

Administrative Details

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Canvas Site: <https://canvas.upenn.edu/courses/1329049>

I. Objectives

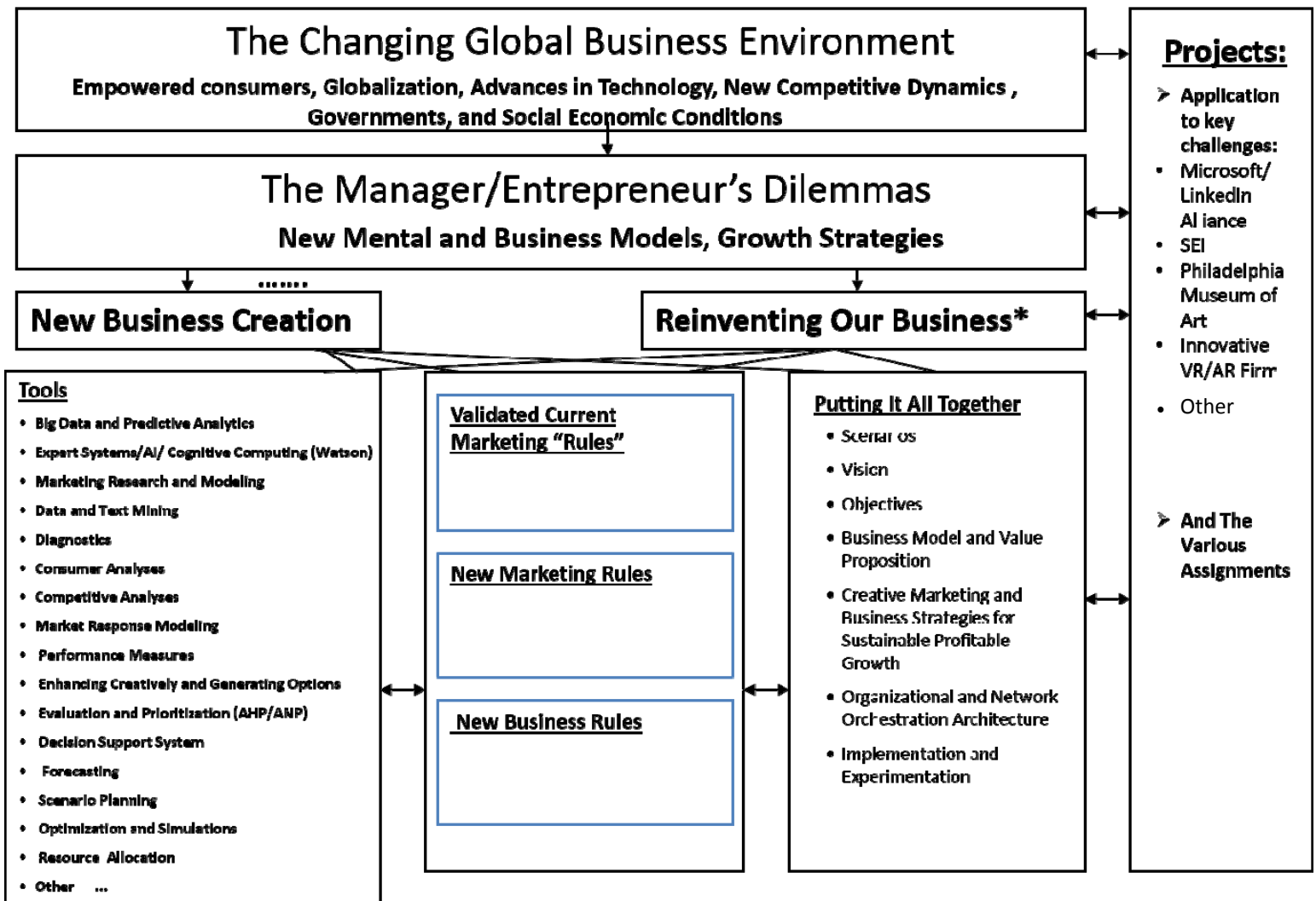
Students will develop their competencies in the creative, analytic, and systematic use of marketing concepts and methods in the design, evaluation, and implementation of marketing strategy and marketing driven business strategies of organizations in the rapidly changing and complex global business environment. In support of this objective, students are expected to:

1. Understand how the dramatic changes in the global business environment and especially in technology and empowered consumers 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 and context in a creative and analytic way, focusing on diverse perspectives including those of CMO, CEO, other C-level executives, heads of business units, and support organizations such as advertising agencies, marketing research firms, etc.
4. Apply the course concepts and methods to real world company challenges and interact with the senior management of the involved organizations. The involved companies and their projects are:
 - a. The marketing opportunities of the new Microsoft-LinkedIn alliance [Dec 6 presentation]
 - b. Attracting and engaging audiences for the [Philadelphia Museum of Art](#) during its planned building renovation
 - c. Creating a wealth management platform with [SEI](#)
 - d. Marketing innovative virtual reality/augmented reality technology with [Dream Time Vision/Visual Domains](#) - an innovative Israeli startup
 - e. [Other companies and organizations](#) reflecting the student interest
5. Prepare and present persuasive oral and written reports.

II. Premises

1. Successful marketing and business strategy require mastery of marketing concepts, findings, methods and processes.
2. The magnitude and speed of the changes in the global business environment are constantly changing the nature of marketing and the marketing and business strategy options. The increased importance of the empowered and skeptical consumers have fundamentally transformed marketing. The status quo is not an option.
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.
4. The key to learning, however, is applying the concepts and methods to key challenges of actual firms, thus the focus on projects.

Exhibit 1 Conceptual Framework for the Marketing Strategy Course



III. Who should take this course?

This course is intended as a capstone course in marketing that “ties everything together and provides 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 to all management functions (finance, operations, etc.) key insights on how to get the most from their interaction with marketing.

IV. Philosophy, pedagogical approach & course requirements

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 (project application), (4) the value of reflections, and (5) teaching is the best way to learn.

These are implemented by seven 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. 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 # 12, 13, 14, 15, 16, 17, and 18). 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 30 minutes in class to “teach,” interact, and debrief the students on the experience and lessons learned.

Due Dates: (ONE of these sessions):	#12 October 11	#13 October 13	#14 October 18	#15 October 20	#16 October 25	#17 October 27	#18 Nov 1
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3. Written Individual Assignments

- a) **#10 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. Ideally apply this to your project.

Due Date:	Sept 29
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- b) **#15 Book Review**: A short book review (two pages). [Section IX includes a number of illustrative books. Feel free, however, to select any other marketing related book, if you so desire.]

Due Date:	October 20
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- c) **#28 Reflections and Rules**: Ongoing reflections and listing of the take-aways and “rules” for Marketing Strategy

Due Date:	December 8
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- d) Individual assessments (critiques) of other students and team assignments (see #6 below)

4. Action Learning and Written Group Assignments:

- a) **Marketing Strategy Project**: This is the key to integrating and applying the course concepts and methods.

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.

Project Due Dates
Email a brief (one-paragraph to one-page) proposal to be submitted with the names of the team members and their areas of expertise. Sept 6.
A one-page double-spaced progress report is due every two weeks. Sept 20, Oct 4, Oct 18, Nov 1, Nov 15, and Nov 28.
The final presentations and a short executive summary. Dec 1 and Dec 6.

Note: Try to relate most of the other assignments to your selected project.

(b) **Short Discussion Notes** Re: each of the Marketing Strategy components [Sessions 12, 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:	#12	#13	#14	#15	#16	#17	#18
(by all EXCEPT the teaching team):	Oct. 11	Oct. 13	Oct. 18	Oct. 20	Oct. 25	Oct. 27	Nov. 1

c) **Dashboard Assignment** – Nov 3

A Note on Teams

Selection:

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 and note that you can create different teams for the various assignments.

Conduct:

The purpose of the team projects is to encourage co-creation and learning from each other. Please avoid the practice of dividing the assignments among the group members and thus turning them into individual assignments. If you do so you will be missing an indispensable learning opportunity.

5. Readings

We will be using a combination few readings provided on Canvas, and materials you can find on the internet.

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*, *Marketing Science*, *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.

Other Sources:

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 IX. All books will be on reserve at Lippencott.

