

MKTG 277- Marketing Strategy (Fall 2015)
The Wharton School, University of Pennsylvania
Monday and Wednesday | 3 p.m. to 4:20 p.m. | Room 355 Jon M. Huntsman Hall

Professor Thomas S. Robertson (robertson@wharton.upenn.edu)
769 Jon M. Huntsman Hall | (215) 898-5405
Office Hours: Monday and Wednesday, 4:30 p.m. to 5:30 p.m.

TEACHING ASSISTANTS

Steven Feis (feis@wharton.upenn.edu)
Andrew Mitchell (mitcan@wharton.upenn.edu)

COURSE COORDINATOR

Michele Anna Klekotka (klekotka@wharton.upenn.edu)
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INTRODUCTION

The course is designed for students who intend to follow a marketing or consulting career or for those who seek to gain greater depth in marketing.

The overall objectives of the course are to help you develop knowledge and skills in the creative and rigorous application of marketing strategy concepts and methods in order to enhance long run value for business entities.

By the end of the course, you should have gained an understanding of contemporary challenges in marketing management and developed a conceptual and capability base for:

- pursuing organic growth via innovation and market development;
- launching new products and achieving rapid takeoff;
- managing diverse product lines and planning migration strategies;
- defending products and markets in a contentious environment;
- creating and maintaining brand equity;
- entering international markets

REQUIRED COURSE MATERIALS

The course pack will be available from Reprographics and study.net. There will be a separate charge for printing via Reprographics. Other materials, including journal and newspaper articles, will be available on Canvas or distributed in class. In some instances, a link to the article will be provided. To access Canvas go to SPIKE or <https://canvas.upenn.edu>

SUPPLEMENTAL COURSE MATERIALS

These books are not required for the course but offered as additional resources. They have been placed on reserve at Lippincott Library.

1. Tony Davila, Marc J. Epstein and Robert D. Shelton, *Making Innovation Work*, Updated Edition, Upper Saddle, NJ: FT Press, 2012.
2. George S. Day and Christine Moorman, *Strategy from the Outside-In*, New York, McGraw Hill 2010.
3. Orville C. Walker, Jr. and John W. Mullins, *Marketing Strategy: A Decision-Focused Approach*. 8th Edition, New York, McGraw Hill-Irwin, 2013.

CLASSROOM ENGAGEMENT

1. You are expected to treat fellow students with respect and are expected to arrive for class on-time.
2. Cell phones and computers should be turned off. No typing or texting is permitted during class time. (I realize that this is controversial.)
3. Attendance is of paramount importance. If you will be absent due to illness or a religious holiday, please inform our TA, Andrew Mitchell, by email prior to the class that you will miss.
4. Unexcused absence or chronic lateness will decrease your grade for the course.
5. Plagiarized work will result in failure of the course. Please refer to Penn's Plagiarism Policy: http://gethelp.library.upenn.edu/PORT/documentation/plagiarism_policy.html

LUNCH DATES

You are invited to sign up for student-faculty meals sponsored by the Wharton Meals Program. The meals are entirely voluntary, and there is no charge to students. Please write to Michele Anna Klekotka if you wish to book a date. (klekotka@wharton.upenn.edu)

Lunch dates:

- Friday, September 18th (Parc Restaurant, Rittenhouse Square)
- Friday, October 16th (Parc)
- Thursday, November 19th (POD)
- ~~Wednesday, December 2nd (White Dog Café)~~

LEARNING SUPPORT

Teaching Assistants (TAs) are available to review lecture and case topics. Their contact information is on the first page of this syllabus.

Canvas will be used as a forum for communication and to share additional materials related to lectures and case discussions.

You are encouraged to post articles in the Canvas Discussion section that apply to what we've covered in class or provide updates on examples discussed.

OFFICE HOURS

Should you have any questions or concerns about the class, please do not hesitate to see me or the TAs, Andrew or Steven. No appointment is needed to meet during my office hours. If you are not able to meet with me during office hours, please email Michele to arrange an alternative meeting time. Andrew and Steven will not maintain regular office hours but can be reached via email in order to arrange a meeting.

