
MKTG 277

MKTG 277 Marketing Strategy

Fall 2017 (112 Vance Hall)

Instructor: Thomas S. Robertson, 769 JMHH
email: robertson@wharton.upenn.edu
Office Hours: M/W 4 p.m. – 5 p.m., or by appointment

TA: Haley Russell
Email: haleyjpr@wharton.upenn.edu

Class Coordinator: Michele Anna Klekotka
Email: klekotka@wharton.upenn.edu

Description

This course views marketing as both a general management responsibility and an orientation of the firm that helps create, capture, and sustain customer value. The course develops knowledge and skills in the application of advanced marketing frameworks, concepts, and methods for making strategic choices for innovative business models, products and services—often in new markets. This course is biased toward B-to-C marketing.

Objective

This course will 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.

Goals

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;
- ✓ identifying market gaps via customer journey analysis
- ✓ 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

Course Logistics

Grading and Pedagogy

This course assumes a high degree of involvement and interaction. The learning methods are a combination of lectures, cases, book review, and a team based customer experience 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.

Office Hours

Should you have any questions or concerns about the class, please do not hesitate to see me or Haley Russell. 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. Haley will not maintain regular office hours but can be reached via email in order to arrange a meeting.

Student Lunch Dates

You are invited to sign up for a lunch. Student-Faculty meals are sponsored by the Wharton Meals Program.

Please write to Michele if you wish to book a date.
(klekotka@wharton.upenn.edu) Lunch dates as of now:

- Thursday, Sept. 14th at Pod
- Tuesday, Oct. 10th at Pod
- Tuesday, Nov. 28th at Pod
- Friday, Dec. 8th at Parc (Rittenhouse Square)

Supplemental Course Materials

The books listed below are part of the course's Book Club. In teams you will discuss one selected book. The books are on reserve at Lippincott Library. (List books)

- *Why People Don't Buy* by A. Chakravarti and M. Thomas
- *Disrupted* by Dan Lyons
- *Brand Breakout* by Nirmalya Kumar and Jan-Benedict E. M. Steenkamp
- *Defending Your Brand* by Tim Calkins
- *Contagious* by Jonah Berger
- *New Science of Retailing* by Marshall Fisher and Ananth Raman

Student Referred Reading Material

Feel free to post interesting articles that relate to the course directly to Canvas for your colleagues to read.

Assessment

Individual Level (60%):

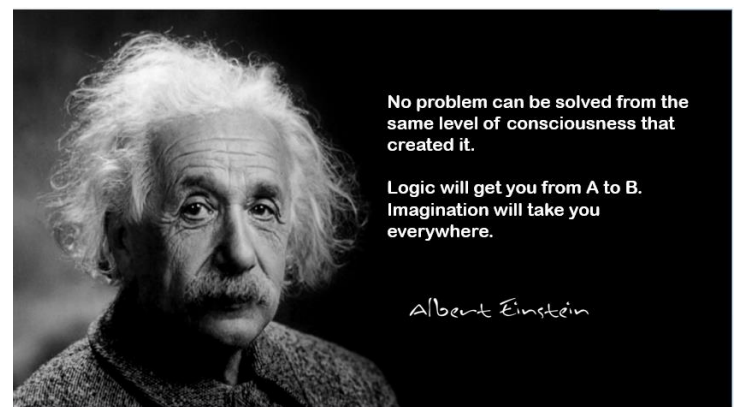
- | | |
|--|-----|
| • Midterm Examination | 25% |
| • Written Case Analysis | 20% |
| • Attendance, Participation & Postings | 10% |
| • Case Briefs | 5% |

Team Level (40%):

- | | |
|---|-----|
| • Customer Experience Project | 25% |
| • Book Club Report | 10% |
| • Intragroup Evaluation of Team Members | 5% |

