MKTG 277

MKTG 277 Marketing Strategy

Fall 2019 | MW 10:30 a.m. to Noon | G50 JMHH

Instructor: Thomas S. Robertson, 769 JMHH
Email: robertson@wharton.upenn.edu
Office Hours: M 4-5:30 p.m. *or by appointment*

TA: Chelsea Mao
Email: Maochels@wharton.upenn.edu

TA: Jason Gordon
Email: JGordon1@wharton.upenn.edu

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

Description

This course views marketing as both a specialized 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 at different stages of the product life cycle. 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 in both the for-profit and not for profit sectors of the economy.

Goals

By the end of the course, you should have gained an understanding of contemporary challenges in marketing management across the product life cycle and developed a conceptual and capability base for:

1. identifying market gaps via customer journey analysis
2. pursuing organic growth via innovation and market development;
3. launching new products and achieving rapid takeoff;
4. planning migration strategies for continued growth;
5. defending products and markets in a commodity environment;
6. managing decline and demise

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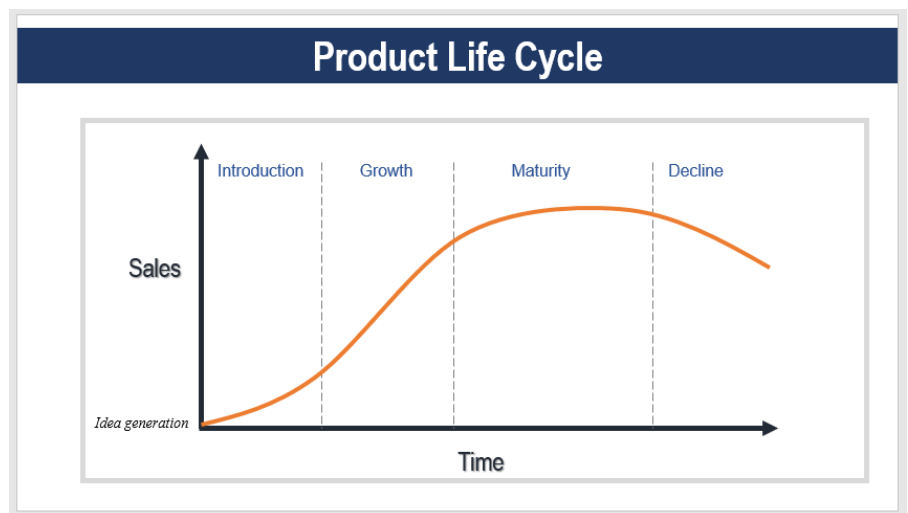
Course Logistics

Grading and Pedagogy

This course assumes a high degree of involvement and interaction. The learning methods are a combination of lectures, cases, debates, 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 see me or our TAs (Chelsea or Jason).

I have found that a fixed time for office hours does not work very well for many members of class. Nevertheless, I am available Mondays in my office from 4-5:30 p.m. However, please feel free to email Michele Anna Klekotka (klekotka@wharton.upenn.edu) to arrange a mutually convenient time to meet on an alternative day. Chelsea and Jason will not maintain regular office hours but can be reached via email to arrange a meeting. They will also schedule coffee chats throughout the semester

Faculty-Student Meal Program

You will be invited to sign up for an informal meal with Prof. Robertson and 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.

Student Referred Reading Material

Please post interesting articles that relate to the course directly to Canvas for all of us to read. This will count as part of your participation grade.

Midterm Examination | Monday, Nov. 25th

The midterm examination will be given in a Wharton Computer Lab. **Do not take the course if you cannot sit for the midterm as scheduled on Monday, Nov. 25th.**

Assessment

Individual Level (60%):
- Midterm examination 25%
- Written case analysis 25%
- Attendance, participation and postings 10%

Team Level (40%):
- "Shark Tank" Project 25%
- Team Debate 10%
- 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. Avoid leaving the room while class is in session. This is disruptive and suggests a lack of commitment.

2. Attendance is of paramount importance. Students will be allowed two (2) absences for the semester, which will not require advance approval. You may use these for interviews or other reasons. Only a doctor's note can excuse a medical absence. If you will miss class due to a religious observance, you must register this in advance. Absences beyond 2 will affect your final grade by 0.5 points for each absence.

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 you must keep a phone on by reason of a personal emergency, you must inform Prof. Robertson before class.

