

MKTG 277-002 | TBD JMHH

MKTG 277-002 Marketing Strategy

Fall 2022 | MW 1:45 p.m. to 3:15 p.m.

Instructor: Thomas S. Robertson, 769 JMHH
Email: robertson@wharton.upenn.edu

Office Hours will be conducted via Zoom:
Mondays 4-5:30 p.m. or by appointment

TA: Courtney Elliott McNevin
Email: courte@wharton.upenn.edu

TA: Andrew Lyu
Email: lyua@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 business-to-consumer marketing (as opposed to business-to-business marketing).

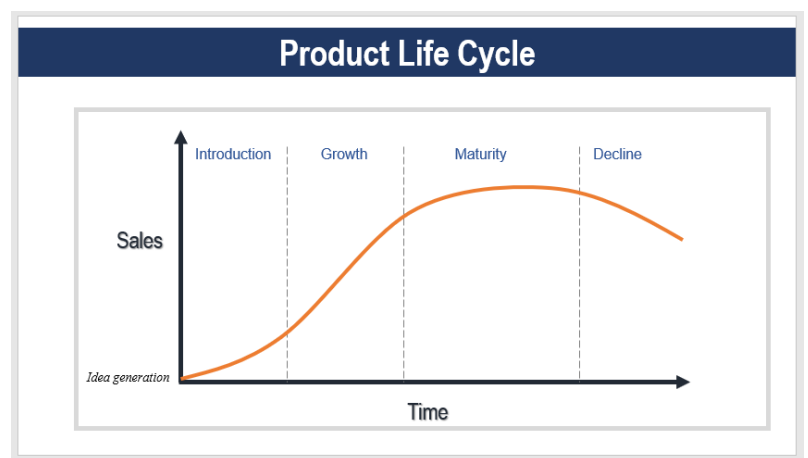
Objective

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



Course Logistics

Grading and Pedagogy

The learning methods are a combination of lectures, cases, guest speakers, and a team-based Shark Tank 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.

Do not take this course if you cannot sit for the Midterm Examination on Monday, Nov. 21ST.

Office Hours

Should you have any questions or concerns about the class, please contact me or our TAs.

Please feel free to email Michele Anna Klekotka (klekotka@wharton.upenn.edu) to arrange a mutually convenient time to speak with me.

TAs can be reached via email to arrange a meeting. They will also schedule online coffee chats.

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 counts as part of your participation grade.

Assessment

Individual Level (70%):

- Midterm examination 20%
- Written case analysis—Ryanair 10%
- Written case analysis—RealReal 15%
- The Consumer Journey Assignment 10%
- Mini assignments throughout course* 10%
- Participation and postings to Canvas 5%

*Mini assignments will not be graded but your successful completion of each will count 10% towards your final grade.

Team Level (30%):

- “Shark Tank” Project 25%
- Intragroup evaluation of team members 2.5%
- Evaluation by invited experts 2.5%

Classroom Commitment

1. You are expected to arrive to class on-time and whenever possible not leave the room while class is in session.
2. Participation is of importance. We will track your in-class contributions and your postings to Canvas of relevant materials that would contribute to our understanding of the topic under discussion.
3. Laptops and tablets are not permitted for note-taking. Cell phones must be put away and placed on mute during class time.

COVID Protocol

Passes: You should not attend class if you have a RED pass. For now, we are being told that the School will conduct random checks of student passes.

Masks: University guidance requires everyone to wear masks that cover your nose and mouth indoors, including professors.

Eating: Eating is not permitted in classrooms during class. Drinking through a straw (but under your mask) is acceptable.

Quarantine: Students unable to attend class due to quarantine or illness should contact Prof. Robertson for guidance on how to make up for any material they miss.

Recordings: All class sessions will be recorded and available on Canvas

Guest Speakers

1. Guest speakers will join us via Zoom since they are from throughout the U.S. and Europe.
2. I will ask a student to introduce each guest speaker and then to add thanks at the end of the session.
3. It would be great if the class emailed me in advance any questions that you would like the speaker to address.