Classroom Etiquette

1. You are expected to treat fellow students with respect and are expected to arrive for class on-time.
2. The use of electronic devices is not permitted during class time. (Smartphones, laptops, tablets, etc.)
3. Attendance is of paramount importance. If you will be absent due to illness or a religious holiday, please inform Haley Russell (TA) by email prior to the class that you will miss.
4. Unexcused absences 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



Detailed Schedule – MKTG 277

Session	Day	Date	Topic
Charting Future Opportunities	Wednesday	8/30/17	Course Overview Preparation Question: What would you deem to be three emerging trends relevant to Marketing Strategy? Provide a sentence on each to explain. We will summarize across class members and discuss in class on Wednesday, Sept. 6 th POST YOUR RESPONSE TO CANVAS BY NOON, TUESDAY, SEPT. 5TH
	Monday	9/4/17	No Class. Have a safe and happy Labor Day!
	Wednesday	9/6/17 In class	Trends and Opportunities Academic Readings: "How Smart, Connected Products Are Transforming Competition" Random Assignment to Groups Video: Rob Farrell Talks Digital Marketing Trends for 2017. https://www.youtube.com/watch?v=Atfs5sUyes4
	Monday	9/11/17 In advance	Trends and Opportunities Academic Reading: "The end of car ownership" Case Study: Google Car Book Club Selection Date Video: https://waymo.com/
Strategy and Business Model Innovation	Wednesday	9/13/17	Designing Strategies for the Future Academic Readings: "Blue Ocean Strategy," "Cover Feature: Our Lives in 2033," and "Meeting the Challenge of Disruptive Change" In-Class Debate: Take a position on utopia vs. dystopia. Come to class prepared to justify.
	Monday	9/18/17 In class	Trends and Opportunities Case Study: Tesla Motors Video: https://www.tesla.com/videos/test-drive-believe
	Wednesday	9/20/17	Business Model Innovation Academic Reading: "Can Wal-Mart's expensive new eCommerce operation compete with Amazon?" and "Amazon to buy Whole Foods for \$13 billion" In-Class Debate: Walmart vs. Amazon? Consider the following: <u>Walmart.</u> What is the Walmart business model? How did Walmart get started? What value proposition has it fulfilled? Can this value proposition survive? Were the acquisition of Jet and Bonobos wise moves? <u>Amazon.</u> What is the Amazon business model? How did Amazon get started? What value proposition has it fulfilled? How has Amazon evolved? Was the acquisition of Whole Foods a wise move? Book Club Report: <i>Why People (Don't) Buy</i>
	Monday	9/25/17 In advance	Digital Marketing in an App-Centric World Academic Readings: Guest Lecturer: Sunny Rao Co-Founder, Half.com and Zoomin.com Video: Scott Galloway: In marketing, creepy means relevant. https://www.youtube.com/watch?v=8Ykc60fYhxU&feature=em-subscriptions_digest In-Class Debate: Study the "Tech Chart of the Day" and come prepared to speculate on which portfolio will be most successful in 10 years. Book Club Report: <i>Disrupted</i>
Innovation and Product Line Strategy	Wednesday	9/27/17 In class	Digital Marketing Case Study: Smartick vs. Khan Academy (Written Case Analysis, ungraded) Video: https://www.youtube.com/watch?v=pGK1uGYks0w
	Monday	10/2/17 In class	Product Line Strategy Case Study: L'Oreal in China: Marketing Strategies for Turning Around Chinese Luxury Cosmetic Brand Yue Sai

