lecture: Rob Malcolm [FOA website; Johnnie Walker website]
17. March 22 Case: Brita; [Submit Short Notes] Topic: Rethinking "Go to" Market and Pre-emptive Marketing Strategies [Wind; Wind; Brita case]	18. March 24 [Submit Short Notes] Topic: Rethinking CRM & Loyalty Programs [TBD]
19. March 29 Topic: Rethinking the Business Model and Portfolio [Wind & Mahajan]	20. March 31 [Submit Dashboard Assignment & Project Update] Topic: Marketing Metrics & Dashboard [Farris; Tuli and Bharadwaj]
21. April 5 Topic: Resource Allocation [Lilien]	22. April 7 [Submit the Experiment] Topic: Adaptive Experimentation [Wind]
23. April 12 Topic: Organizational Architecture [Day Ch. 13]	24. April 14 Case: Avaya (A) & (B) Topic: Toward Implementation [Day Ch. 12; Avaya case]
25. April 19 Topic: Project Presentations (1)	26. April 21 Topic: Project Presentations (2)
27. April 26 [Submit the "Rules"] Topic: Q & A, Summary & Conclusions	



## VII. Initial List of Class Assignments

[Additional assignments will be given reflecting class interaction and progress. In addition, the students are encouraged to identify relevant readings, websites, and videos.]

Session	Date	Preparation/Readings/Assignments
1	Jan. 13	<u>Objectives, Approaches &amp; Requirements, and Class Introductions</u> Read course outline carefully.
	Jan. 18	<u>NO CLASS</u>
2	Jan. 20	<u>Challenging Our Mental Models</u> 1. Skim Wind & Crook, <i>Power of Impossible Thinking</i> . 2. Be ready to discuss your current mental model of marketing strategy. 3. Read Christensen, Cook, Hall, "Marketing Malpractice: The Cause and the Cure," HBR, December 2005. [Bulk Pack] 4. Skim Ackoff, Magidson and Addison, <i>Idealized Design</i>
3	Jan. 25	<u>Marketing Strategy Models</u> 1. Define your own mental model of marketing strategy. 2. Read the following: <ul style="list-style-type: none"> <li>Day &amp; Moorman, Ch. 1, 2.</li> <li>Martin, "Becoming an Integrative Thinker," Rotman Magazine, Fall 2007, p.5-9.</li> <li>Wind, Capozzi, and Buchwald. "Beyond Stretch Objectives: Stretch the Thinking, Strategy and Organisational Design." Strategic Innovators (May-July 2008): 8-17.3. [Bulk Pack]</li> </ul> 3. Re-examine your own marketing strategy models in light of these and other published models.
4	Jan. 27	<u>The Changing Marketing Reality, Scenarios, and Research Methods</u> [Team email proposal due, See Assignment (g)] 1. Read the following: <ul style="list-style-type: none"> <li>Day &amp; Moorman, Ch. 3.</li> <li>Wind, Chapter 25, Marketing Strategy Analysis (From <i>The Handbook of Technology Management, Volume 2: Supply Chain Management, Marketing and Advertising, and Global Management</i>, Wiley, January 2010) [Bulk Pack]</li> <li>Schoemaker and Mavaddat. "Chapter 10: Scenario Planning for Disruptive Technologies," from Day and Schoemaker (eds), <i>Wharton on Managing Emerging Technologies</i>, Wiley, April 2000. [Bulk Pack]</li> </ul> 2. Skim the following: <ul style="list-style-type: none"> <li>Wind &amp; Mahajan, <i>Convergence Marketing. Strategies for Reaching the New Hybrid Consumer</i>, Financial Times/Prentice-Hall, November 2001.</li> <li>Friedman, <i>Hot, Flat, and Crowded</i>, Farrar, Straus and Giroux, September 2008.</li> </ul>
5	Feb. 1	<u>Competitive Strategies</u> Note: Session Starts at 8 AM
6	Feb. 3	<u>Market Segmentation, Value Proposition, and Positioning</u> [Assignment (a) is due] 1. Read the following: <ul style="list-style-type: none"> <li>Wind and Bell. "Market Segmentation." The Marketing Book (Sixth Edition). Butterworth Heinemann, 2008. [Bulk Pack]</li> <li>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. [Bulk Pack]</li> </ul>
7	Feb. 8	<u>Customer Value Strategies</u> 1. Read Day & Moorman, Ch. 4, 5. 2. Be ready to discuss the Purolator courier case. [Bulk Pack] 3. Be ready to discuss lessons from Super Bowl ads.
8	Feb. 10	<u>Growth Strategies</u> [Team progress report due, See Assignment (g)] 1. Read Day & Moorman, Ch. 6, 7.
9	Feb. 15	<u>AHP/ANP</u> 1. Review Decision Lens website: <a href="http://www.decisionlens.com/">http://www.decisionlens.com/</a> and any of Tom Saaty's numerous publications on the analytic hierarchy process. 3. Read Chapters 2-3 and 5-6 from <i>Decision Making for Leaders</i> . [Bulk Pack] 4. Optional: Take online learning module at <a href="http://decisionlens.com/training/short/">http://decisionlens.com/training/short/</a> .
10	Feb. 17	<u>Creating the Marketing Innovation Engine</u> 1. Read Wind, <i>Rethinking Innovation</i> , The Marker (Israel), Forthcoming. [Bulk Pack] 2. Review the rich innovation literature.
11	Feb. 22	<u>Customer Asset Strategies</u> Read Day & Moorman, Ch. 8, 9.

