



Case Map for
J. Craig Andrews and Terence A. Shimp
Advertising, Promotion, and Other Aspects of
Integrated Marketing Communications, 11th Edition,
Mason, OH: Cengage Learning, 2025

Part 1	
Chapter 1: An Overview of Integrated Marketing Communications	Abstract
<p> Name: Nike Football: World Cup 2010 South Africa Product number: 511060-PDF-ENG Length: 23p Authors: Elle Ofek, Ryan Johnson Revision Date: Jan 17, 2013 Publication Date: May 31, 2011 Source: Harvard Business School </p>	<p> Nike's Football division needs to devise a strategy to excel at the 2010 World Cup games in South Africa. Nike has gone from a niche player in the market for football apparel and footwear in 1994 to a formidable competitor to Adidas in 2008 (with revenues of over \$1 billion for the sport). The case traces how Nike has gone about making this transformation and its activities at each of the World Cups since 1994. For the upcoming World Cup in South Africa, Nike has decided to change its target market focus and to use digital and social media platforms to connect more extensively with consumers. In addition, Nike plans to launch innovative new boots and engage in corporate social responsibility and sustainability initiatives. The company has to do so in light of competition from archrival Adidas and the pressure of succeeding on the biggest stage in football, with billions of people around the world watching. The case allows students to analyze how a company can best integrate several value propositions into a cohesive plan and how it can best communicate with its chosen target market. It also allows for a rich discussion of the brand image the company needs to portray to leverage success beyond the World Cup event. </p>
<p> Name: Lowe's Companies, Inc.: Optimizing the Marketing Communications Mix Product number: KEL563-PDF-ENG Length: 26p Authors: Mohanbir Sawhney, Aarti Kumar, Hilary Meyer, Coby Neuenschwander, Sang'ona Oriedo, Mallika Pradhan, Garima Sethi, Pallavi Goodman Publication Date: Oct 21, 2011 Source: Kellogg School of Management </p>	<p> Lowe's, the second largest home improvement retailer in the world, had launched an ambitious new program in early 2009 and entered the arena of kitchen remodeling service providers. With this decision, Lowe's was making a concerted effort to move beyond its traditional DIY customer base and capture the attention of the do-it-for-me customer. Lowe's chief competitors were the market leader Home Depot, Sears, Menards, and IKEA along with an assortment of smaller independent service contractors. The case describes the challenges Lowe's faced as it embarked on this transition to the services sector. It illustrates how consumer insights lead to customer experience mapping which then forms the basis of an integrated marketing communications program. It also illustrates how to build a quantitative framework for allocating marketing investments across the marcom mix. The Lowe's marketing team had the task of creating the optimal marketing communication mix and successfully engaging those consumers interested in kitchen remodeling. </p>

<p>Name: Procter & Gamble: Marketing Capabilities Product number: 311117-PDF-ENG Length: 17p Authors: Rebecca Henderson, Ryan Johnson Publication Date: Jun 10, 2011 Revision Date: May 16, 2012 Source: Harvard Business School</p>	<p>P&G became known and recognized as a marketing machine. It was the largest advertiser in the world, with 2010 spending of \$8.68 billion. From the company's early exploitation of broadcast media (radio and television) for its soap products to more recent experiments in digital media for its men's hygiene brand Old Spice, P&G was a seasoned marketer with strong consumer research, a powerful innovation network, and the world's largest financial commitment to advertising. The case objectives are to learn from and analyze the best practices of P&G, the world's largest advertising spender and a renowned marketer of consumer products. The case also illustrates understanding P&G's marketing strategies, where marketing innovation is developed, how it is applied across different categories and how marketing shifts with changes in structure and culture.</p>
<p>Chapter 2: Brand Equity and Accountability Abstract</p>	
<p>Name: Chesebrough-Pond's, Inc.: Vaseline Petroleum Jelly Product number: 581047-PDF-ENG Length: 22p Authors: John A. Quelch, Penny Pittman Merliss Revision Date: Dec 01, 1992 Publication Date: May 01, 1981 Source: Harvard Business School</p>	<p>The product manager for Vaseline Petroleum Jelly has to prepare the 1978 brand budget and determine expenditure levels for advertising, trade promotion, and consumer promotion.</p>
<p>Name: Progressive Insurance Product number: UV2906-PDF-ENG Length: 12p Authors: Paul W. Farris, C. Wilson Revision Date: Jan 22, 2009 Publication Date: Mar 28, 2001 Source: Darden School of Business</p>	<p>Since the late 1980s, Progressive Casualty Insurance Company has maintained a strong position in the nonstandard auto-insurance market (auto insurance for high-risk drivers). Progressive's goals in the 1990s are to expand its insurance coverage to include standard and preferred customers (drivers with clean driving records and no accidents). The company never advertised before 1994; as a result, consumer awareness has been very low. Progressive faces strong competition in a varied insurance industry. Companies like Allstate, the nation's largest underwriter of nonstandard auto insurance, and State Farm, with 21.1% total market share, present a challenge to Progressive as the company strives to make its products available to all drivers. The case focuses on building the company's brand through advertising and enhancing product differentiation through technology.</p>

<p>Name: Banking on Social Media Product number: W14684-PDF-ENG Length: 11p Authors: Luisa Mazinter; Nicola Kleyn; Michael Goldman; Jennifer Lindsey-Renton Publication Date: Feb 13, 2015 Revision Date: Source: Ivey Publishing</p>	<p>First National Bank (FNB), one of South Africa's "Big Four" banks, has, under the stewardship of its CEO, invested in a strategy of innovation to grow its market presence in South Africa, other emerging-market African countries, and India. In line with its strategy to lead digital banking in South Africa, FNB has invested in building a social media strategy to enable the brand to strengthen its relationships with customers, through building customer knowledge and stickiness and humanizing its brand. In 2012, FNB's head of digital marketing and media sees a tweet from Standard Bank stating that it has instructed its attorneys to lodge a complaint against what it alleges to be FNB's misleading advertising. She wonders whether Standard Bank's use of Twitter to communicate this competitive action is related to FNB's extensive and well-publicized use</p>
--	--

	<p>of the micro-blogging service. She knows that the debate on Twitter will be a significant indicator of whether her social media strategy has been successful. How can FNB continue to differentiate itself and alleviate the pressure on non-interest revenues?</p>
--	--

<p>Name: Tesla: Branding Strategies for New Products Product number KE1368-PDF-ENG Length: 4p Authors: Mohanbir Sawhney Publication Date: Jan 27, 2025 Source: Harvard Business School</p>	<p>This case focuses on branding strategies for hypothetical new products being considered by Tesla, a leader in electric vehicles and sustainable energy technology. In the case, Tesla is exploring four new products to drive growth: an electric motorcycle, personalized automobile insurance, a humanoid robot, and batteries for internal combustion engine cars. Each product aligns with Tesla's core competencies while diversifying its offerings and market reach. Tesla must select branding strategies for these products, and the case offers choices from among four strategies, nicknamed House of Brands (an individual brand for each new product), Branded House with Sub-Brands, Endorser Branding, and Ingredient Branding. The strategies must consider the alignment between Tesla's existing brands and the new product categories, the target customers for the new products, reputation risk, and the competitive landscape. The case asks students to identify these factors, recommend specific branding strategies for each product, and suggest brand names. This case can be distributed, read, and analyzed in a single class period. See the Appropriate Uses section below for the unique advantages of that method of teaching the case.</p>
---	--

<p>Name: Selecting a New Name for Security Capital Pacific Trust Product number: 500054-PDF-ENG Length: 13p Authors: Susan Fournier, Andrea Wojnicki Publication Date: Jan 14, 2000 Source: Harvard Business School</p>	<p>A methodology for selecting a new corporate brand name is explored, highlighting different types of names, criteria and hurdles in securing new names, and legal implications. Brand identity consultancy Lippincott & Margulies guided a real estate investment trust company through the process of selecting a new corporate brand name.</p>
<p>Name: Renaming Computer Power Group Product number: 501007-PDF-ENG Length: 13p Authors: Susan Fournier, Andrea Wojnicki Publication Date: Sep 13, 2000 Source: Harvard Business School</p>	<p>Presents results of a consumer survey used to guide selection of a new corporate brand name. Four alternative names are tested for their ability to communicate desired company attributes to consumers. The pros and cons of developing brand names at corporate versus subunit levels are also considered. Strategic recommendations for the company's brand architecture and its unifying corporate values provide background for the naming decision at hand.</p>
<p>Name: Name, Image, and Likeness: A New Era in Collegiate Sports Product number: UV9108-PDF-ENG Length: 6p Authors: Anthony Palomba, Nabeel Alam Publication Date: Oct 30, 2024 Source: Harvard Business School</p>	<p>This case is structured to guide MBA students through the complexities of name, image, and likeness (NIL) policies in collegiate sports. There is a paucity of research surrounding NIL and how it might impact college players. Past research has explored how NIL might usher students into the gig economy and how that might affect labor markets for young athletes; it is critical that athletes cultivate brands and online personas early to build traction for prospective programs; and finally, there are clear challenges for managers in considering athletes' interests along with those of universities and other involved stakeholders. Combined, this case is meant to inspire discussion about how to navigate interests at the athlete, coach, and university levels. This three-pronged approach will encourage discussions about the student athletes who students watch, follow, and support by purchasing merchandise featuring their NILs.</p>
<p>Chapter 4: Environmental, Regulatory and Ethical Issues Abstract</p>	
<p>Name: American Legacy: Beyond the Truth Campaign Product number: 504014-HCC-ENG Length: 28p Author: Youngme Moon Revision Date: Aug 09, 2005 Publication Date: Oct 06, 2003 Source: Harvard Business School</p>	<p>The hard-hitting "Truth" campaign has been one of the most successful antismoking initiatives in history. The focus of the "Truth" campaign is to dissuade teenagers from smoking. The sponsor of the campaign, the American Legacy Foundation, is now trying to decide whether to readjust its priorities and focus on what it calls "the other side of the equation"-encouraging already-addicted adult smokers to quit smoking. However, the only way to do this is by diverting resources away from the "Truth" campaign, a campaign that they know is working. Includes color exhibits.</p>

