
MKTG 277

MKTG 277 Marketing Strategy

Fall 2018 | MW 10:30 a.m. to Noon | JMHH F55

Instructor: Thomas S. Robertson, 769 JMHH

Email: robertson@wharton.upenn.edu

Office Hours: M/W 4 p.m. to 5 p.m.

TA: Christine Feng

Email: CLFeng@wharton.upenn.edu

TA: Justin Silver

Email: JSilv19@wharton.upenn.edu

Course 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 reviews, guest speakers, 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.

Seating

Students are asked to occupy the same assigned seat for each class session.

Office Hours

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

Student Lunch Dates

You will be invited to sign up for an informal meal with Prof. Robertson and five of your classmates as part of the Wharton Student-Faculty Meals Program. Dates will be announced through Canvas where you also can confirm your attendance.

Course Materials

A course pack will be available through Study.net which will include the weekly case studies and assigned readings.

The books listed below are for the course's Book Reports. You will be assigned only one of these books. They will be put on reserve at the library, or you can purchase your assigned book on your own.

1. *The Blockchain and the New Architecture of Trust (November 2018)*, Kevin Werbach
2. *The Tipping Point*, Malcolm Gladwell
3. *Nudge*, Richard H. Thaler and Cass R. Sunstein
4. *The Shopping Revolution: How Successful Retailers Win Customers in an Era of Endless Disruption*, Barbara E. Kahn

Student Referred Reading Material

Please post interesting articles that relate to the course directly to Canvas for all of us to read.

Midterm Examination | Monday, Nov. 19th

The midterm examination will be conducted through Canvas. The exam will be open-note, and Internet usage will be permitted. More details will be provided closer to the date of the exam.

Assessment

Individual Level (70%):

- Midterm Examination 20%
- Written Case Analysis 20%
- Attendance, Participation & Postings 10%
- Book Report 10%
- Cold Call Case Study Evaluation 10%

Team Level (30%):

