



MARKETING  
DEPARTMENT

**MKTG 890**  
**Retail Ecosystem Action Learning Projects**

Fall 2020 | Online (Synchronous)

**Class Time** M/W 1:30 p.m. to 3 p.m.

**Instructor** Professor Thomas S. Robertson  
[robertson@wharton.upenn.edu](mailto:robertson@wharton.upenn.edu)

**Teaching Assistant** Eva Alminana, [ealm@wharton.upenn.edu](mailto:ealm@wharton.upenn.edu)

**Course Coordinator and Assistant to Prof. Robertson** Michele Anna Klekotka, [klekotka@wharton.upenn.edu](mailto:klekotka@wharton.upenn.edu)  
Tel: (215) 898-9410

**Canvas Site** [TBD](#)

## Description

This course offers Wharton MBAs an opportunity to work on real-world projects for companies in the retail industry and in the wider retail ecosystem. It requires the exploration and analysis of actual business issues or opportunities identified by sponsoring/client companies, as well as the formulation of recommendations. It combines 1) academic concepts, 2) application of prior business knowledge to the project, and 3) a solutions-oriented consulting mentality.

Although the course focuses on marketing topics, some projects might also touch on topics from related disciplines, such as operations, management of innovation & technology, data analytics, and supply chains. The focus is much more on *application* of concepts than the learning of new concepts.

## Learning Objectives

The real-world oriented nature of this course provides an opportunity to study retail business challenges and to apply academic knowledge, together with prior experience. The course contributes to enhancing students' preparation for retail- and consulting-related careers, as well as entrepreneurial ventures.

Specifically, students will study timely retail topics and work on an actual retail project, which will provide an opportunity to learn how to structure a retail business problem, develop a problem-solving project plan, collect and analyze relevant information, and make recommendations of value to management. Ultimately, the project must be judged by the company to be worthwhile and to have suggested actionable recommendations.

## Prerequisites

Students should have completed MKTG 611 (Marketing Management). Some background in retailing or the MKTG 725 (Principles of Retailing) course is useful.

## Overview

MKTG 890 is a 1.0-credit course conducted on a team basis. Working on projects for leading companies in the retail industry and in the wider retail ecosystem, MBAs will analyze real-world business issues and suggest recommendations to the client/sponsoring company. Each student is expected to spend an average of 4-5 hours each week on project work.

## Confirmed Projects

- Burger King
- Harry's
- Mockingbird
- Supergoop!
- Care/of
- Capri Holdings (Michael Kors, Jimmy Choo, Versace)

## Initial Project Description from Clients

### Burger King Loyalty Program

#### Background

We are investing a lot behind technology to improve guest experience. Our mobile app now has mobile order & payment (which makes the procedure contactless which is very relevant due to COVID), delivery (usually with free delivery rates and/or better offers than UberEats, Doordash, etc), among other functionality (store finder, nutritionals, etc). The use of our mobile app continues to increase exponentially and more and more it is becoming a tool to drive sales and brand engagement (thru push notifications, promotions, one-to-one content, etc).

#### The Context of Loyalty Programs

Loyalty tends to be a key functionality to drive downloads and, especially, active usage. Loyalty tends to be a functionality used by medium/heavy users of brands, especially when an app is required (the real estate of people's phones is highly valued by them so people will only have apps that they use frequently). Because loyalty programs tend to focus on medium/high frequency users, it is critical that the system, reward, and everything around it drives a higher check and/or higher frequency (else you will simply be diluting sales).

#### The Task

- Analyze the different loyalty programs in the Quick Service Restaurants (QSR) industry, evaluate pros/cons (especially in the context of the Burger King guest).
- Look beyond QSR in order to mine insights learnings from other product/ service categories (hotel, airline, etc).
- Provide a point of view on whether the program should be online only, offline only (like a card) or online and offline.
- Propose name, mechanic, reward system, overall launch strategy and on-going activations for a BK loyalty program.