GRADING AND PEDAGOGY

This course assumes a high degree of involvement and interaction. The learning methods are a combination of lectures, cases, debates and an industry analysis project.

Grading will be in accordance with Wharton policies. No individual extensions will be given for class assignments. The only extensions granted (if any) will be to the entire class.

The components for the final course grade and their relative weightings are:

Class Participation and Attendance	(20%) Individual
Midterm Examination	(20%) Individual
Case Analysis	(20%) Individual
Strategy Project	(20%) Team
Debate	(15%) Team
Intragroup evaluation of individual team member contributions	(5%) Individual

Class Participation and Attendance (20%)

Constructive participation in lectures and case discussions is predicated on analysis rather than mere opinion, and builds on the discussion flow at the time. (A good participant is a good listener.) Class participation will account for 15 points.

Attendance is required for every class session. Class attendance will account for 5 points. If you are unable to attend, email your TA ahead of time explaining why. More than two unexcused absences will result in a grade of zero for attendance.

Midterm Examination (20%)

The exam is scheduled for Monday, November 16th during our regular class time, 3 p.m. to 4:20 p.m. It is a closed-book exam.

The exams will be graded by the TAs with guidance from me within 10 days. If you believe there is a significant mistake in grading, please contact me by email within 1 week after the exam scores are posted. Requests after that point will not be considered. In your request, please explain your reasons in detail.

Individual Case Analysis Assignment (20%)

See the instructions in Exhibit 1 of this document.

Team Debate Assignment (15%)

See the instructions in Exhibit 2 of this document.

Team Strategy Project (20%)

See the instructions in Exhibit 3 of this document.

Intragroup Evaluations of Team Members (5%)

Team members will grade each other as to the value of individual contributions on team assignments.

COURSE SCHEDULE

Date	Topic & Preparation Questions	Assignments
8/26/15 Wednesday	<p style="text-align: center;">Overview of Course</p> <p style="text-align: center;">Preparation Question:</p> <p>What would you deem to be <u>three</u> emerging trends relevant to Marketing Strategy? Provide a sentence on each to explain.</p> <p>We will summarize across class members and discuss in class on Monday, Aug. 31st.</p>	<p>Post response to Preparation Question on Canvas by Friday, Aug. 28th, midnight. if you intend to take the course</p>
8/31/15 Monday	Trends and Future Thinking	<ol style="list-style-type: none"> 1. “Wanted: Flexible Corporate Strategies for Fast Times.” 2. “How Smart, Connected Products are Transforming Competition”
9/2/15 Wednesday	<p style="text-align: center;">Trends and Future Thinking: Google Car</p> <p style="text-align: center;">Discussion Questions:</p> <ol style="list-style-type: none"> 1. How does this project relate to Google’s corporate mission of organizing the world’s information? 2. Is the Google Car project a worthwhile investment of its resources? 3. Can Google compete against established auto manufacturers working on self-driving technology, or should it establish a partnership? 4. Should Google manufacture its own vehicles or license its self-driving software? 5. How would an autonomous car fit with Google’s core search business and its advertising-based revenue model? 	<p>Case Study: Google Car</p> <p>Also read:</p> <p>“Google Hopes All-or Nothing Bet on Robot Cars Will Pay Off Soon.” <i>Financial Times</i></p>
9/7/15 Monday	<p>No Class</p> <p>Have a fun and safe Labor Day holiday!</p>	