- Customer Experience Project 25%
- Intragroup Evaluation of Team Members 5%

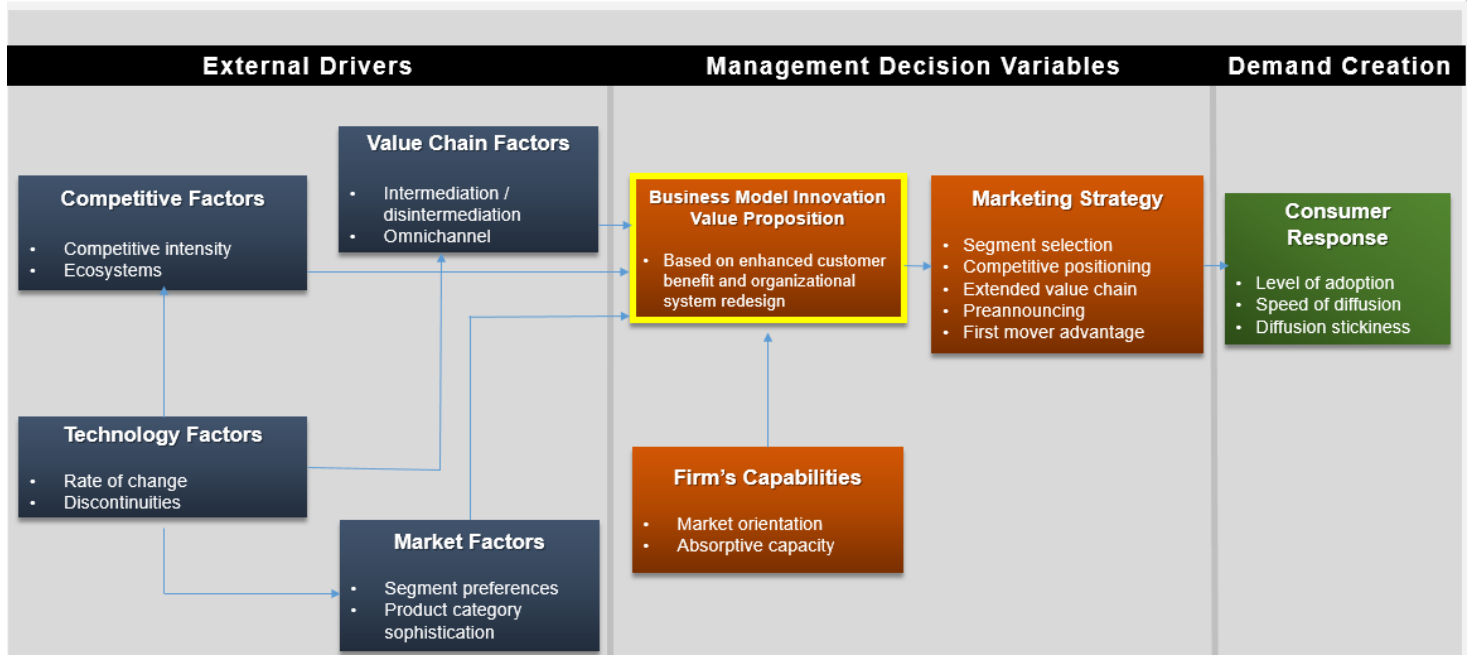
Classroom Commitment

1. You are expected to treat fellow students with respect and are expected to arrive for class on-time.
2. Attendance is of paramount importance. Students will be allowed three excused (3) absences for the semester. Please notify either Christine or Justin any upcoming absence. More than (3) absences will affect your final grade ranging from 0.5 points to 5 points depending on number of missed sessions.
3. 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

Electronics in the Classroom

1. Electronic devices must be turned off and put away. If a student must keep a phone on by reason of a personal emergency, the student must inform Prof. Robertson before class.

Business Model Innovation Ecosystem



Detailed Schedule – MKTG 277

Session	Day	Date	Topic
Charting Future Opportunities / Technology Factors	Wednesday	8/29/18	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. 5 th POST YOUR RESPONSE TO CANVAS BY NOON, TUESDAY, SEPT. 4TH
	Monday	9/4/18	No Class. Have a safe and happy Labor Day!
	Wednesday	9/5/18	Trends and Opportunities Academic Readings: "How Smart, Connected Products Are Transforming Competition" In Class: Students will be randomly assigned to Groups
	Monday	9/10/18	Trends and Opportunities Academic Reading: "The end of car ownership" Case Study: Google Car Watch Video: https://waymo.com/
Strategy and Competitive Factors	Wednesday	9/12/18	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	9/17/18	Trends and Opportunities Assigned Readings: Guest Lecturer: Vince Ostrosky, Disruptive Technologies (Confirmed)
	Wednesday	9/19/18	Competitive Advantage Case Study: Ryanair Strategic Positioning (A)
	Monday	9/24/18	Digital Marketing Case Study: Smartick vs. Khan Academy Book Report: <i>The Tipping Point</i>
Innovation and Product Line Strategy	Wednesday	9/26/18	Subscription Models Academic Readings: Guest Lecturers: Sunny Rao and Laurel, Half.com and Zoomin.com (Confirmed)
	Monday	10/1/18	Omnichannel and Popups Academic Readings: "Pop-Ups, Ephemerality and Consumer Experience: The Centrality of Buzz," and "Liquid Consumption" View Video: Scott Galloway The Retailer Growing Faster than Amazon. https://www.youtube.com/watch?v=KwiI6to6zXM :
	Wednesday	10/3/18	Product Line Strategy Case Study: The Tag Heuer Carrera Connected Watch (A)
	Monday	10/8/18	Launch and Lifecycle Management Academic Readings: "Winning the Take Off Battle," and "First Mover Advantage" Project Abstracts are due
	Wednesday	10/10/18	Market Defense Academic Readings: "Incumbent Defense Strategies" Book Report: <i>The Shopping Revolution: How Successful Retailers Win Customers in an Era of Endless Disruption</i>