Code of Academic Integrity

Since the University is an academic community, its fundamental purpose is the pursuit of knowledge. Essential to the success of this educational mission is a commitment to the principles of academic integrity. Every member of the University community is responsible for upholding the highest standards of honesty at all times. Students, as members of the community, are also responsible for adhering to the principles and spirit of the following Code of Academic Integrity.

I expect that students will conduct themselves in all aspects of the academic process according to this code. Any form of academic dishonesty will be penalized with a failing grade (i.e., zero points) for the assignment, quiz, or examination in which the infringement occurred. Additionally, any violations of the Code may be referred to the Office of Student Conduct for further disciplinary action.

All information or ideas included in your assignments must be in your own words. If you use ideas of others, whether they are “experts” writing for websites, friends from class, or other individuals, you must provide proper citations and references.

Academic Dishonesty Definitions

Cheating: using or attempting to use unauthorized assistance, material, or study aids in examinations or other academic work or preventing, or attempting to prevent, another from using authorized assistance, material, or study aids. *Example:* using a cheat sheet in a quiz or exam, altering a graded exam and resubmitting it for a better grade, etc.

Plagiarism: using the ideas, data, or language of another without specific or proper acknowledgment. *Example:* copying another person’s paper, article, or computer work and submitting it for an assignment, cloning someone else’s ideas without attribution, failing to use quotation marks where appropriate, etc.

Fabrication: submitting contrived or altered information in any academic exercise. *Example:* making up data for an experiment, fudging data, citing nonexistent articles, contriving sources, etc.

Multiple submission: submitting, without prior permission, any work submitted to fulfill another academic requirement.

Facilitating academic dishonesty: knowingly helping or attempting to help another violate any provision of the Code. *Example:* working together on a take-home exam, etc.

Unfair advantage: attempting to gain unauthorized advantage over fellow students in an academic exercise. *Example:* gaining or providing unauthorized access to examination materials, obstructing or interfering with another student’s efforts in an academic exercise, lying about a need for an extension for an exam or paper, continuing to write even when time is up during an exam, destroying or keeping library materials for one’s own use, etc.

If a student is unsure whether their action(s) constitute a violation of the Code of Academic Integrity, then it is that student’s responsibility to consult with the instructor to clarify any ambiguities.

(Source: *Almanac*, September 10, 1996, Volume 43, No. 3)

Lippincott Library

Mia Wells at Lippincott does a great job providing guides that highlight the databases, surveys and links to relevant articles. Students can access trade associations for industry data. You can access sources like Gartner, market research reports, analyst reports. It's pretty comprehensive—if you access through the library then most are free. It really all depends on what information you are looking for specifically.

<https://guides.library.upenn.edu/consumerbehavior/overview> (Links to an external site.)

Guide to researching consumers, their behaviors and demographics including specific databases like Statista and survey data that cover each of those areas.

<https://guides.library.upenn.edu/retail> (Links to an external site.)

Guide specific to retail with links to Forrester, Mintel Oxygen, and Factiva for articles & links to retail periodicals.

You can also check out the National Retail Federation Research site:

<https://nrf.com/resources/nrf-research> (Links to an external site.)

You can easily type in a question to Lippincott, such as this one that was posted recently with an answer that links to resources to research:

[How do I find data on consumer demographics and buying behavior?](#) (Links to an external site.)

You can also arrange a session with a reference librarian and they will help them navigate the resources. I think the library covers access to most resources that you would need.

