

**THE WHARTON SCHOOL  
UNIVERSITY OF PENNSYLVANIA**

**MARKETING STRATEGY**  
**An Entrepreneurial Approach**

MKTG277910 and MKTG777910  
2010 Summer Session I  
Mon, Tues, Weds, Thurs: 1:00 pm to 2:35 pm

Professor: Dr. Martin R. Lautman	Class Location: JMHH F70
Office: 716 JMHH	Updated May 9, 2010
Office Hours: 2:45-3:45 MTWTh, by appointment only	Email: MLaut@wharton.upenn.edu
Web Café Address: <a href="http://webcafe.wharton.upenn.edu/eRoom/mktg/777-su10-1">http://webcafe.wharton.upenn.edu/eRoom/mktg/777-su10-1</a>	
Required Material: Course Bulk Pack	

**Themes of the Course**

There will be five major themes in this course.

1. All of our cases will be analyzed through an entrepreneurial lens. We will explore how to attack current business models and how to create new ones. Entrepreneurial companies, some started by Wharton alums, will be discussed as examples of how new businesses can be built or existing businesses transformed using the principles we are discussing.
2. You will develop and utilize analytical frameworks and tools for developing strategic marketing insights and recommendations. We will focus on those typically used by major consulting firms and business analysts in analyzing companies for investment purposes and recommending actions for achieving improvements in business performance.
3. You will learn by doing as a member of Wharton Marketing Strategy Consultants, participating in the Chief Marketing Officer (CMO) Challenge-a hands-on, real-world consulting assignment with operating companies and senior members of their management teams. You and your team will be asked to choose a firm from a list of participants, based on your areas of interest. A wide range of companies have agreed to participate, including (1) entrepreneurial start ups and established companies, (2) public and private companies, (3) for profit and not-for-profit organizations, (4) Internet and bricks and mortar companies, and (5) product and service offering based companies.

The management teams of several of these companies have their roots at Wharton. The companies have developed briefing books on their businesses to give you a head start on this assignment. Management representatives of the selected companies will be visiting Wharton during class hours to brief the team that selected them. As Associates in Wharton Marketing Strategy Consulting, your team will be engaged to analyze the marketing strategies and tactics of your selected companies. Your assignment will be to prepare both a written report and an oral presentation to brief a hypothetical new CMO joining that company on what you are recommending his/her action plan should be for their first 90 days and first year on the job. The oral presentations will be done in class. Attending will be the companies and possibly one or two experienced, entrepreneurially-oriented business leaders. Additional details on this assignment will be provided in class.

4. You will learn by listening and engaging with our speakers. We have a great roster of speakers coming in from as far away as Hong Kong just for this class. They will be presenting their insights and stories as they relate to the cases we will be studying and the analytic frameworks that you will be developing.
5. You will study cases that deal with currently hot issues. Change, as we all know, is everywhere and the pace of change is accelerating. We will focus on addressing marketing and marketing strategy issues currently facing small and large corporations—many of which are in today's news. Some of the cases themselves are just off the press.

## Course Background

Marketing plays a critical role in creating and managing market-based brands and customer assets to attain sustainable competitive advantage and achieve superior business performance. Marketing strategy and plans serve as the tools that managers use to develop consumer insights and create and manage these market-based assets.

Strategic marketing decisions, unlike tactical decisions, have long term effects and are often costly to change once implemented. And, marketing strategy decisions typically involve changing more than one marketing mix variable simultaneously (e.g., price, advertising, and product features). This is a capstone course in marketing that “ties everything together.” It is a generalist's course, not a specialist's course and we will not spend a great deal of time on any one marketing mix variable or marketing function. 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 in creating and managing successful business ventures.

We will develop frameworks and conceptual tools for you to analyze problems, challenges and opportunities to develop marketing strategies. Most importantly, we will do this from an entrepreneurial perspective by:

1. Understanding how global changes and trends in the 21<sup>st</sup> century are affecting currently accepted marketing strategy frameworks and practices as they relate to overall business strategy and starting up new companies.
2. Developing a working knowledge of the strategic marketing concepts, methods and

practices that reflect the changing global digital world.

