



Wharton
UNIVERSITY of PENNSYLVANIA

Customer Analysis

Marketing (MKTG) 711 – WEMBA East

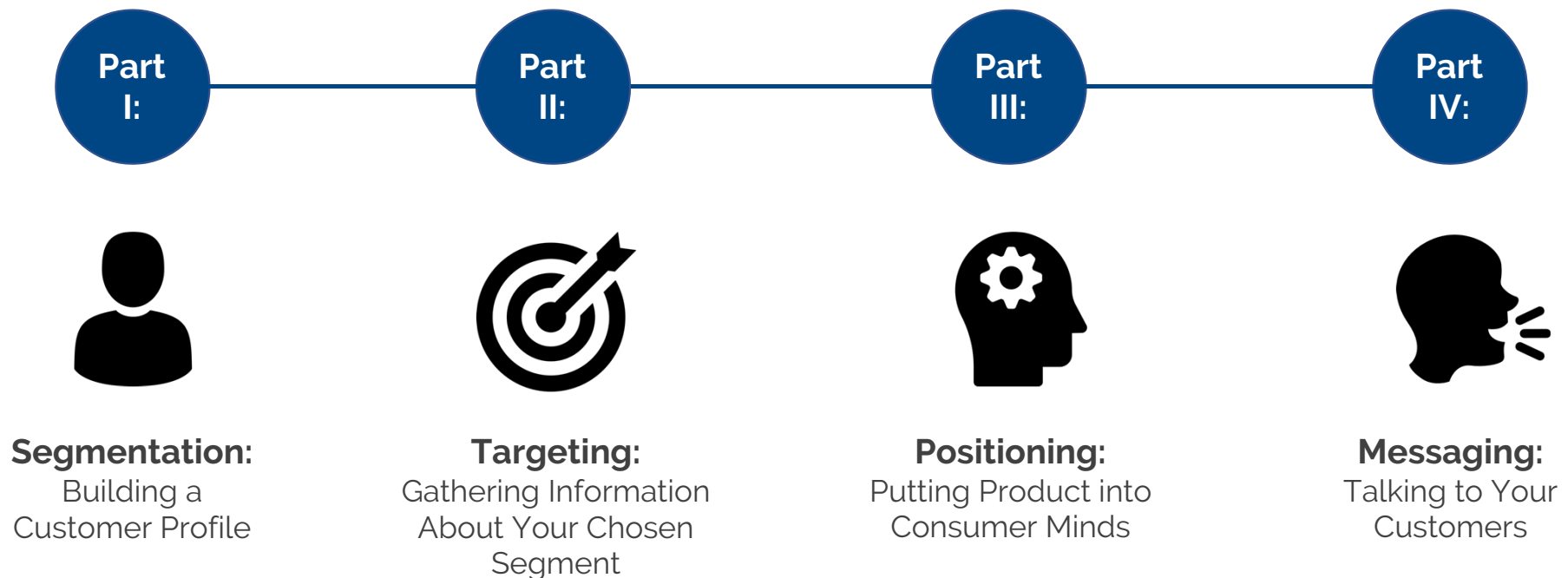
 **PersonaPartners**



@amreed2

The Course is Divided into Four Sections

STPM – Segmentation, Targeting, Positioning and Messaging



General Course Information

By exploring and discussing these critical components of marketing, we formulate a strategic roadmap, a customer analysis “playbook” of sorts. As the theoretical concepts “settle in” we substantiate them by executing a specific application and corresponding analytical tool. The application is to actually “see” these concepts come to life in the context of what is often a “messy real world.”

This course is built around the mantra of “learning by doing.”

The approach that I have adopted is to create a structure (STPM), and within that structure, iterate from theory to practice.



Grading:

Class Participation:

40 Points

Attendance and Contributions to Class Discussion

Class Exercises:

30 Points

Memory Exercise

10 Points

Case Write-Up: FlavaNaturals

20 Points

Quantitative Analysis Tools:*

30 Points

*Analytical Tool #1

10 Points

*Analytical Tool #2

10 Points

*Analytical Tool #3

10 Points

*Analytical Tool #4

10 Points

*You may skip turning in one of the analytical tools WITHOUT penalty.



Grading:

Guest Speaker Assessments

Guest Speaker #1

15 Points

Guest Speaker #2

10 Points

Guest Speaker #3

10 Points

10 Points

Group Project

45 Points

PowerPoint Slide Deck

30 Points

Presentation (15 minutes – 10 Pres 5 Q&A)

15 Points

Total

160 Points

Grading:

Students will learn HOW TO address each area using a specific managerial framework and an analytical tool. Cumulative learning will be applied to a Group Project Analysis that touches on one or more of the areas of (STPM) for a specific company.

NOTE on class content: Some of the analytics (e.g., Logistic Regression, Cluster analysis, ANOVA, Chi-Square analysis) partially overlap with statistical content from other marketing courses (e.g., Marketing Research), but our emphasis will be on how to use them to understand customers better. This is a drill down course that builds on concepts from the core marketing intro classes. It also dovetails nicely with the Marketing Strategy and The Branding courses.

NOTE on class decorum: Bring your nameplates to class every day (so I can learn who you are!). Please don't distract your colleagues with electronic device usage. Please use laptops during class only for note taking and analytical tool exercises.



Grading Notes (Please Read Carefully):

Class Participation

Attendance and Contributions to Class discussion: I will separately rate your contribution to class based on your attendance, the quality of your comments during class discussions, your level of engagement with the course materials in and out of class.

Class Exercises: Throughout the semester, as part of class engagement and class demonstrations, you will be asked to complete a few class exercises. These may range from simple very short questionnaires that demonstrate concepts in class, to online exercises that bring concepts alive. Typically, this will be an “all or none” assessment. You either do the assignment by the deadline and get full credit, or do not and get no credit.

Analytical Tools: As part of the course, and the group project, I will teach you four quantitative customer analysis tools to use. For these sessions, we will use your laptops and either excel or a statistics program to complete the analysis. You will turn in four short write ups based on these analyses, demonstrating to me that you know how to apply and interpret the method. You are allowed to miss turning in ONE of these without penalty.



Grading Notes (Please Read Carefully):

Class Participation (cont.)

Guest Speakers: I will have a few experts come in to present state of the art knowledge in areas of our class. You will evaluate their guest lectures and if you attend the lecture and are engaged in the lecture, you will receive points. Again, this assessment is an “all or none” point assignment.

Group Project

The group project is the culmination of the class to see if you truly have grasped the class concepts in total, and if you can apply them to a real-world situation and real world company. The group project is designed to provide a hands-on opportunity to collaborate on a real world branding/consumer/marketing situation. Team members typically receive the same grade, although **adjustments will be made if necessary based on instructor and peer assessment of contributions to team work.**



Course Schedule

Introduction

Date	Time	Topic
Friday, August 30th	1:30-4:30pm	Introduction to course

Part I: Segmentation – Building a Customer Profile

Date	Time	Topic
Friday, August 24th	9:00-12:00pm	Demographic Segmentation Analytical Tool #1
	4:15-6:15pm	Group Project Introduction and Scope Consumer Identity and the Self Psychographic Segmentation



Course Schedule

Part I: Segmentation – Building a Customer Profile (cont.)

Date	Time	Topic
Friday, September 28th	4:45pm-6:45pm	Analytical Tool #2 Guest Speaker

Part II: Targeting – Gathering Information About Your Segment(s)

Date	Time	Topic
Saturday, September 29th	1:00pm-4:00pm	Marketing Intelligence Part 1 Measuring Customer Attitudes
Friday, October 26th	9:30am-12:30pm	Analytical Tool #3 Group Project Work Time



Course Schedule

Part III: Positioning – Putting Product into Consumer Minds

Date	Time	Topic
Saturday, October 27th	1:00pm-4:00pm	Exposure Perception and Attention Guest Speaker
Friday, November 16th	9:30am-12:30pm	Case Analysis: Flava Naturals LIVE Build a Market/Brand Group Project Work Time



Course Schedule

Part IV: Messaging – Talking to Your Customers

Date	Time	Topic
Saturday, November 17th	1:00pm-4:00pm	Memory and Retrieval Using Rational, Emotional and Social Appeals
Friday, December 7th	1:30pm-4:30pm	Analytical Tool #4 Guest Speaker



Course Schedule

Part IV: Messaging – Talking to Your Customers (cont.)