<p>9/9/15 Wednesday</p>	<p style="text-align: center;">International Markets</p> <p style="text-align: center;">Preparation</p> <p>I will be in Beijing for the opening of the Penn-Wharton China Center. Prior to Sept. 9th, I will provide a video of my lecture for you to review.</p> <p>NOTE: The video can be found in Canvas. Once logged into Canvas, go to “Class Recordings” located on the left-hand side of the screen. The video is noted there.</p> <p>You will meet with our TAs on Sept. 9th during normal class hours for further discussion and to organize into teams and run a lottery to assign debate and strategy project topics.</p>	<p>List of three 3- or 4-person teams for debate and strategy project due in class.</p> <p>Also read:</p> <ol style="list-style-type: none"> 1. “A Grassroots Approach to Emerging Market Consumers” 2. “Special Report: Family Companies: To Have and to Hold” 3. “New Varieties of State Capitalization”
<p>9/14/15 Monday</p>	<p style="text-align: center;">Designing Strategies for the Future</p>	<ol style="list-style-type: none"> 1. “Blue Ocean Strategy” 2. “The Black Swan: The Impact of the Highly Improbable”
<p>9/16/15 Wednesday</p>	<p style="text-align: center;">Innovation Strategy</p> <p style="text-align: center;">Guest Speaker Vince Ostrosky</p>	<ol style="list-style-type: none"> 1. “Winning the Take-off Battle” 2. “Why Most Product Launches Fail”
<p>9/21/15 Monday</p>	<p style="text-align: center;">Innovation Strategy: Tesla Motors</p> <p style="text-align: center;">Discussion Questions:</p> <ol style="list-style-type: none"> 1. Should BMW expect Tesla to grow into a strong direct competitor like Audi, versus Tesla being limited to a niche or being just a flash in the pan? Is Tesla at a competitive advantage or disadvantage? How will that evolve? 2. What do you think of Tesla’s entry strategy? What barriers did it have to overcome? Should Nissan learn something from Tesla’s approach? Will other firms follow in Tesla’s footsteps? 3. Do you think Tesla’s secret plan (p9) was really a plan or an ex-post rationalization? Would it matter? 4. How do you expect the industry to evolve? 	<p>Case Study: Tesla</p>

9/23/15 Wednesday	New Product Launch and Lifecycle Management	<ol style="list-style-type: none"> 1. "First-mover Advantage" 2. "Product Lifecycle Management Through Patents and Regulatory Strategies"
9/28/15 Monday	New Product Launch and Lifecycle Management: Juan Valdez Discussion Questions: <ol style="list-style-type: none"> 1. Why were emerging business models in the coffee industry so threatening to Colombia's coffee sector and the Juan Valdez brand? 2. How did the federation and the Juan Valdez brand adapt to a new era of competition in the coffee industry? Does the changed organization have the organizational capabilities to compete? 3. Should Procafecol radically adapt its country selection strategy or should it stick to the plan that was slowed by the global recession? 4. Should Procafecol invest in new brewing, packaging and other technologies, or remain firmly entrenched as a branding organization? 5. Would you close the flagship store or keep it open? What are the reasons for doing each? Do the FNC and Procafecol have different perspectives on this matter? 	Case Study: Juan Valdez
9/30/15 Wednesday	New Product Launch and Lifecycle Management: Zynga (B) Discussion Questions: <ol style="list-style-type: none"> 1. Should Zynga have predicted that FarmVille would peak and decline? Why? 2. Can the FarmVille life cycle be extended? 3. What life cycle do you project for FarmVille 2? 4. Should Zynga have predicted the decline of Draw Something? 	Case Study: Zynga (B)
10/5/15 Monday	Managing Competitors/Signaling	"Toward a Theory of Competitive Market Signaling,"

10/7/15 Wednesday	Market Defense	<ol style="list-style-type: none"> 1. “Incumbent defense strategies against new product entry” 2. “Should You Launch a Fighter Brand?” 3. “Defensive and Offensive Strategies for Market Success”
Fall Break 9th to 11th		
10/12/15 Monday	<p>Managing Competitors: Emirates Airline</p> <p>Discussion Questions:</p> <ul style="list-style-type: none"> • In an industry where profitable firms are scarce, Emirates has delivered solid growth and solid financial performance for years. Why? What is behind Emirates’ success? • What is the role of Dubai in Emirates’ success? • What are the strengths of Emirates’ Dubai-based hub-and-spoke model? What are the weaknesses? • Is Emirates’ strategy sustainable? Why? • How should U.S. and European legacy carriers defend against Emirates? 	<p>Case Study: Emirates Airline</p> <p>This can be selected as your case analysis. See Exhibit 1.</p> <p>Address this question in your case write-up:</p> <p>“How should a U.S. or European legacy carrier defend against Emirates?”</p>
10/14/15 Wednesday	<p>Channel Strategy: Rebranding Godiva</p> <p>Discussion Questions:</p> <ol style="list-style-type: none"> 1. What is your model of consumer behavior in the chocolate market? 2. How is this market segmented? 3. Contrast the Lindt strategy to the Godiva strategy. 4. What brand positioning should Godiva pursue? 5. What channel strategy do you recommend? 	<p>Case Study: Rebranding Godiva</p> <p>This can be selected as your case analysis. See Exhibit 1</p> <p>Address this question in your case write-up:</p> <p>“Should Godiva be in mass channels and, if so, how?”</p>
10/19/15 Monday	<p>Debates</p> <ol style="list-style-type: none"> 1. “Customer Centered vs. Product Centered” 2. “Price War” 	<p>Debates: See Exhibit 2</p>

