
MKTG 777

MKTG 777 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: Matt Premus
Email: mattjos@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 to 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, debates 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 Matt Premus. 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. Matt 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:

- Tuesday, Sept. 19th (Pod)
- Thursday, Oct. 12th (Pod)
- Thursday, Nov. 16th (Pod)
- Friday, Dec. 1st (Parc, Rittenhouse Square)

Book Club

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)

- *Business Model Generation* by Alexander Osterwalder and Yves Pigneur
- *Disrupted* by Dan Lyons
- *Defending Your Brand* by Tim Calkins
- *Brand Breakout* by Nirmalya Kumar and Jan-Benedict E. M. Steenkamp
- *The 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%):

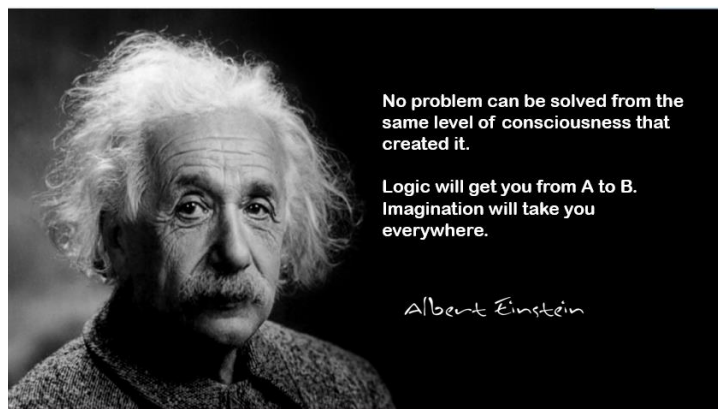
- | | |
|--|-----|
| • Midterm Examination | 20% |
| • Written Case Analysis | 20% |
| • Attendance, Participation & Postings | 10% |
| • Case Briefs | 5% |

Team Level (40%):

- | | |
|---|-----|
| • 2027 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 Matt 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



Detailed Schedule – MKTG 777

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" 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 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 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>Business Model Generations</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 (Written Case Analysis, ungraded) Video: https://www.youtube.com/watch?v=pGK1uGYks0w
	Monday	10/2/17 In class	International Brand Management Case Study: L'Oreal Video: https://www.youtube.com/watch?v=hszvLUBKOJg
	Wednesday	10/4/17	Product Line Strategy Case Study: Flipkart Video:
Innovation and Product Line Strategy	Monday	10/9/17	Market Defense Academic Readings: "Incumbent Defense Strategies," and "Should You Launch a Fighter Brand." In-Class Exercise: Developing best practice generalizations on how to defend Book Club Report: <i>Defending Your Brand</i>

	Wednesday	10/11/17	Launch and Lifecycle Management Academic Readings: "Winning the Take Off Battle," and "First Mover Advantage" Book Club Report: <i>Brand Breakout</i>
Branding and Customer Experience	Monday	10/16/17 In class	Brand Consistency Case Study: Rebranding Godiva https://www.youtube.com/watch?v=fZslibS1Za8 (commercial)
	Wednesday	10/18/17 In class	Positioning Case Study: Ryanair (A) (Write Case Analysis, graded) Video: via Dropbox
	Monday	10/23/17	Project Abstracts are Due
	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."
	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 In advance	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 In class	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.
	Wednesday	11/29/17	The Customer Experience 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
	Monday	12/4/17	Sports Marketing Case Study: Wimbledon Guest Lecturer: David Blitzer
	Wednesday	12/6/17	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.

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 completed a seven-year term as Dean of the Wharton School in 2014. 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.

MATTHEW PREMUS, Teaching Assistant, MBA Candidate 2018

Matt is a graduate of New York University, where he earned a Bachelor of Science in both Finance and Economics and completed a minor in Psychology. Prior to Wharton, Matt spent three years as a Private Equity Associate at Avista Capital where he evaluated and executed transactions in the Technology and Healthcare sectors and worked with portfolio companies to develop and implement growth strategies for market expansion and product development. Prior to Avista, Matt spent two years in mergers and acquisitions at Barclays Capital. In his spare time, Matt manages a nonprofit scholarship organization in his hometown, advising several startups on growth strategy, and loves to run, read, and spent time with family and friends.

About the Previous 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.

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]

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.

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. Flipkart: Transitioning to a Marketplace Model" (HBS 9-516-017. Rev. 12/8/15)
- 6.
7. "Rebranding Godiva: The Yildiz Strategy" (HBS 9-515-059. Rev. 1/15/15)
8. "Ryanair Strategic Positioning (A): July 2013" (IMD-7-1872)". **Prepare as a written analysis. This analysis will be graded.**
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 16.
8. Gatignon, Hubert, Thomas S. Robertson and Adam J. Fein (1997). "Incumbent defense strategies against new product entry," *International Journal of Research in Marketing*.
9. Ritson, Mark (2009). "Should you launch a fighter brand?" *Harvard Business Review*.
10. Kuester, Sabine and Thomas Robertson (2005). "Winning the take-off battle" *European Business Forum*, Winter, Issue 20. 46.
11. Kerin, Roger A., P. Rajan Varadarajan and Robert A. Peterson (1992). "First mover advantage: A synthesis, conceptual framework and research propositions," *Journal of Marketing*.
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.

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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?
4. How do you expect the industry to evolve?

Smartick (No discussion questions)

L'Oréal in China

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?

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?