Date	Time	Topic
Friday, December 21 st	9:30am-12:30pm	Group Project Presentations
Saturday, December 22 nd	1:00pm-4:00pm	Course Wrap-Up Lecture

Guest Speakers



Alan Frost is the Founder and CEO of FlavaNaturals, a company that is changing the way people think about and consume chocolate. Alan combines more than 20 years of experience in the biotech industry with a commitment to healthy living and a love of chocolate.

What began in October 2014 with reading an article about a Columbia University study that linked chocolate consumption with enhanced memory led to a three-year quest to develop delicious, naturally sourced, high-flavanol chocolate that promotes wellness, performance, and achievement. The result is two breakthrough chocolate products, FlavaBars and FlavaMix, which deliver 5X to 9X the plant based cocoa flavanol anti-oxidants of a typical dark chocolate bar.

Alan has a strong track record of launching successful brands, achieving business objectives and creating shareholder value for biotech and pharmaceutical companies. Alan was most recently SVP of Commercial and Head of the TYSABRI Franchise at Elan Pharmaceuticals. Alan holds an MBA from the Wharton School at the University of Pennsylvania and a BS from the University of Delaware.



Beth Lorge is Head of Marketing at FlavaNaturals, a company that is changing the way people think about and consume chocolate.

FlavaNaturals recently launched two delicious, naturally sourced, high flavanol chocolate products, FlavaBars and FlavaMix, which deliver 5X to 9X the cocoa flavanol antioxidants of a typical dark chocolate bar. As Head of Marketing, Ms. Lorge has spent the past three years developing the brand identity, packaging, messaging, consumer targeting, publicity, digital and social media strategies and brand partnerships. Chocolate was your weakness. With FlavaNaturals, it's your strength!

Beth has worked for more than twenty years as an Entrepreneur and Marketing Executive with a focus on brand development. An avid music lover, Beth is the Founder of national concert promoter Kidrockers and a founding partner of NYC record label Innit Recordings (Charles Bradley, James Levy, Lolawolf). She was previously a Vice President of American Express, Strategic Marketing Consultant at Accenture and Account Executive at Ogilvy & Mather Direct. Beth holds a BA from Brown University and an MBA in Marketing and Finance from the Wharton School at the University of Pennsylvania.



Josh Feldmeth is a Senior Partner with over 20 years of helping companies maximize the economics of their businesses. Combining a diverse skill set (corporate strategy, analytics, CX optimization, process improvement, design integration) with a CEO-perspective, his work focuses on revenue growth/margin expansion by linking clients' strategic assets to in-market opportunities. He has lived and worked around the world and with industry leaders (e.g. AT&T, GE, Credit Suisse, BMW, Target, Roche, Emerson, Apollo, UPS) to sharpen corporate purpose, re-shape operating portfolios, shape internal cultures and build compelling, cohesive and technology-supported brand ecosystems.

After 3 years with an automotive start up and an MBA, Josh worked in the strategy practice at PwC, serving retail and CPG clients. He deepened his discipline and leadership tool kit over 14 years and in 4 offices at Interbrand where he was VP Strategy at DesignForum, built a regional analytics practice (Europe), turned around a struggling office (Amsterdam), drove double digit Rev/EBIT growth in the HQ office (New York), sold a software business and ran a regional portfolio of businesses that accounted for >90% of the firm's profits (North America). During his Interbrand tenure, Josh's client work increasingly focused on partnering with CEO's, CMO's and their teams to drive business transformation and create incremental value through corporate assets (M&A, brand repositioning, CX creation, GTM acceleration, digital platforms).

A regular contributor to business media (CNBC, Bloomberg, Wharton Radio) and a frequent business school lecturer (Stanford, Yale, Wharton, Texas), he has written extensively on how companies create value by shortening the distance between business strategy and positive customer outcomes across categories.

He has a BA from Wheaton College (IL), and MBA from the University of Texas, Austin, and lives in Connecticut with three daughters and his wife, Margaret.



Andrew Macum As Senior Analytics and Insights Director, Andrew has worked with top companies including MetLife, Ford, AT&T, Intel, Northwestern University, and Mayo Clinic. Andrew leads Prophet's marketing sciences and analytics group supporting organizations in establishing world-class insights and analytics functions, leveraging analytical expertise to build predictive models to guide business decisions, and understanding of research design to build insights gathering tools (quant / qual research) that address pressing client needs. Most recently his work has focused on building econometric models and what-if tools to prioritize investment decisions, customer segmentation to guide positioning and value proposition development, and insights & analytics team operating model creation.

Prior to joining Prophet, Andrew was a Senior Consultant at Millward Brown Vermeer. Client engagements for brands like Visa, MasterCard, Citigroup, Hershey's, Brown-Forman, Jack Daniels, and Marriott included choice modeling, market segmentation, market entry/sizing, brand architecture, portfolio mapping, and brand valuation. His research has appeared in Cornell's Rationality and Society among other academic & trade publications.

Andrew is a graduate of Duke University.



David Hoover With over two decades of experience working for a Fortune 500 consumer goods company in both Insights and Marketing roles, David has extensive expertise in global research, with an emphasis on emerging markets. David has a proven track record in innovation, and he has developed and launched over 50 innovations across 10 markets with combined year 1 sales of over \$2B.

David has extensive experience in both qualitative and quantitative research methods, and his broad research toolkit ranges from moderating and facilitating to in-depth data analytics. His many years on the client side have given him a great understanding of clients' needs, and have honed his ability to identify what strategies and tactics will move a business forward. He is especially well-versed in food categories globally; in addition, he has worked on other FMCG categories as well as durable goods and technology.

David is an avid musician, physics geek, and a huge sci-fi fan. He is beginning to think that maybe his wife is right, perhaps one can own too many guitars. On second thought, that is just blasphemy...



Dr. Rob Britton Rob has spent his entire working life, 50 years, in and near the airline industry, mainly in marketing and planning roles. He was part of the team that helped rebuild the American Airlines brand after the 9/11 terrorist attacks, led the airline's corporate communication group, and served in a range of other roles. His marketing presentations are thus rooted with deep experience in a complex and commoditized industry.

Rob earned a Ph.D. in geography from the University of Minnesota, and a postdoctoral certificate from Wharton. Originally a geography professor, he is now an adjunct marketing professor at Georgetown University, and annual guest lecturer at more than 25 B-schools worldwide, including Kellogg, London Business School, and the Stockholm School of Economics. He has published more than 125 articles in prominent newspapers and magazines, travel-industry publications, and refereed academic journals such as *MIT Sloan Management Review* (forthcoming).



Ted Wright The CEO of Fizz, Ted Wright has been at the forefront of word of mouth marketing since he helped reignite the Pabst Blue Ribbon brand in 2000. Ted leads his crew of professionals from Fizz's headquarters in Atlanta. Over the last decade, Fizz has become the global leader in word of mouth marketing.

A 20-year marketing veteran and an alumnus of Booz Allen Hamilton, Ted also holds an MBA with honors from The University of Chicago, enjoys great bourbon and drives too fast.



Elizabeth Windram is the Vice President of Marketing for JetBlue, New York's Hometown Airline® and one of the world's most acclaimed airlines. In her role, Windram leads the airline brand strategy, including advertising, content and social media, digital marketing, regional marketing, loyalty and product development. Previously, Windram was JetBlue's Director of Brand and Advertising where she was instrumental in many of the airline's recent campaigns, including FlyBabies, Check In For Good, and Little Tickets.

In 2016, she received Adweek's Grand Brand Genius award.