10/21/15 Wednesday	<p style="text-align: center;">Debates</p> <ol style="list-style-type: none"> 3. Commodities 4. Social vs. Traditional Media 	<p>Debates: See Exhibit 2.</p> <p>Submit first round one-page work plans on team projects. Post to Canvas by Friday, Oct. 23rd at 5 p.m. See Exhibit 3.</p>
10/26/15 Monday	Organization Session with TAs on 2025 Team Project	Refer to note in Exhibit 3 of Syllabus.
10/28/15 Wednesday	<p style="text-align: center;">International Channels: Gillette's "Shave India Movement": Razor Sharp Against the Stubble (A)</p> <p style="text-align: center;">Discussion Questions:</p> <ol style="list-style-type: none"> 1. What factors explain the stagnant growth experienced by Gillette in India? 2. Identify what factors created bottlenecks in the consumer adoption process for Gillette razors 3. What was the solution to Gillette India's consumer price point misalignment problem? 4. Provide a compelling reason why razor sales in India remained unresponsive following the price point solution 	<p>Case Study: Gillette's "Shave India Movement": Razor Sharp Against the Stubble (A)</p> <p>This can be selected as your case analysis. See Exhibit 1</p> <p>Address this idea in your case write-up:</p> <p>Focus on how to increase Gillette razor sales in India in the next three years.</p> <p>Also read:</p> <ol style="list-style-type: none"> 1. "The Fortune at the Bottom of the Pyramid"
11/2/15 Monday	Channel Strategy: Omnichannel and Popups	<p>You should visit a pop-up store before this class.</p> <p>Also read:</p> <ol style="list-style-type: none"> 1. "A Store Made for Right Now: You Shop Until it's Dropped" 2. "Millennials and the World of Work" 3. "Three Rules for Building the Modern Retail Organization"

<p>11/4/15 Wednesday</p>	<p>International Brand Positioning: L’Oreal in China</p> <p>Discussion Questions:</p> <ol style="list-style-type: none"> 1. What are the pros and cons of a lifestyle positioning compared to a more concrete positioning on functional benefits? 2. Are today’s Chinese consumers ready for Chinese luxury brands? How might this change over time? How does this depend on the product category? 3. What is brand heritage? How can the conflict between a respective brand’s heritage and staying relevant for new generations of consumers be resolved? 	<p>Case Study: L’Oreal in China</p> <p>This can be selected as your case analysis. See Exhibit 1</p> <p>Address this idea in your case write-up:</p> <p>Design a L’Oreal strategy in China to achieve a turn-around in sales—positioning, advertising / promotion, pricing, and distribution.</p>
<p>11/9/15 Monday</p>	<p>Asian Champions</p> <p>Guest Speaker Vikram Malhotra, McKinsey</p>	
<p>11/11/15 Wednesday</p>	<p>Global and Country Branding</p>	<p>“How IMG Spreads Premier League’s Global Brand”</p>
<p>11/16/15 Monday</p>	<p>Midterm Examination</p>	
<p>11/18/15 Wednesday</p>	<p>Macroanalysis</p> <p>Guest Speaker Inder Sidhu, Cisco Systems</p>	
<p>11/23/15 Monday</p>	<p>Global Branding and Market Expansion: Banco do Brasil</p> <p>Discussion Questions</p> <ol style="list-style-type: none"> 1. What were the characteristics of the internationalization of banking before the 1990s? 2. What are the differences/similarities between Santander’s internationalization in the 1990s and the situation facing Brazilian banks contemplating foreign expansion in 2012? 3. What opportunities are available for BB’s future growth in 2012? 4. What characteristics and competences are valuable for BB’s success in the banking industry? 5. Is the prevailing context beneficial or detrimental to BB’s foreign expansion plans? 	<p>Case Study: Banco do Brasil</p> <p>This can be selected as your case analysis. See Exhibit 1</p> <p>Address this question in your case write-up:</p> <p>“Should Banco do Brasil engage in further international expansion? If so, into which markets and how far and how fast should it go?”</p>