Innovation and Product Line Strategy			Video: https://www.youtube.com/watch?v=hszvLUBKOJg
	Wednesday	10/4/17 In class	Product Line Strategy Case Study: Tata Salt (A) What To Do When A Flanker Brand Grows Up Video: https://www.youtube.com/watch?v=GPzkuxU9v9s
	Monday	10/9/17	Launch and Lifecycle Management Academic Readings: "Winning the Take Off Battle," and "First Mover Advantage" Project Abstracts are due Book Club Report: Brand Breakout
	Wednesday	10/11/17	Market Defense Academic Readings: "Incumbent Defense Strategies," and "Should You Launch a Fighter Brand." Book Club Report: Defending Your Brand
Branding and Customer Experience	Monday	10/16/17 In class	Brand Consistency Case Study: Rebranding Godiva: The Yildiz Strategy https://www.youtube.com/watch?v=fZslibS1Za8 (commercial)
	Wednesday	10/18/17 In class	Positioning Case Study: Ryanair Strategic Positioning (A) (Write Case Analysis, graded) Video: via Dropbox
	Monday	10/23/17 Tom in DC In advance	The Customer Experience Case Study: Eataly: Reimagining the Grocery Store In-Class Debate: Video: TODAY Show: Flight attendants talk about tensions in the skies: "People are stressed." http://www.today.com/video/flight-attendants-talk-about-tensions-in-the-skies-people-are-stressed-954019907675 United Passenger: https://www.youtube.com/watch?v=VrDWY6C1178
	Wednesday	10/25/17	Global Branding Academic Readings: "How global brands compete" In-Class Debate: Is there such a thing as a global brand? Are national brands dying? Guest Lecturer: Alexandra Lingard, Brand Manager, Procter & Gamble
Luxury and the Evolving Retail Model	Monday	10/30/17	Luxury and Fashion Academic Readings: "The Luxury Strategy: Anti-laws of Marketing," and "Conspicuous Leisure" In-Class Debate: Defend or refute the "anti-laws of marketing." Book Club Report: Contagious
	Wednesday	11/1/17	Social Media Academic Reading: "The evolution of retail in the age of social," "What's the value of a like?" Guest Lecturer: Linz Shelton, Global and Social Media Director, Michael Kors
	Monday	11/6/17 Video TBD	Entrepreneurial Marketing Academic Readings: Guest Lecturer: Beth Kaplan, Rent the Runway Board of Directors Video: https://www.youtube.com/watch?v=Rj5CT1scV3w
Project Presentations and Midterm Examination	Wednesday	11/8/17	Customer Experience Team Project Shark Tank Presentation *ENTIRE CLASS* Submit your slides and papers to Canvas by 9 a.m. on Nov. 8 th . If you are presenting on Nov. 13 th , you still must submit your work on Nov. 8 th by 9 a.m.
	Monday	11/13/17	Customer Experience Team Project Shark Tank Presentation
	Wednesday	11/15/17	Midterm Review
	Monday	11/20/17	Midterm Examination
Marketing Program Design	Wednesday	11/22/17	No Class. Happy Thanksgiving!
	Monday	11/27/17	In Class Debate: Is cash dead? Academic Readings: "Bitcoin and the future of digital payments," and "Move over Bitcoin. It's Ether's turn to win fans" In-Class Debate: Come prepared with a position on the future of cash vs. digital currencies.

Marketing Program Design	Wednesday	11/29/17	Marketing Programs in Sports Case Study: Bringing Digital to Wimbledon
	Monday	12/4/17	Sports' Marketing Academic Readings: Guest Lecturer: David Blitzler
	Wednesday	12/6/17 In advance	Omnichannel and Popups Academic Readings: Video: Scott Galloway The Retailer Growing Faster than Amazon. https://www.youtube.com/watch?v=KwiI6to6zXM Book Club Report: <i>The New Science of Retailing</i>
	Monday	12/11/17	The Future of Marketing In-Class Debate: Complete the questionnaire on "Consumer Markets: Forecasting 2027" and come to class prepared to discuss.

About the Professor and Teaching Assistant

THOMAS S. ROBERTSON. Joshua J. Harris Professor of Marketing; Executive Director, Wharton-INSEAD Alliance.

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 two million participants worldwide.

Prior to his Wharton deanship, Dr. Robertson was Dean at Emory University and 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 1994 to 1998, he served as Deputy Dean of the London Business School in charge of the School's 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.