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Detailed Schedule – MKTG 277

Session	Day	Date	Topic
Idea Generation	Wednesday	8/28/19	Course Overview **Advance Preparation Question for Sept. 4**: 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. 4th **SUBMIT YOUR RESPONSE TO CANVAS BY 3 PM, TUES., SEPT. 3rd**
	Monday	9/2/19	No Class. Have a safe and happy Labor Day!
	Wednesday	9/4/19	Trends and Opportunities	**Academic Readings**: "How Smart, Connected Products Are Transforming Competition," "The Age of Continuous Connection" In Class: Students will be randomly assigned to Groups
	Monday	9/9/19	Entrepreneurial Marketing **Guest Lecturer: Justin Silver, Aavrani**
Market Introduction	Wednesday	9/11/19	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	9/16/19	Marketing a New Concept	**Case Study:** Smartick vs. Khan Academy
	Wednesday	9/18/19	Launch and Lifecycle Management	**Academic Readings**: "Winning the Take Off Battle" Team project abstracts are due. Indicate the experience category you selected and give a brief (50-75-word) synopsis of project process. (Upload to Canvas)
	Monday	9/23/19	Trends and Opportunities	**Academic Reading**: "The end of car ownership" **Case Study**: Google Car Write Case Analysis (Upload to Canvas) Watch Video: https://waymo.com/
	Wednesday	9/25/19	The Future of Retail **Guest Speaker: Oliver Chen, Cowen** (Marc Metrick invited to join)
Growth	Monday	9/30/19	Segmentation & Positioning.	**Academic Reading**: *"What Gen Z Wants,"* "The Consumers of the Future: Influence vs. Affluence," "The State of Gen Z"
	Wednesday	10/2/19	Luxury and Fashion	**Academic Readings:** "Anti-laws of Marketing," and "Conspicuous Leisure" In-Class Debate: Defend or refute the "anti-laws of marketing."
	Monday	10/7/19	Competitive Positioning and Challenge	**Case Study**: Ryanair Strategic Positioning (A)
	Wednesday	10/9/19	When Sales Stall	**Case Study**: Rebranding Godiva: The Yildiz Strategy
	Monday	10/14/19	Brand Management
	Wednesday	10/16/19	Shared Consumption **Guest Lecturer: Beth Kaplan** View Video: https://www.youtube.com/watch?v=Rj5CT1scV3w
Growth	Monday	10/21/19	Disruption	**Case Study**: "Dollar Shave Club" Write Case Analysis (Upload to Canvas)
	Wednesday	10/23/19 Carlyle Boston	The Customer Experience **Case Study**: Eataly: Reimagining the Grocery Store

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			Register here for the simulation: http://cb.hbsp.harvard.edu/cbmp/access/65629927
Maturity & Turnaround (or Decline)	Monday	10/28/19	Brand Turnaround **Guest Lecturer: Fernando Machado, CMO, Burger King** **Case Study:** Burger King In-Class Presentations to Mr. Machado
	Wednesday	10/30/19	Market Defense | **Academic Readings**: "Incumbent Defense Strategies"
	Monday	11/4/19	Debates #1 and #2
	Wednesday	11/6/19	Debates #3 and #4
	Monday	11/11/19	Social Media | **Academic Reading**: "Digital Marketing" **Guest Lecturer: Linz Shelton, Michael Kors**
	Wednesday	11/13/19	The Consumer Journey | **Academic Reading:** "Understanding Customer Experience Throughout the Customer Journey" Assignment: Store Visit (Details found on Page 10 of syllabus. Upload to Canvas)
	Monday	11/18/19	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: Submit your Shark Tank presentation slides by 5 p.m. via Canvas upload
	Wednesday	11/20/19	Demise | **Case Study:** JC Penney Midterm Examination Review
	Monday	11/25/19	Midterm Examination
	Wednesday	11/27/19	No Class. Happy Thanksgiving!
	Monday	12/2/19	Shark Tank Presentations *ENTIRE CLASS* Submit your slides and papers to Canvas by 9 a.m. on Dec. 4th. If you are presenting on Dec. 4th or Dec. 9th, you still must submit your work on Dec. 4th by 9 a.m.
	Wednesday	12/4/19	Shark Tank Presentations (continued)
	Monday	12/9/19	Last Class: Parting Conclusions and Generalizations

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).