REVISED: 21 October 2015

11/25/15 Wednesday	No Class Happy Thanksgiving!	
11/30/15 Monday	Team Meetings on Strategy Projects	
12/2/15 Wednesday	Team Project Presentation	See Exhibit 3
12/7/15 Monday	Team Project Presentation	See Exhibit 3
12/9/15 Wednesday	No Class Reading Day	

Exhibit 1

INDIVIDUAL CASE ANALYSIS ASSIGNMENT

1. Select a case to analyze—either Emirates, Godiva or Banco do Brasil
2. Submit via Canvas before class time.
3. Limit 1000 words double-spaced, Arial font plus four (4) exhibits
4. The structure will look similar to the following:
 - Statement of decision to be made
 - Strategic options considered
 - Recommended decision
 - Justification for decision
5. Please do not summarize the case. Assume that all of us are familiar with it.
6. This is not a research paper. It is an analysis of case facts. Do not use any outside information when preparing for case discussions or producing written case analyses. Outside sources of information include the library, mass media, the internet, and corporate executives for the case in question.

Exhibit 2

TEAM DEBATE ASSIGNMENT

Each team has the following responsibilities:

- To prepare a PowerPoint presentation of the arguments supporting your team's position—agree or disagree as assigned. A hard copy is due before class on the day of the debate. Upload your presentation to Canvas by 8 a.m. on the day of your presentation.
- To present in class a constructive argument of the team's position and a rebuttal of the opposing team's position.

The format will be as follows:

Agree Team Opening Statement	5 minutes
Disagree Team Opening Statement	5 minutes
Agree Team Rebuttal	3 minutes
Disagree Team Rebuttal	3 minutes
Agree Team Closing Statement	3 minutes
Disagree Team Closing Statement	3 minutes

In preparing your debate, I would suggest that the most effective debates will formulate compelling arguments related to our course content, provide evidence to support those arguments, and suggest relevant company examples to support your position.

It is helpful to assign specific portions of the debate to particular group members. For example, one person may wish to provide the opening statement, another to prepare rebuttal, and another to present the closing statement. This is only a suggestion but it is important to have all study groups take an active role in the debate.

Debate Topics:

1. **"A customer-centered approach is always better than a product-centered approach."**
2. **"A company should never initiate a price war."**
3. **"Commodities cannot be branded successfully."**
4. **"Marketing budgets should be disproportionately allocated to social media rather than traditional print/broadcast media."**

Assessment (by Professor Robertson, TAs and classmates)

- The assignment will be based on your group's ability to construct and present a compelling argument for your position and to rebut and answer questions about opposing points of view.

Exhibit 3

TEAM STRATEGY PROJECTS

Synopsis

1. Take yourselves to the year 2025
2. Develop a scenario for your assigned industry in that year. Your scenario should combine extrapolation with expert judgment to envision this future
3. Use relevant projected 2025 demographics. Develop a competitive environment as part of your scenario. Your analysis should be from the perspective of a global competitor. Do not limit your analysis to the domestic market.
4. Then design a company strategy responsive to that future. Some questions that might help you are:
 - a. What competitors are likely to be most difficult?
 - b. How will you proactively manage competitors to your advantage?
 - c. What new capabilities will it be important to develop?
 - d. What products and services does your scenario suggest?
 - e. What media environment do you anticipate and what are the implications for your communication strategy?
 - f. How will channels evolve and how will you go to market?