<p>Name: Uptown Cigarette (A1) Product number KEL221-PDF-ENG Length: 5p Authors: Robbin Derry, Sachin Waikar Publication Date: Jan 01, 2006 Source: Kellogg School of Management</p>	<p>After several years of losing market share to competitors, former industry giant R. J. Reynolds (RJR) decides to regain strength through new brands targeting demographic segments that still show significant growth potential. As RJR is preparing to launch a cigarette designed and marketed explicitly to black consumers, several community health groups join forces to protest it. When Health and Human Services Director Louis Sullivan asks RJR CEO Jim Johnston to withdraw the brand from the market, RJR needs to formulate an appropriate and socially acceptable response.</p>
<p>Name: The Clorox Company: Leveraging Green for Growth</p>	<p>The Clorox Company needs to decide on the marketing strategy going forward for its three sustainable brands, Brita, Burt's Bees and Green</p>
<p>Product number 512009-PDF-ENG Length: 27p Authors: Elle Ofek, Lauren Barley Revision Date: Apr 03, 2012 Publication Date: Jul 27, 2011 Source: Harvard Business School</p>	<p>Works. These brands had fared differently over the past 3 years and each presents multiple courses of action heading into 2011. Management also needs to assess the role the sustainable brands play in Clorox's overall Corporate Responsibility strategy and the implications they have for the other brands (such as Clorox Bleach, 409, and Hidden Valley). The company has set aggressive financial targets in light of its upcoming centennial in 2013. Students need to evaluate whether sustainability is an enduring trend that Clorox should embrace for future growth or whether focusing on its core brands, which currently represent 90% of sales, is a better approach.</p>
<p>Name: Green Marketing at Rank Xerox Product number 594047-PDF-ENG Length: 31p Authors: Jeffrey F. Rayport, Joep Vanthiel Publication Date: June 29, 1994 Source: Harvard Business School</p>	<p>Xerox Corp. is on the verge of launching a new line of photocopiers made largely from refurbished or recycled parts. Despite this reclaimed content, the company intends to position the machines as "new." The move is a response to growing environmental pressures in Western Europe and throughout the world. The challenge is how to bring the new line to market, especially with respect to pricing and promotion.</p>
<p>Name: Marijuana in Colorado Product number 515009-PDF-ENG Length: 39p Authors: John A. Quelch; David Lane Publication Date: Sep 17, 2014 Revision Date: Nov 18, 2014 Source: Harvard Business School</p>	<p>Colorado's 2014 legalization of marijuana for adult recreational (not just medical) use created a new market that entrepreneurs rushed to enter, channeled by regulations that aimed to minimize marijuana's access to minors while not stifling the emergent new industry. The case describes Colorado's initial experience with marijuana legalization and asks students to assess the resulting business opportunities, regulatory efficacy, and public health implications.</p>

<p>Name: Paul Frank and Native American Stereotypes Product number: W14775-PDF-ENG Length: 8p Authors: Stefanie Beninger; June N.P. Francis Publication Date: Apr 27, 2015 Source: Ivey Publishing</p>	<p>Paul Frank Industries (PFI), a privately held company based in the United States, finds itself in hot water after social media criticizes a Hollywood marketing event hosted by PFI in which Native American stereotypes were prominently featured. When photos of the event are released on Facebook, two bloggers bring attention to the event through their social media channels, and the reaction quickly spreads throughout the Native American community and beyond. In the wake of this public relations nightmare, students are asked to reflect on the actions taken by Paul Frank Industries prior to, during and after the marketing event.</p>
---	--

Part 2

Chapter 5: Segmentation, Targeting and Positioning

Abstract

<p>Name: Fashion Channel: Market Segmentation Product number: 2075-PDF-ENG Length: 12p Author: Wendy Stahl</p>	<p>The new Senior Vice President of Marketing for The Fashion Channel (TFC), a cable television network dedicated to round-the-clock, fashion-oriented programming, is preparing to recommend a change in the company's traditional marketing approach by introducing a market segmentation program. This program is, in part, a response to the</p>
---	--

<p>Publication Date: Jun 01, 2007 Source: HBS Brief Cases</p>	<p>intensifying competitive environment for TFC, and it needs to strengthen the company's brand and positioning with viewers and advertisers. At the same time, the program must maintain consumer and distributor satisfaction with the network. Several segmentation options are being considered, each with pros and cons. Consumer research provides insights but does not give a simple answer regarding the best path to take. The reader must evaluate the research results, calculate financial scenarios, and make a recommendation. Also looks at change management issues. TFC has never done a program like this before, and the Senior Vice President of Marketing is new to the job. In addition to making a recommendation, she must manage the change process to insure that the organization and her leadership team peers are fully aligned.</p>
--	--

<p>Name: Aqualisa Quartz: Simply a Better Shower Product number: 502030-PDF-ENG Length: 18p Authors: Youngme Moon, Kerry Herman Revision Date: Jul 10, 2006 Publication Date: Jan 16, 2002 Source: HBS Premier Case Collection</p>	<p>Harry Rawlinson is managing director of Aqualisa, a major U.K. manufacturer of showers. He has just launched the most significant shower innovation in recent history: the Quartz shower. The shower provides significant improvements in terms of quality, cost, and ease of installation. In product testing, the Quartz shower received rave reviews from both consumers and plumbers alike. However, early sales of the Quartz have been disappointing. Rawlinson is now faced with some key decisions about whether to change his channel strategy, promotional strategy, and the overall positioning of the product in the context of his existing product line.</p>
---	---

<p>Name: Ontela PicDeck (A): Customer Segmentation, Targeting, and Positioning Product number KEL450-PDF-ENG Length: 7p Authors: Mohanbir Sawhney, Kent Grayson, Patrick Dupriss, Christine Hsu, Ryan Metzger, Fuminari Obuchi, Arum Sundaram, Kari Wilson Publication Date: Dec 01, 2009 Source: Kellogg School of Management</p>	<p>Ontela, a technology start-up company, has introduced an innovative service called PicDeck that improves the mobile imaging experience for wireless subscribers. Ontela sells PicDeck to wireless carriers, who in turn private-label the service to their subscribers. Ontela must decide which customer segments it should target for the service and how to create a positioning strategy and a marketing communication plan to promote it. It must also consider the value proposition of the PicDeck service for wireless carriers (its direct customers), who need to be convinced that the service will lead to higher monthly average revenue per user (ARPU) and/or increased subscriber loyalty. Part A of the case provides qualitative information on customer personae that represents different customer segments. Students are asked to develop a targeting and positioning strategy based on this qualitative information. Part B provides quantitative data on customer preferences that can be used to identify response-based customer segments, as well as demographic and media habits information that can be used to profile the segments. Students are asked to revise their recommendations based on the additional quantitative data.</p>
<p>Name: Ontela PicDeck (B): Customer Segmentation, Targeting, and Positioning Product number KEL451-PDF-ENG Length: 6p Authors: Mohanbir Sawhney, Kent Grayson, Patrick Dupriss, Christine Hsu, Ryan Metzger, Fuminari Obuchi, Arum Sundaram, Kari Wilson Publication Date: Dec 01, 2009</p>	<p>Ontela, a technology start-up company, has introduced an innovative service called PicDeck that improves the mobile imaging experience for wireless subscribers. Ontela sells PicDeck to wireless carriers, who in turn private-label the service to their subscribers. Ontela must decide which customer segments it should target for the service and how to create a positioning strategy and a marketing communication plan to promote it. It must also consider the value proposition of the PicDeck service for wireless carriers (its direct customers), who need to be convinced that the service will lead to higher monthly average revenue per user (ARPU) and/or increased subscriber loyalty. Part A of the case provides qualitative information on customer personae that represent</p>
<p>Source: Kellogg School of Management</p>	<p>different customer segments. Students are asked to develop a targeting and positioning strategy based on this qualitative information. Part B provides quantitative data on customer preferences that can be used to identify response-based customer segments, as well as demographic and media habits information that can be used to profile the segments. Students are asked to revise their recommendations based on the additional quantitative data.</p>
<p>Name: Product Team Cialis: Getting Ready to Market Product number: 505038-PDF-ENG Length: 26p Author: Elie Ofek Publication Date: Oct 04, 2004 Revision Date: Jul 28, 2010 Source: HBS Premier Case Collection</p>	<p>Lilly and ICOS are preparing for the launch of a new drug, Cialis, to compete against Viagra. To position against the incumbent firm Pfizer, which developed and markets Viagra, and other newcomers into the erectile dysfunction market, they must determine how best to segment the market and which target market to focus on. The marketing plan should take advantage of Cialis's medical profile. In particular, they must pay special attention to the communication strategy to patients, physicians, and partners. The analysis, plan, and action should take into account extensive market research and recent competitive developments. Includes color exhibits.</p>