3. Applying this knowledge to practical problems in a creative and analytic way, both by attacking current business paradigms and identifying new business opportunities.

## Achieving the Course Objectives

Marketing appears easy, but is often frustratingly difficult to master. Why? Not because the concepts are necessarily difficult to grasp, but rather because successful marketing requires a healthy balance of business insight, real-world experience, technical skills and an understanding of customer psychology and economics, all on a global scale. That is why the best way to improve your marketing decision-making skills is through practice. In this course, you will study 12 cases and related readings. All of the course material involve creative applications of marketing strategy, and will require you to apply your thinking to organizations as diverse as soccer teams and churches and to businesses from all over the world-- Asia, Latin America, Europe and the U.S.

I selected the cases we will be studying because they ask you to make specific and important marketing decisions. Their goal is not to provide general world knowledge about marketing practices in a certain industry or country. Rather, the lessons to be learned from the cases selected are universally relevant and transcend the particular companies, countries, or industries in which they are set.

## Case Preparation

To benefit from the case method, you must become intimately familiar with the facts of each case. I recommend that you follow the following three steps:

1. Identify underlying marketing challenges, not just the symptoms described in the case. Ask yourself, why was this case assigned in a marketing strategy class? What is happening here that has broad-based implications? While doing this, you should think about how these challenges apply to multiple industries and companies. Resist the temptation to try to find out what happened to the company, as this would greatly reduce what you will learn from the case.
2. Generate alternative marketing actions (including their pros and cons) and make a decision about what should be done before you come to class. As is often the situation in actual practice, cases may not have all the data you would like. Nevertheless, it is critical that you develop a reasoned plan of attack on the basis of the data available. The arguments behind your recommendation are as important as your decision itself.
3. Be prepared to discuss your analyses and decisions with other course participants in a constructive manner. Repeating case facts or personal experience is not enough. Building on other people's comments and moving the analysis forward is as important as coming up with recommendations and answers.

A typical student question at the end of a case discussion is: "So, what is the answer?" In case

studies, as in the real world, there is no unique answer (although some answers are better than others). What is important is that you know what you would have done in that specific marketing situation, why you chose that path, and how you can learn from that exercise to construct your own framework for approaching the strategic marketing issues you will encounter post-Wharton.

For several of the classes, along with the cases, I have assigned articles for you to read. You are expected to be able to participate in class discussions based both on these readings and the cases. The readings are critical for you to develop the background you will need to analyze many of the cases we will be tackling during the semester. When readings are assigned for the same class as a case, be sure to note that these have been selected to help you analyze and understand the case. Please utilize and refer to the readings in your case write-ups, as appropriate.

### Individual Case Brief Write-Ups

Each student must hand in an individually-prepared, one-page memo on each case (except for the two cases that you will be turning in as full case reports). Your write-up should be single spaced, 12 point font, no more than one page in length and should briefly summarize the answers to each of the case questions. You will receive credit simply for handing in each of these reports (email only—hard copies only in the case of computer failures) on time—which is on the day and before the time when they are scheduled to be discussed. These reports will not be individually graded or returned, however, they will be used to help determine final grades for students close to letter cutoffs.

### Full Case Write-Ups

Two full case reports are required. Each must be sent **in a single word document**, single-spaced, and **must not exceed 2,500 words (4-5 pages)**. You may include exhibits. Exhibits do not count toward the word limit but must not exceed **3 pages**. The format for the written case analyses is as follows:

1. A concise executive summary. This should define the single most important problem facing the organization and your specific recommendations in one paragraph.
2. Recommendations
  - a. If appropriate, and depending on the case, you should try to use the framework and tools we will be discussing in class to analyze the case. For example, your analysis should consider the market (customers, competitors, company, collaborators & context), the customer segmentation scheme (if applicable), analyses for any targeting decision (target attractiveness vs. company resources), and facts that support any chosen positioning or action.
  - b. Make assumptions that underlie your recommendations explicit.
  - c. Make sure you address all of the questions presented.