Prof. Robertson is an expert in marketing strategy and competitive behavior, the diffusion of innovation, and consumer behavior. He 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 is an active board member in the university and corporate domains. He has been a trustee of Singapore Management University, and serves on the Advisory Board of the Sorbonne in Paris. He is a member of the Boards of Directors of the Carlyle Group and until recently, CRA International.

HALEY RUSSELL, Teaching Assistant, MBA Candidate 2018

Haley graduated from Northwestern University in 2012 with a degree in Economics. Before Wharton, she worked as a consultant and operations specialist with food and beverage startups. She launched bike delivery with UberEATS DC and was the Head of Operations at a startup cold-pressed juice company. After growing the juice company from one to five stores in less than a year, Haley worked with an NGO to see through the successful due diligence of a \$25mm credit facility for Ethiopian and South Sudanese coffee farmers. Before beginning in the food & beverage industry, Haley worked at Goldman, Sachs & Co. in the Los Angeles office as a Financial Analyst in the Investment Management Division.

About the Guest Lecturers

Guest speakers will present lectures that complement our discussions. They have been chosen for their expertise in particular aspects of marketing strategy. All are engaging speakers who will add their own unique perspective on the area of marketing strategy.

SUNNY RAO. Co-founder and CEO of ZoomIn.com.

ZoomIn is a photo sharing and printing service. Before ZoomIn, Sunny co-founded Half.com, one of the largest sellers of used books, movies and music in the world, where he was Chief Technology Officer. Computerworld named Sunny a Premier 100 IT Leader in its annual ranking of Information Technology leaders. Half.com was acquired by eBay in July 2000 in a transaction valued at over \$350 million. After the acquisition, Sunny remained with eBay to integrate the two companies' technologies. Since leaving eBay in 2003, Sunny has been an active angel investor and advisor in a number of technology start-ups. Prior to Half.com, Sunny spent six years at Infonautics, where he designed and built the Sleuth product line and managed the operations of the Electric Library, a subscription service similar to LexisNexis. He is also part of the India based venture fund—Lightbox Ventures.

DAVID BLITZER. Sr. Managing Director & Head of Tactical Opportunities, Blackstone; Team Owner

Mr. Blitzer graduated magna cum laude from the Wharton School of the University of Pennsylvania where he now serves on the Board of Overseers. He is a member of the ownership group for the Philadelphia 76ers, the New Jersey Devils, and Crystal Palace Football Club (U.K.) Blackstone Tactical Opportunities employs an opportunistic investment strategy across asset classes, industries and geographies and seeks to capitalize on time-sensitive or non-traditional investment opportunities that are differentiated and difficult to source, analyze or execute. Since joining Blackstone in 1991, Mr. Blitzer has been involved in the execution of Blackstone investments across a variety of asset classes, including establishing and leading Blackstone's European private equity business.

ALEXANDRA LINGARD. Brand Manager, Procter & Gamble

[Bio]

LINZ SHELTON. Global Social Media Director, Michael Kors

[Bio]

BETH KAPLAN. Former President and COO and current Member Rent the Runway Board of Directors

[Bio]

Case Studies and Academic Readings

Case Studies

1. "Google Car" (HBS 9-614-022. Rev. 3/9/15)
2. "Tesla Motors" (HBS 9-714-413 Rev. 1/24/14).
3. "Smartick vs. Khan Academy" (INSEAD 517-0040-1). **Prepare as a written analysis. This analysis will not be graded.**
4. "L'Oreal in China: Marketing Strategies for Turning Around Chinese Luxury Cosmetic Brand Yue Sai" (INSEAD 5/2014-5960)
5. "Tata Salt: What To Do When A Flanker Brand Grows Up (A)" (SMU-12-0012A)
6. "Rebranding Godiva: The Yildiz Strategy" (HBS 9-515-059. Rev. 1/15/15).
7. "Ryanair Strategic Positioning (A): July 2013" (IMD-7-1872)". **Prepare as a written analysis. This analysis will be graded.**
8. "Eataly: Reimagining the Grocery Store" (HBS 515708-HTM-ENG)
9. "Bringing Digital to Wimbledon" (HBS 9-517-093)