<p>Name: On Your Bike! Using Marketing Mix to Drive Successful Bicycle Sharing Programs in Europe Product number: KS1119-PDF-ENG Length: 32p Author: Nathalie Laidler-Kylander; Steven Strauss; Laura Winig Publication Date: Feb 4, 2015 Source: Harvard Kennedy School</p>	<p>European municipalities, eager to increase the use of environmentally friendly forms of public transportation, offered bicycle sharing programs as adjuncts to their public transportation systems. This case focuses on the bicycle sharing systems in three mid-sized European cities: Mainz, Germany, Lille, France and Antwerp, Belgium. The case describes the market segments within each city and lays out the marketing mix variables-the 4Ps (product, price, place and promotion)-to allow students to compare and contrast the cities' opportunities and challenges. The protagonist in each city is charged with using the marketing mix to help his or her city reach its goals: in Mainz, to reach breakeven; in Lille, to increase bicycle usage from 2% to 10% and in Antwerp, to persuade drivers to commute by bicycle instead of by car.</p>
<p>Name: Crescent Pure Product number: 915539-PDF-ENG Length: 12p Author: John A. Quelch; Alisa Zalosh Publication Date: Sep 10, 2014 Source: HBS Brief Cases</p>	<p>Executives from Portland Drake Beverages (PDB) are meeting to determine the appropriate product positioning and advertising campaign for the launch of Crescent Pure, a specialty organic beverage. They have 3 options for positioning: should Crescent Pure be positioned as an energy drink, a sports drink, or should it adopt broader positioning as an "organic health and wellness" beverage? Students studying this case explore customer segmentation, product differentiation analysis, and the evaluation of perceptual maps as a market research technique.</p>
<p>Chapter 6: The Communications Process and Consumer Behavior Abstract</p>	
<p>Name: Microsoft Office: Gaining Insight into the Life of a College Student (A) Product number KEL654-PDF-ENG Length: 7p Authors: Mohanbir Sawhney, Ashuma Ahluwalia, Yuliya Gab, Kevin Gardiner, Alan Huang, Amit Patel, Pallavi Goodman</p>	<p>Microsoft Office was facing an uphill task in engaging the undergraduate student community. Attracting this audience-the most tech-savvy generation ever-was critical to the future of the Microsoft Office franchise. Microsoft's past advertising efforts to reach this audience had proven lackluster, while its key competitors were gradually entrenching themselves among this demographic. Microsoft's challenge was to determine the best tactics that could successfully connect with this audience. The (A) case describes Microsoft's dilemma and briefly addresses what college students mostly care about: managing homework,</p>
<p>Publication Date: Jun 20, 2012 Source: Kellogg School of Management</p>	<p>creating great-looking schoolwork, preparing for the workplace, and collaborating with friends and classmates. It also provides competitive information, chiefly Google's increasing presence in universities and its focus on the higher education market and the growing influence of Facebook among students and its evolution into a productivity tool. The (B) case describes the qualitative research tools that Microsoft used to get a better understanding of college students: day diaries using Twitter, technology diaries using the Internet and smartphones, focus groups, and one-on-one interviews with students. The case helps students understand the value of ethnographic and qualitative research techniques, draw inferences from the data, and subsequently make recommendations. It illustrates how ethnographic and observational studies enrich research by generating deeper consumer insight than traditional methods.</p>

<p>Name: Metabical: Positioning and Communications Strategy for a New Weight Loss Drug Product number 4240-PDF-ENG Length: 12p Authors: John A. Quelch, Heather Beckham Publication Date: Jul 22, 2010 Source: HBS Brief Cases</p>	<p>Cambridge Sciences Pharmaceuticals (CSP) expects final approval for its revolutionary weight loss drug, Metabical. Metabical will be the only weight loss drug with FDA approval that is also clinically proven to be effective for moderately overweight people. Barbara Printup, Senior Marketing Director for CSP, must develop the positioning strategy and marketing communications plan in preparation for the launch of the new drug. Printup must consider the consumer decision-making process and the interaction between the consumer who purchases the drug and the health care provider who prescribes the medication. Despite promising medical studies and consumer research, poor positioning of the drug in the highly competitive market for weight-loss solutions could spell disaster. Students analyze market research data and consider the optimal positioning strategy and marketing communications program.</p>
<p>Name: Building Brand Community on the Harley-Davidson Posse Ride Product number 501015-PDF-ENG Length: 37p Author: Susan Fournier Revision Date: Nov 01, 2000 Publication Date: Aug 23, 2000 Source: Harvard Business School</p>	<p>The second Harley-Davidson Posse Ride, a grueling 2,300 mile, 10-day trek from South Padre Island, Tex., to the Canadian Border is billed "for serious riders only." Harley Owner's Group (H.O.G.) Director Mike Keefe must decide whether this rolling rally deserves a place in the H.O.G. product line, and if so, what philosophy and tactics to adopt in future design. This case helps students get inside one of the world's strongest brands to consider issues of brand loyalty, close-to-the-customer philosophy, the cultivation of brand community, and the day-to-day execution of relationship marketing programs. What benefits accrue from relationship programs such as this? Can brand community be built? How? What is the role of the marketer in this process? Is it better to develop customer intimacy or empathy when executing close-to-the-customer goals? Can management really balance apparently disparate subcultures such as the retired bikers, Yuppie Weekend Warriors, and serious outlaws within one community? Includes color exhibits.</p>
<p>Name: Malaysia Airlines: The Marketing Challenge After MH370 and MH17 Product number W15214-PDF-ENG Length: 14p Author: Neeraj Pandey; Gaganpreet Singh Publication Date: Jun 1, 2015 Source: Ivey Publishing</p>	<p>The chief executive officer of Malaysia Airlines (MAS) had the daunting task of sustaining a business that had suffered the tragic loss of two of its airliners in a span of just four months. Prior to this, a US\$392 million loss, as well as the inability to compete with lower-cost carriers, posed a great challenge to MAS. Management was planning to initiate a cost-cutting strategy to manage pricing and the competitive challenges of the aviation industry when these incidents shocked the world. The disasters greatly impacted customer confidence, as reflected in the company's declining booking rates and stock prices. With its reputation severely damaged, MAS was faced with many hard-hitting questions</p>
	<p>from various stakeholders about the airline's prospects. Many felt there was a need to transform the entire business model. The top executives pondered various options, including a rebrand of the airline, a new discounted pricing structure to build volume, a private equity infusion, a merger and filing for bankruptcy. Each option would have to be considered very carefully, as the changes made to the business would decide the future of MAS.</p>

Chapter 7: The Role of Persuasion in Integrated Marketing Communications	Abstract
<p>Name: Toyota: Driving the Mainstream Market to Purchase Hybrid Electric Vehicles Product number 904A03-PDF-ENG Length: 27p Authors: Jeff Saperstein, Jennifer Nelson Publication Date: Feb 03, 2004 Source: Richard Ivey School of Business Foundation</p>	<p>Toyota is a large, international automobile manufacturer with plans to become the largest automaker worldwide, striving for 15% of global sales. Toyota is committed to becoming the leader of the hybrid-electric automotive industry and is relying on changes in the industry and customer perceptions to bring its plan to fruition. Toyota's challenge is to develop consumer attitude and purchase intent from an early adopter, niche market model into universal mainstream acceptance.</p>
<p>Name: H-E-B: Creating a Movement to Reduce Obesity in Texas Product number 512034-PDF-ENG Length: 35p Authors: Jose B. Alvarez, Jason Riis, Walter J. Salmon Revision Date: Oct 09, 2012 Publication Date: Apr 03, 2012 Source: Harvard Business School</p>	<p>In January 2012, H-E-B Grocery Co., a private retail chain with stores located in Texas and Mexico, was introducing its Healthy at H-E-B program to its customers. The program, which started with the company's employees a few years earlier, was an effort to educate and inform customers on how to lead a healthier lifestyle. What CEO Craig Boyan had in mind was creating a state-wide healthy living movement in Texas, where obesity was high relative to other states in the U.S. But how far to go with its employees and customers was a question that President and COO Craig Boyan and his team struggled with. On one hand Boyan believed that H-E-B, long recognized for its community involvement, had a role to play in Texans' health and well-being. On the other hand, he recognized that H-E-B was first and foremost a retailer that had to compete against the likes of Walmart. He needed to make sure that H-E-B was serving its customers what they wanted while also trying to influence their buying behavior toward healthier foods. Some would say that H-E-B had no role in changing the lifestyle and food choices of its employees or customers. But Boyan and his team thought differently.</p>
Chapter 8: IMC Objective Setting and Budgeting	Abstract
<p>Name: Launching the BMW Z3 Roadster Product number 97002-PDF-ENG Length: 25p Authors: Susan Fournier, Robert J. Dolan Revision Date: Jan 08, 2002 Publication Date: Feb 14, 1997 Source: HBS Premier Case Collection</p>	<p>James McDowell, vice president of marketing at BMW North America, Inc., must design Phase II communication strategies for the launch of the new BMW Z3 Roadster. The program follows an "out-of-the-box" prelaunch campaign centered on the placement of the product in the November 1996 James Bond hit movie, "Golden Eye," and including other "nontraditional" elements such as a product appearance on Jay Leno's Tonight Show, an offering of a Bond Edition Roadster in the Neiman Marcus Christmas Catalog, and large-scale public relations activities. McDowell must assess the effectiveness of the prelaunch</p>
	<p>activities and design marketing tactics that can sustain product excitement until product availability in March. Includes color exhibits.</p>