- d. Your plan (i.e., specific marketing mix actions) and recommendations should include detailed and actionable solutions (supported numbers and analyses, if appropriate and available.)
  - e. Be sure to be explicit about the potential expected benefits and expected drawbacks of your recommendations.
  - f. Key major impediments/potential barriers to executing your recommendations should be noted.
  - g. Reasons why what may seem to be obvious alternative strategies and actions were not chosen should be given.
3. Appendix. This should provide supporting analyses as needed. It should include relevant financial forecasting and break even analyses (if appropriate). This is the place for EXCEL (or other) spreadsheets. Diagrams can be embedded either within your report or in the Appendix. Never append an exhibit that is not referred to in the text.

Case write-ups will be graded according to:

1. Quality of problem diagnosis and analysis. The source of identifiable symptoms or key impediment to attaining valued goals is defined (i.e., the correct problem is identified).
2. Quality of recommendations. Specific, comprehensive and practical plans recognizing issues of implementation are provided.
3. Writing style and organization. The write-up is logically structured and is clear and concise. Use exhibits to amplify and support your paper, but ensure the argument in the paper can stand on its own. There is no need to repeat facts from the case except to explicitly support a conclusion. Take some extra time to insure that your write-ups are grammatically correct. You won't lose points for punctuation and grammar, but if your write-up is hard to read and demonstrates extensive carelessness it will be reflected in your grade.

### Evaluating Class Participation

Grading class participation is necessarily subjective. Keep in mind that your grade for class participation is not simply a function of the amount of "air time" you take up. This part of the grade depends on the quality of your contributions.

Highly valued contributions include presenting a concise and well-thought out opening of the case, providing insightful observations about the assigned readings, redirecting a case discussion when the current point has been adequately covered, providing appropriate qualitative and quantitative analyses, reconciling previous inconsistent comments, and drawing insights that reflect conclusions that can be generalized.

I will "cold call" throughout the term, so please be prepared. Most case analyses will begin with a cold call. This "opening of the case" will be your opportunity to demonstrate your

preparation, analytic skills and competency to serve as a senior level marketing and business strategist. Don't risk losing that opportunity by not being prepared.

I will assume that everybody who has not alerted me beforehand (by email prior to the class) that they have not prepared the assigned material is willing and able to contribute.

I will evaluate the quality of your class participation using the following scale:

1. Outstanding Contributor: Contributions reflect exceptional preparation. Ideas are nearly always important and provide one or more major insights as well as fruitful direction for the class. Arguments are well-substantiated and persuasively presented.
2. Good Contributor: Contributions reflect thorough preparation. Ideas are usually important, provide good insights, and sometimes offer a worthwhile direction for the class. Arguments are generally well-substantiated and are often persuasive.
3. Adequate Contributor: Contributions reflect satisfactory preparation. Ideas are sometimes important, provide generally useful insights, but seldom offer a major new direction. Arguments are fairly well-substantiated and sometimes persuasive.
4. Unsatisfactory Contributor: Contributions reflect inadequate preparation. Ideas offered are seldom substantive. They provide few, if any, insights and do not offer a constructive direction for the class. Integrative comments are absent. Class contributions are, at best, "cherry-picking" efforts making isolated, obvious, or confusing points.
5. Non-participant: Student does not contribute.

### Missing Class

My assumption is that you will attend all of the classes. If you are going to miss a class, be sure to send me an email PRIOR to the class letting me know that you will be out that day. Please refer to the Wharton rules concerning class absences.

### Class Organization and Communications

#### Seating Chart:

A seating chart will be established during the first class. Please use that seat throughout the class so I can get to know you quickly.

#### Name Tents:

Be sure you have your name tents with you every class. This is the best way for me to learn your name.