Before joining JetBlue, she spent seven years at E&J Gallo Winery where she led brands including Barefoot Wine & Bubbly and New Amsterdam Gin and Vodka. She started her career in finance as an investment banker in Citigroup Global Markets' leveraged finance group and then at Terra Firma Capital Partners in London.

Windram serves on the board of the VH1 Save the Music Foundation.

Born and raised in New York City, Windram attended Stuyvesant High School. She holds an MBA from Wharton and has a BA in Economics from Duke University.



Podcast Pause



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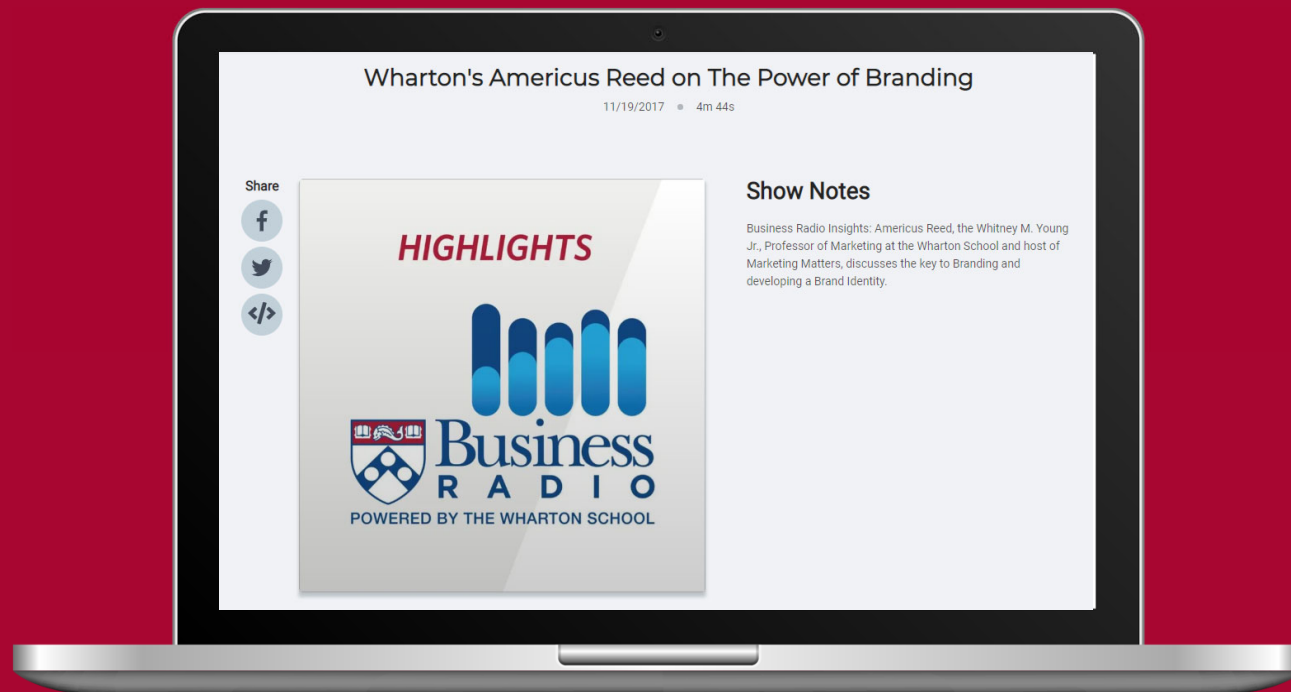
Podcast Pause

- Personal Branding at a high level
- Elon Musk—created a brand, “quirky, science fiction based, futurist, optimist, seeing things others cannot see” creates an aspirational self to elevate the brand
- Customers are not just buying “Teslas” – they are buying into Elon Musk’s “vision”
- CEOs have to be “brands” now—this is a new skill. Need to be good at social media
- It is a double-edged sword. Iconic companies w iconic CEOs are now co-branded—hard to disentangle when brand is under crisis
- > However, the buck stops here when the CEO's brand is part of the company brand

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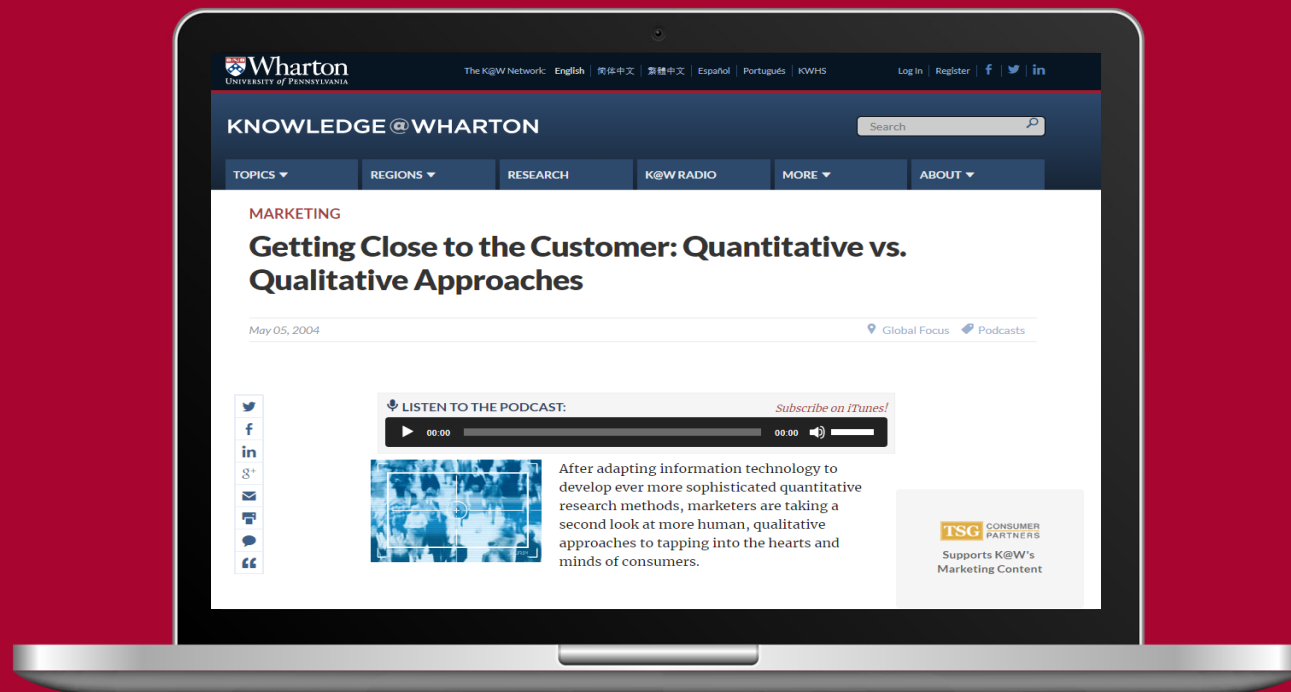
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- It's important to understand that your logo and brand are not the same thing
- Your logo is a outward facing component of your brand
- Your brand is much deeper-it's creating a rich, consistent, clear meaning system. It defines what you stand for
- Think about brands such as Nike, Google, Disney, Ford, Starbucks, and Apple- what makes them iconic?
- Good branding is branding plus creating something that differentiates you from your competitors
 - It connects you to your customers to create loyalty
 - It creates a sense of identity and connection to create an aspirational self
- Once that deep connection is made you create a powerful switching cost that essentially protects your brand and draws them into to everything you do