<p>Name: Oscar Mayer: Strategic Marketing Planning Product number 597051-PDF-ENG Length: 14p Authors: John A. Quelch, Dan Kotchen, Robert Drane Revision Date: Mar 20, 1998 Publication Date: Jan 22, 1997 Source: Harvard Business School</p>	<p>The marketing director of Oscar Mayer faces a series of strategic marketing options regarding established and new products, including budget and capacity allocation decisions.</p>
<p>Name: Milkmade Ice Cream: Running A Successful Crowdfunding Campaign Product number UV6995-PDF-ENG Length: 16p Authors: Meghan Murray; Gosia Glinska Revision Date: Jun 10, 2015 Publication Date: Apr 6, 2015 Source: Darden School of Business</p>	<p>This case follows a young entrepreneur as she launches a crowdfunding campaign to expand her already-established craft ice cream company. The story reveals several steps taken from the planning phase through execution of the online campaign. This case provides an opportunity for students to learn about the benefits and drawbacks of crowdfunding, both as a form of marketing a business as well as garnering capital for expansion of a small business.</p>
<p>Part 3</p> <p>Chapter 9: Overview of Advertising Management Abstract</p>	
<p>Name: Dewar's (A): Brand Repositioning in the 1990s Product number: 596076-PDF-ENG Length: 29p Authors: Alvin J. Silk, Lisa R. Klein Revision Date: Nov 12, 1997 Publication Date: Mar 22, 1996 Source: Harvard Business School</p>	<p>Dewar's, a major brand of Scotch whisky, produced by United Distillers of the U.K., and the U.S. leader in the Scotch category with a 15% market share, faced a declining market among traditional consumers of distilled spirits. Given the growing societal, legal, and regulatory opposition to drinking in the U.S., the marketing options were limited. In addition, drinking preferences had shifted away from distilled spirits to lighter, lower alcohol beverages like wine, wine coolers, and beer. In early 1993, Dewar's U.S. importer, Schieffelin and Somerset, in cooperation with the brand's longstanding advertising agency, Leo Burnett, began to explore the opportunities for repositioning Dewar's to younger adults. Repositioning Dewar's was a necessity for the brand to remain viable in the long term. Its existing customer base was aging, and younger drinkers who did drink Scotch were consuming less. The issue is how to update the brand's image to attract younger consumers. The brand manager faces the decision to plan the strategy for a repositioning or "recruitment" campaign for the brand.</p>
<p>Name: Mountain Dew: Selecting New Creative Product number 502040-PDF-ENG Length: 20p Author: Douglas B. Holt Publication Date: Oct 05, 2001 Source: HBS Premier Case Collection</p>	<p>To be used in a brand management course in the communications module or in an advertising course. To teach students how to make systematic and nuanced interpretations of new creative ideas using several different "creative filters." Also, it exposes students to the process of developing advertising, the role of culture in advertising, and the inter-organizational relations between clients and agencies.</p>

--	--

Chapter 10: Effective and Creative Ad Messages	Abstract
--	----------

<p>Name: Saxonville Sausage Product number: 2085-PDF-ENG Length: 17p Author: Kate Moore Publication Date: Jul 15, 2007 Source: HBS Brief Cases</p>	<p>Saxonville Sausage, a \$1.5 billion manufacturer of pork sausage products, is experiencing financial stress because its leading product lines have lately produced declining revenues in product categories that are realizing no growth. However, one product line, an Italian sausage brand named Vivio, has recently experienced a significant increase in revenues, as has the entire Italian sausage category nationwide. Unfortunately, Vivio represents only 5% of the company's total revenues. Ann Banks, a seasoned marketing director, has been hired to expand Vivio, currently distributed in a few cities, especially in the northeastern U.S, into a powerful national brand. Depicts the sequence of steps Ann takes to determine the best positioning for the brand. These steps include analyzing and employing specific techniques for researching customers' needs, preferences, and values; using the learning from research to develop a motivation-centered characterization of the target consumer; eliciting tactical ideas from a cross-departmental team of colleagues for product "alterations," packaging, and other contributory elements in the branding program; and finally, choosing between two positionings that seem equally valid.</p>
---	---

<p>Name: Make Yourself Heard: Ericsson's Global Brand Campaign Product number IMD040-PDF-ENG Length: 20p Author: Kamran Kashani Revision Date: Jan 06, 2003 Publication Date: Jan 01, 1998 Source: IMD</p>	<p>Ericsson, the Swedish telecommunications products and systems company, is embarking on a first-ever global advertising campaign for its brand of mobile phones. The idea for consumer brand building, new to an otherwise technology-oriented, industrial company, has come about as a result of developments in the worldwide market for cellular phones: fast growth, entry of new consumer segments, declining product differentiation, and the growing pressure on prices and margins. The expensive campaign, aiming to cement a relationship with consumers, is notable for a total absence of product-related communication. Under the slogan "Make yourself heard," the ads feature a gallery of faces and a range of situations demonstrating the spirit of communication between people around the world. Some of the issues the case raises are: How do you build a strong brand for a product that is increasingly difficult to differentiate? Can pure brand values stand on their own merits without any references to products? What criteria should you use to evaluate advertising execution? A 2001 ECCH award winner.</p>
---	---

<p>Name: Launching the New MINI Product number: 505020-HTM-ENG Length: 45min (video) Authors: Douglas B. Holt, John A. Quelch Publication Date: Nov 01, 2004 Source: Multimedia Cases</p>	<p>This case focuses on how strategy is transformed into creative branding materials. Reports on the development of a wide variety of brand communication materials produced to support the MINI launch in the United States. MINI USA executives worked with their ad agency Crispin Porter & Bogusky to develop these materials to address a variety of challenging strategic issues. Users are asked to reverse-engineer the brand strategy from these documents. (Authorized faculty can see an exam copy of a multimedia case online by adding a Free Trial to their Library.)</p>
--	--

<p>Chapter 11: Endorsers and Message Appeals in Advertising</p>	<p>Abstract</p>
---	-----------------

<p>Name: LeBron James Product number 509050-PDF-ENG Length: 4p</p>	<p>In 2005, to the astonishment of many sports industry insiders, superstar basketball player LeBron James fired his agent and established his own firm, LRMR, to handle all aspects of his business ventures and marketing</p>
---	---

<p>Authors: Anita Elberse, Jeff McCall Revision Date: Mar 09, 2010 Publication Date: Jan 31, 2009 Source: Harvard Business School</p>	<p>activities and named his childhood friend Maverick Carter as the CEO. LRMR is tasked with turning James into a global icon as well as helping him reach his personal goal of becoming basketball's first billionaire. In late 2008, James entered various lucrative endorsement deals and is considering three exclusive videogame endorsement opportunities from Electronic Arts, 2K Games, and Xbox Live to add to his portfolio. Allows for a rich discussion about how superstar athletes and other celebrities can create and capture value from their brands as well as what role talent agencies and other intermediaries play in that process. Provides in-depth information on three endorsement opportunities that each represent a common way in which talent can (choose to) get compensated: through a fixed-fee payment, a bonus payment structure, or a revenue-sharing agreement.</p>
--	--

<p>Name: Nike and Liu Xiang: Crisis Management in Celebrity Endorsement Product number HKU829-PDF-ENG Length: 21p Authors: Kineta Hung, Isabella Chan, Penelope Chan Publication Date: Mar 25, 2009 Source: University of Hong Kong</p>	<p>On 18 August 2008, Liu Xiang, China's biggest celebrity sports icon, withdrew from the 110-meter hurdles event at the 2008 Beijing Summer Olympic Games due to an Achilles injury. Liu was China's first-ever Olympic gold medalist in men's track and field; his victory at the 2004 Athens Olympics had made him an instant national hero. Since then, he had become the most marketed individual in China. Liu's withdrawal from the Beijing Olympics not only caused disappointment among Chinese people who had high expectations for him defending his title on their home soil, but was also a blow to his sponsors, including Nike, who had invested millions of dollars in his celebrity. As soon as the news broke, Nike tweaked its advertising campaign and launched a new tagline: "Love competition. Love risking your pride. Love winning it back. Love giving it everything you've got. Love the glory. Love the pain. Love sport even when it breaks your heart." Would Nike be able to turn Liu's withdrawal from the Beijing Olympics into an opportunity to further boost its brand image? Against the backdrop of increasing nationalist sentiment in China, what were the implications of Liu's withdrawal? How could Nike avoid or minimize the losses that might result from Chinese consumers' disappointment?</p>
--	--