#### Email Response:

I will try to provide 24-hour turnaround on responding to your emails. I will monitor email more frequently before assignments are due.

### Selecting Your Team for the Wharton Marketing Strategy Consulting Assignment:

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). For group work, I will assume an equal division of labor among group members, so pick your groups carefully. You will be asked to evaluate the participation of each team member in your group at the end of the semester.

### What You Should Expect

I am always available (e-mail or in person preferred to phone) to discuss any concerns or questions that you may have. I look forward to meeting you on the first day of class. If you have any questions regarding the course, please feel free to contact me by email.

Since our class begins at 1PM, I will be available for lunch (I am buying) prior to some classes when we do not have speakers. Please feel free to join me for lunch at 11:45AM prior to class. There will be a sign up sheet on the web café.

## COURSE ASSESSMENTS

Assignment	Individual/Team	Due Date	Points	Comments
Class Attendance/ Participation	Individual	Throughout semester	30%	10% for attendance 20% for participation
CMO Project Management Interview Outline	Team	5PM May 31st	10%	Feedback and comments will be provided by June 1 <sup>st</sup> , noon.
CMO Project-Practice Presentations and Critiques	Team	June 15 <sup>th</sup> In-class presentations	5%	Full and detailed problem definition, analyses and recommendations commensurate with what a company would expect from a top-notch consulting firm and team. June 22 <sup>nd</sup> drafts will be available with comments by 5PM on June 25 <sup>th</sup> .
CMO Project-Draft Written Reports and Presentation Decks Due	Team	June 22nd 1PM Draft written reports and revised presentation decks	5%	
CMO Project-Final Written Reports and Presentation Decks Due	Team	June 29 <sup>th</sup> 1PM Final written reports and presentation decks	10%	
CMO Project —Management Presentations	Team	June 30—Note: depending on the number of teams some presentations may be scheduled for June 29 or July 1	20%	Assume 15 minute presentations and 10 minutes for questions. Handouts of the presentations are to be prepared for management. Everyone on the team must present
Cases-1 page write ups for 10 cases	Individual	Before class day of case	10%	Full credit for handing cases in on time
Cases-Full, 4-5 page write ups 1. Club Atlético 2. Blogging at BzzAgent	Individual	Before class day of case	10%	Cases will be individually graded

# Class Schedule and Assignments: Summer 2010

## Marketing Strategy

### An Entrepreneurial Approach

Week	Date	Class	Topics and Assignments	Speakers/Guests
1	May 24	1	<b>Introduction and Defining the Strategy Framework</b> <ol style="list-style-type: none"> <li>Sun Tzu. <u>The Art of War</u>. Translated by Thomas Cleary, Shambahala Publications, Boston, Mass. ISBN 978-0-87773-452-9, 2003, Chapter 4, pp. 84-92 and Chapter 7, pp. 114-124.</li> <li>Machiavelli, N. <u>The Prince</u>. Translated by W.K. Mariott, 1908. Chapter 14.  <a href="http://www.constitution.org/mac/prince00.html">http://www.constitution.org/mac/prince00.html</a></li> </ol>	
			<b>Foundations of Marketing Strategy</b> <b>Attacking Old Business Models</b>	
	May 25	2	<b>Attacking Business Models—Free Marketing</b> <ol style="list-style-type: none"> <li>Case: Radiohead: Music at Your Own Price (A), Harvard Business School, Case 9-508-110</li> <li>Ariely, D. The End of Rational Economics. Harvard Business Review, July-August, 2009, pp. 78-84.</li> <li><a href="http://www.ted.com/talks/sendhil_mullainathan.html">http://www.ted.com/talks/sendhil_mullainathan.html</a></li> </ol>	
	May 26	3	<b>Attacking Business Models—The Patent War</b> <ol style="list-style-type: none"> <li>Case: Intellectual Ventures, Harvard Business School, Case 9-710-423</li> </ol>	
	May 27	4	<b>Attacking Business Models—Employee Management</b> <ol style="list-style-type: none"> <li>Case: Club Atlético Boca Juniors, Harvard Business School, Case 9-508-056</li> </ol>	
2	May 31		<b>Holiday</b>	
			<b>Reinventing Industries</b>	
	June 1	5	<b>Reinventing the Spirits Market</b> <ol style="list-style-type: none"> <li>Randazzo, S. Subaru: The Emotional Myths Behind the Brand's Growth, Journal of Advertising Research, March, 2006, pp. 11-17.</li> </ol>	Rob Malcolm, Former President of Marketing, Sales and Innovation, Diageo Spirits
	June 2	6	<b>Chief Marketing Officer (CMO) Challenge: Company-Team Briefings</b>	CMO Challenge Companies
	June 3	7	<b>Chief Marketing Officer (CMO) Challenge: Company-Team Briefings</b>	CMO Challenge Companies
3	June 7	8	<b>Reinventing the Fashion Industry</b> <ol style="list-style-type: none"> <li>Case: The Birth of the Swatch Watch, Harvard Business School Case 9-504-096</li> </ol>	Harold Brooks, President, Duty Free Shops, and former President, Fossil Watches