Branding and Customer Experience	Monday	10/15/18	Brand Consistency Case Study: Rebranding Godiva: The Yildiz Strategy Write Case Analysis
	Wednesday	10/17/18	Social Media Academic Reading: "The evolution of retail in the age of social," "What's the value of a like?" Guest Lecturer: Linz Shelton, Michael Kors (Confirmed)
	Monday	10/22/18	International Acquisitions Academic Readings: Case Study: Flipkart
	Wednesday	10/24/18	The Customer Experience Case Study: Eataly: Reimagining the Grocery Store Register here for the simulation: http://cb.hbsp.harvard.edu/cbmp/access/65629927
Luxury and the Evolving Retail Model	Monday	10/29/18	Business Model Innovation Academic Reading: Case Study: "Tesla Motors: Disrupting the Auto Industry?" Write Case Analysis
	Wednesday	10/31/18	Luxury and Fashion Academic Readings: "Anti-laws of Marketing," and "Conspicuous Leisure" In-Class Debate: Defend or refute the "anti-laws of marketing." Book Report: Nudge
	Monday	11/5/18	The Consumer Journey Academic Reading: "Understanding Customer Experience Throughout the Customer Journey" Assignment: Store Visit (Details found on Page 10 of syllabus)
	Wednesday	11/7/18	Entrepreneurial Startups TAs will take this class
	Monday	11/12/18	Evolving Brand Portfolios Academic Readings: Case Study: Gap
Midterm: Review and Examination	Wednesday	11/14/18	Review for Midterm Examination
	Monday	11/19/18	Midterm Examination
	Wednesday	11/21/18	No Class. Happy Thanksgiving!
Digital Payments and Shared Consumption	Monday	11/26/18	Book Report: The Blockchain and the New Architecture of Trust In Class Debate: Is cash dead? Academic Readings: "Bitcoin and the future of digital payments," In-Class Debate: Come prepared with a position on the future of cash vs. digital currencies. https://www.youtube.com/watch?v=G3psxs3gyf8
	Wednesday	11/28/18	Shared Consumption Guest Lecturer: Beth Kaplan (Confirmed) View Video: https://www.youtube.com/watch?v=Rj5CT1scV3w
Project Presentations	Monday	12/3/18	Customer Experience Team Project Shark Tank Presentation *ENTIRE CLASS* Submit your slides and papers to Canvas by 9 a.m. on Dec. 3 rd . If you are presenting on Dec. 5 th , you still must submit your work on Dec. 3 rd by 9 a.m.
	Wednesday	12/5/18	Customer Experience Team Project Shark Tank Presentation
	Monday	12/10/18	Guest Lecturer: Hamish Taylor NOTE: Students must attend this final session or lose 2pts from final grade.

About the Professor and Teaching Assistants

THOMAS S. ROBERTSON. Joshua J. Harris Professor; Professor of Marketing; Academic Director, Baker Retailing Center; Executive Director, Wharton-INSEAD Alliance; Former Dean

Dr. Robertson is an expert in marketing strategy and competitive behavior, his recent research has focused on ephemerality in retailing and the forecasting of retail sales. Dr. Robertson is author, co-author or editor of a dozen books and almost 100 scholarly articles and book chapters. He has won numerous awards for his scholarship and has lectured widely in North and Central America, Europe, Asia, Australia, and Africa.

In 2014 Dr. Robertson 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, 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 ten countries, a research and teaching campus 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 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 and is widely credited with positioning the school to compete as an international leader in business education.

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.

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

CHRISTINE FENG, Teaching Assistant, MBA Candidate 2019

At Wharton, Christine leads the Investment Management and Storytellers Clubs. She is also actively involved in the Wharton Investment Management Fund, the Yoga Club, and the Art Club. Prior to Wharton, Christine worked at Oliver Wyman in Financial Services. At Oliver Wyman, she worked with financial institutions to develop strategic initiatives in a dynamic and evolving market and regulatory environment. Christine graduated cum laude from Princeton University with a degree in Operations Research and Financial Engineering, and certificates in Computer Science and Finance.

JUSTIN SILVER, Teaching Assistant, MBA Candidate 2019

Bio coming soon.

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.

Vince Ostrovsky, Title TBD

Vince held significant leadership roles within the High Technology Industry over the past 25. As a senior management change champion he has undertaken challenging assignments successfully reconfiguring business models and generating significant value. Vince played key roles in driving growth within the technology sector pursuing both organic and inorganic opportunities with his executive positions with PricewaterhouseCoopers, IBM and HP. Additionally, Vince's work includes assignments in private equity M&A. Prior to Private Equity Mergers and Acquisitions assignments, Vince held responsibility as Global Vice President, Systems Integration at Hewlett Packard, Enterprise Services, was President and CEO of Selectica, Inc., and served on IBM's global executive team responsible for major transformation initiatives across Customer Relationship Management (CRM) and the integrated supply chain. Vince earned an MBA with distinction from the Wharton School and holds degrees in engineering and business from the University of Pennsylvania.