<p>Name: Callaway Golf Co. Product number: 501019-PDF-ENG Length: 23p Authors: Rajiv Lal, Edith D. Prescott Revision Date: Sep 26, 2005 Publication Date: Aug 11, 2000 Source: HBS Premier Case Collection</p>	<p>Describes a situation faced by Mr. Ely Callaway, the 80-year-old founder, chairman, and CEO of Callaway Golf Co., in the fall of 1999. After a decade of stunning success with the marketing concept, Callaway suffered a significant loss and witnessed a steep decline in sales in 1998. Mr. Callaway had built a \$800 million business by making a truly more satisfying product for the average golfer, making it pleasingly different from the competition and communicating the benefits to the consumer. The results in 1998 forced Mr. Callaway to reconsider the marketing program that had successfully supported the product until now.</p>
<p>Name: The Blonde Salad Product number: 515074-PDF-ENG Length: 25p Authors: Anat Keinan; Kristina Maslauskaitė; Sandrine Crener; Vincent Dessain Publication Date: Jan 9, 2015 Source: Harvard Business School</p>	<p>In 2014, Chiara Ferragni, a globe-trotting founder of the world's most popular fashion blog The Blonde Salad, had to decide how to best monetize her blog as well as her shoe line called the "Chiara Ferragni Collection". A year earlier, Ferragni, together with her team, had already made a decision to transform her blog into an online lifestyle magazine and to build its positioning as a high-end brand. It meant that The Blonde Salad envisaged to only cooperate with a limited number of luxury fashion advertisers, inevitably reducing the blog's revenues. Ferragni considered changing the revenue-generating model by incorporating an online marketplace within The Blonde Salad, but which strategy and</p>
	<p>timeline would she need to achieve her aim? Should Ferragni's shoe line, a separate company with a different ownership structure, be merged with The Blonde Salad or was it desirable to keep the two apart?</p>
<p>Name: Anheuser-Busch Product number: W36311-PDF-ENG Length: 7p Authors: David T.A. Wesley Publication Date: Jan 24, 2024 Source: Harvard Business School</p>	<p>In 2023, Anheuser-Busch InBev SA/NV leadership faced a developing crisis in the United States after conservative backlash to a Bud Light promotional campaign in partnership with a transgender influencer led to a boycott of the brand. The promotional campaign aimed to appeal to a more diverse and inclusive audience but ultimately resulted in Bud Light losing significant sales and market share. This put the brand at risk of losing its competitive advantage, brand value, and long-standing position as the leading beer brand in the United States. This case is the first in a continuing A-B case set.</p>
<p>Chapter 12: Traditional Advertising Media Abstract</p>	
<p>Name: Charles Schwab & Co., Inc.: The "Talk to Chuck" Advertising Campaign Product number: 507005-PDF-ENG Length: 18p Authors: John A. Quelch, Laura Winig Revision Date: Jan 11, 2008 Publication Date: Jan 16, 2007 Source: HBS Premier Case Collection</p>	<p>Schwab management is evaluating the success of the recently launched "Talk to Chuck" advertising campaign. This campaign aims to differentiate Schwab in the cluttered financial services marketplace. Test market results facilitate discussion of advertising objectives, message strategy, media selection, and performance measures.</p>

<p>Name: U.S. Army Product number 504038-PDF-ENG Length: 24p Author: Rajiv Lal Revision Date: Apr 14, 2005 Publication Date: May 05, 2004 Source: Harvard Business School</p>	<p>After three months of close collaboration, the Leo Burnett USA/Worldwide agency and partner Cartel and Images advertising/creative team were poised to unveil to senior Army officials at the Pentagon their replacement to the "Be All You Can Be" campaign to help increase lagging recruitment.</p>
--	---

<p>Name: Shonda Rhimes' Shondaland Product number 516026-PDF-ENG Length: 28p Author: Anita Elberse; Henry McGee Revision Date: Apr 4, 2016 Publication Date: Aug 25, 2015 Source: Harvard Business School</p>	<p>In January 2015, superstar television creator Shonda Rhimes, whose production company ShondaLand dominates American television's most competitive and lucrative night with three shows in primetime on network ABC's Thursday night, is plotting the future. One challenge she faces is to, as she put it, "solve the problem of writing and producing serialized dramas for broadcast network television." What changes could she propose to ABC to make the creative process more manageable? A second challenge is to figure out how to further expand ShondaLand. How could Rhimes best build her portfolio and further cement ShondaLand's place in television history?</p>
--	---

<p>Chapter 13: Digital Media: Online, and Mobile Advertising and Artificial Intelligence</p>	<p>Abstract</p>
--	-----------------

<p>Name: MedNet.com Confronts 'Click-Through' Competition Product number 2066-PDF-ENG Length: 12p Author: Allegra Young Publication Date: Apr 20, 2007 Source: HBS Brief Cases</p>	<p>In January 2007, "MedNet.com" is a leading website that provides science-based health information free of charge to online visitors. MedNet communicates with traditional web journalism, interactive software, and social media tools such as blogs, video reports and virtual reality tours. The site operates conservatively within the government regulated health information market. MedNet's business model relies on advertising sales, primarily to pharmaceutical companies. MedNet competes for advertising dollars with large search engines, category specific sites, and clinical trial sites. In 2007, large search engines charge for "results," or "click throughs." Other sites, such as online newspapers, charge for impressions. Advertising campaigns depend on numerous variables (an efficient audience size, audience frame of mind, willingness</p>
---	--

	<p>to complete a transaction, etc.) In the face of fierce advertising competition, MedNet is forced to defend key elements of its business model vis-a-vis a large search engine. However, in defending the advertising value MedNet delivers, MedNet executives may be building the case for why niche sites may be a better investment for the advertiser's budget.</p>
--	---

<p>Name: BMW Films Product number: 502046-PDF-ENG Length: 26p Authors: Youngme Moon, Kerry Herman Revision Date: Oct 12, 2005 Publication Date: Feb 11, 2002 Source: HBS Premier Case Collection</p>	<p>Jim McDowell, VP of marketing at BMW North America, is debating how to follow up the success of his latest marketing campaign, "BMWFilms." This campaign features five short films for the Internet, directed by some of the hottest young directors in Hollywood. By all indications, the nontraditional campaign has been a huge success. Now the question is, what to do for an encore?</p>
<p>Name: UnME Jeans: Branding in Web 2.0 Product number: 509035-PDF-ENG Length: 27p Authors: Thomas Steenburgh, Jill Avery Revision Date: Aug 12, 2011 Publication Date: Nov 12, 2008 Source: HBS Premier Case Collection</p>	<p>This case introduces emerging Web 2.0 social media in virtual worlds, social networking sites, and video sharing sites, and encourages students to explore the opportunities and risks they present for brands. The case allows students to grapple with the strategic and tactical decisions that accompany marketing communications strategy and to combine information on consumer behavior with an understanding of brand objectives, in order to assess and evaluate new social media options. Brand manager Margaret Foley is facing an increasingly complex media environment in which her traditional media plan, focused on television, print, and radio advertising, has become less effective due to declining audiences, increased advertising clutter, and consumers tuning out. She is exploring emerging Web 2.0 social media options to determine if they can better achieve her branding and advertising objectives. Her challenge is to cut through all of the hype surrounding Web 2.0 and to analyze the social media's potential for her brand by delving into the consumer needs and behaviors underpinning Web 2.0 technologies.</p>
<p>Name: Sephora Direct: Investing in Social Media, Video and Mobile Product number: 511137-PDF-ENG Length: 47p Authors: Elle Ofek, Alison Berkley Wagonfeld Revision Date: Jun 25, 2012 Publication Date: Jun 30, 2011 Source: Harvard Business School</p>	<p>Julie Bornstein, senior vice president of Sephora Direct, is seeking to double her budget for social media and other digital marketing initiatives for 2011. A number of digital efforts implemented in the past two years seem to be bearing fruit, and there is a desire to intensify Sephora's social media, online video, and mobile presence. Bornstein must justify the need for the additional funding, determine how best to allocate the money across the various platforms, and establish effective ways to measure return on investment (ROI) for digital marketing spending. She must also take into account that the funding requested will likely come at the expense of Sephora's traditional marketing programs. Importantly, Bornstein needs to begin thinking about a cohesive long-term strategy that clearly identifies the role digital platforms play and how they help Sephora maintain its leadership position in the prestige beauty care space. The constant emergence of new players, such as Groupon and Shop Socially, the growing power of social media platforms such as Facebook, and the way consumer behavior and user generated content are rapidly evolving in a digital era, making her task all the more challenging.</p>
<p>Name: Beyonce Product number: 515036-PDF-ENG</p>	<p>In December 2013, music superstar Beyoncé is about to surprise her fans with the release of her self-titled album. The team at her company</p>