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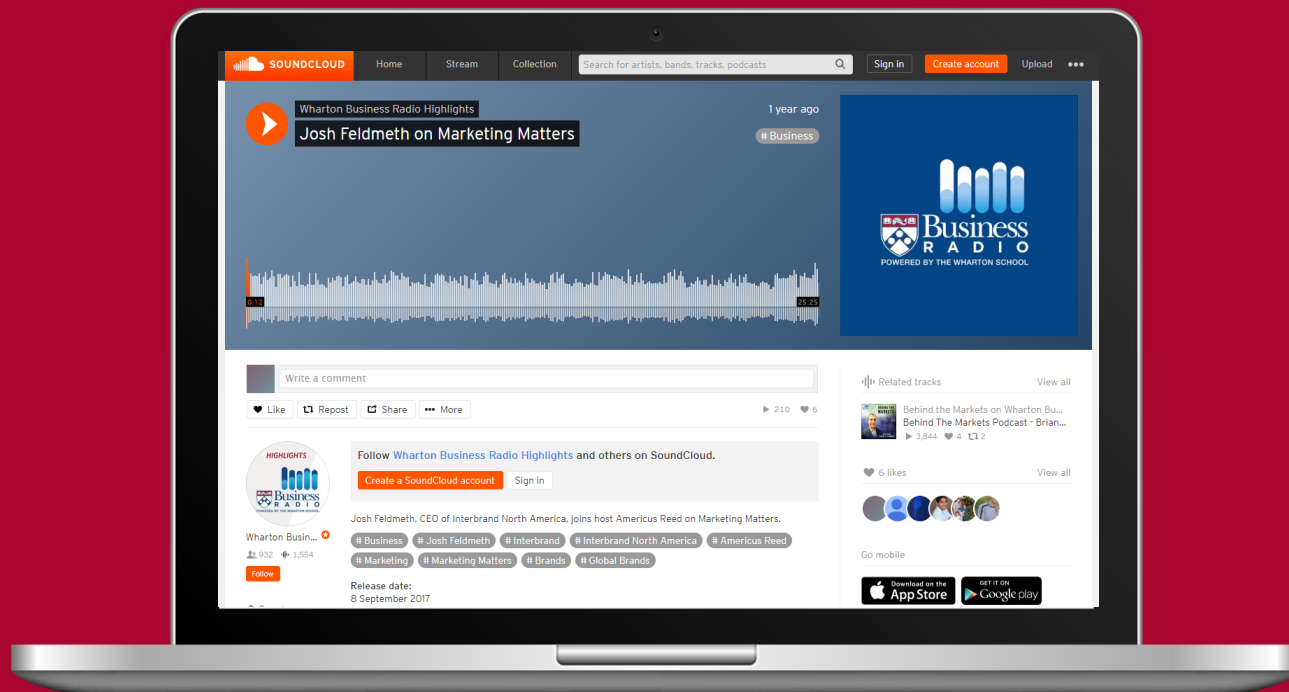
Podcast Pause

- Continual improvements in technology has given marketers more quantitative data on their customers but some struggle on how to use it
- Marketers needs to find the balance between using data and insights based on their goals
 - Walmart more focused on the cost side and is less concerned with customer intimacy
 - Whirlpool and Proctor and Gamble using customer information to build concept banks to drive new product development
- A balance between new and old market research techniques are being used to gather qualitative data
 - Projective opinions and attitudes
 - The Harley-Davidson approach (brand communities)
 - Split-Cable system
 - Customer Advisory boards

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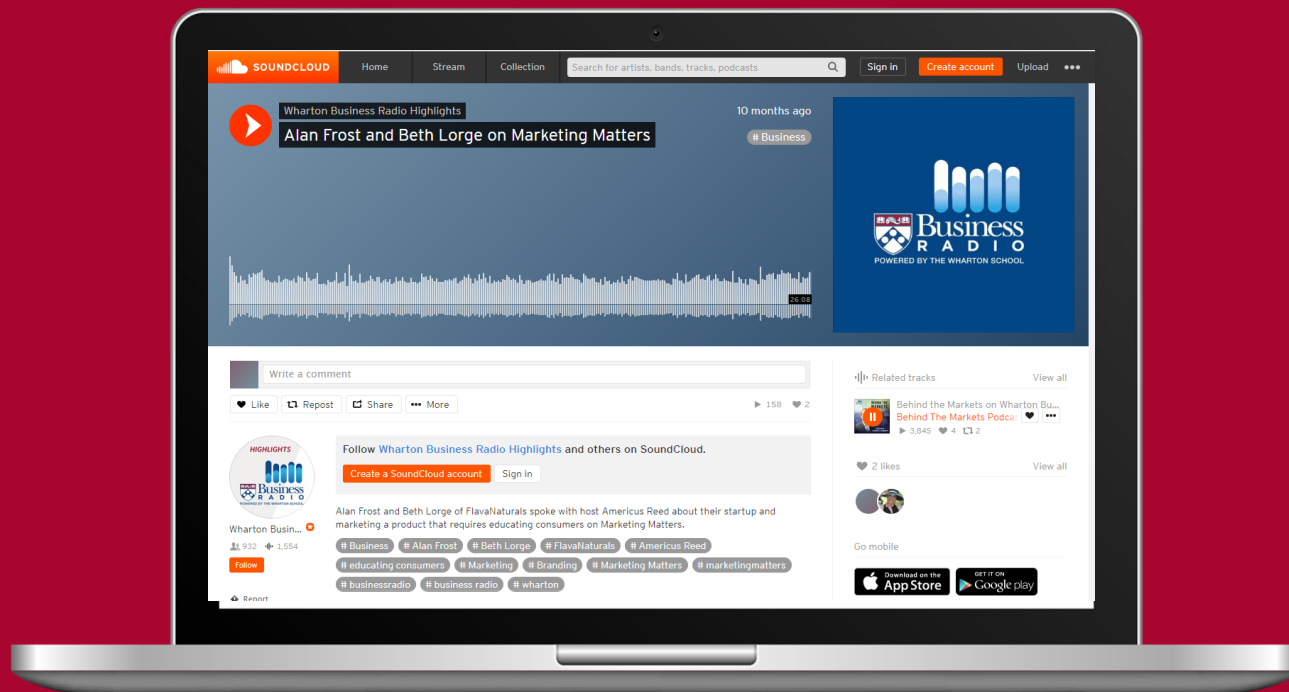
Podcast Pause

- John Feldmeth- CEO of Interbrand North America, rates and reviews the best global brands
- Your brand can be viewed as an asset. It has quantifiable economic value
- How brands are built today is different. Brands are now outcomes of extraordinary experiences. "This is who I am, believe in me"
- Many of the brands on the list are defined as "cohesive businesses" and are growing much faster
 - Ecosystem effects
 - Consistent narrative
 - Connective experiences
- We are moving into the age of "you"- our brand experiences will be user defined, e.g., Amazon
- Lego (great brand experience), Nissan (products are synced with customer insights), and GE (reinventing itself and investing in technology) are among the top global brands. Betterment (great user interface, empowering your 401K) and Warby Parker (great experience, price, product) are breakthrough brands to keep your eye on