**Client Contact:** Fernando Machado, CMO

## Harry's, Inc. Long Term Omnichannel Strategy

### Objective

Build a long-term (5 years) omni-channel strategy for how Harry's Inc. goes to market and wins with its retail partners.

### Background

To-date, retailer dot com has been an afterthought for brands within the Harry's Inc. portfolio. We've prioritized scaling our DTC business and executing major in store launches within brick-and-mortar retailers. As part of these launches we've received some online support from retailers to drive retailer dot com sales. Overtime, we've been pushed by our retail partners to improve our online fundamentals, launch unique online assortments, invest in their digital marketing platforms, and provide insight and consultation from our DTC roots.

We've been fighting these requests one-off, trying to appease pushback retailer by retailer. Without a clear perspective of our north star, it's hard to thoughtfully plan and support our retailer dot com businesses. This will only become more challenging as we expand to more retailers across mass, drug, grocery and specialty - all which have unique omnichannel priorities and capabilities. The goal of this project is to codify a long term omni-channel strategy for Harry's Inc. so that we have a thoughtful, holistic perspective to drive our planning and execution across our brands.

### Deliverables

Define a perspective on long term retailer omni-channel strategies. Outline what it will take for vendors to win and how it changes by channel. This would be conducted through primary research with retailer senior leadership and other industry SMEs.

Some thoughts on topics to include:

- Trends in online vs. in store, where online is going long term, what the expected mix is of online, how best to connect in store vs. online experience, etc.
- Audit Harry's Inc. current capabilities, plans and execution vis a vis retailer omnichannel strategies to understand where the business has opportunities.
- Provide concrete recommendations for how to build, develop and grow Harry's Inc.'s omnichannel capabilities and strategies with our retail partners to (1) grow sales profitably and (2) develop and strengthen our retail relationships as SME in the omnichannel space

### Company Description

Harry's Inc. builds and scales great consumer products brands by putting people first and delivering against real unmet consumer needs. The company's flagship brand Harry's was founded by Jeff Raider and Andy Katz-Mayfield in 2013. Today, Harry's Inc. is comprised of Harry's, Flamingo and Harry's Labs, and employs more than 900 people across the U.S., U.K. and Germany. Every Harry's Inc. brand makes decisions with the customer top of mind and solves for areas in which they've been underserved. As a company that wants to do good in the world, Harry's Inc. is committed to putting its money where its mouth is. All Harry's Inc. brands set aside 1% of sales to give to nonprofit organizations.

**Client Contact:** Colin Sullivan

### About this Project

Supergoop! is the first protective skincare brand that puts sunscreen at the forefront of everything. For over 10 years our mission has been to challenge consumer myths about SPF and its perception as a seasonal product. We create highly innovative, feel-good skincare and beauty essentials that make wearing protective ingredients easy and fun throughout every step of your routine- so SPF isn't a chore, but a ritual..Every.Single.Day.™

Historically, the brand has been primarily wholesale driven, with Sephora as our primary partner, but in 2020 we have seen a shift to DTC channel sales via [supergoop.com](https://supergoop.com). After acquiring an influx of new customers during our peak Spring / Summer season, we aim to better understand this owned customer base to inform our 2021 strategy, for a world that we assume will be moving increasingly online post-Covid. Focus will be understanding how they got to [supergoop.com](https://supergoop.com) and their experience with our DTC site, with a goal to use this research to ID new/innovative site experiences, retention tactics and acquisition plans for 2021.

### Deliverables

- Customer behavioral insights using existing data sources (Shopify, Google Analytics, Custora CRM, etc.);
- Creation an execution of DTC customer survey;
- Big idea digital experience ideas- based on customer survey results and general post-Covid digital trends

**Company Contact:** Caroline Homlish, VP Direct-to-Consumer

## **Company Bio**

Mockingbird is a DTC baby gear brand that launched in early 2019 with a stroller and various accessories. We aim to be a disruptor in the category, not only by offering premium products for a much more affordable price, but also by offering a more modern and empowering shopping experience for parents. We focus on supporting, educating, and going above & beyond for our customers, so that we can hopefully make the whole process of preparing for a baby just a bit less stressful. The positive reception to our approach and our products has helped build recognition and trust around our brand, and we've quickly grown to a meaningful level of scale. We're excited to leverage this momentum and continue pursuing our goal of establishing Mockingbird as the go-to brand for today's expecting parents.