Detailed Schedule – MKTG 277

Date	Topic	Reading	Assignment
IDEA GENERATION			
Wednesday 8/31/22	Course Overview	Advance Preparation Question	A Qualtrics Survey will be sent you. Complete the survey by 3 p.m. Sept. 6 th (1-point)
Monday 9/5/22	NO CLASS SESSION Happy Labor Day! Happy Rosh Hashana		
Wednesday 9/7/22	The “New Normal”, and Trends and Opportunities	“How Smart, Connected Products Are Transforming Competition”; McKinsey, “What’s Next for Consumers, Workers, and Companies in the Post-COVID-19 Recovery?”	
Monday 9/12/22	Designing Strategies for the Future	“Blue Ocean Strategy” <i>Shark Tank Team Assignments will be displayed at the start of class.</i>	
Wednesday 9/14/22	New Venture Marketing Guest Speaker: Kobie Fuller (Upfront) and Omar Johnson (Beats by Dre) via Zoom		
MARKET INTRODUCTION			
Monday 9/19/22	The Role of Marketing in Society	Case Study: Toms Shoes , and “Business Roundtable Redefines the Purpose of a Corporation”	Is Toms’ marketing strategy ethical? Write a 250-word response Upload your answer to Canvas by 9 a.m., Sept. 19 th (1 point)
Wednesday 9/21/22	Guest Speaker: Megan Starr (Carlyle) <u>READ:</u> “Harvard in Tech Spotlight: Megan Starr, Global Head of impact at the Carlyle Group;” “BlackRock Starts to Use Voting Power More Aggressively” via Zoom		Shark Tank Team project abstracts are due. Indicate the experience category you selected and give a brief (100-word) synopsis of the project process your team will follow. Upload to Canvas by 9 a.m. on Sept. 21 st (1 Point)
Monday 9/26/22	Launch of a New Product Guest Speaker: Randy Goldberg (Bombas) via Zoom		
Wednesday 9/28/22	Launch and Lifecycle Management”	“Winning the Take Off Battle”	
Don’t forget to post articles or thoughts to Canvas and participate in class. This counts as 5% toward your grade.			

GROWTH

Monday 10/3/22	<p align="center">The New Consumer Guest Speaker: Oliver Chen (Cowen) and Steven Tristan Young (Poshmark) via Zoom</p>		
Wednesday 10/5/22	Competitive Positioning and Challenge	Case Study: Ryanair Strategic Positioning (A) Written Case Study Analysis	Written Case Analysis. See instructions in Syllabus. Upload to Canvas by 9 a.m., Oct. 5 th (10-points)
Monday 10/10/22	<p align="center">The New Retail: Live Commerce Guest Speaker: Linz Shelton (TheYes) READ: "Live Streaming Commerce," Cai and Wohn via Zoom</p>		
Wednesday 10/12/22	Luxury and Fashion	"Anti-Laws of Marketing", and "Conspicuous Leisure"	Refute the anti-laws of marketing. Choose three to refute and write 250-words. Upload to Canvas by 9 a.m., Oct. 12 th (1 point)
Monday 10/17/22	New Avenues for Growth	Case Study: Rebranding Godiva: The Yildiz Strategy	Write a 250-word decision on whether Godiva can be mass <u>and</u> class. Upload to Canvas by 9 a.m., Oct. 17 th (2 points)
Wednesday 10/19/22	Shark Tank Meetings	TAs will meet with Shark Tank Teams during this class session via Zoom. Exact meeting times will be assigned to each Team.	
Monday 10/24/22	Positioning & Brand Equity	Case Study: Dunkin (<i>Note: This is a short and informational reading. In-depth analysis is not required.</i>), and read "Corporate Rebranding—An Exploratory Review"	
Wednesday 10/26/22	Market Defense	READING / ASSIGNMENT TBD	
Monday 10/31/22	Resale Opportunity Strategy	Case Study: RealReal , Written Case Study Analysis	Written case analysis. See directions in Syllabus. Upload to Canvas by 9 a.m., Oct. 31 st (15-points)
Wednesday 11/2/22	Shark Tank Meetings	Shark Tank Teams will meet in G50 during class time. Prof. Robertson & TAs will meet with each group during class time.	

Don't forget to post articles or thoughts to Canvas, and participate in class. This counts as 5% toward your grade.

