

**Wharton School University of Pennsylvania**  
**Entrepreneurial Marketing MKTG241/741 Fall 2018**

Professors: Dr. Len Lodish Dr. Martin R. Lautman Teaching Assistant: Roxie Bartholomew	Class Location: JMHH F50  Tuesday and Thursday 1:30PM-2:50PM
Office: Lodish JMHH 767      Lautman JMHH 732	Updated: August 27, 2018
Office Hours: By appointment Course Website: Canvas Required Materials: Book, course pack and videos	Emails: <a href="mailto:mlaut@wharton.upenn.edu">mlaut@wharton.upenn.edu</a> <a href="mailto:lodish@wharton.upenn.edu">lodish@wharton.upenn.edu</a> <a href="mailto:roxie@wharton.upenn.edu">roxie@wharton.upenn.edu</a>

### **I. Overview**

This course will focus on providing a roadmap for successfully addressing the marketing challenges involved in both launching entrepreneurial ventures and in supporting growth and innovation in established companies. Based on formulating a marketplace competitive advantage, it will provide entrepreneurs, investors and managers with a roadmap for employing the strategies and tactics (tools and techniques) of entrepreneurial marketing for creating and growing companies. Students who come to class with an idea/team will be able to work on their own venture. If they do not have a full team they will need to recruit students from the class. Students who do not have a pre-selected venture/idea can either join a class team or assemble a new team.

Two Wharton professors, both with extensive real world and academic experience, will teach this course.

**Professor Len Lodish**, recently a full- time chaired professor at Wharton, is the co –founder of Wharton San Francisco and the founder of the Wharton Global Consulting Program. He has advised multiple start-ups and was the first investor and advisor to Wharton startups Diapers.com (Amazon exit), Milo.com (ebay exit), and co-founded Management Decisions Systems, now Information Resources International (IRI).

**Professor Martin R. Lautman**, a serial entrepreneur, was the CEO and President of GfK CR NA, a German, public (top 40 DAX) worldwide marketing services company and co-founded Stonemor (NYSE: STON), now the second largest death-care service provider in the U.S. He is currently an investor/advisor/board member to multiple early stage ventures and private equity funded companies and has lectured at Columbia, Princeton, and Cornell. **Drs. Lodish and Lautman are managing partners of Musketeer Capital.**

### **II. Scheduled Class Speakers**

Our speakers are all-star entrepreneurs and investors. They represent founders of multiple companies and venture capital funds where Professors Lodish and/or Lautman have served as advisors and investors.

- Wiley Cerilli, SinglePlatform (exit Constant Contact), Seamless Web (exit Aramark), Good Uncle
- Seth Berger (Wharton, MBA) And1 (exit, American Sporting Goods), 76'er Innovation Lab
- Chris Fralic, Partner First Round Capital, Warby Parker, Refinery29, Uber, BlueApron (NASDAQ)

### **III. Entrepreneurial Teams for Developing Marketing and Sales Plans**

Student teams will select an idea/concept for their entrepreneurial venture. Preferably, their selected venture will be one that the team would consider implementing and growing at the completion of class. Research has shown that most startups fail, returning little if any money to their investors. We will focus on how the creative utilization of marketing and sales tools can dramatically increase an entrepreneurial venture's likelihood of marketplace success by (1) applying concepts and methods for validating demand, (2) creating a competitive advantage for building out competencies, (3) accelerating (exponential) growth

and traction for customer acquisition/retention, and (4) obtaining investor interest by pitching all-star venture capitalists--**all at warp speed and with a laser focus on creating successful ventures.**

At the conclusion of this course all teams will be expected to have developed a detailed entrepreneurial marketing plan for their product idea/concept and a product prototype (such as a computer wireframe, rough physical model/prototype or, at a minimum, a formal, detailed design). The final plan will be the result of a build-up from draft plans and exercises critiqued and commented on by the class, professors and venture capitalists during the course. Each team member may be asked to rate his or her other team members' contributions to the assignments. These ratings may affect participation grades.