## **Background**

[Babylist](#) is a universal baby registry (which means parents registering on Babylist.com can register for products from any website, whereas parents registering at buybuy BABY, for example, can only register for products sold at buybuy BABY). As soon as Mockingbird launched, many parents started adding our products to their Babylist registry. Someone purchasing a gift for them would have to click from their Babylist registry to our site ([hellomockingbird.com](#)), buy the requested product, and then mark it on Babylist as "Purchased". However, Babylist also offers partnerships, whereby Mockingbird products would be listed directly on Babylist's website. This allows the parent to research and register for our products directly on Babylist's site, and allows the gifter to complete their purchase on Babylist's site. Babylist also features their partner brands in various places on their website and marketing channels. In exchange for the benefits of this partnership, Babylist receives a portion of all sales that occur through their site.

We decided to test this partnership with Babylist, and have been listing some of our products directly through their site since March 2020.

## **Project Overview**

The goal of this project is to determine how impactful and beneficial our partnership with Babylist is. For customers who become aware of and persuaded to choose Mockingbird by means other than Babylist's website and marketing channels, we'd consider the portion of the sale we pay to Babylist to be a loss (since that sale would have likely been completed on our site if we weren't partnering with Babylist). However, for customers exposed to Mockingbird via Babylist (who would not otherwise have known about or chosen us), we'd consider the portion of the sale we pay to Babylist to be worthwhile (and more like a marketing cost than a transaction fee).

The answer to this question, the methodology to arrive at that answer, and the resulting strategy also set the foundation for how we may think about additional partnerships and distribution channels (like Amazon) in the future.

## **Deliverables**

- Define a methodology for evaluating the impact of our Babylist partnership
- Share a perspective on how beneficial our Babylist partnership has been to date
- Assess various distribution partnership strategies to understand different ways we could approach the relationship with Babylist in the future
- Provide a recommendation on whether and how to continue partnering with Babylist
- Create a roadmap of future distribution partnership opportunities, based on the methodology and recommendations defined above

## **Client Contact:**

## Background

Covid-19 continues to profoundly impact the entire world. In addition to the many unprecedented implications for individuals, economies and businesses, the retail and luxury sectors have seen dynamic changes. Along with government led shut downs, the sector closed stores for a period of time and is now reopening to new consumer dynamics that vary by channel and geography. The longer term impact to individual luxury brands, companies and the overall sector remains unclear as the virus situation continues to evolve.

## Areas of Change

- **Product** – Potential longer term change in types product consumers are looking for, such as more casual, relaxed offerings.
- **Channels** – Future of wholesale channel compared to company owned retail. Within retail, what should be scope of brick and mortar store base.
- **Ecommerce** – How will this channel evolve and related to brick and mortar.
- **Regions** – Where is growth and in particular what is role of Asia and China, which were projected to make up the vast majority of growth for the industry.
- **Disruptors** – Role of internet only competitors and new brand competitors in new luxury world.
- **Brands and Groups** – Role of individual brands and groups, future consolidation.
- **Sustainability** – Does current situation accelerate or impact pace of change for the industry.

## Questions to Address

- How should brands respond to current situation from strategic and tactical level? Change significantly, incrementally or stay the course? If so, in what business areas, regions and channels.
- Compare relative strengths of luxury brands. Which brands are positioned well to emerge relatively stronger from the situation? How would you assess relative strength?

Moving up from the brand level to the corporate, which companies or groups are positioned well and what is optimal future group strategies for value creation

**Client Contact:** Tom Edwards, Executive Vice President

## Care/of Bio

Care/of is a direct-to-consumer health and wellness brand. We sell personalized vitamins & supplements - from fish oil to ashwagandha to protein & collagen powders. We also offer an iOS app that helps people build healthy habits. Our mission is to remove all obstacles to living healthy.