MATURITY AND TURNAROUND (OR DECLINE)			
Monday 11/7/22	Strategic Evolution	Case Study: Nespresso ", and "Should you launch a fighter brand?"	Brief decision would you launch a fighter brand? Write 250-word response and upload to Canvas by 9 a.m. on the 7 th (1 point)
Wednesday 11/9/22	Luxury Marketing Guest Speaker: Daniella Vitale, CEO, Salvatore Ferragamo Via Zoom		Write a 250-word positioning statement comparing the Ferragamo brand to Jimmy Choo, Louboutin, Stuart Weitzman. Upload to Canvas by 9 a.m. Nov. 9 th (3 point)
Monday 11/14/22	The Consumer Journey	"Understanding Customer Experience Throughout the Customer Journey"	Your Customer Journey. See instructions in Syllabus. Upload to Canvas by 9 a.m., Nov. 14 th (10 points)
OPTIONAL: Shark Tank Team Meetings with Prof. Robertson and TAs can be arranged. Reach out to schedule via Zoom			
Wednesday 11/16/22	Competitor Management	Case Study: Dollar Shave Club	ALL TEAMS must submit a draft of their Shark Tank slides Upload to Canvas prior to class (or by 9 a.m. for everyone?)
Monday 11/21/22	MIDTERM EXAMINATION (20 points) This will be conducted in a computer lab TBD		
Wednesday 11/23/22	NO CLASS SESSION Happy Thanksgiving!		
Monday 11/28/22	Consumer Centric Guest Speaker: Hamish Taylor via Zoom Make up examination date for those who missed it.		
Wednesday 11/30/22	Shark Tank Preparation	Meetings with Prof. Robertson and TAs on Shark Tank Teams. Prep for presentations. We will assign times to each team in advance.	
Monday 12/5/22	Shark Tank Presentations	Teams present pages 3, 4, 10 and 11 of their projects and offer a pitch to the class. 3 minutes w/ 2 minutes Q&A. Complete Qualtrics survey on "Would you fund this project" Due by the 7 th at 9 a.m. OR POLLEVERYWHERE THAT DAY?	Assignment: *ENTIRE CLASS* ALL TEAMS must submit their slides to Canvas by 9 a.m. on Dec. 5 th (25 points)
Wednesday 12/7/22	Shark Tank Feedback Guest Shark Tank Investors: Andy Newcomb and Sunny Rao		Peer evaluation of proposals. Submit by 5 p.m. on Dec. 7 th . (2.5 points) Investor evaluations (2.5 points)

About the Professor and Teaching Assistants

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

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. From 1998 to 2004 he was Dean of Emory's Goizueta Business School. He then 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 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).

Carlee Crocker, Teaching Assistant, MBA Candidate

[Bio]

Dillon Patel, Teaching Assistant, MBA Candidate

[Bio]

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.

Kobie Fuller. Partner, Upfront

Kobie has been a partner at Upfront since 2016, with a core investing focus in SaaS, marketing technology, and emerging technologies including VR and AR. His notable Upfront investments include Bevy, Wave, Cordial and MetaCX. While at Upfront, Kobie also founded and incubated Valence, a platform to unlock economic opportunity, investment and community for Black professionals; he is also on the Advisory Board for PledgeLA, an organization working to increase diversity and equity in tech. Prior to Upfront, Kobie was an investor at Accel, helped found OpenView Venture Partners, and was an investor at Insight Venture Partners, with early investments including Exact Target and Oculus. He was also the Chief Marketing Officer at LA-based REVOLVE, one of the largest global fashion e-commerce players. Kobie graduated from Harvard College.

Megan Starr. Global Head of Impact, The Carlyle Group

Megan works to design and execute Carlyle's cohesive, long-term impact strategy. Megan also oversees the dedicated ESG team, which leads the firm's investment diligence and portfolio company engagement work on material ESG issues. Prior to joining Carlyle, she was within Goldman Sachs' Investment Management Division, where she helped build the ESG and impact investing business. Previously, Megan served in roles at The JPB Foundation. Ms. Starr received an MBA and a Certificate in Public Management and Social Innovation from Stanford University's Graduate School of Business.