	June 8	9	<b>Reinventing Organized Religious Observance</b> <ol style="list-style-type: none"> <li>1. Case: Willow Creek Community Church (A), Harvard Business School, Case 9-691-102</li> <li>2. Hamel, G., Gary Hamel's Management 2.0 Blog. Organized Religion's 'Management Problem' August 21, 2009, 3:28 PM ET  <a href="http://blogs.wsj.com/management/2009/08/21/organized-religions-management-problem/tab/article/">http://blogs.wsj.com/management/2009/08/21/organized-religions-management-problem/tab/article/</a> </li> </ol>	
	June 9	10	<b>Strategy Models and Tools Lecture</b> <ol style="list-style-type: none"> <li>1. Brandenburger, A. M. and Nalebuff, B.J. The Right Game: Use Game Theory to Shape Strategy. Harvard Business Review, July-August, 1995, pp. 57-71.</li> <li>2. Porter, M.E. The Five Competitive Forces That Shape Strategy. Harvard Business Review, January 2008, pp. 78-93. (Note this is an update of his classic 1996 article)</li> <li>3. Henderson, B. <u>The Logic of Business Strategy</u>. Harper Collins, N.Y., N.Y., ISBN 978-0-88730-061-5, 1985, pp. 56-67.</li> <li>4. Kim, W.C and Mauborgne, R. Value Innovation: The Strategic Logic of High Growth. Harvard Business Review, January-February, 1997, pp. 103-112</li> </ol>	
			<b>Creating Marketing Strategy</b>	
	June 10	11	<b>Creating Marketing Strategy: Mental Models</b> <ol style="list-style-type: none"> <li>1. Young, I. <u>Mental Models</u>. What and Why? The Advantages of a Mental Model, Rosenfield Media, LLC, Brooklyn, N.Y., ISBN 978-193-38200-64, 2008, pp. 1-24.</li> </ol>	Katja E. Bressette Director, Strategic Initiatives Olson Zaltman Associates
4	June 14	12	<b>Creating Marketing Strategy: Trends</b> <ol style="list-style-type: none"> <li>1. Rohwedder, C. Know Business. Wall Street Journal Magazine, December 3, 2009, pp B4-5.  <a href="http://magazine.wsj.com/features/the-big-interview/know-business/tab/print/">http://magazine.wsj.com/features/the-big-interview/know-business/tab/print/</a> </li> <li>2. Zeitoun, E. Sick of Trends? You Should Be. Brandweek, April 21, 2008, p. 22</li> </ol>	Holly Jarrell, Group Managing Director, GfK Roper Consulting and GfK Roper Public Affairs
	June 15	13	<b>Team Presentations: Reviews and Practice Presentations</b>	CMO Challenge Companies
	June 16	14	<b>Reinventing Retail --Sustainability</b> <ol style="list-style-type: none"> <li>1. Case: Wal-Mart's Sustainability Strategy, Stanford Business School, Case OIT-71</li> </ol>	
	June 17	15	<b>Creating Marketing Strategy: The Sustainability Trend</b> <ol style="list-style-type: none"> <li>2. Nidumolu, R., Prahalad, C.K. and Rangaswami, M.R. Why Sustainability is Now the Key Driver of Innovation. Harvard Business Review, September, 2009, pp. 56-64.</li> </ol>	Rudy Vetter, Former Senior Marketing Officer, Henkel-Dial