Session	Date	Preparation/Readings/Assignments
12	Feb. 24	<b><u>Branding and Brand Asset Strategies</u></b> [Team progress report due, See Assignment (g)] 1. Read Day & Moorman, Ch. 10,11. 2. Skim Light, <i>6 Rules for Brand Revitalization: Learn How Companies like McDonald's Can Re-Energize Their Brands</i> . 3.. Review rich branding and branding equity literature.
13	Mar. 1	<b><u>Rethinking the Product &amp; Service Offerings</u></b> [Short notes due] 1. Review the rich literature on product and service management and new product development. 2. Read Wind and Mahajan. "Issues and Opportunities in New Product Development." <i>Journal of Marketing Research</i> . 1997. [Bulk Pack]
14	Mar. 3	<b><u>Rethinking Pricing &amp; Revenue Models</u></b> [Short notes due] Review the rich pricing literature.
15	Mar. 15	<b><u>Rethinking Distribution</u></b> [Assignment (b) and short notes are due] Review the rich distribution literature.
16	Mar. 17	<b><u>Rethinking Advertising and Communication</u></b> [Short notes due; Team progress report due, See Assignment (g)] 1. Review the Future of Advertising website: <a href="http://seicenter.wharton.upenn.edu/Projects/Future%20of%20Advertising/">http://seicenter.wharton.upenn.edu/Projects/Future of Advertising</a> 2. Review the Johnny Walker website and campaign: <a href="http://www.johnniewalker.com">http://www.johnniewalker.com</a>
17	Mar. 22	<b><u>Rethinking "Go to" market &amp; Preemptive Marketing Strategies</u></b> [Short notes due] 1. Read the following: <ul style="list-style-type: none"> <li>• Wind. "Preemptive Competitive Strategies." In Day &amp; Reibstein, Wharton on Dynamic Competitive Strategy, John Wiley &amp; Sons, 1997. [Bulk Pack]</li> <li>• Wind. "Rethinking your Go To Market Strategies," Wharton School Working Paper. [Will be handed out in class.]</li> </ul> 2. Be ready to discuss the Brita case. [Bulk Pack]
18	Mar. 24	<b><u>Rethinking CRM &amp; Loyalty Programs</u></b> [Short notes due] Review the rich literature on CRM and loyalty programs.
19	Mar. 29	<b><u>Rethinking the Business Model and Portfolio</u></b> Read Wind and Mahajan, "Designing Product and Business Portfolios." <i>Harvard Business Review</i> 59.1 (Jan. - Feb. 1981): 155-165. [Bulk Pack]
20	Mar. 31	<b><u>Marketing Metrics &amp; Dashboard</u></b> [Assignment (c) is due; Team progress report due, See Assignment (g)] 1. Skim Farris, Bendle, Pfeifer, and Reibstein, <i>Marketing Metrics: 50+ Metrics Every Executive Should Master</i> 2. Read Tuli and Bharadwaj, <i>Customer Satisfaction and Stock Returns Risk</i> [Bulk Pack]
21	April 5	<b><u>Resource Allocation</u></b> 1. Review rich resource allocation literature. 2. Skim the relevant chapters of Lilien and Rangaswamy, <i>Marketing Engineering, Revised Second Edition</i>
22	April 7	<b><u>Adaptive Experimentation</u></b> [Assignment (d) is due] Read Wind, "Marketing by Experiment," <i>Marketing Research</i> . Spring 2007: 10-16. [Bulk Pack]
23	April 12	<b><u>Organizational Architecture</u></b> Read Day & Moorman, Ch. 13.
24	April 14	<b><u>Toward Implementation</u></b> 1. Read Day & Moorman, Ch. 12. 2. Be ready to discuss the Avaya case
25	April 19	<b><u>Project Presentations (1)</u></b> Be ready to present the project and submit it with an executive summary.
26	April 21	<b><u>Project Presentations (2)</u></b>
27	April 26	<b><u>Q &amp; A, Summary &amp; Conclusions</u></b> [Assignment (e) is due] Submit the "Rules" assignment and be ready to discuss any questions and your reflections on the course.