Randy Goldberg. Co-Founder and Chief Brand Officer, Bombas

Randy is responsible for bringing the brand to life, creatively conveying the Bombas brand and mission, and leading the design team to create product that boasts an innovative combination of fashion, function, and philanthropy. Goldberg graduated from The McDonough School of Business at Georgetown University with a BS in Finance, and is a veteran in digital creative, copywriting, strategy and branding. He has consulted, written and developed unique content for top companies including Nike and vitaminwater, and led the creative development of digital media brand UrbanDaddy. Prior to Bombas, Randy also founded Tennis Partners, a creative consultancy, and Pop Up Flea, a personally curated pop-up market of new and vintage men's goods. Randy has been featured on NBC TODAY Show, CBS This Morning, Bloomberg TV, [Esquire.com](https://www.esquire.com) and was named the 2017 Entrepreneur of the Year by Georgetown Business.

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.

Steven Tristan Young, Chief Marketing Officer, Poshmark Steven is the Chief Marketing Officer at Poshmark, the leading US Social Commerce platform. Prior to Poshmark, Steven was the VP of Growth at Grubhub, the US leading online and mobile food ordering company. During his 7-year tenure, he managed the company's customer and market level growth programs, driving double digit growth year over year. Steven has also held leadership positions at DIRECTV, American Express, Endurance International Group and Puma Sports. At American Express, Steven spearheaded the marketing efforts for the company's flagship "Centurion Card aka The Black Card" and "Platinum Card" portfolios, both the market leader in premium card marketing. Steven received his undergraduate degree from The Wharton School at the University of Pennsylvania and is an alumnus of Harvard Business School.

Linz Shelton. Head of Social Media, THE YES

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.

Daniella Vitale. CEO, Salvatore Ferragamo

Daniella Vitale is the chief executive officer North America. This marks a return to Ferragamo for Vitale, who began her career at the Florence-based company in merchandising. She left in 1995 to become VP of Wholesale, then moved to Gucci to cover the position of CEO America. In 2010, she joined Barneys New York, rising to the CEO position, exiting in November 2019 when the company was sold to Authentic Brands Group. She then became chief brand officer and executive vice president of Tiffany & Co. She left this post after a short transition period this year in the wake of LVMH's acquisition of the storied American jewelry brand. Vitale has also been very active in philanthropy, receiving multiple awards for her charitable contributions including the Champion of Children award from lift, Women Who Get it Right from National Breast Cancer Foundation Fund, and the Honorary Award for her philanthropic work from UJA Federation.

Beth Kaplan. Managing Member of Axcel Partners

Beth is currently the managing member of Axcel Partners, LLC investing in consumer facing early stage and growth companies. Prior to this, Beth was President and Chief Operating Officer at Rent the Runway, a fashion apparel company with a technology soul disrupting the way women get dressed. In her role, Beth worked closely with the co-founders and oversaw finance, operations, merchandising, customer insights, business development, and retail.

Beth also served as President and Chief Merchandising and Marketing Officer, and Director at General Nutrition Centers Inc. Prior to GNC, Beth served as Executive Vice President and General Manager at Bath & Body Works; Executive Vice President of Marketing and Merchandising at Rite Aid Drugstores; President and General Manager of Proctor & Gamble's the Cosmetics and Fragrance division. In addition to Rent The Runway, Beth is currently a director of the Meredith Corporation, Howard Hughes Corporation and Crocs. She is also a director and advisor at Care/of (majority owned by Bayer), Leesa Sleep, Brilliant Earth and Cooper's Hawk.

Beth received a Bachelor's Degree in Economics and MBA from the Wharton School at the University of Pennsylvania. She has been recognized as Drugstore Marketer of the Year in 1998 and one of Advertising Age's Top 10 "Women to Watch" in 1999.

Hamish Taylor. Award winning CEO and Inspirational Speaker and Broadcaster

With a Resume that the London Times described as “*takes some beating*”, Hamish Taylor has an award-winning record of driving innovation and change in a number of very different environments.

Hamish was trained in Brand management at international consumer goods giant Procter and Gamble, a Management Consultant at Price Waterhouse, Head of Brands at British Airways, CEO of International high-speed railway Eurostar, and CEO of Sainsburys Bank (the world’s first supermarket bank) - all before he was 40! In each case, he left behind a record of significant growth/turnaround triggered by a willingness to challenge industry/organisation norms and place the customer at the core of all activities.