			<b>Going Digital</b>	
5	June 21	16	<b>Building Digital Businesses: Customer Acquisition</b> <ol style="list-style-type: none"> <li>Case: Hubspot.com: Inbound Marketing and Web 2.0. Harvard Business School Case 9-509-049.</li> </ol>	Marc Brownstein, President and Adam Deringer, Chief Digital Officer, The Brownstein Group
	June 22	17	<b>Building Digital Businesses: Information and Data</b> <ol style="list-style-type: none"> <li>Case: Blogging at BzzAgent. Harvard Business School, Case 9-508-102</li> <li>Singh, T., Veron-Jackson, L., and Cullinane, J. Blogging: A new play in your marketing game plan. Kelly School of Business, BH 281</li> </ol>	Brett Hurt, President and CEO, BazaarVoice
	June 23	18	<b>Building Digital Businesses: Culture and Service</b> <ol style="list-style-type: none"> <li>Case: Zappos: Developing a Supply Chain to Deliver Wow! Stanford Case GS-65</li> <li>Jones, T.O. and Sasser, Jr. W. E. Why Satisfied Customers Defect, Harvard Business Review, November-December, 1995, pp. 88-99.</li> </ol>	
	June 24	19	<b>Building Digital Businesses: Social Relationships</b> <ol style="list-style-type: none"> <li>Case: eHarmony. Harvard Business School, Case 9-709-424</li> </ol>	
			<b>Growing Global: Brands and Branding</b>	
6	June 28	20	<b>Creating Global Brands: Growth Through Disruptive Technology</b> <ol style="list-style-type: none"> <li>Case: ASUSTeK. Harvard Business School, Case 9-609-011.</li> <li>Greene, R. <u>The 33 Strategies of War</u>. Penguin Books, N.Y., N.Y. ISBN 978-067-00345-74, 2006, Chapter 23, pp. 299-311.</li> <li>Christensen, C.M. and Raynor, M.E. <u>The Innovator's Solution</u>. Harvard Business School Press, Boston, Mass., ISBN 978-157-85185-24, 2003, Chapter 2, pp. 31-71.</li> </ol>	
	June 29	21	<b>Creating Global Brands: Growth Through Marketing</b> <ol style="list-style-type: none"> <li>Case: Dove: Evolution of a Brand. Harvard Business School, Case 9-508-047.</li> </ol>	
	June 30	22	<b>Team Presentations</b>	CMO Challenge Companies
	July 1	23	<b>Wrap up and Review</b>	

## Case Preparation Questions

### Radiohead

1. Do you think Radiohead's plan to allow fans to name their own price for the downloaded version of *In Rainbows* is a good idea?
2. Can this pricing strategy work for other artists?
3. What are the implications for artists' economic conditions? How does it affect the relationship between artists and record labels?
4. Will a release strategy like the one employed by Radiohead be effective in the long run?
5. How does Radiohead's plan fit in the wider context of how the Internet is affecting the music industry?

### Intellectual Ventures

1. IV is \$5b private equity/venture fund. In general, what are the advantages and disadvantages of a PE/VC fund? Is a PE/VC model the right business model for the IP market? If not, what alternatives, if any, would you recommend?
2. In this market, do patent trolls (NPE) play a useful role? Is IV a troll?
3. What strategy should IV take towards recalcitrant players who are unwilling to pay?
4. What types of companies would you predict would support IV and which would not?
5. If you had the money and were asked, would you invest in IV? Why or why not?