Flipkart

1. What are the relevant characteristics of the Indian market that should guide Flipkart's model?
2. Is a marketplace model versus a mixed model more appropriate for Flipkart?
3. How should Flipkart defend against Amazon

Ryanair Strategic Positioning (A): July 2013 (No discussion questions)

Bringing Digital to Wimbledon

1. Propose an integrated marketing program for Wimbledon

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Case Briefs and Case Analysis

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 Analysis—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, double-spaced paper), plus four (4) *original* exhibits (i.e., not exhibits found in the case study).

Case Analysis—Structure

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

Case Analysis—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

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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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2027 Team Shark Tank Project Presentation

Team Responsibilities

1. Take yourselves to the year 2027
2. Develop a scenario for your assigned industry in that year. Your scenario might start with extrapolation but will need to incorporate expert judgment to envision this future
3. 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 will your product line look like?
 - b. Who are your likely competitors?
 - c. How will you proactively manage competitors to your advantage?
 - d. What new capabilities will it be important to develop?
 - 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?

Industries

Study Group 1. Pharmatech
Study Group 2. Financial Services
Study Group 3. Grocery Retailers
Study Group 4. Higher Education
Study Group 5. Fashion

Submissions

1. Present for 15-minutes
2. Submit slides plus a maximum 1500-word paper (Ariel 12pt, double-spaced) by **9 a.m. on Nov. 8th** **regardless of which day you are presenting.**
3. Post abstract of your presentation to Class Discussion Board on Canvas at least 24-hours before the time of your presentation.

Assessment (by Prof. Robertson, TA and classmates)

Based on the following factors:

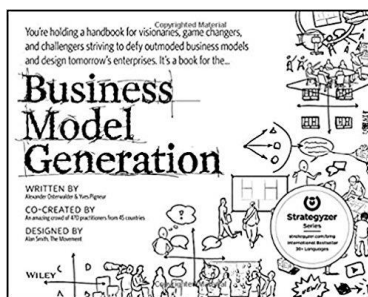
- Rigor and logic
- Explicit use of course concepts
- Feasibility
- Strategies explicitly considered and rejected
- Creativity
- How convincing was the presentation?
- Would your classmates vote to fund your strategy?

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Book Club

Team Responsibilities

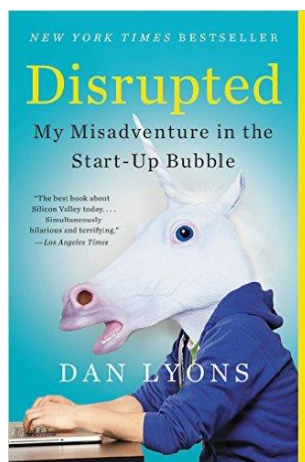
- In class, each Team will be randomly selected to pick one of the books below
- Each member of the Team will read their selected book
- As a Team, you will present a book report to the class, focusing on the book's thesis and the key takeaways as they pertain to marketing strategy



Business Model Generation

Alexander Osterwalder, Yves Pigneur

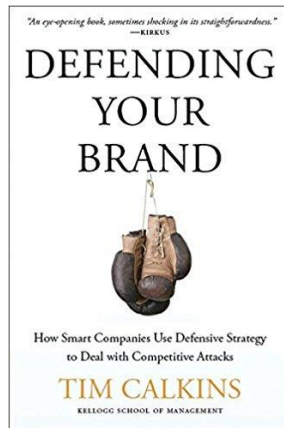
Business Model Generation is a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. If your organization needs to adapt to harsh new realities, but you don't yet have a strategy that will get you out in front of your competitors, you need *Business Model Generation*. *Business Model Generation* features practical innovation techniques used today by leading consultants and companies worldwide, including 3M, Ericsson, Capgemini, Deloitte, and others. Designed for doers, it is for those ready to abandon outmoded thinking and embrace new models of value creation: for executives, consultants, entrepreneurs, and leaders of all organizations. If you're ready to change the rules, you belong to "the business model generation!"



Disrupted

Dan Lyons

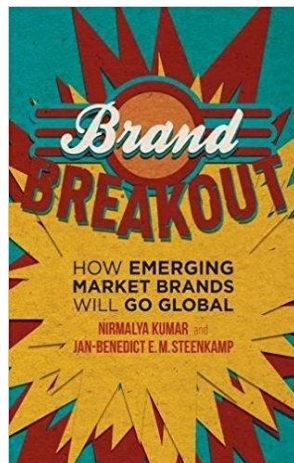
Dan Lyons was a magazine writer at the top of his profession--until one Friday morning when he received a phone call: Poof. His job no longer existed. "I think they just want to hire younger people," his boss at *Newsweek* told him. Fifty years old and with a wife and two young kids, Dan was, in a word, 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 brogrammers, social climbers and sociopaths, *Disrupted* is a gripping and definitive account of life in the (second) tech bubble.



Defending Your Brand

Tim Calkins

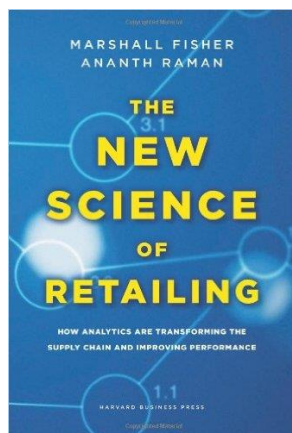
Here Calkins shows business how to create and maintain a defensive strategy including: how to understand and get competitive intelligence; how to determine if your brand or company is at risk; how to create a defensive strategy; limiting risk and preventing a trial; understanding your own IP as a weapon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



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



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.