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.

Laurel (Last Name)...

Linz Shelton. Global Social Media Director, Michael Kors

Experienced digital and social media strategist with a focus on fashion retail and ecommerce. Strong global experience, managing international cross-functional teams. Entrepreneurial background: founded, built, and sold a global fashion start-up. Specialties: social media, digital marketing, brand strategy, social media marketing and advertising, luxury marketing, product development, launching and cultivating partnerships, experience innovation. Received MBA from New York University's Stern School of Business specializing in Digital Marketing and Luxury Retail.

Beth Kaplan. Former President and COO; Member, Rent the Runway Board of Directors

Ms. Kaplan is also board member of Things Remembered and Sleepys, and previously held seats on the boards of General Nutrition Centers, Blackboard, Minute Clinic, Disney Stores and The First Years. She served, through 2011, as the president and chief marketing officer and merchandising officer of General Nutrition Centers. Ms. Kaplan was part of the team that successfully took the company public in 2011. Prior to that she was executive vice president of merchandising at Bath & Body Works; senior executive vice president of marketing & merchandising at Rite Aid Drugstores; and vice president of the cosmetics division of Procter & Gamble. In 1999, Ms. Kaplan was named Drugstore Marketer of the Year and was included in the "Advertising Age Top 10 Women to Watch." She holds an undergraduate degree in economics, summa cum laude, and an M.B.A. from the Wharton School at the University of Pennsylvania.

Hamish Taylor. Award winning CEO and Inspirational Speaker and Broadcaster

Mr. Taylor's career has taken him from international consumer goods giant Procter & Gamble, consultancy firm Price Waterhouse and British Airways to become CEO of the channel tunnel railway Eurostar, and then Sainsbury's Bank. In all cases he left behind a record of significant business growth triggered by a willingness to challenge the normal way of doing things – so much so that his advice and assistance is now sought by organizations all over the world in many different industries. The Inspired Leaders Network gave him the title MasterThief based on his record of transferring ideas between sectors. Regularly featured in broadcast media, today Hamish acts as an adviser to some of the world's largest companies (and even Governments) assisting with innovation projects, customer focus and/or people leadership.

Case Studies and Academic Readings

Case Studies

1. "Google Car" (HBS 9-614-022. Rev. 3/9/15)
2. "Ryanair Strategic Positioning (A): July 2013" (IMD-7-1872)
3. "Smartick vs. Khan Academy" (INSEAD 517-0040-1)
4. "The Tag Heuer Carrera Connected Watch (A): Swiss Avant-Garde for the Digital Age (317-0113-1)
5. "Rebranding Godiva: The Yildiz Strategy" (HBS 9-515-059. Rev. 1/15/15) **WRITTEN CASE ANALYSIS**
6. Flipkart: Transitioning to a Marketplace Model" (HBS 9-516-017. Rev. 12/8/15)
7. "Eataly: Reimagining the Grocery Store" (HBS 515708-HTM-ENG) Go here to register for the simulation:
<http://cb.hbsp.harvard.edu/cbmp/access/65629927>
8. "Tesla Motors: Disrupting the Auto Industry?" (INSEAD IN1137) **WRITTEN CASE ANALYSIS**
9. "Predicting Consumer Tastes with Big Data at Gap" (HBS 9-517-115)

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. Robertson, Thomas, Hubert Gatignon and Ludovica Cesareo (2018). "Pop-Ups, Ephemerality and Consumer Experience: The Centrality of Buzz," *Journal of the Association for Consumer Research*, (3)3.
7. Bardhi, Fleura and Giana M. Eckhardt (2017). "Liquid Consumption," *Journal of Consumer Research*, (44), 582-597.