## VIII. Illustrative Reading List

Aaker, D. *Strategic Market Management*. N.Y. John Wiley and Sons. 2001.

\*Ackoff R., J. Magidson and H.J. Addison. *Idealized Design: Creating an Organization's Future*. Wharton School Publishing. 2006.

Afuah, A. and C. Tucci. *Internet Business Models and Strategies*. NY: McGraw Hill, 2000.

Allen, F. *Secret Formula: How Brilliant Marketing and Relentless Salesmanship Made Coca-Cola the Best-Known product in the World*. Perennial. 1994.

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Brown, S.L. and K.M. Eisenhardt. *Competing on the Edge: Strategy as Structured Chaos*. HBS Press, 1999.

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deGeus, A. *The Living Company: Habits for Survival in a Turbulent Business Environment*. HBS Press 2002.

Dell, M., and C. Fredman. *Direct from Dell: Strategies That Revolutionized an Industry*. HarperBusiness. 2002.

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\*Friedman, T. L. *Hot, Flat, and Crowded*. Farrar, Straus and Giroux. September 2008.

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Hagel, J. and M. Singer. *Net Worth, The Emerging Rules*. HBS Press. 1997.

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\*Hanssens, D. M. Empirical Generalizations about Marketing Impact (Marketing Science Institute (MSI) Relevant Knowledge Series). Marketing Science Institute. 2009.

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- Kawasaki, G. and M. Moreno. *Rules for Revolutionaries: The Capitalist Manifesto for Creating and Marketing New Products and Services*. HarperBusiness. 1999.
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\*Recommended for skimming in preparation for specific sessions.

## YORAM (JERRY) WIND

**Academic Positions:** Jerry Wind is The Lauder Professor and Professor of Marketing at The Wharton School of the University of Pennsylvania. He is the founding director of *The Wharton "think tank," The SEI Center for Advanced Studies in Management*. The Center's mission is to assure through research and development the quality, relevance and impact of management research, education and practice. Dr. Wind joined the Wharton faculty in January 1967, upon receipt of his doctorate from Stanford University.

**Program Development:** Dr. Wind is the founder and academic director of *The Wharton Fellows* program. From 1983 to 1988, he was the founding director of *The Joseph H. Lauder Institute of Management and International Studies*, and from 1980 to 1983 the founding director of *The Wharton Center for International Management Studies*. Dr. Wind chaired the Wharton committees that designed *The Wharton Executive MBA Program* (1974), *the new MBA curriculum* (1991), the School's *globalization strategy* (1995-1997), and the MBA's cross-functional integration efforts (2002-04). He also started *The Wharton International Forum* (1987) and served as the chairman of its faculty council until 1998. He was instrumental in establishing the Alfred West, Jr. Learning Lab and served as a member of its first advisory board (2001-05).