Chelsea Mao, Teaching Assistant, MBA Candidate 2020

Chelsea Mao is a second-year MBA at Wharton majoring in Entrepreneurship and Innovation, and Marketing and Operations. Prior to Wharton, Chelsea spent six years in investment banking at Barclays in London, advising on mergers and acquisitions for financial technology, insurance, and wealth management clients. She spent her first year at Wharton working with aavrani, a luxury skincare startup, as the Head of Fundraising and Financial Strategy. Chelsea received her BA in Economics and Management from the University of Oxford.

Jason Gordon, Teaching Assistant, MBA Candidate 2020

Jason Gordon is a second-year MBA at Wharton concentrating on entrepreneurial management. Prior to Wharton, Jason was an associate at Grey Mountain Partners, a lower middle-market private equity firm, where he spent time investing in food production and distribution, recycling, supply chain/logistics, and midstream/environmental services businesses. Jason started his career at Stifel in their Investment Banking Division, specifically the Healthcare Group, where he worked on Healthcare IT, Life Sciences, and Medical Device M&A transactions. Jason received his BS in Finance and Management from NYU's Stern School of Business, where he held five internships over the course of his four-year program and developed a startup that won campus pitch competitions and earned space in NYU's DUMBO Incubator.

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.

Oliver Chen, CFA, Cowen and Company

Oliver Chen has joined Cowen and Company's Equity Research department as a Managing Director and Senior Equity Research Analyst. He covers over 30 stocks in the Retail & Luxury Sectors. He is a graduate of Georgetown University, The Wharton School at the University of Pennsylvania and is a CFA Charterholder. He also serves on the PhD Retail Research Review committee at the Wharton School's Jay H. Baker Retailing Center. Mr. Chen was recognized in the Wharton School's "40 Under 40" brightest stars alumni list in 2017. Most recently, Mr. Chen was recognized on the 2018 and 2017 Institutional Investor All-America Research team as a top analyst in the retailing/department stores & specialty softlines sector. Mr. Chen was also selected as a preeminent retail influencer as he was named to the National Retail Federation (NRF) Foundation's "2019 List of People Shaping Retail's Future." Considered an "industry expert," Mr. Chen frequently appears as a speaker/panelist at key industry events.

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.

Fernando Machado, CMO, Burger King

(To be updated. From Crunchbase.com) Fernando Machado is the Global Chief Marketing Officer at Burger King. Fernando is known for pushing the creative boundaries to drive business growth. At BK, Fernando focus on infusing the brand with purpose, modernising the design, and inspiring the organization around brand development. Under his leadership, BK became Client of the Year at the D&AD in 2016 and Creative Marketer of the Year in Cannes 2017. Fernando led campaigns such as "Proud Whopper", "McWhopper", "Google Home of the Whopper", "Burning Stores", "Bullying Jr" and "Whopper Neutrality". Prior to joining BK, Fernando worked for 18 years at Unilever, managing different brands, including Dove where he led the groundbreaking "Beauty Sketches". Fernando was recognized by Adweek as Grand Brand Genius, by the AD Club of NY as Marketer of the Year, by Business Insider as top 5 most innovative CMOs and by AdAge as top 50 most creative people in the business.

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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

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.

Nicolas Topiol. CEO, Christian Lacroix.

Nicolas Topiol began his career as a bond trader and a treasurer for the French subsidiary of the Standard Chartered Bank. Subsequent to obtaining his MBA from the Wharton School, he joined the private equity and mergers and acquisition departments at Société Générale before joining the French offices of Apax Partners. He moved to the United States in 1994 to pursue his private equity expertise in investing and developing multiple ventures and joined with the Family office of the Falic Family in 2002 to establish duty free retail and distribution operations in Central and South America, the acquisition from LVMH of Hard Candy, Urban Decay Cosmetics, and the House of Christian Lacroix becoming its CEO. Throughout his career, Nicolas developed international expertise in various industries, as well as in acquisitions and direct investments in private companies and has further complemented this expertise with hands-on operational work in the United States and Europe.