8. Kuester, Sabine and Thomas Robertson (2005). "Winning the take-off battle" *European Business Forum*, Winter, Issue 20.
9. Kerin, Roger A., P. Rajan Varadarajan and Robert A. Peterson (1992) "First move 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. John, Leslie K., Daniel Mochon, Oliver Emrich and Janet Schwartz (2017), "What is the value of a like?" *Harvard Business Review*, March-April
12. "The evolution of retail in the age of social," *eModeration*. White paper, February 2015.
13. Kapferer, Jean-Noel, and Vincent Bastien (2012). "Anti-laws of marketing," *The Luxury Strategy*.
14. Veblen, Thornstein (2008). "Conspicuous Leisure," *The Theory of the Leisure Class*.
15. Lemon, Katherine N. and Peter C. Verhoef (2016). "Understanding Customer Experience Throughout the Lemon, Customer Journey," *Journal of Marketing*, 80, November, 69-96.
16. Luther, William J. (2016). "Bitcoin and the future of digital payments," *The Independent Review*, Winter (20)3, 397.

MKTG 277 Marketing Strategy

November 5th | The Consumer Journey: Store Visits

Directions:

1. Visit at least three stores, including Gap.
2. Describe your total customer experience from beginning to end;
3. At the beginning of class, we will choose six people to present what they experienced;
4. If you are absent (without prior notification and approval) and your name is selected, you will lose 2 points from your final grade;
5. You do not have to submit anything in writing

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?

Ryanair Strategic Positioning (A)

1. What is Ryanair's value proposition?
2. How bad is Ryanair's service?
3. Is it perception or reality?
4. Are customer needs really changing?
5. Should Ryanair expand to the business traveler segment and improve its service?

Smartick

1. What is Smartick's value proposition?
2. What product positioning would you recommend?
3. Doesn't Khan Academy already meet the market need?
4. Are the Smartick benefits meaningful (Exhibit 4)?
5. What pricing would you recommend?

TAG Heuer Carrera Connected Watch (A)

1. How might the connected watch model evolve in the future? Would TAG Heuer's organizational structure need to change to maintain its position in the connected watch space and if so what shape should this take?
2. TAG Heuer might be unlikely to remain the only luxury Swiss watchmakers entering the connected watch market: Swatch had announced it was building an operating system. Would other Swiss watchmakers follow and if so how would they compete with TAG Heuer?
3. TAG Heuer's presence in Silicon Valley is important for the future of the connected watch as the "Valley" is still the main cluster for the technologies required to produce a connected watch. How could TAG Heuer ensure that it was embedded in the cluster so it could continue to be avant-garde in the connected watch space?
4. Should TAG Heuer enter the connected watch space?

Rebranding Godiva – Written Case Analysis

What is the key decision confronting Godiva? What are the alternatives? Make a decision, provide justification for your decision and why you rejected alternative decisions.

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

Eataly. Visit here to register for the simulation: <http://cb.hbsp.harvard.edu/cbmp/access/65629927>

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 Lidi) continue to take share?
4. Will online retailers (such as Ocado and Peapod) continue to take share?
5. Contrast the Eataly customer experience with and Aldi and a Peapod.

Tesla Motors: Disrupting the Auto Industry? – Written Case Analysis

Take a position regarding the Tesla strategy. What alternative strategies would you consider and would you favor one of these strategies instead of the current strategy? Will Tesla survive?

Predicting Consumer Tastes with Big Data at Gap

1. Are consumer fashion preferences changing?
2. Didn't they always change?
3. How should Gap predict fashion trends?
4. Should Gap sell on Amazon?
5. Can Big Data outperform creative directors?

MKTG 277 Marketing Strategy

Case Analyses

Directions

1. Analyze two cases (Godiva and Tesla). You will receive a grade for each but only the higher grade will count.
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) *optional and 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.

Structure

- Statement of decision to be made
- Strategic options considered
- Recommended decision
- Justification for decision
- Four (4) exhibits maximum (Exhibits are optional and not required)

Guidelines

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

In-Class Case Discussions

- At the beginning of each class, two people will be chosen to begin the case discussion and two people will be chosen to provide case learning take-aways;
- If you are absent when your name is selected and your absence was not excused in advance, you will lose 2-points from your final grade.

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.

Copyright © 1995 - 2010 Pearson Education . All rights reserved.

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, Christine and Justin.

- Primary research. Observe or study consumer experiences
- Secondary research. Identify sources that 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 Dec. 3rd 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. Exhibits are not required. Place the word count at the end of your paper.