Regularly featured in broadcast media, today Hamish acts as an adviser to some of the world’s largest companies (and Governments). Over 350 organizations in 48 different countries have sought Hamish’s inspiration. The Inspired Leaders Network even gave him the title of “*master thief*” due to his record of stealing ideas from one environment to use in another.

About the Shark Tank Investors

Andy Newcomb, Managing Partner, MissionOG

Andy is co-founder and Managing Partner at MissionOG a growth oriented investor where he focuses on investments in financial services & payments, data platforms and software businesses. Current and prior investments include Behalf, BridgeFT, DemystData, FactorTrust, GAN Integrity, iDonate, Katapult, PayClip, Solovis, and Onbe. Previously, Andy co-founded Relay Network, a mobile communications company; was Group Head of Sales and Corporate Development for Citi Prepaid Services; and was a founding team member of Ecount (acquired by Citi), a pioneer and leader in the prepaid card industry. Preceding Ecount, Andy spent eight years in investment management, most recently as a portfolio manager with Chartwell Investment Partners, where upon his departure his teams had achieved top decile and quartile rankings. Andy graduated from Trinity College with a Bachelor of Arts in History.

Sunny Rao. Entrepreneur and Angel Investor

Sunny Rao is an entrepreneur and angel investor and is passionate about working with early-stage technology companies. He has been an active participant in the consumer Internet story since its earliest days. In the early nineties, he joined Infonautics – a pioneering pre-internet startup as one of its first employees. After Infonautics, Sunny co-founded Half.com, an online marketplace for used books, movies and games. The company soon became one of the largest sellers of used books in the world. Half.com was acquired by eBay in a transaction valued at over \$350 million. Since eBay, Sunny has also been an opportunistic angel investor and advisor in several technology startups. In 2010 he co-founded Zoomin and Parabo Press - a print and custom décor brand serving the Asian and US markets. Until 2017, he served as a founding Partner at Lightbox Ventures – an early-stage venture capital fund investing in technology companies out of India. Computerworld named Sunny a Premier 100 IT Leader in its annual ranking of global Information Technology leaders. Sunny is also an inventor in multiple patents in the areas of e-commerce and search technologies. He received his Masters in Information Systems from Drexel University in Philadelphia.

Case Studies and Academic Readings

Case Studies

1. Ryanair Strategic Positioning (A): July 2013. (#7-1872).
Written Case Study
2. Rebranding Godiva: The Yildiz Strategy. (#9-515-059. Rev. 1/15/15)
3. Dollar Shave Club. (CS-18-017)
4. Nespresso. (#5-0790)
5. Toms Shoes. London College of Fashion, (#717-0007-1)
6. Dunkin Donuts to Dunkin: A Rebranding Exercise (#521-00049-1)
7. RealReal and the Circular Economy (ESSEG G-229)
Written 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. "Business Roundtable Redefines the Purpose of a Corporation to Promote 'An Economy that Serves All Americans'" BUSINESS ROUNDTABLE, Aug. 19, 2019
4. Kuester, Sabine and Thomas Robertson (2005). "Winning the take-off battle" *European Business Forum*, Winter, Issue 20.
5. Kapferer, Jean-Noel, and Vincent Bastien (2012). "Anti-laws of marketing," *The Luxury Strategy*.
6. Veblen, Thorstein (2008). "Conspicuous Leisure," *The Theory of the Leisure Class*.
7. Understanding Customer Experience Throughout the Customer Journey
8. 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.

9. "Should You Launch a Fighter Brand?" (2009) Harvard Business Review: <https://hbr.org/2009/10/should-you-launch-a-fighter-brand>)
10. McKinsey, 'What's Next for Consumers, Workers, and Companies in the Post-COVID-19 Recovery?'
11. "Harvard in Tech Spotlight: Megan Starr, Global Head of impact at the Carlyle Group"
12. "Live Streaming Commerce," Cai and Wohn.
13. "Corporate Rebranding—An Exploratory Study," *Irish Marketing Review*

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Due September 6th | Advance Preparation Questions (1 point)

Directions:

Please answer the following two questions.