6. Evaluation of Others

All projects will be turned in through Canvas, and it is expected that all students will provide feedback on some of the work of others in the Discussion area. This feedback will be reviewed and scored as one of your assignments. The evaluation should be based on explicit criteria and always be constructive in nature. Please submit two individual evaluations one team members and one individual assignment. Each of the two should be submitted the week after the original posting of the assignment you selected to evaluate.

7. Class Participation

This is a key element of any learning experience. Please participate actively and contribute to an exciting learning environment.

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

V. Required Material

Illustrative readings are suggested for each session but should be augmented by:

- Ongoing familiarity with the business press (*Business Week, Fortune, WSJ, Economist...*)
- Relevant web searches and other sources.
- And some of the books listed in Section VIII including:
 - *Beyond Advertising: Creating Value Through All Customer Touchpoints*, Jerry Wind, Catherine Hays and the Wharton Future of Advertising Innovation Network. Wiley 2016.
 - *The Network Imperative: How to Survive and Grow in the Age of Digital Business Models*. HBS Press. 2016.

VI. 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 apply them. For the formal course assessment, I will use the following guidelines:

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| • Quality and quantity of class participation (individual) | 20% |
| • Teaching project (group) | 10% |
| • Peer Evaluation of 3 Assignments | 10% |
| • Reflection and rules (individual) | 10% |
| • Short assignments (individual & group) | 20% |
| • Final Project (group) | 30% |

VII. Class Schedule at a Glance

TUESDAY	THURSDAY
1. August 30 <i>Introduction to Course and Class Introductions</i>	2. September 1 <i>The Changing Market Reality and Its Implications</i>
3. September 6 [Submit Project Proposal] <i>Challenging Our Mental Models of Marketing</i>	4. September 8 <i>Customer Behavior and Marketing Actions in the Age of Watson & AI</i>
5. September 13 <i>Market Segmentation in the Age of Personalization at Scale</i>	6. September 15 <i>Value Proposition, Positioning, and Competitive Strategies</i>
7. September 20 [Submit Project Update] <i>Generating Creative Options</i>	8. September 22 <i>Growth and Competitive and Preemptive Marketing Strategies</i>
9. September 27 <i>Creating a Marketing Innovation Engine</i>	10. September 29 [Submit Experiment] <i>Adaptive Experimentation</i>
11. October 4 [Submit Project Update] <i>Prioritization</i> <u>Guest Lecture:</u> Kevin Connor, Decision Lens, [AHP / ANP]	<i>Fall Break</i>
12. October 11 [Submit Teaching/Short Notes] <i>Rethinking Advertising and Communication</i>	13. October 13 [Submit Teaching/Short Notes] <i>Rethinking the Product & Service Offerings & Experience</i>
14. October 18 [Submit Teaching/Short Notes & Project Update] <i>Designing the customer experience</i>	15. October 20 [Submit Teaching/Short Note and Book Review] <i>Rethinking Pricing & Revenue Models</i>
16. October 25 [Teaching/Short Note] <i>Rethinking Distribution</i>	17. October 27 [Submit Teaching/Short Note] <i>Rethinking Branding, Brand Strategies, & Creating Global Brands</i>
18. November 1 [Submit Teaching/Short Note & Project Update] <i>Rethinking CRM & Loyalty Programs</i>	19. November 3 [Submit Dashboard Assignment] <i>Marketing Metrics & Dashboard</i> <u>Guest Lecture:</u> Professor David Reibstein
20. November 8 <i>Marketing of Political Candidates</i>	21. November 10 <i>Rethinking the Business Model and Portfolio Strategies</i>
22. November 15 [Submit Project Update] <i>Resource Allocation</i>	23. November 17 <i>Organizational Architecture</i>
24. November 22 [Submit Short Notes] <i>Network Orchestration and the Role of the CMO</i>	<i>Thanksgiving</i>
25. November 29 [Submit Short Notes; Project Update] <i>Toward Implementation & Rethinking the Go To Market Strategies</i>	26. December 1 [Submit Project] <i>Project Presentations (1)</i>
27. December 6 [Submit Project] <i>Project Presentations (2)</i>	28. December 8 [Submit Reflections and Rules] <i>Reflections On Rules for Marketing Strategy & Conclusions</i>