### Project Summary

As a digitally native DTC brand, channel expansion is often top-of-mind. We know how important it is to maintain brand consistency while also delivering unique value propositions & experiences that resonate and are relevant to each channel. In this project, you will help craft an omnichannel marketing and digital product strategy for a theoretical launch into retail

**Client Contact:** Nikem Oghedo, Chief of Staff

## Course Requirements

Regular interaction among team members as well as with Prof. Robertson, Teaching Assistant Eva Alminana and corporate partners is expected. Each team will deliver a project proposal, midpoint presentation, final presentation, and an executive brief. Due dates can be found in the detailed summary within this syllabus.

This is an action learning course. Project teams are expected to deliver meaningful recommendations to their corporate client/sponsor. Team meetings with Prof. Robertson are scheduled weekly for project updates. Eva is also available to meet with teams. Sponsors are asked for their input and have an impact on the final grade for the team. (10% of grade)

## Teams

Each team will consist of 4-6 graduate students who will be assigned by Prof. Robertson after gaining student preferences and resumés in August. The background composition of each team will be considered to match the needs of the project. Since projects may require a range of skill sets, diverse project teams are desirable.

Each team will select a liaison to the client to be the single point of contact with the sponsor/client. This responsibility includes communicating with the sponsor/client, receiving questions, comments, direction from the sponsor/client, sharing it with the other team members, and arranging meetings and conference calls with the client.

## Assessment

Team members can expect to receive a similar grade for the course but based on peer evaluation a lower grade (or occasionally a higher grade) may be appropriate.



The grade components of the course are:

Professor's Evaluation of Final Output	60%
Team Intragroup Peer Evaluation	20%
Company Evaluation of Project	10%
Professor's Evaluation of Individual Student Contribution	10%

## Program Notes

**Kick-Off Meeting.** Kickoff discussions with the Sponsors will be held as early as possible. The Sponsor will provide background, project objectives and requirements, and deliverables followed by Q&A. Tom and Eva will attend as well.

**Proposal (by Sept. 21<sup>st</sup>).** The team will develop a proposal to include scope of work, process, agreed objectives, and deliverables. The team should identify key questions and issues, develop several hypotheses, and propose a set of methods and timeline of activities (e.g., surveys, interviews, and library research). A budget is also required to the sponsor. It is imperative to make your document/data requests to the company by Sept. 21<sup>st</sup>.

**Midpoint Progress Presentation (Oct. 19<sup>th</sup>).** Each team will give one or two mid-point presentations to fellow classmates and to their Sponsor. The presentations should reflect accomplishments to date and plans for completion. Specifically summarize the preliminary recommendations you have formulated for the project sponsor. Although the recommendations are still subject to change as the final pieces of data are gathered and analyzed, it is important to inform your project sponsor of the directions you are taking.

**Final Presentation and Executive Brief (Dec. 7<sup>th</sup> & 9<sup>th</sup>).** Each team will provide a formal final presentation of its project. Sponsors may require the submission of additional files, such as a memo about the key findings. An "Executive Brief" is required as part of the course. This brief is to be no more than two pages. It must include:

- Statement of the problem;
- Identification of the process/approach followed by the team;
- Solution alternatives
- Key recommendations to client
- Justification

**Interaction with the Project Sponsor.** Each project will have a client contact at the sponsoring company – a person responsible for providing data and other necessary information. The Team Liaison is expected to interact with the client contact on a weekly basis to ensure that the team's work is addressing the company's proposed issues.

Generally, presentations are expected to take place on campus or be conducted via video conference if an in-person meeting is not feasible. In the case of travel, students will be reimbursed for approved expenses by the sponsoring company as part of your proposed budget.

**Project Sponsor Evaluations.** Team evaluations will be sought from the sponsors of your project and account for 10% of the grade in the course. The sample evaluation form is attached.