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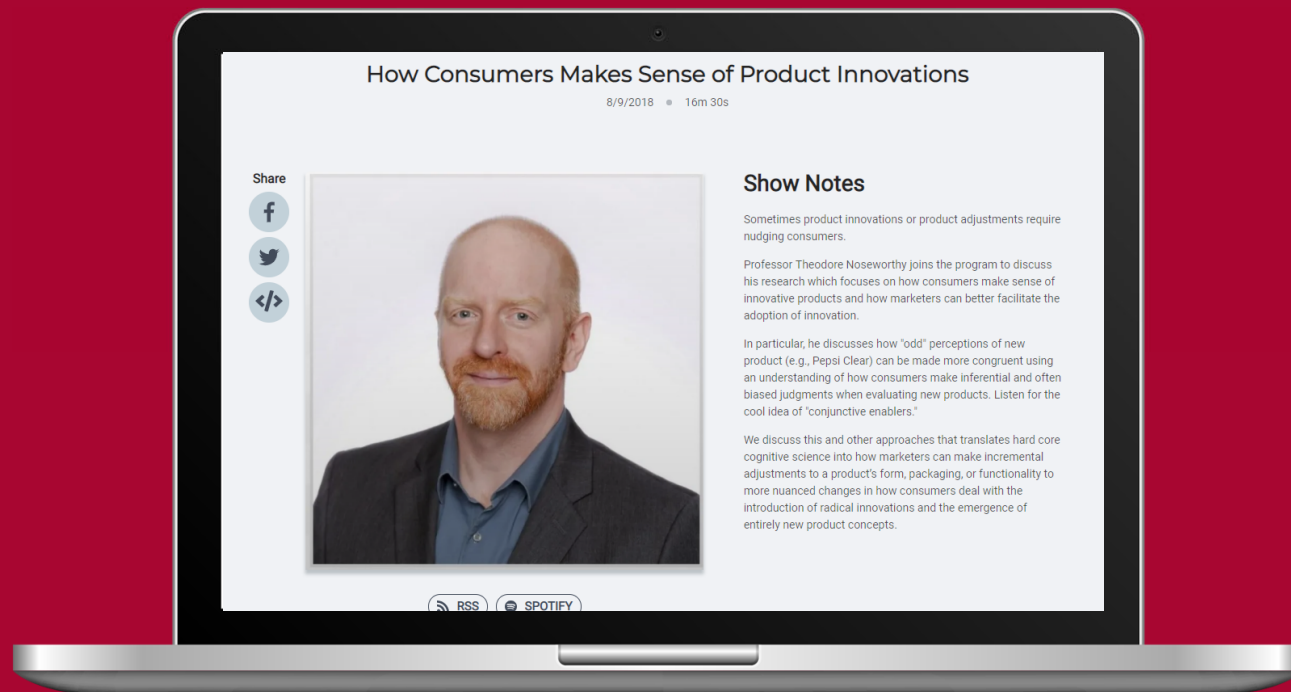
Podcast Pause

- Chocolate is actually good for you! Studies show that the flavanols in cocoa can promote healthy blood vessel function leading to improved brain, heart, and skin health
- Wharton Alums Alan Frost and Beth Lorge started Flavanaturals, a company serving up healthy ways to get beneficial doses of flavanols
 - Their bars contain 5x and their drink mix contains 9x the flavanols of a dark chocolate bar
- How do we rethink chocolate? 74% of people want chocolate daily. It's not just on occasion or for a special event. "Chocolate was your weakness. Now it's your strength!"
- Flavanaturals is marketed towards several groups. From the health conscious to those that want to indulge in a chocolate bar, across age groups
- Influencers and a strong social media presence is key. Brand advocates are needed to educate people on the benefits of flavanols

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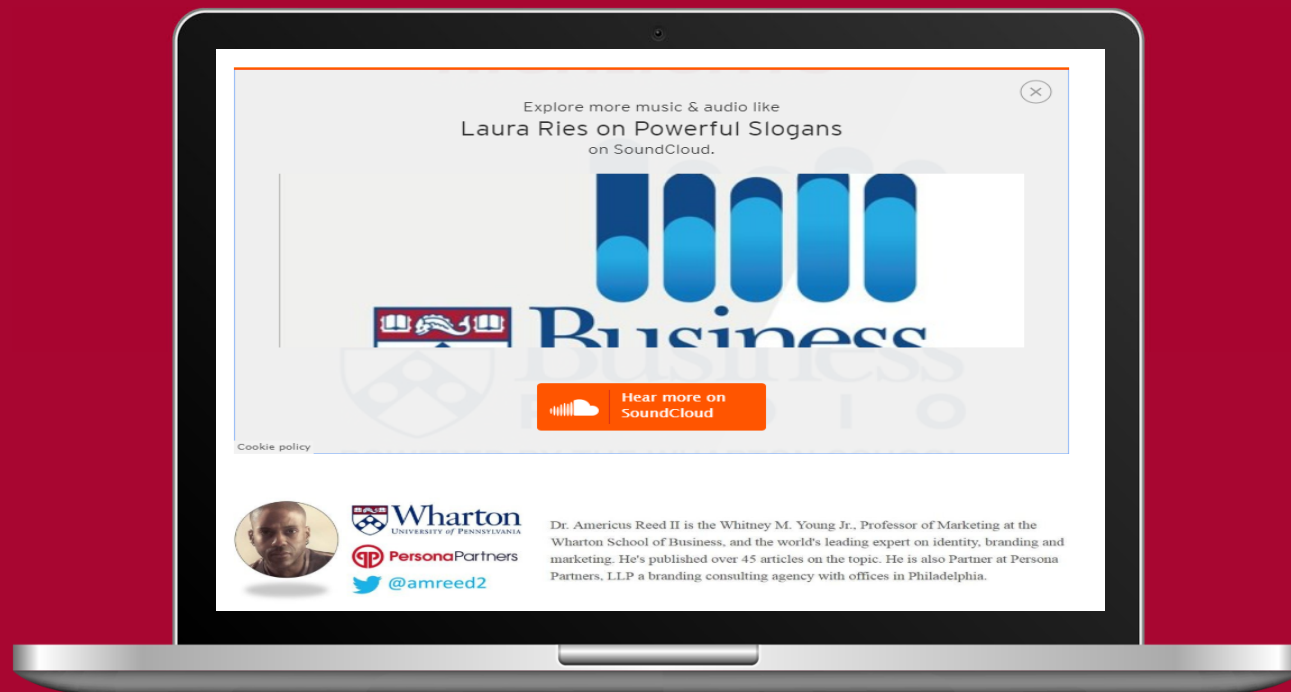
Podcast Pause

- “I don't get it”- Sometimes a product has a value proposition that doesn't make sense to consumers
- Professor Noseworthy introduces us to conjunctive enablers-associations that help us connect these weird features to the product
- Crystal Pepsi taste test- Cola is supposed to be brown, so why is it this clear? When the conjunctive enabler that it's clear because it's made with spring water was introduced, it made sense and participants liked it as much as the regular cola
- Pre-testing can help marketers determine if their new product could use the help of conjunctive enablers when it goes to market
- Can conjunctive enablers help us accept carbonated milk?

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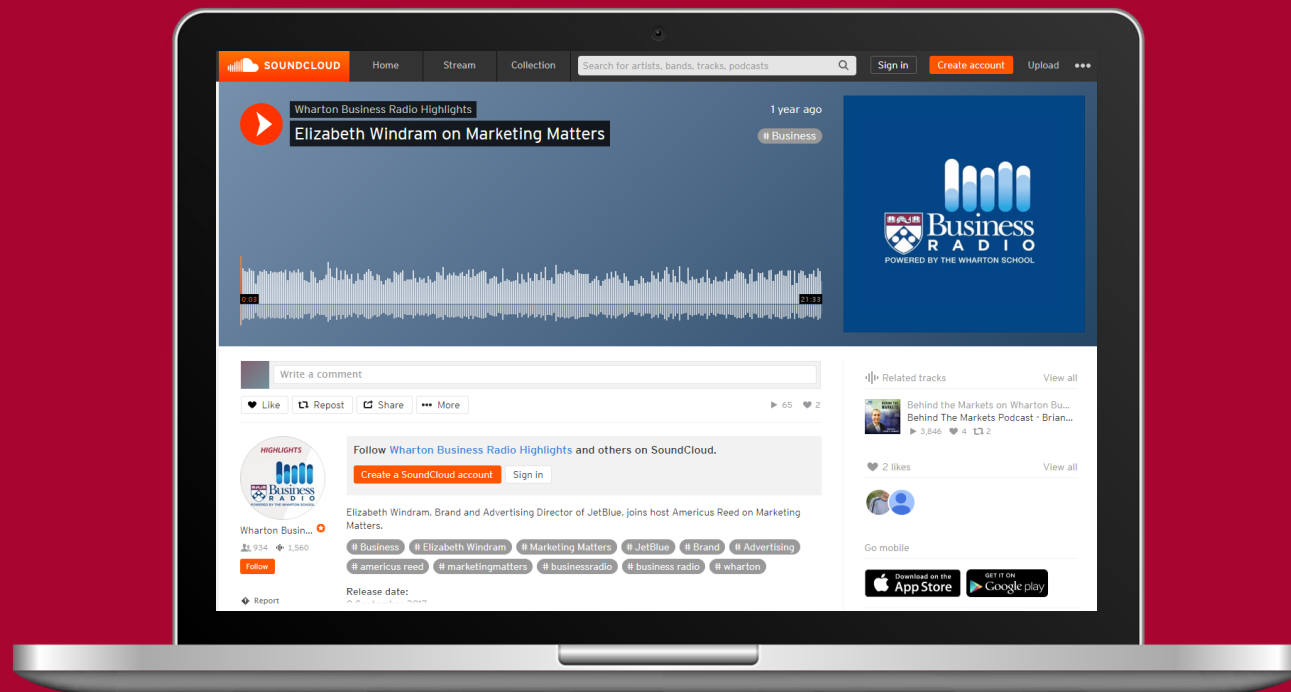
Podcast Pause