Justin Silver. Founder and President, aavrani

Justin is the Founder and President of aavrani, the Indian inspired premium skincare company which was launched in June 2018. aavrani is reshaping the skincare market by delivering powerful, all natural, clean beauty solutions to women in the US. Justin also received his MBA at Wharton where he was the William & Anandi Ebsworth Pratap Fellow and a Student Life Fellow. Prior to Wharton, he was a Private Equity Senior Associate for both Beechwood Capital and TA Associates. Justin also worked as an M&A Investment Banking Analyst for Credit Suisse. He graduated from NYU Stern with a Bachelor of Science in Management and Finance.

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Case Studies and Academic Readings

Case Studies

1. "Google Car" (HBS 9-614-022. Rev. 3/9/15)
   WRITTEN CASE ANALYSIS

2. "Ryanair Strategic Positioning (A): July 2013" (IMD-7-1872)

3. "Rebranding Godiva: The Yildiz Strategy" (HBS 9-515-059. Rev. 1/15/15)

4. "Smartick vs. Khan Academy" (INSEAD 517-0040-1)

5. "Eataly: Reimagining the Grocery Store" (HBS 515708-HTM-ENG) Go here to register for the simulation: http://cb.hbsp.harvard.edu/cbmp/access/65629927

6. "Can 3G Capital Make Burger King Cool Again?" (INSEAD 518-0053-1)

7. "Dollar Shave Club" (LBS, CS-18-017) WRITTEN CASE ANALYSIS

8. "JC Penney" (Baker Retailing Center Case Study)

Readings

1. Porter, Michael E., and James E. Heppelmann (2014). "How smart, connected products are transforming competition," *Harvard Business Review*.

2. Kim, W. Chan and Renee Mauborgne (2007). "Blue Ocean Strategy," *Harvard Business Review*.

3. Newton, Rich. Cover Feature: "Our Lives in 2033," British Airways *Business Life*.

4. Christensen, Clayton and Michael Overdorf (2000). "Meeting the challenge of disruptive change," Harvard Business Review, March-April.

5. 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.

6. Bardhi, Fleura and Giana M. Eckhardt (2017). "Liquid Consumption," *Journal of Consumer Research*, (44), 582-597.

7. Kuester, Sabine and Thomas Robertson (2005). "Winning the take-off battle" *European Business Forum*, Winter, Issue 20.

8. Kapferer, Jean-Noel, and Vincent Bastien (2012). "Anti-laws of marketing," *The Luxury Strategy.*

9. Veblen, Thornstein (2008). "Conspicuous Leisure," *The Theory of the Leisure Class.*

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. "What Gen Z Wants," (2019), BloombergBusinessweek.

12. Siggelkow and Terwiesch (2019). "The Age of Continuous Connection," *Harvard Business Review*.

13. ATKearney Global Future Consumer Study (2017). "The consumers of the future: Influence vs. affluence"

14. Gupta, Sunil and Joseph Davin (2015), "Digital Marketing," *Harvard Business School Publishing*, July 31.

15. *Business Insider* (2019) "The State of Gen Z" https://www.businessinsider.com/gen-z-politics-tech-use-identity-2019-7

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MKTG 277 Marketing Strategy
Due November 13th | The Consumer Journey, Store Visits

Directions:

1. Visit at least three stores in Philadelphia or elsewhere in either: 1) the beauty space (e.g., Sephora, Ulta, Blue Mercury, department store cosmetics counter or, 2) the department store space/big box space; i.e., Walmart, Kohl's, Target, Macy's. Take pictures to describe your impression and feelings;

2. At the beginning of class, we will choose six people to show pictures of what they experienced;

3. Submit a one-page summary of what insights you gained—good and bad. Use bullets to list five (5) positive impressions followed by five (5) negative impressions. It will not be graded.

MKTG 277 Marketing Strategy
Case Study Discussion Questions

Google Car Written Case Analysis

1. Is the Google Car project a worthwhile investment of its resources?
2. Can Google compete against established auto manufacturers working on self-driving technology, or should it establish a partnership?
3. Should Google manufacture its own vehicles or license its self-driving software?

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?

Rebranding Godiva

1. What is your model of consumer behavior in the chocolate market?
2. How is this marketing segmented?
3. Contrast the Lindt strategy to the Godiva strategy.
4. What brand positioning should Godiva pursue?
5. What channel strategy do you recommend?

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.