Academic Readings

1. Porter, Michael E., and James E. Heppelmann (2014). "How smart, connected products are transforming competition," *Harvard Business Review*.
2. Higgins, Tim (2017). "The end of car ownership," *Wall Street Journal*, June 20.
3. Kim, W. Chan and Renee Mauborgne (2007). "Blue Ocean Strategy," *Harvard Business Review*.
4. Newton, Rich. Cover Feature: "Our Lives in 2033," *British Airways Business Life*.
5. Christensen, Clayton and Michael Overdorf (2000). "Meeting the challenge of disruptive change," *Harvard Business Review*, March-April.
6. Stone, Brad and Matthew Boyle (2017) "Can Wal-Mart's expensive new eCommerce operation compete with Amazon?" *Bloomberg.com*, May 4.
7. Wingfield, Nick and Michael J. de la Merced (2017) "Amazon to buy Whole Foods for \$13 billion," *The New York Times*, June 6.

8. Kuester, Sabine and Thomas Robertson (2005). "Winning the take-off battle" *European Business Forum*, Winter, Issue 20. 46.
9. Kerin, Roger A., P. Rajan Varadarajan and Robert A. Peterson (1992). "First mover advantage: A synthesis, conceptual framework and research propositions," *Journal of Marketing*.
10. Gatignon, Hubert, Thomas S. Robertson and Adam J. Fein (1997). "Incumbent defense strategies against new product entry," *International Journal of Research in Marketing*.
11. Ritson, Mark (2009). "Should you launch a fighter brand?" *Harvard Business Review*.
12. Holt, Douglas B., John Quelch and Earl L. Taylor (2004) "How global brands compete," *Harvard Business Review*, September.
13. Kapferer, Jean-Noel, and Vincent Bastien (2012). "Anti-laws of marketing," *The Luxury Strategy*.
14. Veblen, Thorstein (2008). "Conspicuous Leisure," *The Theory of the Leisure Class*.
15. "The evolution of retail in the age of social," *eModeration*. White paper, February 2015.
16. John, Leslie K., Daniel Mochon, Oliver Emrich and Janet Schwartz (2017), "What is the value of a like?" *Harvard Business Review*, March-April
17. Luther, William J. (2016). "Bitcoin and the future of digital payments," *The Independent Review*, Winter (20)3, 397.
18. Popper, Nathaniel (2017), "Move over Bitcoin: It's Ether's turn to win fans," *The New York Times*, June 20.

MKTG 277 Marketing Strategy

Case Study Discussion Questions

Google Car

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?

Tesla Motors

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 their footsteps?
3. Do you think Tesla's secret plan (p9) was really a plan or an ex-post rationalization? Would it matter? How do you expect the industry to evolve?

Smartick (No Discussion Questions)

L'Oréal in China

1. Why isn't L'Oréal China doing well?
2. What positioning would you recommend?
3. What brand architecture do you recommend?
4. What changes would you make to distribution and consumer communications?

Tata Salt (A)

1. What is a flanker brand? Why is it generally introduced, and what are the potential risks associated with it success?
2. Is Market Share an appropriate concern? Why?
3. What is the general environment of the Indian salt market? What does the competitive landscape look like?
4. What was the rationale behind Tata Chemicals Limited introducing I-Shakti as a flanker brand to protect Tata Salt?

Rebranding Godiva

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?

Ryanair Strategic Positioning (A): July 2013 (No Discussion Questions)

Eataly

1. Describe the customer experience. Is the Eataly model scalable?
2. Can Eataly maintain its profitability?
3. Will the European low price retailers (such as Aldi and Lidl) continue to take share?
4. Will online retailers (such as Ocado and Peapod) continue to take share?
5. Contrast the Eataly customer experience with Aldi and a Peapod.