VIII. 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, and share these with the class.

Session	Date	Preparation/Readings/Assignments
1	Aug. 30	Introduction to Course and Class Introductions <ul style="list-style-type: none"> • Read Course Outline carefully
2	Sep. 1	The Changing Market Reality and Its Implications <ul style="list-style-type: none"> • Read Wind, Hays & the Innovative Network, <i>Beyond Advertising</i>, chapter 1 - The Five Forces Driving the Need for Change, and the Enablers to Do So • Review the current business publications on the changing business environment. • De Swaan Arons, van den Driest & Weed, "The Ultimate Marketing Machine," <i>Harvard Business Review</i> • Skim Rifkin, J. <i>The Zero Marginal Cost Society</i> and <i>The Third Industrial Revolution</i>. <ul style="list-style-type: none"> • Be ready to discuss key implications
3	Sep. 6	Challenging Our Mental Models of Marketing <i>Submit Project Proposal</i> <ul style="list-style-type: none"> • Skim, Wind & Crook, <i>Power of Impossible Thinking</i>. • Chapter 2 of <i>Beyond Advertising - It's All In Your Head</i> <ul style="list-style-type: none"> • Be <u>ready to discuss</u> your current mental model of marketing strategy
4	Sep. 8	Customer Insights and Marketing Actions in the Age of Watson and AI <ul style="list-style-type: none"> • Review the literature on cognitive computing (Watson). Google's Deep Mind, Microsoft ChatBot, and the AI literature • Review of consumer behavior material <ul style="list-style-type: none"> • Be ready to discuss <ul style="list-style-type: none"> • What do we know about consumer behavior? • What are the implications of the advances in cognitive computing?
5	Sep. 13	Market Segmentation in the Age of Personalization at Scale <ul style="list-style-type: none"> • Wind and Bell. "Market Segmentation." <i>The Marketing Book</i> (Sixth Edition). Butterworth Heinemann, 2008. <ul style="list-style-type: none"> • Be ready to discuss: Segmentation in the Age of the Empowered Consumer and Big Data
6	Sep. 15	Value Proposition, Positioning, and Competitive Strategies <ul style="list-style-type: none"> • Wind. "Positioning Analysis and Strategy," From the <i>Interface of Marketing and Strategy</i>, (Ed. Day, G., Weitz, B., and Wensley, R.. <i>JAI Press</i> p.387-411. <ul style="list-style-type: none"> • Be ready to discuss: Positioning in the Age of the Empowered Consumer
7	Sep. 20	Generating Creative Options <ul style="list-style-type: none"> • Review "Should You and Can You Inspire Creativity" Wind, TEDxFreeLibraryofPhiladelphia – and other TED videos and books on Creativity <ul style="list-style-type: none"> • Be ready to discuss: What Tools Can We Use to Enhance Our Creativity?
8	Sep. 22	Growth and Preemptive Marketing Strategies <ul style="list-style-type: none"> • Review of Growth Literature • Read Wind, Day and Reibstein paper, "Preemptive Strategies" <ul style="list-style-type: none"> • Be ready to discuss: Growth and Preemptive Strategies
9	Sep. 27	Creating a Marketing Innovation Engine <ul style="list-style-type: none"> • Ackoff R., J. Magidson and H.J. Addison. <i>Idealized Design</i> • Read Wind and Rhodes paper, "Innovation for Legacy Firms" • Review the literature on innovation and marketing innovation. <ul style="list-style-type: none"> • Be ready to discuss: How Can We Create a More Innovative Engine
10	Sep. 29	Adaptive Experimentation <ul style="list-style-type: none"> • Chapter 7 of <i>Beyond Advertising</i> – Embrace a Culture of Adaptive Experimentation • Review the Experimental Design Literature <ul style="list-style-type: none"> • Assignment: Propose an Experimental Design • Be ready to discuss: Designing Experiments and Their Benefits