Assessment (Written Paper)

Prof. Robertson, Christine Feng and Justin Silver

- 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)

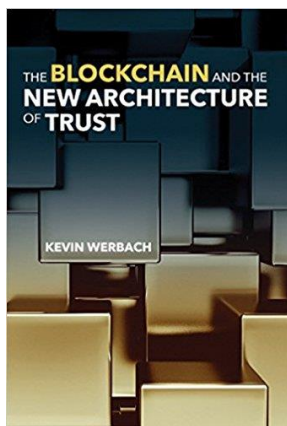
- Did your classmates vote to fund your idea?

MKTG 277 Marketing Strategy

Book Report

Responsibilities

- You will submit an 800-word report on the date assigned, focusing on the book's thesis, key takeaways as they pertain to marketing strategy, and the limitations;
- In class, students will be called on to share a brief synopsis of the book with their peers

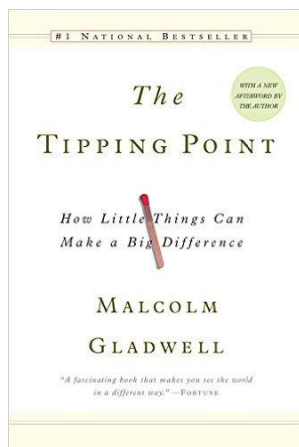


The Blockchain and the New Architecture of Trust

(available November 2018)

Kevin Werbach

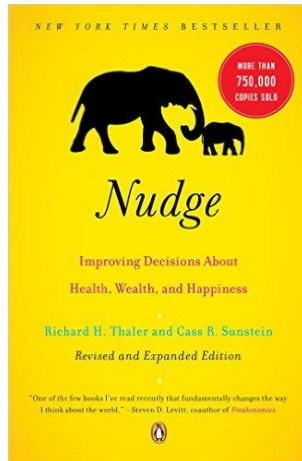
The blockchain entered the world on January 3, 2009, introducing an innovative new trust architecture: an environment in which users trust a system -- for example, a shared ledger of information -- without necessarily trusting any of its components. The cryptocurrency Bitcoin is the most famous implementation of the blockchain, but hundreds of other companies have been founded and billions of dollars invested in similar applications since Bitcoin's launch. Some see the blockchain as offering more opportunities for criminal behavior than benefits to society. In this book, Kevin Werbach shows how a technology resting on foundations of mutual mistrust can become trustworthy.



The Tipping Point

Malcom Gladwell

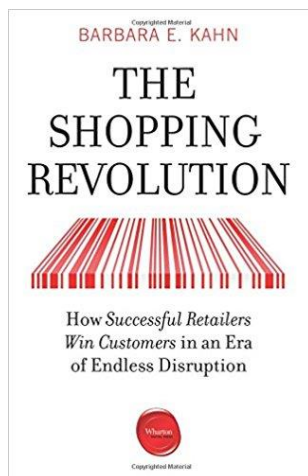
The tipping point is that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire. Just as a single sick person can start an epidemic of the flu, so too can a small but precisely targeted push cause a fashion trend, the popularity of a new product, or a drop in the crime rate. This widely acclaimed bestseller, in which Malcolm Gladwell explores and brilliantly illuminates the tipping point phenomenon, is already changing the way people throughout the world think about selling products and disseminating ideas.



Nudge

Richard H. Thaler and Cass R. Sunstein

Nudge is about choices—how we make them and how we can make better ones. Drawing on decades of research in the fields of behavioral science and economics, authors Richard H. Thaler and Cass R. Sunstein offer a new perspective on preventing the countless mistakes we make—ill-advised personal investments, consumption of unhealthy foods, neglect of our natural resources—and show us how sensible “choice architecture” can successfully nudge people toward the best decisions. In the tradition of *The Tipping Point* and *Freakonomics*, *Nudge* is straightforward, informative, and entertaining—a must-read for anyone interested in our individual and collective well-being.



The Shopping Revolution: How Successful Retailers Win Customers in an Era of Endless Disruption

Barbara E. Kahn

We are just witnessing the start of the radical changes in retail that will revolutionize shopping in every way. As Amazon and other disruptors continue to offer ever-greater value, customers' expectations will continue to ratchet up, making winning (and keeping) those customers all the more challenging. For some retailers, the changes will push customers permanently out of their reach—and their companies out of business. ***The Shopping Revolution*** is a must-read for those in the retailing business who want to develop an effective strategy, entrepreneurs looking at starting their own business, and anyone interested in understanding the changing landscape in which they are shopping.