Bringing Digital to Wimbledon

1. Propose an integrated marketing program for Wimbledon

MKTG 277 Marketing Strategy

Case Briefs and Case Analyses

Case Briefs—Directions

Submit a brief each day that a case is assigned (post on Canvas before class). It should be no more than one page. Briefs should include:

- Problem statement
- Options
- Decision
- Decision rationale

Obviously, late briefs are not acceptable since the case will have been discussed in class.

Case Analyses—Directions

1. Analyze two cases—Smartick and Ryanair. Smartick is a practice round; you will receive feedback but not a grade. Ryanair will be graded
2. Submit the analysis via canvas before 12 p.m. on the day the case will be discussed (refer to Syllabus)
3. Limit 1000 words (Ariel 12pt font, double-spaced paper), plus four (4) *original* exhibits (i.e., not exhibits found in the case study)
4. Any case analysis submitted after the class discussion will be downgraded one grade.

Case Analyses—Structure

- Statement of decision to be made
- Strategic options considered
- Recommended decision
- Justification for decision
- Four (4) exhibits maximum

Case Analyses—Guidelines

1. This is not a research paper; it is an analysis of the facts
2. Do not use any outside information when preparing for case discussion or producing written case analyses
3. Outside sources of information include the library, mass media, the internet and corporate executives for the case in question

MKTG 277 Marketing Strategy

How to Analyze a Case Study

A case study helps students learn by immersing them in a real-world business scenario where they can act as problem-solvers and decision-makers. The case presents facts about a particular organization. Students are asked to analyze the case by focusing on the most important facts and using this information to determine the opportunities and problems facing that organization. Students are then asked to identify alternative courses of action to deal with the problems they identify.

A case study analysis must not merely summarize the case. It should identify key issues and problems, outline and assess alternative courses of action, and draw appropriate conclusions. The case study analysis can be broken down into the following steps:

Identify the most important facts

Read the case several times to become familiar with the information it contains. Pay attention to the information in any accompanying exhibits, tables, or figures. Many case scenarios, as in real life, present a great deal of detailed information. Some of these facts are more relevant than others for problem identification. One can assume the facts and figures in the case are true, but statements, judgments, or decisions made by individuals should be questioned. If key facts and numbers are not available, you can make assumptions, but these assumptions should be reasonable given the situation.

Identify the key issues

Use the facts provided by the case to identify the key issue or issues facing the company. Many cases present multiple issues or problems. Identify the most important and separate them from more trivial issues. State the major problem or challenge facing the company. You should be able to describe the problem or challenge in one or two sentences. You should be able to explain how this problem affects the strategy or performance of the organization.

You will need to explain why the problem occurred. Does the problem or challenge facing the company come from a changing environment, new opportunities, a declining market share, or inefficient internal or external business processes?

Specify alternative courses of action

List the courses of action the company can take to solve its problem or meet the challenge it faces. Remember, there is a difference between what an organization "should do" and what that organization actually "can do". Some solutions are too expensive or operationally difficult to implement, and you should avoid solutions that are beyond the organization's resources. Identify the constraints that will limit the solutions available. Is each alternative executable given these constraints?

Evaluate each course of action

Evaluate each alternative using the facts and issues you identified earlier and given the conditions and information available. Identify the costs and benefits of each alternative. Ask yourself "what would be the likely outcome of this course of action? State the risks as well as the rewards associated with each course of action. Is your recommendation feasible from a technical, operational, and financial standpoint? Be sure to state any assumptions on which you have based your decision.

Make a decision

State your choice for the best course of action and provide a detailed explanation of why you made this selection. You may also want to provide an explanation of why other alternatives were not selected. Your final recommendation should flow logically from the rest of your case analysis and should clearly specify what assumptions were used to shape your conclusion. There is often no single "right" answer, and each option is likely to have risks as well as rewards.