Session	Date	Preparation/Readings/Assignments
11	Oct. 4	Prioritization [AHP/ANP] <ul style="list-style-type: none"> • Guest Lecture: Kevin Connor • Review Decision Lens website: http://www.decisionlens.com/ and any of Tom Saaty's publications on the AHP/ANP • Read Chapters 2-3 and 5-6 from Saaty book, <i>Decision Making for Leaders</i>. Optional: Take online learning module at http://decisionlens.com/training/short/.
	Oct. 6	NO CLASS (Fall Break)
12	Oct. 11	Rethinking Advertising and Communication <ul style="list-style-type: none"> • Review <i>Beyond Advertising</i>, chapters 3-6 <ul style="list-style-type: none"> • Be ready to discuss: What are the lessons from the 'Beyond Advertising' paradigm?
13	Oct. 13	Rethinking the Product & Service Offerings <ul style="list-style-type: none"> • Review the rich literature on product and service management and new product development. <ul style="list-style-type: none"> • Be ready to discuss: What are the key lessons for developing products and services?
14	Oct. 18	Designing the Customer Experience <ul style="list-style-type: none"> • Review the rich literature about customer experience <ul style="list-style-type: none"> • Be ready to discuss: Designing an experiment for innovative custom experience
15	Oct. 20	Rethinking Pricing & Revenue Models <ul style="list-style-type: none"> • Review the rich pricing and revenue models literature • Raju & Zhang, <i>Smart Pricing: How Google, Priceline, and Leading Businesses Use Pricing Innovation for Profitability</i> <ul style="list-style-type: none"> • Be ready to discuss: Designing an experiment for innovative pricing
16	Oct. 25	Rethinking Distribution <ul style="list-style-type: none"> • Review the rich distribution literature <ul style="list-style-type: none"> • Be ready to discuss: Designing innovative distribution experiments
17	Oct. 27	Rethinking, Branding, Brand Strategies, and Creating Global Brands <ul style="list-style-type: none"> • Skim Light, <i>6 Rules for Brand Revitalization</i> • Review the rich branding and brand equity literature. <ul style="list-style-type: none"> • Be ready to discuss: Lessons for branding
18	Nov. 1	Rethinking CRM & Loyalty Programs <ul style="list-style-type: none"> • Review the rich literature on CRM and loyalty programs. <ul style="list-style-type: none"> • Be ready to discuss: Designing a CRM system and loyalty program
19	Nov. 3	Marketing Metrics & Dashboard <ul style="list-style-type: none"> • Guest Lecture: Professor David Reibstein • Farris, P.W., Bendle N.T., Pfeifer P.E., Reibstein D.J. <i>The Manager's Guide to Measuring Marketing Performance, 3rd Edition</i>. • Prepare and submit the dashboard assignment.
20	Nov. 8	Marketing of Political Candidates <ul style="list-style-type: none"> • Review of rich commentaries on the election campaigns <ul style="list-style-type: none"> • Be ready to discuss: Marketing lessons from the presidential campaigns
21	Nov. 10	Rethinking the Business Model and Portfolio Strategies <ul style="list-style-type: none"> • Libert, Beck, Wind. <i>The Network Imperative: How to Survive and Grow in the Age of Digital Business Models</i>. • Libert, Wind, & Beck. "What Airbnb, Uber, and Alibaba Have in Common," HBR. Nov. 20, 2014. • Libert, Wind, & Beck. "What Apple, Lending Club, and AirBnB Know about Collaborating with Customers." HBR. July 03, 2015. <ul style="list-style-type: none"> • Be ready to discuss: Business Model and Portfolio Strategy
22	Nov. 15	Resource Allocation <ul style="list-style-type: none"> • Review rich resource allocation literature. • Skim the relevant chapters of Lilien and Rangaswamy, <i>Marketing Engineering, Revised Second Edition</i> <ul style="list-style-type: none"> • Be ready to discuss: Lessons for Resource Allocation
23	Nov. 17	Organizational Architecture <ul style="list-style-type: none"> • Chapter 8 of <i>Beyond Advertising</i> - Leverage All Aspects of the Organizational Architecture to Effect Change or Start Fresh <ul style="list-style-type: none"> • Be ready to discuss: Lessons for Organizational Architecture