QUALTRICS SURVEY: A link to the survey will be sent via Canvas. Complete the survey by 3 p.m. on Tuesday, Sept. 6th.

1. What pattern has the economy been following? Select one from these possibilities:

COVID-19 Economic Recovery Scenarios				
V-Shape	U-Shape	L-Shape	W-Shape	Nike Swoosh
Sharp decline followed by quick and sustained recovery	Gradual decline with a gradual recovery, typically over 12 to 14 months	Sharp and persistent decline followed by stagnant recovery which can take a decade or more, which then would be referred to as a depression	Begins like a V but turns down again after false signs of recovery are exhibited	Begins like a V followed by a somewhat quick recovery but is followed by a gradual recovery over several months

2. What percentage of pre-2020 consumer behavior will return? Select one:

- 100%
- 95%
- 90%
- 85%
- 80%
- 75%
- 70%
- 65%
- 60%
- 55%
- 50%

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Due November 14th | Your Customer Journey (10 points)

Directions:

Take us through your journey in making a purchase. Ideally, it would be an item costing at least \$20. This could be a purchase you are making now or one in the past few weeks.

1. First map the total journey as a diagram (2-points);
2. Discuss (5-points):
 - 1) What sources of information did you use in making the purchase and what role did each play?
 - a. Role of advertising
 - b. Role of influencers
 - c. Role of word of mouth
 - 2) How did you decide online vs. offline or did you combine both (omnichannel)?
 - 3) How important was the brand decision to you and what was the meaning of the brand to you?
 - 4) How did you determine the competitive set of brands to consider?
 - 5) Post-purchase, did you
 - a. return, or exchange and why?
 - b. post to social media?
3. List recommendations for how manufacturers/retailers could enhance your purchase journey in this product category in order to improve your satisfaction and likelihood to repeat purchase (3-points);
4. Upload a 1250-word paper to Canvas by 9 a.m. on Nov. 14th

Grading Rubric.

Criteria	Points
Map a flow chart of your total journey	2 points
Describe your sources of information and the role each played. Which were marketer controlled (e.g., advertising) and which were non-marketer controlled (e.g., social media)?	1 point
Discuss your decision to go online or offline or omnichannel	1 point
How important was the brand decision and the meaning of the brand to you?	1 point
How did you determine the set of competitive brands to consider?	1 point
What was your level of satisfaction with your purchase? Did you engage in any post purchase behavior—return or exchange/post to social media	1 point
Now turn it around and create a set of recommendations as to how (a) the brand manufacturer and (b) the retailer—whether online or offline—could improve your purchase journey and your level of satisfaction.	3 points
TOTAL	10 points

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Case Study Discussion Questions

Toms Shoes

1. Articulation of Toms concept
2. Is it ethical for Toms to make profits by engaging in charitable acts?
3. Is what Toms is doing different than Warby Parker?
4. What should Toms do going forward?

Ryanair Strategic Positioning (A). This case study will require a Written Case Analysis. 10-points.

Rebranding Godiva

1. What is your model of consumer behavior in the chocolate market?
2. How is this market segmented?
3. Contrast the Lindt strategy to the Godiva strategy.
4. What brand positioning should Godiva pursue?
5. What channel strategy do you recommend?
6. Can they be both class and mass?

Dollar Shave Club

1. What is Dollar Shave Club's value proposition?
2. How does it differ from Gillette's?
3. In which way is DSC's business model disruptive?
4. What are Gillette's strategic options to defend?
5. What options would you recommend to Gillette?
6. Why would Unilever spend \$1bn to acquire loss making DSC?

Nespresso

1. Articulation of Nespresso concept
2. Which of the five strategic options would you recommend?
3. List the pros and cons of each
4. Identify the risks and limitations of your strategic choice

Dunkin

1. What are the reasons for considering a rebranding?
2. What are the potential benefits?
3. What are the risks?
4. What generalizations might be drawn about when to rebrand and when not to rebrand?