**Publications:** Dr. Wind is one of the most cited authors in marketing. He is a regular contributor to professional marketing literature, which has included 23 books and over 250 papers, articles, and monographs encompassing the areas of marketing strategy, marketing research, new product and market development, consumer and industrial buying behavior, and global marketing. Dr. Wind's books have received wide acclaim and many have been translated into a number of languages. His most recognized recent publications include: *Competing in a Flat World*, with Victor and William Fung (Wharton School Publishing 2007), *The Power of Impossible Thinking: How Changing Your Mental Models Will Transform the Business of Your Life and the Life of Your Business*, with Colin Crook (Wharton School Publishing 2004), *Convergence Marketing: Strategies for Reaching the New Hybrid Consumer* with Vijay Mahajan (Financial Times/Prentice Hall 2002), *Leveraging Japan: Marketing to the New Asia* with George Fields and Hotaka Katahira (Jossey-Bass 1999) and *Driving Change* with Jeremy Main (Free Press 1998). Both *The Power of Impossible Thinking* and *Convergence Marketing* were selected by Executive Book Summaries as one of the thirty best business books of 2002 and 2004. His recent edited books— *The Network Challenge: Strategy, Profit and Risk in an Interlinked World* (Wharton School Publishing, forthcoming 2009), *New Product Diffusion Models* (Kluwer 2000), *Digital Marketing* (Wiley 2001), and *Marketing Research and Modeling: Progress and Prospects* (Kluwer 2004)—include the works of the leading experts on these topics.

**Editorship:** Dr. Wind founded *Wharton School Publishing* (Wharton's J.V. with Pearson) (2003) and served as the first Wharton editor (2003-2008). He has served as editor-in-chief of the *Journal of Marketing*, on the policy boards of the *Journal of Consumer Research* and *Marketing Science*, and has been on the editorial boards of the major marketing journals. He has served as guest editor of special issues of the major marketing journals including *Marketing Science* (1996) on Empirical Generalization in Marketing (with Frank Bass), *JMR* (1978) on market segmentation and (1997) on Innovation in New Product Development and *Marketing Research* (1998) on The State of the Art in Quantitative Research.

**Business Experience:** Dr. Wind has served as an advisor to many Fortune 500 firms and a number of non-U.S. multinationals in the financial services, pharmaceuticals, information, and consumer packaged goods industries. His consulting focuses on both overall global corporate and business strategy and transformation as well as marketing strategy and especially the development of new businesses. He is a regular advisor to the investment firm SEI. In addition, he has served as an expert witness in various legal cases. Dr. Wind is a member of the advisory board of a number of start-ups including Mutual Arts, NetXentry (WebForPhone), Arshiya (India), and Decision Lens. He is a former director of IDT (HK), Enhance Financial Services Corporation, Contel Corporation, CASA and a number of entrepreneurial ventures.

**Professional Activities:** Dr. Wind is an active member of the major marketing and management science professional associations. He is the former Chancellor of the International Academy of Management (IAM). He is a former academic trustee of the Marketing Science Institute and former chairman of the College of Marketing of the Institute of Management Science. He is one of the founders of the Israeli university—*The Interdisciplinary Center Herzliya* (IDC) (1994), chairman of its academic council, and member of its academic appointment and promotion committee. He is also a member of the board of the American Friends of IDC. He is a member of the board of a number of Wharton's centers, including the Lauder Institute, a trustee of *The Philadelphia Museum of Art* and a member of its digital age committee, and a member of the Advisory Board of *Business for Diplomatic Action*. He is a frequent lecturer in faculty seminars and executive programs in over 50 universities worldwide.

**Awards:** Dr. Wind is the recipient of various awards, including the four major marketing awards—The Charles Coolidge Parlin Award (1985), the AMA/Irwin Distinguished Educator Award (1993), the Paul D. Converse Award (1996) and the Buck Weaver Award (2007). He is the recipient of the first Faculty Impact Award given by Wharton Alumni (1993). In 1984, he was elected as member of the Attitude Research Hall of Fame and has won a number of research awards, including two Alpha Kappa Psi Foundation awards and a recent inclusion in JAR Classics issue of one of 18 articles that have withstood the test of time. In 2001 he was selected as one of the 10 *Grand Auteurs in Marketing* and later named as the 2003 recipient of the Elsevier Science Distinguished Scholar award of the Society for Marketing Advances. In May 2004 he was awarded as Honorary Fellow of the Decade by the Interdisciplinary Center Herzliya (Israel). In 2009, Dr. Wind was selected for inclusion in the Sage *Legends of Marketing* which will publish 8 books based on his various publications.

Expanded CV can be found online at: [http://marketing.wharton.upenn.edu/documents/cv/Jerry\\_Wind\\_CV.pdf](http://marketing.wharton.upenn.edu/documents/cv/Jerry_Wind_CV.pdf)