<p>Length: 27p Authors: Anita Elberse; Stacie Smith Revision Date: Oct 20, 2014 Publication Date: Aug 28, 2014 Source: Harvard Business School</p>	<p>Parkwood Entertainment, which general manager Lee Anne CallahanLongo described as "a management, music, and production company that is owned and at the highest level operated by an artist," had chosen to release the entire album at once and exclusively via the Apple iTunes Store, without any prior promotion-a significant, and potentially very risky, departure from how music was traditionally released. Sony Music's label Columbia Records, with whom Parkwood partnered on recorded music activities, shared the costs, and therefore also the risk, of the album, which had been one-and-a-half years in development and was a particularly expensive proposition because of the many videos. How would fans and music industry insiders react to the daring launch, unveiled via Beyoncé's Facebook and Instagram accounts? Would the album be able to find a large enough audience even without traditional promotional activities? And would there be any adverse reactions, for instance from traditional music retailers refusing to carry the physical album later?</p>
<p>Name: Ombre, Tie-Dye, Splat Hair: Trends or Fads? "Pull" and "Push" Social Media Strategies at L'Oreal Paris Product number INS676-PDF-ENG Length: 12p Authors: Katrina Bens; David Dubois Revision Date: Aug 21, 2015 Publication Date: Jun 23, 2014 Source: Insead</p>	<p>The case focuses on an innovative social media strategy by L'Oréal Paris to "listen" to consumers, then develop a product to meet consumer needs and market it. First, the company partnered with Google to track emerging styles and determine which (if any) would endure. Then it leveraged social media when deciding how to position, name and launch the product.</p>
<p>Name: MRC's House of Cards Product number 515003-PDF-ENG Length: 28p Authors: Anita Elberse Revision Date: Jan 16, 2015 Publication Date: Aug 26, 2014 Source: Harvard Business School</p>	<p>In March 2011, Asif Satchu and Modi Wiczyk, co-chairmen and co-chief executive officers at independent production company Media Rights Capital (MRC), are debating whether to accept a licensing offer from Netflix for their most ambitious project to date, a new television series called House of Cards. MRC executives had begun to pitch the series to each of the major premium cable networks in the US, including AMC, FX, HBO, Showtime, and Starz. To the surprise of the two entrepreneurs, Netflix executives had made it known they were prepared to make a bold step into the world of original programming. As thrilled as Satchu and Wiczyk were about Netflix's offer, accepting it-and thus forgoing a sought-after one-season offer from a traditional premium cable network raised major concerns, for instance about MRC's ability to secure international rights fees, to obtain sufficient marketing support, to gain the necessary credibility in the marketplace, and to satisfy artists and other key constituents. Was Netflix the right partner for MRC?</p>

<p>Name: Uber: Managing a Ride in China Product number W15425-PDF-ENG Length: 14p Authors: Xiaoke Xu; Xin Wang; Neil Bendle</p>	<p>As the ride-sharing app, Uber, expands into China, it is confronted by government regulatory concerns and local competition, while also facing opportunities generated by a fast-growing emerging market and aided by local collaborators. Uber endeavors to take the lead in the market, but, as the newcomer, it needs to make many decisions. The case study highlights China's online chauffeuring market and the challenges facing</p>
<p>Revision Date: Feb 29, 2016 Publication Date: Sep 21, 2015 Source: Ivey Publishing</p>	<p>Uber. As students attempt to develop a feasible plan for Uber to succeed, they will review Uber's service offering and the strategies that both Uber and its competitors have adopted. The case also explores other opportunities and challenges that Uber faces as the company works with local businesses and government responses toward the new business sector.</p>
<p>Name: The Alibaba Group and Online to Offline (O2O) Sales Product number W15286-PDF-ENG Length: 14p Authors: Neil Bendle; Xin Shane Wang; Xiaoqian Vivian Chen Publication Date: Jul 10, 2015 Source: Ivey Publishing</p>	<p>In the fall of 2014, the Alibaba Group, an e-commerce company that operates domestic and international marketplaces and provides Internet based services from its headquarters in Hangzhou, China, startled the world with its record-breaking initial public offering on the New York Stock Exchange. The company's business plan differs from other major Internet companies such as Amazon and eBay by its strategies that are tailored to the particular circumstances of the Chinese economy and Chinese consumers. Now, the executive team has set its sights on achieving the next big thing - developing its online-to-offline business, a market sector estimated to be worth a trillion dollars in the age of the mobile Internet. However, the company faces stiff competition from Tencent, the other Internet titan in China. How can Alibaba integrate online and offline activities to increase sales and improve the consumer's experience - and, therefore, improve its own bottom line?</p>
<p>Name: Beijing Xiaomi Technology Co.: Growth Via Online Channels Product number W14665-PDF-ENG Length: 11p Authors: Miao Cui; Yanhong Guo; Feixiang Peng; Jilong Wang; Liang Wang; Tianyue Yang Publication Date: Jan 30, 2015 Source: Ivey Publishing</p>	<p>Beijing Xiaomi Technology Co. Ltd. (Xiaomi) had grown into the thirdlargest cell phone brand in China and the sixth-largest in the world. The company solely deployed online channels, which contributed to its success. In the initial stage, Xiaomi depended on its own online channel to interact with consumers to develop user-friendly products and sell products. Three years after its inception, the company successfully established its flagship store on the largest business-to-consumer ecommerce platform in China. However, Xiaomi was facing a series of challenges, such as competitors' imitation and consumer complaints regarding services. Xiaomi was at a crossroads: should it stick to its online channels or develop online-to-offline channels?</p>

<p>Name: OpenAI: Creating the Product Roadmap for ChatGPT Product number: KE1346-PDF-ENG Length: 10p Authors: Mohanbir Sawhney, Pallavi Goodman Publication Date: Oct 21, 2024 Source: Harvard Business School</p>	<p>In April 2024, Xander Griffin, Head of Consumer Innovation at OpenAI, was preparing for a roadmap review with CEO Sam Altman. Responsible for the company's generative artificial intelligence (genAI) flagship products ChatGPT and ChatGPT Enterprise, Griffin faced the challenge of maintaining OpenAI's leadership amid slowing product improvements and rising competition. ChatGPT quickly became the market leader in conversational AI after its November 2022 launch. It excelled at generating human-like text responses to user inputs by supporting use cases in virtual assistance, content generation, tutoring, coding, information retrieval, and multilingual communication. Griffin's task was to develop a compelling roadmap for ChatGPT's future releases, particularly GPT-5 and its subsequent iterations. Griffin was considering enhancements in multimodal interaction, customization, accuracy, integration, and bias mitigation. While creating their roadmap, they used ChatGPT to suggest future development themes and sprints. The results underscored AI's potential and limitations in strategic planning. Griffin needed to add their domain expertise and insights to ChatGPT's responses to create a product roadmap to ensure the company's sustained innovation and market leadership.</p>
---	---

Chapter 14: Social Media Networks	Abstract
-----------------------------------	----------

<p>Name: Coca-Cola on Facebook Product number: 511110-PDF-ENG Length: 11p Authors: John Deighton, Leora Kornfeld Revision Date: Dec 05, 2012 Publication Date: Feb 15, 2011 Source: Harvard Business School</p>	<p>In late 2008, executives at Coca-Cola had to decide what to do with a fancreated page on Facebook that had amassed over one million followers in three months. From a legal point of view the fan-created page was in violation of Facebook's terms of service, because a non-copyright holder was using the imagery and logo associated with a known brand. Facebook contacted Michael Donnelly, Group Director, Worldwide Interactive Marketing for The Coca-Cola Company, to let him know that he was in the position to take down the hugely popular fan-created site or, conversely, he could take it over and make it an official marketing channel for the company. Coke was already revisiting its social media policies, with the Diet Coke and Mentos user-generated video incident fresh in its memory. Those videos, which featured elaborate geysers with Diet Coke as their main ingredient, were among the most viewed online videos at the time but were not initially sanctioned by the company. Donnelly knew that opening up the brand to creative consumers was</p>
--	--

	<p>necessary, but he and his team had to figure out how and to what extent they should do so while still protecting one of the world's most valuable brands.</p>
<p>Name: Dove: Evolution of a Brand Product number: 508047-PDF-ENG Length: 13p Author: John Deighton Revision Date: Mar 25, 2008 Publication Date: Oct 10, 2007 Source: HBS Premier Case Collection</p>	<p>This case examines the evolution of Dove from functional brand to a brand with a point of view after Unilever designated it as a masterbrand, and expanded its portfolio to cover entries into several sectors beyond the original bath soap category. The development causes the brand team to take a fresh look at the clichés of the beauty industry. The result is the controversial Real Beauty campaign. As the campaign unfolds, Unilever</p>