**Team Peer Evaluations.** Prof. Robertson also will seek evaluations from each team member on his/her contribution and the contributions of all other members of the team. The team member average from these member peer evaluations will account for 20% of the individual's final grade.

Team success is the responsibility of all members of the team. Participation, conflicts, effort and team dynamics all affect final outcomes. Teams are responsible for identifying and addressing issues that arise and teams are expected to be respectful of their fellow members. If issues remain unresolved Prof. Robertson and Eva Alminana can be a sounding board. The sample evaluation form is attached.

**Confidentiality.** All projects are undertaken under Confidentiality and Non-Disclosure Agreements, and all information received by the class is electronically stored on Canvas, a secure and restricted SharePoint site.

**Course & Team Commitment.** We ask that you not drop the course once you have been assigned to a team. Teams will be formed at the start of the project. Changes in team membership may not be made by team members. Project swapping is also not permitted among teams. While Prof. Robertson supports and advises each team, the students take ownership and primary responsibility for the successful delivery of the project.

**Instructor Availability.** Prof. Robertson will be available to the teams as needed by email ([robertson@wharton.upenn.edu](mailto:robertson@wharton.upenn.edu)) and mobile (215-240-0083). The teams are expected to keep him informed of progress or problems on a weekly basis and may share issues at any time by phone, text, or email.

## About the Professor



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

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 global modular courses, 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.

From 1998 to 2004 Tom 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. He served as founding Executive Faculty Director of the Institute for Developing Nations, a joint-venture research initiative with The Carter Center from 1994 to 1998 and was Deputy Dean of London Business School in charge of all of the school's degree and executive education programs

He 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).

He 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.

## About the Teaching Assistant



**EVA ALMIÑANA**, *2<sup>nd</sup> year MBA student at the Wharton School at the University of Pennsylvania.*

Eva is a second year MBA at the Wharton School at the University of Pennsylvania. Prior to Wharton, Eva was a Senior Buyer for David's Bridal. While at David's Bridal Eva managed more than 25% of the company's revenue, taking ownership of strategy, growth and product development for categories including Mother of the Bride, Prom, Social Occasion, Designer Collections, Bridal Dresses, and Flowergirl. She also worked on the redesign of the website, and new e-commerce businesses. Prior to David's Bridal she worked in store management for Anthropologie and Urban Outfitters. Eva received her B.A., majoring in Studio Art and Spanish, from Middlebury College, during which she interned at Adam Lippes in design. At Wharton, Eva is a Co-President of the Wharton Graduate Retail Club. This past summer Eva interned with Boston Consulting Group, participating in their Social Impact Ambassador program where she completed projects for two sustainable fashion non-profits, Fashion Revolution and Re/make.

## Weekly Schedule

Day	Date	Topic
Wednesday	9/2	Course overview via Zoom: <ul style="list-style-type: none"> <li>• Overview of projects</li> <li>• Logistics and expectations</li> </ul> <b>Assignment:</b> Complete project preference survey and attach your resume.
Monday	9/7	<i>Have a safe and happy Labor Day!</i> Project team assignments will be posted to Canvas <b>Assignment:</b> Sign and submit Non-Disclosure Agreement
Monday and Wednesday	9/ 9 and 9/14 <b>Students should not drop the course after this date.</b>	Sponsors will meet with teams to review expectations, deliverables and process.
Wednesday	9/16	Initial project thoughts, Team sessions with Prof. Robertson and Eva Alminana
Monday	9/21	<b>Assignment:</b> Proposals to Clients and upload to Canvas.
Monday	9/28	Team meetings with Prof. Robertson and Eva Alminana
Monday	10/5	Team meetings with Prof. Robertson and Eva Alminana
Wednesday	10/14	<b>Assignment:</b> Upload Project update presentation #1: Each project team meets with Tom and Eva for an update presentation (time TBD)  <i>Please submit slides by 11:59 p.m. on Oct. 13<sup>th</sup></i>
Monday	10/19	Midpoint Presentation to Sponsors
Monday	10/25	Team meetings with Prof. Robertson and Eva Alminana
Monday	11/2	Team meetings with Prof. Robertson and Eva Alminana <b>Assignment:</b> Upload Project update presentation #2  Please submit slides by 11:59 p.m. on Sunday, Nov. 1 <sup>st</sup> .
Monday	11/9	Team meetings with Prof. Robertson and Eva Alminana
Monday	11/16	Team meetings with Prof. Robertson and Eva Alminana
Wednesday	11/25	<i>Happy Thanksgiving!</i>
Monday	11/30	Team meeting with Prof. Robertson and Eva Alminana <b>Assignment:</b> Upload Final Project documentations (slides; executive brief). <i>Please submit by 11:59 p.m. on 11/30/20.</i>
Wednesday	12/2	Team meetings with Prof. Robertson and Eva Alminana
Monday and Wednesday	12/7 and 12/9	<b>Final Project Presentation:</b> Each project team presents to Tom, Eva and client.