#### **IV. Video Market Research for Proof of Concept**

Teams will have free access to the video ethnography platform of Mindswarms ([www.mindswarms.com](http://www.mindswarms.com)), a San Francisco-based startup, to test their ideas/concepts with potential "real" customers.

#### **V. Class Sessions and Assignments**

Classes can be expected to be fun, engaging, informative, and challenging. Students will be expected to defend their thinking in class. Class assignments will include a pitch to experienced venture capitalists.

In addition to cases, articles and videos, we will be using a book co-authored by Prof. Lodish (LMAB), Marketing that Works: How Entrepreneurial Marketing Can Add Sustainable Value to Any Sized Company.

##### Assignment 1: Basic Outline (team submission) of startup venture

One (1) page Word document presenting your team's initial thinking. **Format provided on Canvas.**

##### Assignment 2: Proof of Concept (POC) Exercise for a Venture "Case" (team submission) presented in class

One (1) page Word document and one (1) PP slide describing your team's "case" solution.

**Each team's solution will be presented in class. Format provided on Canvas.**

##### Assignment 3: Partial (Interim) Entrepreneurial Marketing Plan (team submission).

Six to eight (6-8) page Word document plus Appendix (up to two (2) pages for analytics, charts and tables).

**All charts and tables should be in your Appendix and referenced in your text.**

Provide a clear and detailed analysis of the relevant trends, market opportunity, market structure, and competitive analysis-especially as it relates to creating a differentiated and defensible positioning that you are hoping to achieve through your value equation. Include a step-by-step analysis (Gantt chart) of your product development, product-market fit testing protocol, target market bulls-eye definition (segmentation-category) and the bets and assumptions underlying your concept (including how you will prioritize and validate them). Be specific in terms of your customer acquisition (hacking) and conversion/usage/retention, the foundation of which must be based on a customer journey analysis (adoption patterns/chasm bridges and uptake trajectory). Focus on **both** introductory promotional pricing and on-going revenue generation. Identify how you have or will assess price elasticity and, if appropriate, develop a demand-based pricing strategy for your venture. Finally, be explicit and highlight the marketing and sales challenges (target clients, decision makers, etc.) that you can expect to experience to gain trial, adoption/market share for your product. Be clear on how you intend to overcome these challenges. Create 10, 30 second **and** 60 second pitches targeted to each of your different stakeholders and constituencies.

##### Assignment 4. Case Analysis: Insight Squared: Maximum of two (2) Word pages and up to a one page Charts/Tables Appendix. Each student will submit their analysis by answering 4 questions listed on Canvas.

Assignment 5: Marketing and Sales Focused Pitch to VC's (team submission).

Maximum of twelve (12) Power Point slides plus cover sheet. Last slide should be your "ask."

**Anticipate questions from judges and prepare charts/tables that might help you respond.**

Your deck should be sufficiently detailed to generate a go/no go follow-up meeting decision by sophisticated investors. Include estimates of any additional resources (funding, staffing, etc.) you will need to launch and manage your venture. Include key metrics (CLV, CAC, conversion rates, adoption rates, etc.).

Assignment 6: Final Entrepreneurial Marketing Plan (Team Submissions); Blueprint for success

18-20 page Word document plus appendix (up to three (3) pages for analytics, charts and tables).

**All charts and tables should be in your Appendix.**

To the extent possible, arrive at your final plan having conducted interviews/concept tests with stakeholders for your chosen venture by using the Mindswarms video platform. If you can't execute the testing or evaluation in time or that platform will not work for your concept, employ some other feasibility evaluation (such as, students/friends/area experts interviews, or other survey service). Be sure to specify and outline an operational plan for any research ("next steps") needed to validate your market potential and resources (advisors, consultants, etc.) that will enhance your credibility and likelihood of success. Your plan should be a build-up from your prior assignments augmented by the insights and knowledge gained in class and from all of the readings, speakers and in-class discussions. Highlight guerilla marketing, virality, channel optionality, PR and earned media, crowd sourcing, influencers and any other new marketing tools discussed in class. Be explicit on how your Marketing Model will connect with your Business Model and Revenue Model. **Be sure to address any issues or questions raised during your pitch.**