### Club Atlético Boca Juniors

1. What is Boca Juniors' business model? How does Boca Juniors' model differ from the top European clubs?
2. How would you describe the brand, Boca Juniors? What are the club's main tangible and intangible benefits?
3. Who are Boca Juniors' customers? How is the market segmented?
4. Why do young players want to join Boca Juniors? Why do so many of them leave?
5. Should Macri and Ibarra enter into negotiations with the Spanish and Italian clubs interested in buying Gago and Palacio? If so, how should they approach the talks?
6. Which player, Gago or Palacio would you be most willing to sell? Why?
7. How does this business model relate to a business world where many people consider themselves "free agents," expecting to advance by frequently changing employers?

### The Birth of the Swatch Watch

1. Why was Swatch so successful? In what ways was the Swatch different than any watch the industry has ever seen?
2. Which elements of the original Swatch marketing plan were most critical to the brand's success?
3. What does Franco Bosisio mean when he says that Swatch is sold at a "clean price?"
4. Should the company have charged a higher price? Why or why not?
5. In many ways, the Swatch encouraged people to think about watches in a new way. What other products in other product categories have done the same thing? Be prepared to discuss at least one example in class.
6. Today, if you had to create a new sub-category of watch, what would it be?
7. What does it take for the Swatch brand to compete successfully today?
8. Our guest served as the President and CEO of Fossil Watches. What advice would you give him today about competing vs. Swatch? (Check out Fossil Watches on the web.).  
MAKE UP 1-2 POWERPOINT SLIDES TO SHARE WITH THE CLASS

### Willow Creek

1. Why has Willow Creek been the most successful church in this country (in terms of attracting the most people per week), given the fact that they preach the same message as other Protestant churches?
2. What are plausible explanations for the decreasing membership level in major Protestant denominations?
3. Why do unchurched people find Willow Creek worth attending?
4. Some people in the religious community have described what goes on at Willow Creek as "superficial and cheap entertainment." Has Willow Creek gone too far to cater to their "customer" at the expense of sending a superficial message to the attenders?
5. How do you implement a "right strategy" from scratch?
6. How do you empower people to implement a given strategy in an excellent way without monetary rewards?
7. Is this a sustainable model?
8. Willow Creek has identified that seekers do not like to "say anything or sign anything" when they attend church. Is this a good idea? Why or why not?

### Wal-Mart's Sustainability Strategy

1. Given that Wal-Mart's customers are typically unwilling to pay any premium for environmentally friendly products, is the company going to achieve business value through its sustainability strategy? If so, how?
2. Imagine you are Andy Ruben or Tyler Elm, evaluating the progress of the electronics, seafood and textile networks. Which networks have been the most successful? What factors explain the success (or, lack of success) of each network?
3. How is Wal-Mart motivating its suppliers to share information about and continuously reduce the environmental impact of products and services? How can the company stimulate the development of disruptive, breakthrough innovations?
4. The case identifies some initiatives that will benefit society, but not Wal-Mart's profitability. Pick one of these initiatives and describe how you would defend it as an internal champion. MAKE UP 1-2 POWERPOINT SLIDES TO SHARE WITH THE CLASS.

### Hubspot.com

1. Do you agree with Hubspot that the "rules of marketing" are changing? If so, how? If not, why?
2. Is Hubspot finding and serving the right set of customers? Given its status as a start-up company, should it widen its focus to serve any customer who comes their way? Or, should they narrow their target by focusing on either Owner Ollies or Marketer Marys? Should they focus on B2B or B2C customers?
3. Does the Software as a Service (SaaS) pricing model work for both Owner Ollies and Marketer Marys?
4. Are Halligan and Shah being overly stubborn by not doing any outbound marketing? What would you do?
5. Halligan and Shah want Hubspot to be to marketing what Salesforce.com is to sales. Do you think that they can do it? What would be your plan of action to make this happen? Support each action that you would take.