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MKTG 277 Marketing Strategy

Customer Experience Team Shark Tank Project Presentation

Team Responsibilities

Study the customer experience within a product category of your choice. This product category must first be proposed to Prof. Robertson and Haley Russell.

- Primary research. Observe or recount personal experiences.
- Secondary research. Identify sources that might describe the customer experiences (give cites)

Assignment (1750 words maximum)

1. Write about this customer experience (1 page)
2. Identify gaps where customer needs are unfulfilled or sub-optimally fulfilled (1 page)
3. Propose a promising new product or service opportunity, or a new go-to-market business model (1 page)
4. Develop a marketing plan (4 pages)
 - Revenue objective
 - Segment selection
 - Positioning
 - Go-to-market channels, pricing, promotion
 - Defense strategy assuming success

Submission Process

1. Submit report to Canvas by 9 a.m. on Nov. 8th regardless of when you are presenting.
2. Present to your shark tank peers for 15-minutes
3. Maximum length is 1500 words with no more than 5 exhibits. Place the word count at the end of your paper

Assessment (Written Paper)

Prof. Robertson and Haley Russell

- Feasibility
- Creativity
- Rigor and logic
- Explicit use of course concepts
- Options explicitly considered and rejected
- Would your classmates vote to fund your strategy?

Assessment (In-Class Presentation)

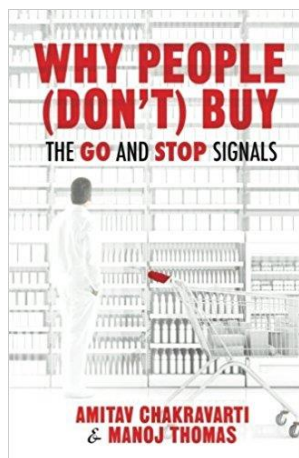
- Did your classmates vote to fund your idea?

MKTG 277 Marketing Strategy

Book Club

Team Responsibilities

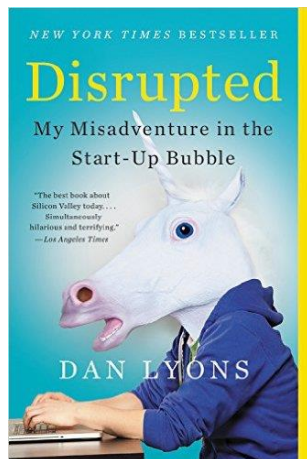
- In class, each Team will be randomly selected to pick one of the books below
- Each member of the Team will read their selected book
- As a Team, you will present a book report to the class, focusing on the book's thesis and the key takeaways as they pertain to marketing strategy



Why People (Don't) Buy

Amitav Chakravarti and Manoj Thomas

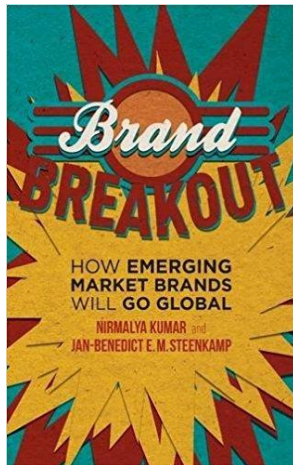
This book offers a unique and extensively-tested 'GO-STOP Signal Framework', which allows managers to better understand why consumers are not buying their products and what can be done to put this right. Illuminated by high profile marketing case studies. Rooted in a rich scientific literature, presented in an unusually accessible style, the authors have reviewed cutting-edge scientific findings in a lucid, easy-to-read, and engrossing way