Assignment 7. Key Takeaways/Insights: Maximum of two (2) Word pages

Each student will submit a list of ten key takeaways/insights. These will be reviewed in class. At least one-half of your takeaways /insights **must** relate to your venture. **Sources for all takeaways must be cited.**

**VI. Assessments** All submissions should be double-spaced, Arial 12 pt. font, Word.doc or .docx, no pdfs, all pages numbered. Assignments **must be** uploaded to your individual or team file (depending on the assignment) in Canvas by the deadline. **ASSIGNMENTS SUBMITTED UP TO 24 HOURS LATE WILL HAVE A 20% DEDUCTION. ASSIGNMENTS SUBMITTED MORE THAN 24 HOURS LATE WILL NOT BE ACCEPTED.**

**Summary of Course Assessments**

Assignment	Individual/Team	Due Date/Time	Points	Comments
Class and Team participation	Individual	Attendance is mandatory. Be on time! Be prepared!	20%	Active and insightful participation based on lectures, videos, readings, and speakers
Assignment 1: Outline of Venture	Team	Monday, September 10, 9:00AM	5%	One page
Assignment 2: Proof of Concept	Team	Wednesday, September 12, 9AM	5%	One-two minute presentation per team.
Assignment 3: Partial Plan	Team	Friday, September 21, 5:00PM	15%	Six-eight pages
Assignment 4: Case Analysis	Individual	Friday, September 28, 3:00PM	10%	Answer four (4) questions in detail
Assignment 5: Pitch	Team	Friday, October 5, Noon	15%	All team members to present. Assessment will include both team deck and presentation
Assignment 6: Final Marketing Plan	Team	Friday, October 12, 9:00AM	25%	Stand-alone plan for venture capitalists
Assignment 7: Ten key takeaways	Individual	Friday, October 12, Noon	5%	At least 5 must relate to your venture