Burger King

1. Which of the five positioning options would you choose?
2. How should marketing dollars be allocated among TV commercials, digital campaigns and PR and brand design/packaging/logo?
3. Design a campaign or activation concept
   a. Prepare a presentation video (max. 2 mins) or 8 jpg slides showing your solution'
   b. We will ask 3 teams to present to CMO Fernando Machado. He will critique and then update us on what's happening at Burger King

Dollar Shave Club—Written Case Analysis

1. What is Dollar Shave Club's value proposition?
2. Why would Unilever spend 1 billion to acquire a loss-making entity?
3. What are Gillette's strategic options to defend? What do you recommend and why?

JC Penney

1. What would you identify as the top three issues facing JC Penney when Johnson took over as CEO?
2. How would you assess Johnson's strategy? What were the strengths, weaknesses and potential mistakes?
3. What were the main reasons why the new strategy didn't show success while Ron Johnson was CEO?
4. Everyday low pricing has been successful at other retailers (e.g., Walmart, Costco, Trade Joe's, Aldi). Can it work for Department stores and apparel retailers? If so, under what circumstances?
5. What can Myron Ullman do now that he is in charge? Which parts of Ron Johnson's strategy should he keep, change and discontinue?

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Team Debate Assignment

Team Responsibilities

Prepare a PowerPoint presentation of the arguments supporting your team's position—Upload your presentation to Canvas by noon the day prior to presentation.

Teams will be selected to present in class a constructive argument of the team's position and a rebuttal of the opposing team's position. Not all teams will present.

Format

Agree Team Opening Statement	4 mins
Disagree Team Opening Statement	4 mins
Teams Prepare Rebuttal	2 mins
Agree Team Rebuttal	2 mins
Disagree Team Rebuttal	2 mins
Teams Prepare Closing Statement	2 mins
Agree Team Closing Statement	2 mins
Disagree Team Closing Statement	2 mins
Agree and Disagree Teams Field Questions from Class	5 mins
Class Votes a Debate Winner	2 min
Debrief on Topic	5 min

Preparation

You must take the extreme position—*for* or *against*. The most effective debates will formulate compelling arguments related to our course content, provide evidence to support these arguments, and suggest relevant company examples.

Debate Topics

1. National brands are dead. Private label (such as AmazonBasics) is the future;
2. Ownership is dead. Renting, sharing, and resale are the future;
3. You can create a luxury brand—e.g., Capri, Tapestry
4. Facebook should be broken-up

Assessment

Prof. Robertson, TAs and Classmates

The assignment will be based on your group's ability to construct and present a compelling argument for your position and to rebut and answer questions about opposing points of view.

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Case Analyses

Directions

1. Analyze two cases (Google Car and Dollar Shave Club). You will receive feedback on Google Car but only Dollar Shave Club will be graded.
2. Submit the analysis via canvas before 10:30 a.m. on the day the case will be discussed;
3. Limit 1000 words (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 20 points.

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

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.

MKTG 277 Marketing Strategy
Customer Experience 'Shark Tank' Team Project Presentation

Team Responsibilities

Study the customer experience within one of the following product categories: Health/wellness, sports, wearables, renting/shared economy.

- Primary research. Observe or recount personal experiences in a rigorous and systematic manner.
- Secondary research. Identify sources that might describe the customer experience in your chosen product category (give cites)

Assignment (10 slides only—no written paper)

Slide 1	Map the customer experience for this product category.
Slide 2	Identify a gap where customer needs are sub-optimally fulfilled
Slide 3	Propose a new product or service to fill this gap
Slide 4	State your market segment selection and why
Slide 5	State your positioning and draw a perceptual map
Slide 6	State your go-to-market channels
Slide 7	State your communication plan to consumers
Slide 8	List your price and provide your logic
Slide 9	State your revenue objective and how derived
Slide 10	Now critique your own plan as to its potential limitations or unproven assumptions

Submission Process

1. ALL TEAMS: Submit slides to Canvas by 5 p.m. on Nov. 18th regardless of when you are presenting.
2. Present in class for 15-minutes.
   Teams 1-5 on Dec. 2nd and Teams 6-10 on Dec. 4th
3. Maximum length is 10 readable slides.

Assessment of In-Class Presentation (Prof. Robertson, Guest Entrepreneurs, TAs, Class Peers)

PART A

- Feasibility
- Creativity
- Rigor and Logic
- Explicit use of course concepts
- Options explicitly considered and rejected

PART B

- Would your *classmates* fund your idea?
- Would the *guest entrepreneurs* vote to fund your idea?