Disrupted

Dan Lyons

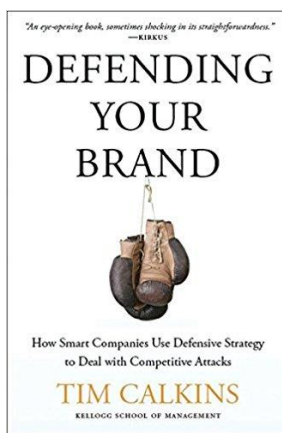
Dan Lyons was a magazine writer at the top of his profession--until one Friday morning when he received a phone call: Poof. His job no longer existed. "I think they just want to hire younger people," his boss at *Newsweek* told him. Fifty years old and with a wife and two young kids, Dan was, in a word, screwed. Then an idea hit. Dan had long reported on Silicon Valley and the tech explosion. Why not join it? HubSpot, a Boston start-up, was flush with \$100 million in venture capital. They offered Dan a pile of stock options for the vague role of "marketing fellow." What could go wrong? With a cast of characters that includes devilish angel investors, fad-chasing venture capitalists, entrepreneurs and "wantrapreneurs," bloggers and programmers, social climbers and sociopaths, *Disrupted* is a gripping and definitive account of life in the (second) tech bubble.



Brand Breakout

Nirmalya Kumar and Jan-Benedict E. M. Steenkamp

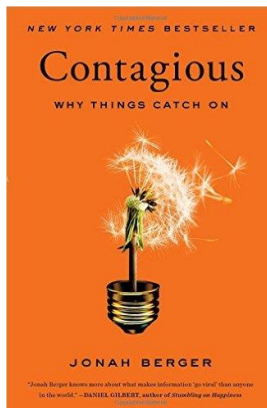
Written by the world's leading thinkers on brand strategy, this book looks at what Asian and emerging market brands need to do to succeed in international markets and the challenges they face when competing with western brands. A unique approach to emerging brands, no other book approaches the topic of emerging brands and economies from this angle. An outstanding list of brands and insider interviews: drawing on academic and practitioner research, and their consulting experience. Kumar and Steenkamp illustrate their practical advice with case studies, examples and interviews from high-profile brands including Corana, Emirates, and Nandos



Defending Your Brand

Tim Calkins

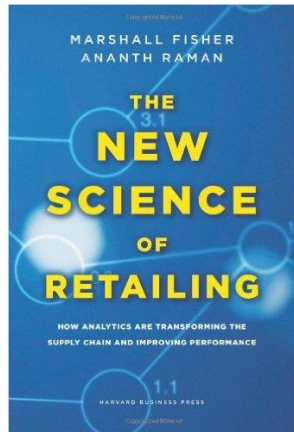
Here Calkins shows business how to create and maintain a defensive strategy including: how to understand and get competitive intelligence; how to determine if your brand or company is at risk; how to create a defensive strategy; limiting risk and preventing a trial; understanding your own IP as a weapon - and much more.



Contagious

Jonah Berger

What makes things popular? If you said advertising, think again. People don't listen to advertisements, they listen to their peers. But why do people talk about certain products and ideas more than others? Why are some stories and rumors more infectious? And what makes online content go viral? In *Contagious*, Jonah Berger reveals the secret science behind word-of-mouth and social transmission. Discover how six basic principles drive all sorts of things to become contagious, from consumer products and policy initiatives to workplace rumors and YouTube videos. *Contagious* provides a set of specific, actionable techniques for helping information spread—for designing messages, advertisements, and content that people will share. Whether you're a manager at a big company, a small business owner trying to boost awareness, a politician running for office, or a health official trying to get the word out, *Contagious* will show you how to make your product or idea catch on.



The New Science of Retailing
Marshall Fisher and Ananth Raman

Retailers today are drowning in data but lacking in insight: They have huge volumes of information at their disposal. But they're unsure of how to sort through it and use it to make smart decisions. The result? They're struggling with profit-sapping supply chain problems including stock-outs, overstock, and discounting. It doesn't have to be that way. In *The New Science of Retailing*, supply chain experts Marshall Fisher and Ananth Raman explain how to use analytics to better manage your inventory for faster turns, fewer discounted offerings, and fatter profit margins.