## Fall MKTG741 Class Schedule and Assignments

Date	Class	Topics and Assignments
8-28 Tuesday	1	<b>Entrepreneurial Marketing Introduction –Lautman and Lodish</b> <b>Entrepreneurial Marketing and Venture Opportunities I -- Lautman</b> <u>Readings</u> 1. LMAB, Introduction and Chapter 1. 2. Aaker, David. Be the Exemplar. 3. Ries, Al. Five Revolutionary Changes in Marketing Since the Turn of the Century. 4. <a href="#">Failure is an Option. Podcast #39.</a>
8-30 Thursday	2	<b>Entrepreneurial Marketing and Venture Opportunities II--Lautman</b> <u>Readings</u> 1. Wells, Charlie. Piggybackers Hitch Themselves to AirBnB, Uber. 2. Dawar, Niraj. When Marketing is Strategy. 3. Baker, Derek. Getting More-Granular Data on Customer Journeys.
9-4 Tuesday	3	<b>New Tools of Entrepreneurial Marketing: The Crowd: Social Strategy and Trust--Lautman</b> <b>Positioning, Pricing and Competitive Advantage –Lodish</b> <u>Readings</u> 1. Case: Yelp. 2. <a href="#">Sinek, Simon. If You Don't Understand People, You Don't Understand Business (video).</a> 3. Boudreau, Kevin J. and Lakhani, Karim R. Using the Crowd as an Innovation Partner. 4. Trout, Jack. Positioning Myopia.
9-6 Thursday	4	<b>Validating Your Concept/Idea--Proof of Concept (POC) and Operating Lean—Lautman</b> <u>Readings</u> 1. LMAB, Chapter 2. 2. <a href="#">Siroker, Dan. How Obama Raised \$60 Million by Running a Simple Experiment.</a> 3. <a href="#">Hassan, Ali. A Quick Way to Test Out an Idea Using Twitter</a>
9-11 Tuesday	5	<b>Speaker</b> <b>Seth Berger, (Wharton MBA)</b> And1 (exit American Sporting Goods), Philadelphia 76'er Innovation Lab 1. <a href="#">Berger, Seth. On Building a Company from the Ground Up. Knowledge at Wharton (video).</a>
9-13 Thursday	6	<b>New Tools of Entrepreneurial Marketing: Demand-based Pricing and the Culture of Free-Lautman</b> <u>Readings</u> 1. LMAB, Chapter 3. 2. Case: Radiohead: Music at Your Own Price (A). 3. <a href="#">Rampell, Alex. Don't Leave Money on the Table with this Crash Course on Pricing.</a> 4. Loten, Angus. Entrepreneurs Shape Free Data into Money. 5. Bertini, Marco and Koenigsberg, Oded. When Customers Help to Set Prices.
9-18 Tuesday	7	<b>Speaker</b> <b>Wiley Cerilli</b> Single Platform (exit Constant Contact), Seamless Web (exit Aramark), Good Uncle <b>Entrepreneurial Marketing Sales Tactics for Growth Hacking and Customer Acquisition</b> <u>Readings</u> 1. LMAB, Chapter, 9. 2. <a href="#">Balar, Meenal. Here's What a Real Growth Strategy Looks like Road Tested by Facebook and Remind.</a> 3. <a href="#">Cerilli, Wiley. The 39 Best Pieces of Sales Advice You'll Hear this Year.</a> 4. Onyemah, Vincent, Pesquera, Martha Rivera and Ali, Abdul. What Entrepreneurs Get Wrong.

9-20 Thursday	8	<b>Speaker</b> <b>Chris Fralic—Networking and Relationships</b> 1. <a href="#">Fralic, Chris. How to Become Insanely Well-Connected.</a> 2. Baehar, Evan. Startups Need Relationships Before They Ask for Money.
9-25 Tuesday	9	<b>Gorilla vs. Guerilla Marketing-Lautman</b> <b>Entrepreneurial Tools—PR, Advertising/Promotion, Distribution Channels, Sales Force Management-Lodish</b> <u>Readings</u> 1. LMAB, Chapters 4 and 8. 2. Case: OnePlus. Crossing the Chasm in the Smartphone Market. 3. <a href="#">The Second Album: The Untold Story Behind the OnePlus2 Launch (video).</a> 4. Leslie, Mark and Holloway, Charles A. The Sales Learning Curve. 5. Roberge, Mark. The Right Way to Use Compensation.
9-27 Thursday	10	<b>New Tools of Entrepreneurial Marketing: Content--Buzz, Social Media, and Virality--Lautman</b> <u>Readings</u> 1. LMAB, Chapter 5 and Chapter 6 pp. 163-175. 2. Case: BuzzFeed--The Promise of Native Advertising. 3. Suster, Mark. 10 Tips from BuzzFeed to Make Your Content Go Viral. 4. Thompson, Mark. Enough Said.
10-2 Tuesday	11	<b>Entrepreneurial and Intrapreneurial Marketing: Creating A+ Venture Teams and Building Sales—Lautman</b> <b>Building an Inbound and Outbound Sales Plan-Lautman</b> <u>Readings</u> 1. LMAB, Chapters 11 and 12. 2. <a href="#">Lautman, Martin R. Catching Stars.</a> 3. Case: Insight Squared.
10-4 Thursday		<b>Fall Break</b> <b>No Class</b>
10-9 Tuesday	12	<b>Team Presentations</b>
10-11 Thursday	13	<b>Team Presentations</b>
10-16 Tuesday	14	<b>Summary and Key Takeaways: Entrepreneurial Marketing Tools, Techniques and Strategies-Lodish</b> <b>Raising Money: Key Metrics and Sources of Funding--Lodish</b>