Process

1. The study group industries are as follows:
 - Study Group 1. Pharmaceuticals
 - Study Group 2. Financial Services
 - Study Group 3. Grocery Retailers
 - Study Group 4. Consulting
 - Study Group 5. Social Media
 - Study Group 6. Higher Education
 - Study Group 7. Mobile Technology
 - Study Group 8. Fashion
2. Present on the last two days of class for 15-minutes
3. Submit slides plus a maximum five page report before class
4. Post abstract of your presentation to Class Discussion Board on Canvas at least 24-hours before the time of your presentation.

Assessment (by Professor Robertson, TAs and classmates): Will be based on the following factors:

- Creativity
- Rigor and logic
- Explicit use of course concepts
- Feasibility
- Strategies explicitly considered and rejected
- How convincing was the presentation?
- Would your classmates vote to fund your strategy?

Biographical Sketches

Dr. Thomas S. Robertson

Joshua J. Harris Professor of Marketing

Thomas S. Robertson is the Joshua J. Harris Professor of Marketing at the Wharton School of the University of Pennsylvania. An expert in marketing strategy and competitive behavior, the diffusion of innovation, and consumer behavior, Dr. Robertson is author, co-author or editor of a dozen books and almost 100 scholarly articles and book chapters. He has won numerous awards for his scholarship and has lectured widely in North and Central America, Europe, Africa, Asia, and Australia.

Dr. Robertson recently completed a seven-year term as Dean of the Wharton School. In this role he raised substantial financial resources for the School, while championing global engagement, excellence in teaching, a strong culture of innovation, and business as a force for good. Under his leadership Wharton implemented a new MBA curriculum, a new initiative in public policy, creation of modular courses which run in eight countries, a research and teaching center in Beijing, a commitment to lifelong learning for Wharton alumni, and the design of a portfolio of online courses reaching over one million participants worldwide.

Prior to his Wharton deanship, Dr. Robertson held posts at Emory University. As Chair of International Strategy, he served as founding Executive Faculty Director of the Institute for Developing Nations, a joint-venture research initiative with The Carter Center and President Jimmy Carter. From 1998 to 2004 he was Dean of Emory's Goizueta Business School. From 1994 to 1998, he served as Deputy Dean of the London Business School in charge of the School's entire portfolio of degree and non-degree programs. In addition to his appointments at Wharton, Emory and London Business School, Dr. Robertson has held faculty positions at UCLA's Anderson School and Harvard Business School.

Dr. Robertson is an active board member in the university and corporate domains. He is a trustee of Singapore Management University, and serves on the Advisory Boards of the Sorbonne, Indian School of Business, Tsinghua University and Guanghua School of Management (Peking University). He is a member of the Boards of Directors of the Carlyle Group and CRA International.

Steven Feis, G16, WG16

Teaching Assistant

Steven is originally from Maryland and completed his undergraduate degree at Yale University. Following this, he studied in Italy for a year as a Fulbright Scholar, then started a music-technology company in New York City. He has also conducted biomedical research with institutions including the National Institutes of Health and has performed as a classical singer with organizations including the Juilliard⁴¹⁵ at venues including Carnegie Hall. He looks forward to working with Professor Robertson, Andy, and all of you!

Andrew Mitchell, G16, WG16

Teaching Assistant

Andrew is pursuing an MBA and MA in International Studies (through the Lauder program's Russian track). Prior to Wharton, Andrew worked for three years at The Boston Consulting Group's Washington D.C. office where he worked across a variety of projects, including the reorganization of a pharmaceutical company's emerging markets marketing division. Beforehand, he worked for four years advising HR clients at The Corporate Executive Board—a corporate best practices research firm in Washington D.C. Andrew holds a B.A. in Political Science from Wake Forest University (Winston-Salem, NC) and an M.A. in European and Eurasian Studies from The George Washington University (Washington D.C.).

Vince Ostrosky

Guest Speaker | September 16th

Vince held significant leadership roles within the High Technology Industry over the past 25 years ranging from Partner in a Consulting Practice to CEO of a Software as a Services company. As a senior management change champion he has undertaken challenging assignments successfully reconfiguring business models and generating significant value.