- The goal of marketing is to get inside the mind of the consumer. Laura Ries notes that providing a memorable visual and catchy slogan can help you win the battle
- Visuals help drive your idea into people's minds so that they remember it
- A slogan is your brand's battle cry. It defines who you are in a powerful and positive way. Here's five techniques to consider when developing your slogan:
 - Rhyme- "If it fits, it ships"
 - Alliteration- Toys for Tots
 - Repetition- "Pizza! Pizza!"
 - Reversals- "Flame-broiled, not fried"
 - Double-Entendre- "A Diamond is Forever"
- Word of mouth has always been key in spreading your message, but today we have more powerful ways to communicate. "Word of mouth used to be about people talking at the watercooler, but now it's sharing and posting things on Facebook and Snapchat"

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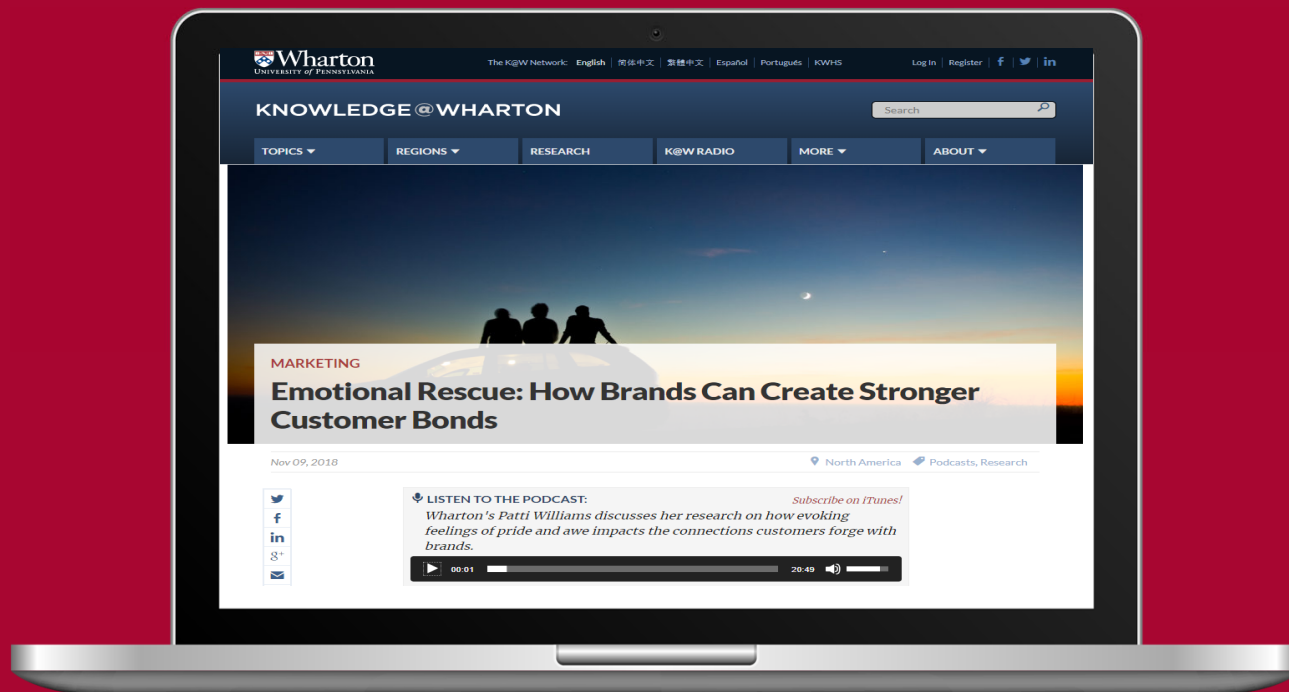
Podcast Pause

- Wharton Alum Elizabeth Windram has been the force behind some brands that have focused on differentiation
- She led the charge to bring Barefoot wines (E and J Gallo) to market in attempts to shed the pretentiousness in this category
 - 70% of people drink alcohol, but only 33% drink wine
 - They made it more fun and accessible for people to enjoy wine
- Now she drives the messages for Jet Blue, focusing on delivering excellent customer service at every touchpoint to every person
 - Air industry need to be more than just a price point and route
 - “Love at first flight”
 - “Fly Babies” and “Reach Across the Aisle” are purpose driven ad campaigns, turning negativity into something positive

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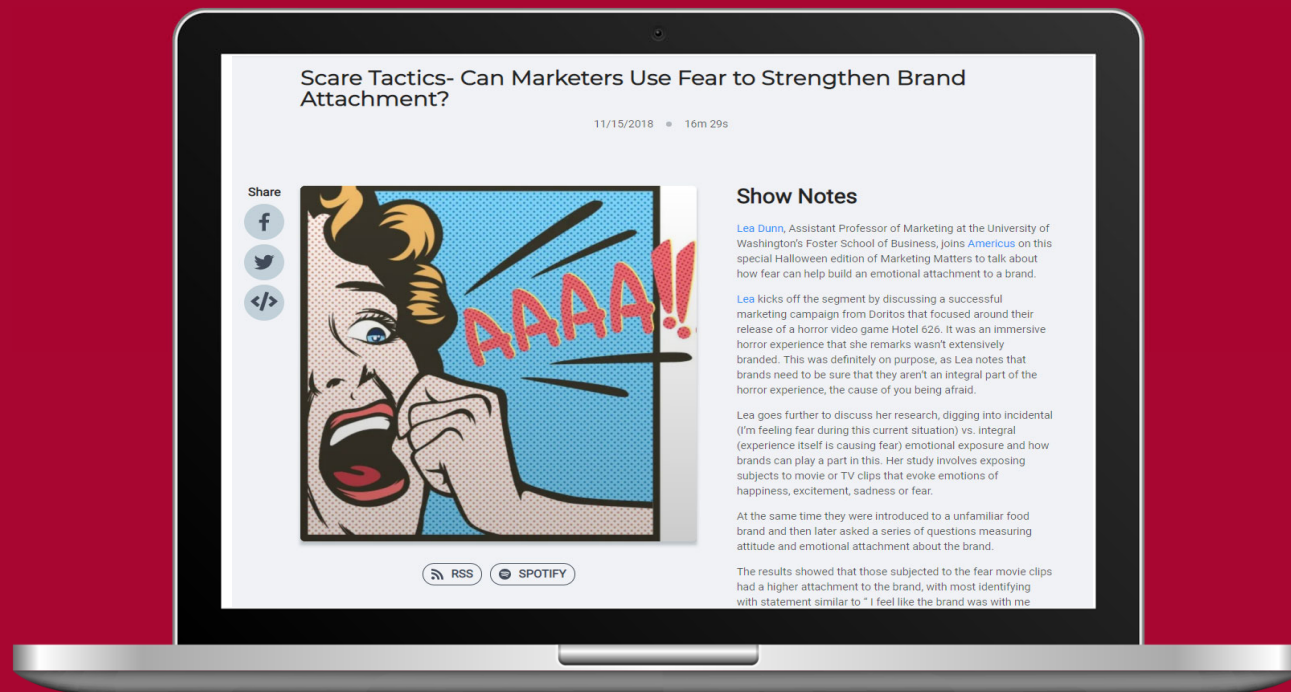
Podcast Pause

- Professor Patti Williams looks at how the feelings of awe and pride can evoke a deeper connection with brands
- Awe is about making a bigger connection with the world around you, looking outside of yourself. Awe is associated with social benefit brands, e.g., United by Blue
- In contrast, pride is sense of personal accomplishment, expanding and enhancing your sense of self. Pride is associated with luxury brands, e.g., Louis Vuitton
- Emotions really have an impact on the kinds of relationships that consumers have with brands. Brands need to think beyond positive emotions versus negative emotions, understanding that not all positive emotions have the same impact.