	<p>learns to use the Internet, and particularly social network media like YouTube, to manage controversy.</p>
<p>Name: The Pepsi Ultimate Taste Challenge 2012: Social Enough? Product number W12437-PDF-ENG Length: 6p Authors: June Cotte, Jawwad Khurshid, Jill Campbell, Paul Strachan, Zoe Baldwin Revision Date: Jun 18, 2012 Publication Date: Jun 18, 2012 Source: Richard Ivey School of Business Foundation</p>	<p>In April 2012, the director of marketing for Pepsi Beverages Canada assessed the launch plans for the year's version of what had traditionally been called the Pepsi Challenge. Now called the Pepsi Ultimate Taste Challenge, the goals of the campaign were very aggressive and, of course, a Coke versus Pepsi battle was always difficult. The novelty for summer 2012 was the emphasis on social media, and the interaction between social media and the Ultimate Taste Challenge. In addition, the marketing director was targeting the Millennials as a target market segment. These consumers were a notoriously difficult group to market to. The marketing director assessed the proposal he received and needed to make a decision as to whether to approve it, or whether changes were necessary to achieve his market share goals.</p>
<p>Name: Social Network Analysis: Who is Promoting Net Promoter? Product number W15412-PDF-ENG Length: 6p Authors: Neil Bendle; Xin Wang Revision Date: Sep 16, 2015 Publication Date: Sep 14, 2015 Source: Ivey Publishing</p>	<p>A young analyst decides to collect Twitter data to better understand who is promoting the Net Promoter matrix on the social media site in late July 2015. How widely is the metric mentioned and how much of the dialogue involves conversations rather than tweets being sent as general broadcast messages? He considers the social network of these users, their relationships and the network as a whole to create a network graph and wonders what he can do to improve the way it can be viewed and understood.</p>
<p>Name: The Nokia N8 “Push Snowboarding” Campaign: An Avantgarde Social Media Strategy From Engagement to Sales Product number INS945-PDF-ENG Length: 10p Authors: David Dubois; Pal Kaur Mastak Publication Date: Apr 24, 2015 Source: Insead</p>	<p>The case illustrates an innovative integrated marketing campaign by Nokia to promote its new phone, the N8. In early January 2010, Stuart Wells, Integrated Global Campaign Lead at Nokia, initiated and supervised the execution of an ambitious integrated marketing campaign. The case follows the decision-making process step-by-step, with particular attention to the use of digital channels in the launch strategy and to social media measurement and ROI.</p>

<p>Name: Porsche: Harnessing Social Media Product number W14565-PDF-ENG Length: 4p Authors: Dante Pirouz; Ken Mark</p>	<p>The marketing director of an advertising agency is considering marketing options to present to Porsche Canada. The goal is to generate sales of Porsche vehicles in Canada by using social media to highlight the fact that Porsches can be driven in winter conditions. The objective of this program, which includes a variety of social media tools and messages,</p>
<p>Revision Date: Jun 18, 2012 Publication Date: Nov 7, 2014 Source: Ivey Publishing</p>	<p>augments Porsche Car Canada's traditional marketing campaign of billboards, event sponsorships and print ads in premium publications. The marketing director faces resource constraints: he has only a three-person marketing team and the limited marketing budget means the program can likely focus on only three distinctive social media vehicles. In addition, much of Porsche's social media efforts are run out of the United States. The marketing director needs to work within these constraints to build a social media campaign with a Canadian focus.</p>
<p>Chapter 15: Direct Marketing, CRM, and Other Media Abstract</p>	
<p>Name: Marketing James Patterson Product number 505029-PDF-ENG Length: 16p Author: John Deighton Revision Date: Feb 06, 2006 Publication Date: Aug 10, 2004 Source: Harvard Business School</p>	<p>Can a successful novelist use direct-to-consumer marketing to grow his brand? The author, who in a previous career ran a major advertising agency, uses advertising with great success to build his stature as a crime fiction writer. Further, he applies his experience at managing the advertising creative process to employ co-authors on a "literary assembly line," turning out more product than any other best-selling author. Now he considers whether book clubs can be used to systematically build buzz for his new releases. Is it time for a shift to direct mail and one-to-one marketing, or is fame in the book business only won in the limelight of publicity and broadcast marketing?</p>
<p>Name: Alloy.com: Marketing to Generation Y Product number 500048-PDF-ENG Length: 14p Authors: John Deighton, Gil McWilliams Revision Date: Jun 20, 2000 Publication Date: Jan 05, 2000 Source: Harvard Business School</p>	<p>A profitable dot com company? Alloy.com retails clothing to teens by catalog. Alloy uses a Web site to convert prospects and build community. The result is a business with the economics of a direct marketer and the market capitalization of an Internet start-up. The case presents the decision of whether to partner with AOL or to persevere with the current mix of customer acquisition methods.</p>
<p>Name: United Way of Massachusetts Bay Product number 599042-PDF-ENG Length: 23p Authors: David E. Bell, Ann Leamon Revision Date: Apr 05, 2001 Publication Date: Oct 08, 1998 Source: Harvard Business School</p>	<p>The United Way of Massachusetts Bay held the monopoly on workplace giving for 50 years. In the 1990s it experienced a dramatic change in the workplace itself and in donor attitudes toward giving and toward the United Way organization. This case investigates the implications of these changes on the United Way and explores the tools and messages it can use to market itself, in particular, how to use direct mail and the Internet to create one-to-one relationships with donors.</p>

<p>Name: Hunter Business Group: TeamTBA Product number 500030-PDF-ENG Length: 16p Authors: Das Narayandas, Elizabeth Caputo Revision Date: Mar 08, 2002 Publication Date: Dec 01, 1999 Source: Harvard Business School</p>	<p>The Hunter Business Group (HBG), a direct marketing consulting firm specializing in reorganizing the sales and marketing efforts of industrial firms, uses integrated customer contact technologies (including field sales, telephone, and mail) as a means of "revolutionizing the face of business-to-business (b2b) direct marketing." The firm operates under the theory that a seller's communications provide genuine value to a customer, and that successful direct marketing programs result in solid relationships, high retention rates, and increased profitability for the customer. This case highlights, in detail, HBG's implementation of its approach for Star Oil's tire, battery, and accessory (TBA) business that</p>
<p>Name: Can an Old Brand Find New Life? (Tupperware) Product number: 8275-HTM-ENG Length: 4p Authors: Ashita Aggarwal Publication Date: May 30, 2024 Source: Harvard Business School</p>	<p>Over half a century ago, Tupperware achieved commercial success, in part, by recruiting women to host "Tupperware parties". Today, the brand that once was synonymous with plastic reusable containers, is now facing diminishing nostalgia and declining sales. People are looking for more sustainable products and companies such as, Rubbermaid, Pyrex and Glad have taken over market share. There are opportunities in emerging markets, but Tupperware still faces a branding problem. What can Tupperware do to rebound, and can the brand find a second life?</p>

	<p>has been facing declining market share and profitability in the face of ever-increasing competition.</p>
<p>Chapter 16: Media Planning and Analysis</p>	<p>Abstract</p>
<p>Name: Suave (C) Product number: 585019-PDF-ENG Length: 21p Author: Mark Albion Revision Date: Oct 19, 1994 Publication Date: Aug 13, 1984 Source: Harvard Business School</p>	<p>Promotes discussion on advertising budgeting and media mix decisions in the shampoo market for low-priced, high-volume Suave. Provides various types of market research into consumer behavior and a competition context. The importance of retailers and shelf space is emphasized, and the entire marketing budget is examined.</p>
<p>Name: Media Planning for Pfeifer's Fine Olive Oil Product number UV5776-PDF-ENG Length: 17p Authors: Paul W. Farris, Phillip E. Pfeifer Revision Date: Nov 21, 2011 Publication Date: Jul 12, 2011 Source: Darden School of Business</p>	<p>Pfeifer's Fine Olive Oil was formulated and positioned to serve as a heart healthy, but slightly more expensive substitute for butter and margarine in cooking. With a narrow target market and growing product offerings and market potential, it was particularly important for Pfeifer's Fine Olive Oil to get the most for its limited advertising budget. The range of possible media for advertising its line of products was daunting. Would a media planning model (optimizer) that required executive judgments on several key inputs be helpful?</p>