Potentially Relevant Readings Depending on Project Focus. The Lippincott Librarians also are very helpful.

### **Retail in General**

- Fisher, Marshall and Ananth Raman (2010), *The New Science of Retailing*, Harvard Business Press
- Kahn, Barbara (2018). *The Shopping Revolution*. Wharton Digital Press.
- Howard, Charlotte (2017), “The New Bazaar,” *The Economist*, Special Report, October 26.
- Dart, Michael and Robin Lewis (2017), *Retail’s Seismic Shift*, St. Martin’s Press.
- Chen, Oliver, John Kernan and John Blackledge (2017), *Retail’s Disruption Yield Opportunities—Star Wars! Cowen and Company Equity Research* (April) 3-34.
- Galloway, Scott (2017), *The Four*, Portfolio/Penguin
- Solomon, P.J. (2017), *Retail Outlook 2019*. [www.pjsolomon.com](http://www.pjsolomon.com)

### **Consumers and Customer Journey**

- Fader, Pete (2011). *Customer Centricity*. Wharton Digital Press.
- Deloitte (2017), [Global Powers of Retailing 2017: The Art and Science of Customers](#)
- Edelman, David. C and Marc Singer (2015). “Competing on Customer Journeys,” *Harvard Business Review*, November.
- Weinswig, Deborah (2016). “Gen Z: Get ready for the most self-conscious, demanding consumer segment,” *Fung Global Retail & Technology*, August 29.
- Lemon, Katherine N. and Peter C. Verhoef (2016). “Understanding Customer Experience Throughout the Customer Journey,” *Journal of Marketing*, 80, November, 69-96.
- The State of Gen Z. *Business Insider*. <https://www.businessinsider.com/gen-z-politics-tech-use-identity-2019-7>

### **Technology in Retail**

- Newman, Jared (2017), [For Amazon, the Future of Alexa Is About the End of the Smartphone Era](#), *Fast Company*, Nov 8
- Porter, Michael E. and James E. Heppelmann (2014). “How smart connected products are transforming competition,” *Harvard Business Review*.
- Christensen, Clayton and Michael Overdorf (2000). “Meeting the challenge of disruptive change,” *Harvard Business Review*, March-April.
- “An interactive inventory of retail technologies,” [www.retail-tech.org](http://www.retail-tech.org). This is an online tool
- Tapscott, Don and Alex Tapscott (2016). *Blockchain Revolution*: New York: Portfolio Penguin
- Schwab, Jason (2018). “How incoming store technology will change retail forever.”