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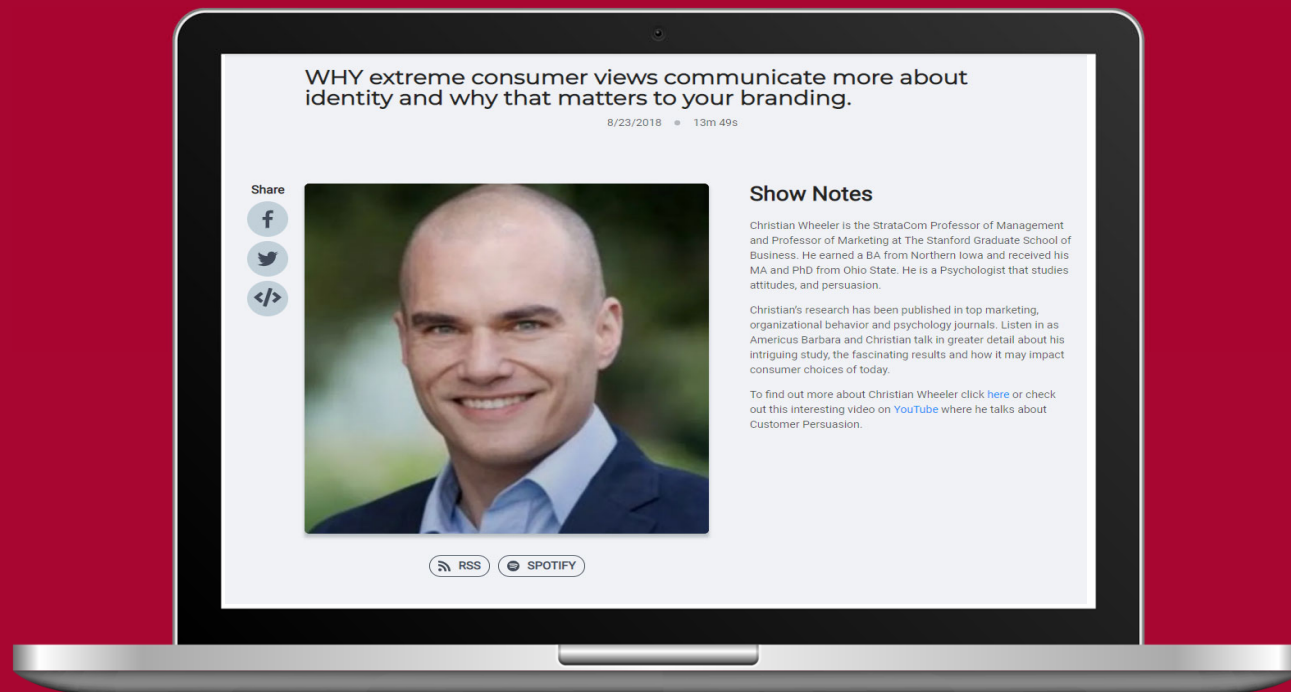
Podcast Pause

- Marketers can use fear to help build an emotional attachment to a brand
- BUT...brands need to be sure that they aren't an integral part of the horror experience, the cause of you being afraid
- A study by Lea Dunn tested incidental (I'm feeling fear during this current situation) vs. integral (experience itself is causing fear) emotional exposure and how brands can play a part in this
- When first introduced to a brand, then exposed to a horror movie clip, subjects gained an attachment to the brand with most identifying with statement similar to "I feel like the brand was with me during the experience"

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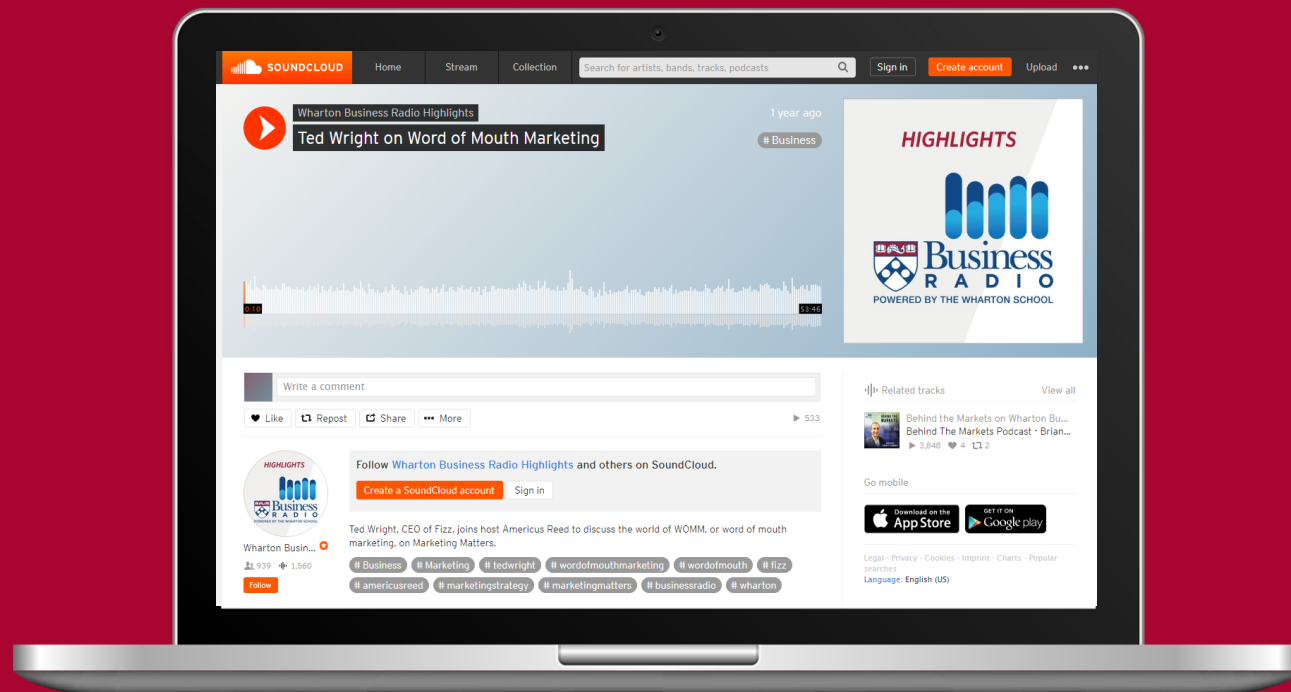
Podcast Pause

- Christian Wheeler talks about his study focusing on people's preference when people prefer polarizing products
- A polarizing product is something you either love or hate, no in-betweens
- The research found that polarizing products are preferred when people feel they lack a clear identity or need to be more self expressive
- Polarizing brands have the haters, but this effect can be outweighed by those who advocate for your brand, a walking brand evangelist
- When it comes to product reviews, these polarizing reviews tend to lower the mean product rating but Christian advocates that consumers should consider other factors when looking at reviews such as who is giving the ratings