Session	Date	Preparation/Readings/Assignments
24	Nov. 22	Network Orchestration and the Role of the CMO <ul style="list-style-type: none"> • Chapter 9 of <i>Beyond Advertising</i> - Transcend Silos and Barriers with Aligned Objectives, Open Innovation, Network Activation and Network Orchestration • Review the rich literature on the role of the CMO <ul style="list-style-type: none"> • Be ready to discuss: The Changing Role of the CMO
	Nov. 24	NO CLASS (Thanksgiving)
25	Nov. 29	Toward Implementation and Rethinking the Go To Market Strategies <ul style="list-style-type: none"> • Review the rich strategy implementation literature. • Review examples of successful and unsuccessful Go to Market Strategies <ul style="list-style-type: none"> • Be ready to discuss: Lessons for Implementing Go to Market Strategy
26	Dec. 1	Project Presentations (1)
27	Dec. 6	Project Presentations (2)
28	Dec. 8	Reflections: New Rules for Marketing Strategy and Conclusions <ul style="list-style-type: none"> • Submit the assignment and be ready to discuss: Your Rules for Marketing Strategy and Reflections on the Course

IX. 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.

Anderson, C. *Long Tail: Why the Future of Business is Selling Less of More*. Hyperion, 2008.

Anderson, C. *Free: The Future of a Radical Price*. Hyperion. 2009.

Bartlett, C. and S. Ghishal. *Managing Across Borders*. (2nd Edition) HBS Press, November 2001.

Basch, M. D. *Customer Culture: How Fed Ex and other Great Companies Put the Customer First Every Day*. Upper Saddle River: Prentice Hall, 2002.

Bass, F. and J. Wind. eds., *Empirical Generalizations in Marketing*, special issue of *Marketing Science*. August 1995.

Bell, D. *Location is (Still) Everything: The Surprising Influence of the Real World on How We Search, Shop, and Sell in the Virtual One*. New Harvest, 2014.

Benioff, M. and C. Adler. *Behind the Cloud*. Wiley. 2009.

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Brown, T. *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*. Harper Business, 2009.

Bughin, J. and J. Manyika. *Internet Matters: Essays in Digital Transformation*. McKinsey & Company, 2011.

Bughin, J. and J. Manyika. *Internet Matters: The Rise of the Digital Economy*. McKinsey & Company, 2014.

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Chakravarthy, Bala and P. Lorange. *Profit or Growth?: Why You Don't Have to Choose*. Wharton School Publishing. 2008.

Chatterjee, Sayan. *Failsafe Strategies: Profit And Grow From Risks That Others Avoid*. Wharton School Publishing. 2004.

Christensen, C.M. *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Harvard Review Press. 2016.

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Darroch, J. *Marketing Through Turbulent Times*. Palgrave Macmillan. 2009.

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.

Fader, P. *Customer Centricity: Focus on the Right Customers for Strategic Advantage*. Wharton Digital Press, 2012.

Farrell, W. *How Hits Happen*. HarperBusiness, 2000.

Farris, P.W., Bendle N.T., Pfeifer P.E., Reibstein D.J. *The Manager's Guide to Measuring Marketing Performance, 3rd Edition*. Financial Times Press, 2015.

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

Fung, V. K., W. K. Fung and J. Wind. *Competing in a Flat World: Building Enterprises for a Borderless World*. Upper Saddle River: Wharton School Publishing, 2007.

Gates, B. *Business at the Speed of Thought*. NY: Warner Books, 1999.

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- Keller, E. and B. Fay. *The Face-to-Face Book: Why Real Relationships Rule in a Digital Marketplace*. Free Press, 2012.
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- Kelly, K. *The Inevitable: Understanding the 12 Technological Forces That Will Shape Our Future*. Viking. 2016.
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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. His regular contributions to professional marketing literature include 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 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), 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, June 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. In 2012, Sage will publish an 8-volume edited anthology of Dr. Wind's publications through the *Legends of Marketing* Series.

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 been a 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 SEI and a member of their executive committee. 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 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 a member of the Board of Directors of the Marketing Accountability Standards Board. 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 boards of a number of Wharton's centers, including the Lauder Institute and Knowledge@Wharton; a trustee of *The Philadelphia Museum of Art*, chairman of the marketing committee and member of its digital age committee. He is a frequent lecturer in faculty seminars and executive programs in over 50 universities worldwide and the founder of *Reimagine Education: Innovative Pedagogical Approaches for Higher Education*.

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 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 as one of the 10 *Legends of Marketing* and in 2013 Sage will publish 8 edited volumes anthologizing his various publications

Expanded CV can be found online at: <https://marketing.wharton.upenn.edu/profile/196/cv>