### Blogging at BzzAgent

1. Does the concept of the BeeLog make sense?
2. Has the BeeLog run its course? Should it be shut down?
3. Who is the BeeLog attempting to influence?
4. What is the BzzAgent business model? How does BzzAgent's business compare to other media?
5. Why are major brands doing business with them?
6. Why do Agents do this? Is what they do ethical?
7. What is the role of blogs in the Internet world? Are they critical? And, if so for whom?

### Zappos: Developing a Supply Chain to Deliver Wow!

1. What are Zappos' core competencies and sources of competitive advantage? How sustainable are they?
2. How important is next-day air shipment to the consumer experience? Is it worth the cost? Would you change their shipping strategy in the cost-conscious environment facing the company in late 2008? If so, how?
3. How would you expand the business? Would you add more products? More geographies? Sell private label products?
4. As you expand the business, how can the company become more profitable, particularly in light of the costs associated with the focus on service?
5. How would you expect the environment of a more cost-conscious consumer to affect Zappos' business? What can Zappos do in such an environment to maintain its sales growth?
6. Compare Zappos' service model to that of Amazon, Netflix, and Blue Nile.

### eHarmony

1. Why do people want to meet people on-line instead of finding them in the real world?
2. How structurally attractive is the on-line personals market?
3. Does eHarmony have a competitive advantage? If so, where does it come from?
4. How serious is the competitive threat to eHarmony?
5. Which of the four options should Waldorf pursue? Support the one you selected and describe why the others would be sub-optimal.

### ASUSTeK

1. Why did some of the leaders in the desktop personal computer business have trouble adapting when consumers started switching to notebooks?
2. Was Jerry Shen the right person to work on the Eee PC project?
3. What assumptions are Jerry Shen's marketing people making about the Eee PC?
4. Do you think they will be successful in their positioning of the Eee PC? Does it matter to ASUSTeK?
5. Which suppliers to the global PC industry do you think should be concerned about the success of the Eee PC?

### Dove: Evolution of a Brand

1. What is a brand and how does the positioning of Dove fit in with your mental model?
2. What was Dove's positioning in the 1950's? How has it evolved?
3. What does the market research tell us about Dove?
4. What do you see as the risks to the brand today? If you were the brand manager, what would you do today with the Dove brand?
5. Unilever also markets Axe. Review our marketing portfolio management models and discuss how you would address questions from the press regarding Unilever's strategies for these two brands.

## Supplemental List: Useful Marketing and Business Strategy References

1. McGrath, R. and MacMillan, I. C. Market Busting: Strategies for Exceptional Business Growth. *Harvard Business Review*, March, 2005, pp. 80-89
2. Prahalad, C.K. and Hamel, G. The Core Competence of the Corporation. *Harvard Business Review*, May-June 1990, pp. 79-91.
3. Collis, D.J. and Montgomery, C.A. Competing on Resources. *Harvard Business Review*, July-August, 1995, pp. 118-128.
4. Hamel, G. and Prahalad, C.J. Strategy as Stretch and Leverage. *Harvard Business Review*, March-April, 1994, pp. 75-84.
5. Henderson, B.H. The Anatomy of Competition. *Journal of Marketing*. Spring, 1983, 47, pp. 7-11.
6. Reichheld, F.R. Learning from Customer Defections. *Harvard Business Review*, March-April, 1996. pp. 56-69.
7. Raynor, M. E. The Strategy Paradox. Random House, N.Y., N.Y., ISBN 978-0-385-51622-8, 2007.

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*, *Business Week*, *The Economist*, *Fortune*, *Forbes*, *Fast Company*, *Wired*, *Business 2.0*, and scholarly and practitioner oriented business publications, including: *Harvard Business Review*, *Sloan Management Review* and similar publications.

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