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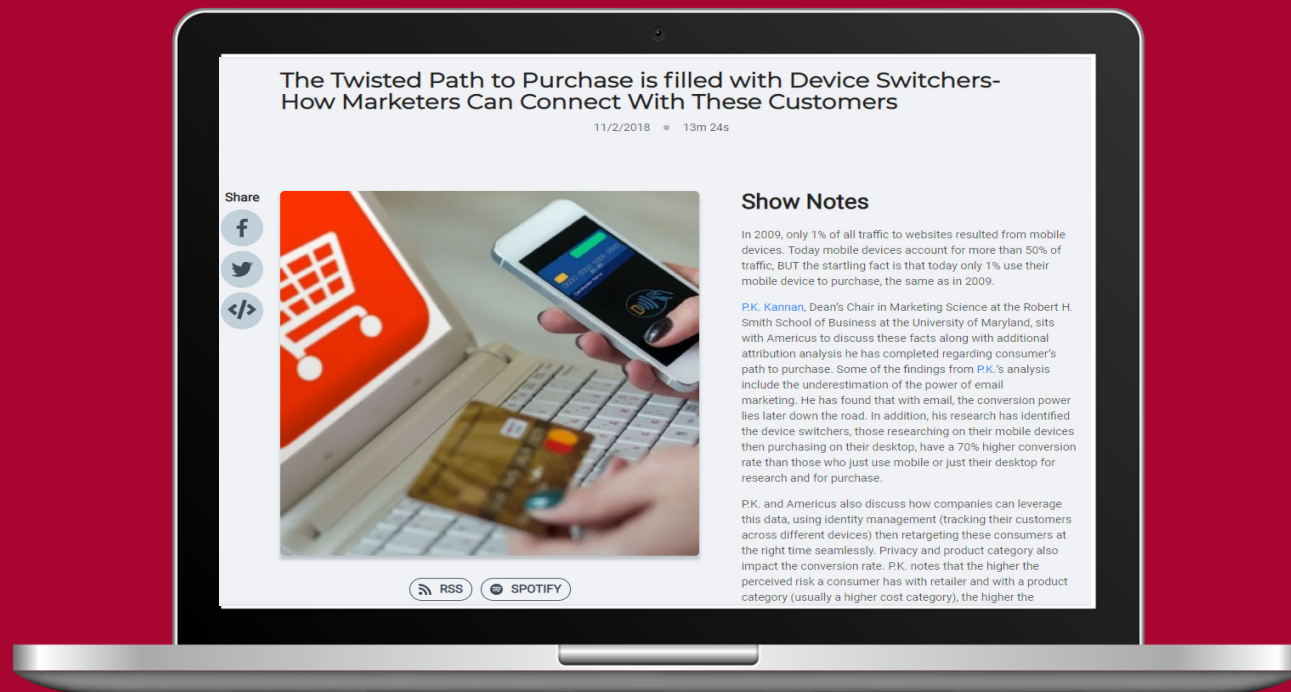
Podcast Pause

- Ted Wright- The Guru of WOMM (Word of Mouth Marketing) and a pretty funny guy
- WOM is probably the oldest and most successful method of marketing
- Influencers are key to your WOM strategy
 - An influencer is worth 40,000 shares per individual per year
 - Influencers like to try new things because they are new, like to share stories with their friends, and are intrinsically motivated
 - Influencers are generally most interested in 3 or fewer categories
 - Brands never find influencers- the influencers find them
 - Influencers will share your story if the story is interesting to them, is relevant to their audience, and is authentic to the way they understand your brand
- ROLL UP THE ATM!- WOM will always work if you create the most interesting, relevant, and authentic story and share it in such a way that makes it easy for influencers to pick up and share with other people

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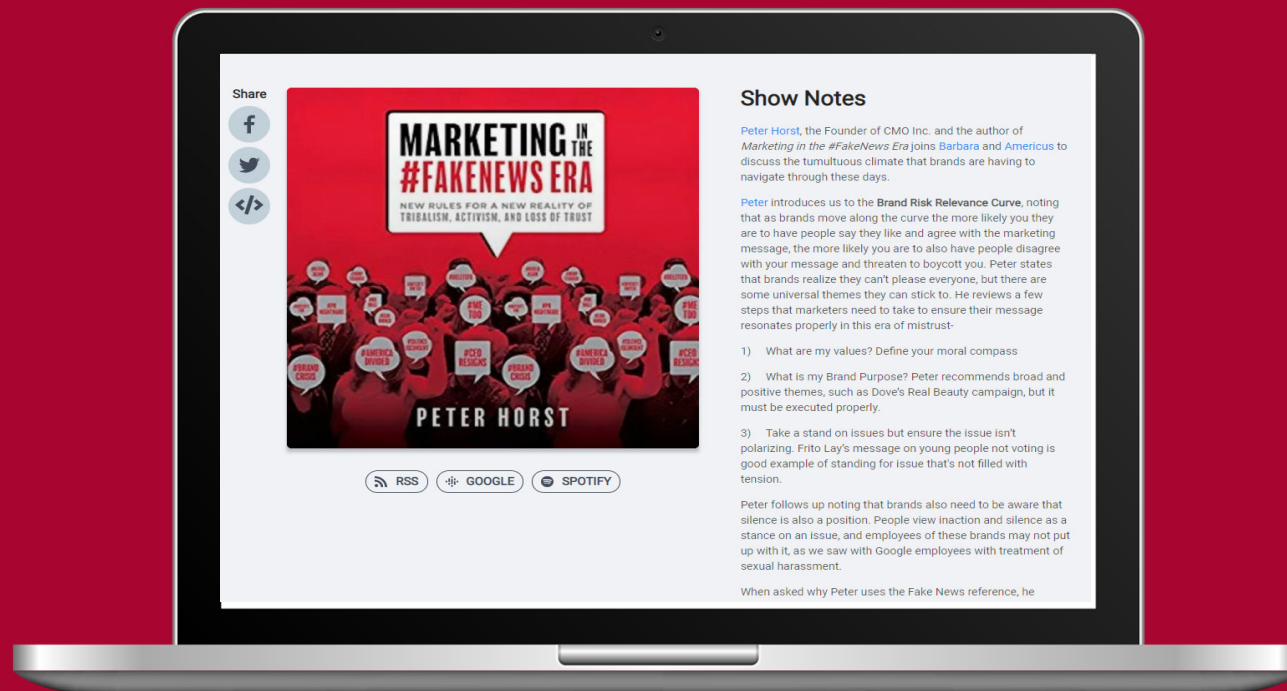
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- Today we are so connected to our phones, but we still prefer to use our computers to buy things online
 - 2009-1% of traffic to websites from mobile devices, 1% purchases from mobile devices
 - Today-50% of traffic, but still only 1% of purchases
- P.K. Kannan takes a look at this and attribution analysis regarding the customer's path to purchase
- Device switchers- those that research on mobile devices then buy on their desktop have a 70% higher conversion rate than those who just use mobile or just their desktop for research and for purchase
- Privacy and product category also impact the conversion rate. The higher the perceived risk a consumer has with retailer and with a product category (usually a higher cost category), the higher the likelihood that they device switch

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- Peter Horst-Author of *Marketing In The #FakeNews Era*
- Brand Risk Relevance Curve- The more people that resonate with your brand message and support your mission brings just as many people that disagree with your message and threaten to boycott you
- Steps to make sure your message resonates
 - What are my values? Define your moral compass
 - What is my brand purpose? E.g.- Dove's Real Beauty campaign
 - Take a stand on issues, but make sure the issue isn't polarizing. E.g.- getting out the vote
- Inaction and silence is also a position on issues
- Brands need to be sure their message is genuine and authentic. People will call out the bandwagon joiners of the purpose driven marketing movement

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- Social media is a huge component of a successful boycott and aids in the boycott sustainability
- Companies can no longer hide- consumers want to know if their values align with the brands they support
- The power of the anecdotal example- high school students taking to social asking for policy change sends a very powerful message
- Brands have to make a calculated decision to possibly alienate a certain group of consumers
 - Potentially 6 million NRA members
 - Fed Ex- walking a fine line with their stance taking a neutral position, not denying NRA service, but has clear views on gun policy issues
 - Companies that take a stance are seen more credible
- Boycott backlash-it is possible that some consumers will not patronize these businesses that have cut ties with the NRA?
- Will consumers inconvenience themselves to stand up for what they believe? Are they willing to talk with their wallets?
- Consumers have clout!

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