

15.810 Marketing Management, Fall 2014

Discussion Questions – Guide to Case Discussions.

I sometimes modify these questions to reflect the interests and flow of each class. Please check prior to class for any modifications.

1. Strategic Positioning and Review of 4 P's and 5 C's. *(Framework discussion. No case discussion questions.)*

2. Snapple.

1. During the 1972-1993 period, who were Snapple's customers? What customer benefits did Snapple provide to its customers?
2. Snapple flourished in the 1972-1993 period when so many small start-up premium fruit drinks remained small or disappeared? How did three entrepreneurs develop the right product for their customers? Hint: 4 P's.
3. Quaker acquired Gatorade and took sales from \$100M to \$1B. How? Hint: 4 P's.
4. Quaker acquired Snapple for \$1.7B and sold it to Triac for \$300M? Did Quaker make error in buying Snapple, did Quaker manage it badly, or was Snapple just a fading fad? Hint: What happened to SoHo?
5. What should Triac do to bring Snapple back, or is Snapple a dead brand that should be harvested? Hint: The anthropological research helps.?
6. What are the generalizations and lessons?

3. Marketing Analytics. *(Framework discussion. No case discussion questions.)*

4. In-class project meetings: Topic and customer identification.

1. Identify the subject of your project and be prepared to defend that subject in class.
2. Be prepared to discuss how you will carry out the voice-of-the-customer interviews.

5. BBVA Compass: Marketing Resource Allocation. Eligible for a case report.

1. Is the advertising budget allocation between offline and online media appropriate? Hint: Calculate CPA and address the role of each.

2. Do you agree with BBVA's decision to sign a multiyear sports sponsorship? (For reference, the cost of the NBA sponsorship was \$100M over 4 years.)
3. Evaluate BBVA Compass' online acquisition funnel. Where can they improve?
4. What are the effective acquisition costs and customer lifetime value for the online channels? (Use $i = 10\%$.) Are they good investments?
5. Is BBVA Compass allocating its advertising dollars well?
 - Between display and search advertising?
 - Among the various search engines?
 - Among the various advertising networks?
6. What are the generalizations and lessons?

6. Consumer Psychology: Framing and Schema. (Framework discussion. No case discussion questions.)

7. The Brita Products Company. Eligible for a case report.

1. How is Brita positioned in the market for water filtration? How is PUR (P&G) attacking that market? Are the customers the same?
2. What are Brita's strengths and weaknesses? PUR's?
3. What drives profit in the home water filtration market? Hint: What is the ratio of "blades" to "razors?" Use Brita's forecasting model as described on page 4 of the case. See first tab of supplies spreadsheet.
4. If PUR not a threat, how would you manage Brita brand? Would you introduce a faucet filtration system? At what minimum price? (Hint: Build a "back of the envelope" forecasting model for faucet systems at 50% cannibalization.)
5. Using the BASES model, how should you invest in marketing a faucet system, if anything?
6. What are the generalizable lessons?

8. Special Guest, Marketing in a Large Organization. (No case discussion questions.)

9. Project Groups Meet on Their Own

(Use this time to plan for, and perhaps begin, the voice-of-the-customer interviews.)

10. Product: Design and Voice of the Customer

(Framework discussion. No case discussion questions.)

11. Special Guest, Building a Brand. (No case discussion questions.)

12. Aqualisa Quartz: Simply a Better Shower. Eligible for a case report.

1. What is Rawlinson's product development strategy? Why did he adopt it? Hints: 5 C's. What's after the Quartz?
2. Aqualisa invested 3 years and € 5.8M developing the Quartz. If it becomes a mainstream product, was it worth it? Hint: Why mainstream?
3. Aqualisa has three brands, Gainsborough, Aqualisa, and ShowerMax. What is the rationale? Does it fit Rawlinson's product development strategy?
4. Is the Quartz a disruptive product? What is its value proposition to end consumers and to plumbers? What's the CLV of consumers and of plumbers (use $r = .8$, $i = .1$)?
5. Why is the Quartz not selling?
6. What should Aqualisa do to achieve its sales goal for the Quartz? Hint: 4 P's.
7. What are the generalizable lessons from the case?

13. Price Analytics and Conjoint Analysis.

(Framework discussion. No case discussion questions.)

14. The New York Times Paywall. Eligible for a case report.

1. Is the *New York Times* paywall working?
2. Is the *New York Times* paywall well-designed? Is it priced right?
3. What is the long-term goal of the *New York Times* in creating the paywall?
4. Will newspapers transition to all digital? How should the *New York Times* manage a transition to the new world of content provision? Hint: Be sure to consider the profit implications even if you have to make some assumptions.

5. Would a paywall work for all newspapers? For other content providers? If not, what other strategies would work?

**15. Promotion: Communications to and from Customers.
(Framework discussion. No case discussion questions.)**

16. The Birth of the Swatch. Eligible for a case report.

1. What were the marketing assets of SMH (and its predecessors) prior to Swatch, if any? Hint: What changed from 1950 to 1980? Any of the 4P's or 5 C's?
2. Figure A (page 4) provides a "wedding cake" diagram to summarize the watch market. What are the long-term implications of this perspective? What assets do the Swiss have and how can you use those assets? Hint: What is the "Swiss" brand name worth?
3. How did the Swiss address the challenges with changes in production and marketing? Hints: Reframing. How does fashion work?
4. Describe the interrelated elements of Swatch's marketing mix (4 P's) . How do they implement Swatch's strategy? Hint: Advertising/price play a strategic role vis-à-vis competitors.
5. What, if anything, is Swatch's competitive advantage(s) today, if any? SMH/ETA's advantage(s), if any? Any problems?
6. What should Swatch's (SMH's) strategy be going forward?

17. In-class project meetings: Report on VOC and finalize projects.

1. Each team member should have completed at least two voice-of-the-customer interviews by this time. The team should have synthesized these interviews.
2. Be prepared to ask any final questions about the scope of the action-learning project.

18. Aravind Eye Hospital, Madurai, India.

1. Dr. Venkataswamy has a vision to cure blindness in India. If the Aravind marketing "formula" could be applied to all hospitals in India, could blindness be cured in a single decade?
2. Why is Aravind so effective at what they do? Hint: 4P's plus other aspects of management.
3. Do the hospitals in Theni, Tirunelveli, and/or Coimbatore run as well as the hospital in Madurai? Why or why not?

4. What actions would you recommend to Dr. Venkataswamy (and the management of Aravind)?
5. Summarize the lessons from Aravind about marketing in general.

19. Dove: Brand Evolution.

1. Why does Unilever want fewer brands? Is that a good strategy?
2. What is Dove's Brand DNA? Has it changed from 1957 to 2000?
3. Unilever designated Dove as Masterbrand, expanded the product base and adopted a point of view. Are you comfortable with the point of view and the strategy?
4. Was the media strategy successful? Analyze each of the six stages:
 1. Oversized or outstanding
 2. Pro-age. Self-esteem
 3. Hates her freckles. Super Bowl.
 4. Evolution. YouTube.
 5. Invite the public to create advertisements.
 6. Onslaught.
5. Does Dove's strategy raise any ethical dilemmas?

21. Synthesis, Action Learning, and One-page Assignment.

1. One-page individual assignment is due prior to class on this date. Please submit via a PDF. See file-name format in the syllabus.
2. The action-learning project is due to allow time for grading before grades are due at the Registrar. 15.810 grades are due early because 15.810 does not have a scheduled final examination. Please submit the project via a PDF. See file-name format in the syllabus.

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15.810 Marketing Management: Analytics, Frameworks, and Applications
Fall 2015

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