RealReal This case study will require a Written Case Analysis. 15-points

MKTG 277 Marketing Strategy

Written Case Analysis—Ryanair (10 points)

Directions

1. Analyze the Ryanair case study.
2. Submit the analysis via Canvas by 9 a.m. on Wednesday, Oct. 5th;
3. Limit 750- words plus two (2) *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.

Questions to Consider

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 enhance its service?
6. Justify your decision

Guidelines

- This is not a research paper; it is an analysis of a real business situation

Grading Rubric.

Topic	Criteria	Points
Problem presentation	Clearly articulates Ryanair's value proposition and summarize the challenge faced	2
Strategic options	Articulate strategic options and pros/cons of each	3
Decision and rationale	Clearly elaborates recommended decision, provide justification through supporting case and course concepts	3
Presentation	Arguments should be coherent and convey depth of analysis; exhibits (if any) should support and enhance arguments	2
	TOTAL	10

MKTG 277 Marketing Strategy

Written Case Analysis—RealReal (15 points)

Directions

1. Analyze the RealReal case study.
2. Submit the analysis via Canvas by 9 a.m. on Oct. 31st
3. Limit 1000 words (double-spaced paper), plus two (2) *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.

Questions to Consider:

1. What is the RealReal's value proposition?
2. Who are the main actors in the resale market?
3. Does the RealReal have a unique and sustainable positioning?
4. What are the advantages and the limitations of the RealReal's strategy?
5. How should their strategy change?
6. What should be their preferred growth and expansion strategy (U.S., Asia and other markets)?
7. How serious is the Chanel lawsuit to their future?

Guidelines

- This is not a research paper; it is an analysis of the decision to be made;
- Do not use any outside information when preparing for case discussion;
- Outside sources of information include the library, mass media, the internet and corporate executives
- You can use bullets to help focus your analysis

Grading Rubric

Topic	Criteria	Points
Problem presentation	Clearly articulates RealReal's value proposition and summarizes the challenges faced	3
Strategic options	Articulates strategic options and pros/cons of each	4
Decision and rationale	Clearly elaborates recommended decision, provides justification through supporting case and course concepts	6
Presentation	Arguments are coherent and convey depth of analysis; exhibits (if any) support and enhance arguments	2
	TOTAL	15

MKTG 277 Marketing Strategy

'Shark Tank' Team Projects (30 points)

Team Responsibilities

Study the customer experience within one of the following product categories: streaming, online sports, renting, resale, sustainability

- Primary research. Observe or recount personal and peer 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 (14 slides only—no written paper)

Slide 1	Map the customer journey for this product category.
Slide 2	Identify the relevant competitors
Slide 3	Identify a gap where customer needs are sub-optimally fulfilled
Slide 4	Propose a new product or service to fill this gap
Slide 5	State your market segment selection and why
Slide 6	State your positioning and draw a perceptual map
Slide 7	State your go-to-market channels (e.g., retail, online)
Slide 8	State your communication plan to consumers (e.g., advertising, social media)
Slide 9	List your price and provide your logic
Slide 10	Estimate your costs
Slide 11	State your revenue objective and how derived
Slide 12	Estimate your breakeven (time until revenue meets costs)
Slide 13	How much money will you have to raise and what percentage of your equity are you willing to give away?
Slide 14	Now critique your own plan as to its potential limitations or unproven assumptions

Submission Process (Draft and Final)

1. **ALL TEAMS:** Submit a **draft** of your slides to Canvas by Wednesday, Nov. 16th at 9 a.m.
2. **ALL TEAMS:** Submit your **final** proposal by 9 a.m. on Monday, Dec. 5th.
3. Maximum length is 14 readable slides.

Assessment (30 points)

- 25 points. Valuation of the 14 slides as to their, rigor, logic, creativity and understanding of course concepts. This evaluation will be conducted by Professor Robertson and the TAs.
 - 2.5 points. Your peers will vote as to whether they would recommend funding
 - 2.5 points. The invited investors will vote as to whether they would recommend funding.
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