- Chandon, P., Hutchinson J., Bradlow E., & Young, S.H. (2006), *Measuring the value of point-of-purchase marketing with commercial eye tracking data*. Working Paper. <https://sites.insead.edu/facultyresearch/research/doc.cfm?did=2691>

## **Innovation**

- Christensen, Clayton M. (2016). *The Innovators Dilemma*. Harvard Business Review Press.
- Osterwalder, Alexander and Yves Pigneur ((2010). *Business Model Generation*. John Wiley & Sons, Inc
- Kuester, Sabine and Thomas Robertson (2005). “Winning the take-off battle” *European Business Forum*, Winter, Issue 20. 46.
- Sorescu, Alina, et. al (2011). “Innovation in Retail Business Models,” *Journal of Retailing*, S3-S16
- Rogers, Everett M., (1995). *Diffusion of Innovations*, New York: The Free Press.

## **Omnichannel**

- Bell, David R., Santiago Gallino, and Antonio Moreno (2014), “[How to Win in an Omnichannel World](#),” *MIT Sloan Management Review*, Sept 16
- Robertson, Thomas S., Gatignon, Hubert, and Ludovica Cesareo (2018), “Pop-Ups, Ephemerality and Consumer Experience: The Centrality of Buzz,” *Journal of the Association for Consumer Research*. July 3(3).

## **Luxury**

- Kapferer, Jean-Noel, and Vincent Bastien (2012). “Anti-laws of marketing,” *The Luxury Strategy*. Kogan Page Limited.
- Berthon, Pierre, Leyland Pitt, Michael Parent, Jean-Paul Berthon (2009), “Aesthetics and EphemerEvaty: Observing and Preserving the Luxury Brand,” *CEvafornia Management Review*, 52(1), 45-66.

## **Subscription Models and Loyalty Programs**

- Bernazzani, Sophia (2018). “Customer loyalty: The ultimate guide,” <https://blog.hubspot.com/service/customer-loyalty>
- Tzuo, Tien, with Gabe Weisert (2018). *Subscribed*. New York: Penguin.

## **Branding and Brand Extension**

- Aaker, David A. and Kevin Lane Keller (1990). "Consumer Evaluations and Brand Extensions," *Journal of Marketing*, 54(1), 27-41.
- Bridges, Sheri, Kevin Lane Keller and Sanjay Sood (2000). Communication strategies for brand extensions: Enhancing perceived fit by establishing explanatory links," *Journal of Advertising*, 29(4), 1-11.

## **Word of Mouth and Buzz**

- Berger, Jonah (2014). "WOM and interpersonal communication: A review and directions for future research," *Journal of Consumer Psychology*, 24 (4), 586-607
- Berger, Jonah and Katherine L. Milkman (2012). "What makes online content viral?" *Journal of Marketing Research*, 49(2), 192-205.
- Berger, Jonah, and Eric M. Schwartz (2011). "What drives immediate and ongoing word of mouth?" *Journal of Marketing Research*, 48(5), 869-880.

## **Millennials / Gen-Z**

- Bhargave, Rajesh, Antonia Mantonakis and Katherine White (2016). "The cue-of-the-Cloud effect: when reminders of online information availability increase purchase intentions and choice," *Journal of Marketing Research*, October, 699-711.
- Geoffrey P. Lantos, (2014) "Marketing to Millennials: Reach the Largest and Most Influential Generation of Consumers Ever," *Journal of Consumer Marketing*, 31(5) 401-403.
- Hershatter, Andrea and Molly Epstein (2010). "Millennials and the world of work: An organization and management perspective," *Journal of Business Psychology*.
- "What Gen Z Wants," (2019, April 29), Bloomberg Businessweek
- Adams, Janet (2018), "Gen Z Is Coming To Your Office: Get Ready to Adapt," [www.wsj.com](http://www.wsj.com), posted 9/12/18.

## **Project Management**

- Lock, Dennis (2013), *Naked Project Management: The Bare Facts*, Taylor and Francis
- Kendrick, Tom (2004), *Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right*, AMACOM.
- Marks, Tony (2012), *20:20 Project Management: How to Deliver on Time, on Budget and on Spec*, Kogan Page Limited
- Cooke-Davies, Terry (2002), The "Real" Success Factors on Projects, *International Journal of Project Management*, Volume 20, Issue 3, April 185-190