Vince played key roles in driving growth within the technology sector pursuing both organic and inorganic opportunities with his executive positions with PricewaterhouseCoopers, IBM and HP. Additionally, Vince's work includes assignments in private equity M&A. For a Customer Relationship Management and Business Process Outsourcing portfolio company, he drove the integration and transformation of several recent acquisitions and led a carve-out. His focus centered on operating model process efficiencies, delivering benefits from business integration and segmentation efforts.

Prior to Private Equity Mergers and Acquisitions assignments, Vince held responsibility as Global Vice President, Systems Integration at Hewlett Packard, Enterprise Services. He was accountable for Hewlett Packard's services solutions for the consulting business unit's top 20 global accounts.

Prior to joining HP, Vince was President and CEO of Selectica, Inc., a company specializing in Customer Relationship Management software and services with headquarters in San Jose, California. Vince repositioned Selectica into the CRM "as a Service" marketplace. He led the successful acquisition of Determine Software.

Before leading Selectica, Vince served on IBM's global executive team and was responsible for major transformation initiatives across Customer Relationship Management (CRM) and the integrated supply chain. His consulting career included roles at PriceWaterhouseCoopers, where he joined in 1994 and was a lead Partner in the High Technology practice, responsible for the firm's global clients.

Vince earned an MBA with distinction from the Wharton School. He holds degrees in engineering and business from the University of Pennsylvania.

Vikram Malhotra

McKinsey & Company

Guest Speaker | November 9th

Vik is Chairman of the Americas at McKinsey, and leads the firm's practices in both North America and Latin America. He joined McKinsey in 1986 and has spent his career in the New York office, where he has focused on serving clients in the financial-services sector. In the past, Vik has led McKinsey's East Coast Financial Institutions Practice, the North American Life Insurance Practice, and the North American Personal Financial Services Practice, and he has co-led the Emerging Markets Financial Institutions Practice.

Vik has served major financial institutions focused on wholesale banking, asset management, private banking, and retail banking. His consulting experience with these clients has covered a broad range of assignments on corporate strategy, business-unit strategy, growth strategies, performance transformation, organizational design, operational improvement, and business-process offshoring.

Outside McKinsey, Vik is active with several major nonprofit organizations. He currently serves as a Director of the Partnership for New York City, and as a Trustee of The Conference Board, the Wharton School (University of Pennsylvania), and the Groton School. He is also a Trustee Emeritus of the Asia Society.

Inder Sidhu

Cisco Systems

Guest Speaker | November 18th

Inder Sidhu is Senior Vice President of Strategy and Planning for Worldwide Operations at Cisco. He is also a member of the company's Operating Committee.

Since joining Cisco in 1995, Sidhu has held executive leadership positions in the Sales, Services, and Business Development groups. He has served as the Vice President and General Manager for Worldwide Professional Services, Vice President and General Manager for Advanced Engineering Services, and Vice President for Strategy and Business Development, Customer Advocacy.

From 2006-2010, Inder co-led Cisco's Emerging Countries Council, which drives business success in fast-growing geographies like China, India, Russia, Brazil, Mexico, and the Middle East. From 2006-2009, he co-led the Enterprise Business Council, which is responsible for Cisco's corporate business, representing about half of the company's total revenue.

In 2010, Sidhu published *Doing Both: Capturing Today's Profit & Driving Tomorrow's Growth* (FT Press). In this New York Times bestseller, he identifies common business dichotomies and explores how successful companies avoid difficult tradeoffs and instead achieve bigger outcomes by "doing both." Using this framework, he offers a unique view of Cisco's consistent record of innovation and high performance.

Before joining Cisco, Sidhu was with McKinsey & Company. He has also worked at Intel and Novell.

Sidhu holds a bachelor's degree in electrical engineering from the Indian Institute of Technology, Delhi, a master's degree in electrical and computer engineering from the University of Massachusetts, Amherst, and an MBA from the Wharton School. He also is a graduate of the Advanced Management Program at Harvard Business School.