<p>Name: Benecol Spread and Media Planning Product number UV2930-PDF-ENG Length: 21p Authors: Richard Johnson, Robert I Carraway, Ervin R. Shames, Paul W. Farris Publication Date: Dec 03, 2010 Source: Darden School of Business</p>	<p>Benecol Spread, a cholesterol-lowering margarine, was a product with unusual media-planning challenges. With a narrow target group and unproven market potential, Johnson & Johnson needed to get the most "bang for the buck" from their Benecol advertising. Would a media planning model (optimizer) requiring executives to quantify their judgment on several key inputs be helpful in this process? A spreadsheet accompanying the case allows students to weight the target groups and to choose among different advertising vehicles to form the best possible media plan.</p>
<p>Name: NBCUniversal Product number 515039-PDF-ENG Length: 23p Authors: Anita Elberse Publication Date: Oct 1, 2014 Source: Harvard Business School</p>	<p>In September 2014, Stephen Burke, chief executive officer at media and entertainment company NBCUniversal, has to decide between possible priorities for the company's 'Project Symphony,' guaranteeing the winners a high level of visibility and support across the media conglomerate's broadcast and cable television, film, and theme park divisions. Past "Gold" priorities for Symphony, an initiative introduced shortly after Comcast made steps to acquire NBCUniversal in 2010, saw subsequent success in the marketplace. Symphony is so powerful, in fact, that competing conglomerates are keen to buy some of NBCUniversal's cross promotional strength, as Disney did with its megahit Frozen in 2014. For 2015, the choice is between five films-Fast & Furious 7, Fifty Shades of Grey, Jurassic World, Minions, and Pitch Perfect 2-as well as two choices in television. Which are most deserving of Gold status?</p>
<p>Chapter 17: Measuring Ad Message Effectiveness Abstract</p>	
<p>Name: Advertising Experiments at the Ohio Art Company Product number UV2965-PDF-ENG</p>	<p>This case is intended to be part of a first-year MBA marketing course, or a second-year elective in advertising, integrated marketing communications, market research, or marketing analytics. The case</p>
<p>Length: 12p Authors: Rajkumar Venkatesan, Paul W. Farris Revision Date: Feb 07, 2011 Publication Date: Feb 13, 2008 Source: Darden School of Business</p>	<p>provides students with examples of two real advertising experiments and the challenges involved in executing the experiments. It allows for a discussion of the need for advertising experiments, and also, at a more general level, the need to measure the return on marketing. Biases surrounding the field experiments allow for a discussion of the problems with establishing a causal relationship between advertising and sales.</p>
<p>Name: Heineken N.V.: Global Branding and Advertising Product number 596015-PDF-ENG Length: 13p Author: John A. Quelch Revision Date: Jan 05, 1998 Publication Date: Oct 11, 1995 Source: Harvard Business School</p>	<p>Heineken managers are evaluating the results of the research projects designed to identify the values of the Heineken brand and to translate these into effective advertising messages.</p>

<p>Name: Pregnancy Pack: Branding with AdWords Product number UV6997-PDF-ENG Length: 12p Author: Meghan Murray; Meghan Guinee; Emily Weinman Revision Date: Jun 17, 2015 Publication Date: Jan 5, 2015 Source: Darden School of Business</p>	<p>After identifying a need in the market for a simpler way to manage prenatal nutrition, three Darden classmates develop an idea for a subscription e-commerce business that provides a monthly box of nutritionist-approved prenatal snacks, recipes, personal care products, and information for expectant mothers. To determine the best name for their product, the women run Google AdWords campaigns and choose the one that performed best. But was this the right decision, or should they rerun the test with the two best-performing names? And was this the most important business decision they needed to make at this point, or were there more pressing matters to address?</p>
---	---

<p>Name: Subway: Are Automated Vending Machines and Facial Recognition the Future? Product number: W42186-PDF-ENG Length: 8p Authors: Fabrizio Di Muro Publication Date: Jan 28, 2025 Source: Harvard Business School</p>	<p>The iconic sandwich-franchise firm Subway IP LLC (Subway), founded as a partnership in Bridgeport, Connecticut in 1965, had grown rapidly, and by 2024, it was the second-largest restaurant chain in the world, with approximately 37,000 restaurants. While the company had experienced some difficult years beginning in 2014, it began to rebound in 2022 with the introduction of the Subway Series menu and the Grab & Go smart fridge, an automated vending machine that catered to consumers in non-traditional locations such as casinos, airports, and hospitals. Others in the food service and supermarket industries had equipped similar devices with facial recognition software, sometimes without the awareness of consumers, and this had raised a number of ethical issues. In 2024, Subway's chief executive officer was facing an important decision with regard to the fridges: should Subway follow the trend and equip its Grab & Go fridges with facial recognition software?</p>
--	---

Part 4	
Chapter 18: Sales Promotion Overview and the Role of Trade Promotion	Abstract

<p>Name: Reynolds Metals Co.: Consumer Products Division Product number: 597045-PDF-ENG Length: 13p Author: Samuel Chun Revision Date: Oct 28, 1998 Publication Date: Nov 05, 1996 Source: Harvard Business School</p>	<p>Reynolds Consumer Products Division must decide whether to discontinue its program of case allowances in favor of discretionary trade dollars targeted for market development.</p>
---	---

<p>Name: Reliance Baking Soda: Optimizing Promotional Spending Product number 4127-PDF-ENG Length: 12p Authors: John A. Quelch, Heather Beckham Revision Date: Dec 30, 2009 Publication Date: May 22, 2009 Source: HBS Brief Cases</p>	<p>Reliance Baking Soda is Stewart Corporation's oldest and most established product. The new Domestic Brand Director needs to create a 2008 marketing budget that delivers a profit increase of 10% over 2007 levels. She must first evaluate the effectiveness of past consumer and trade promotions and determine if a price increase will have net bottom line benefits. Then she must decide on the optimal allocation of her marketing budget, taking into account the brand's apparent "cash cow" role in the Household Division of Stewart Corporation. Students are expected to complete a quantitative assignment: create and defend a budget.</p>
---	--

<p>Name: Cullinarian Cookware: Pondering Price Promotion Product number 4057-PDF-ENG Length: 10p Authors: John A. Quelch, Heather Beckham Publication Date: Sep 22, 2009 Source: HBS Brief Cases</p>	<p>In November of 2006, senior executives at Culinarian Cookware were debating the merits of price promotions for the company's premium cookware products. The VP of Marketing, Donald Janus, and Senior Sales Manager, Victoria Brown, had different views. Janus felt price promotions were unnecessary, potentially damaging to the brand image, and possibly encouraged retailer hoarding; Brown believed the promotions strengthened trade support, improved brand awareness, and stimulated sales from both new and existing customers. The issue was complicated by a consultant's study of the firm's 2004 price promotions which concluded that these promotions had a negative impact on profits. Janus trusted the results, but Brown, believing the study assumptions were flawed and required further analysis, suspected the promotions had actually produced positive results. The pressing decision is whether to run a price promotion in 2007 and, if so, to determine what merchandise to promote and on what terms. The broader issue is what strategy Culinarian should pursue to achieve sales growth goals, and what role, if any, price promotion should play.</p>
<p>Name: J.C. Penney's "Fair and Square" Strategy (Abridged) Product number 514063-PDF-ENG Length: 17p Authors: Elie Ofek; Jill Avery Revision Date: Jan 4, 2016 Publication Date: Oct 31, 2013 Source: Harvard Business School</p>	<p>As he gets ready to release 2nd quarter 2012 results, Ron Johnson, the new CEO of department store J.C. Penney, is reconsidering the dramatic changes he initiated for the business model and brand image of his company. A new pricing scheme he put in place in February, dubbed "Fair and square", was a central component of the new strategy. The scheme initially had three pricing tiers and eliminated typical sales promotions in an attempt to simplify the shopping experience for consumers: thus moving J.C. Penney off its previous high-low pricing practice. Other components of the new strategy included a new store layout, the inclusion of several well-known brands, and having special lines designed by well-known designers. However, troubling first quarter results that continued into the summer months seemed to indicate that J.C. Penney shoppers, accustomed to receiving JCP Cash coupons and circulars advertising the week's specials, were slow to embrace the new pricing format and began leaving the retailer in droves. Under enormous pressure to turn things around as the all-important back-to-school and holiday shopping seasons were imminent, Johnson decided to make adjustments to the initial pricing scheme that were set to go into effect August 1st. Were these changes enough to turn things around? Should Johnson stay on the course on the other elements of his repositioning efforts? Is Johnson's experience in setting up Apple stores helping or hurting him as he tries to achieve his goal of making J.C. Penney "America's favorite store?" (This is an abridged version of the original case, "J.C. Penney's "Fair and Square" Pricing Strategy," 513-036.)</p>

<p>Name: Colgate-Palmolive: Cleopatra Product number MD071-PDF-ENG Length: 24p Authors: Sandra Vandermerwe, J. Carter Powis Revision Date: Jan 11, 2008 Publication Date: Jan 16, 2007</p>	<p>Demonstrates the dangers in assuming that a product successful in one market will do well in another, poor global marketing implementation, poor marketing strategy and implementation in general where research was used to back decisions on how to proceed, the need for an integrated marketing strategy to launch a new brand, and overreliance on an advertising push to diffuse a new brand. A 1992 ECCH award winner.</p>
---	--

<p>Source: IMD</p>	
---------------------------	--

<p>Name: Boots: Hair-Care Sales Promotion Product number: 905A22-PDF-ENG Length: 13p Authors: Murray Bryant, Pankaj Shandilya, Robert J. Fisher Revision Date: Mar 20, 2008 Publication Date: Aug 23, 2005 Source: Richard Ivey School of Business Foundation</p>	<p>Boots Group PLC, one of the best known and respected retail names in the United Kingdom, provided health and beauty products and advice that enhanced personal well-being. The marketing manager at Boots was planning a sales promotion strategy for a line of professional hair care products. The professional hair care line consisted primarily of shampoos, conditioners, and styling products (gels, wax, mousse, etc.) developed in collaboration with United Kingdom's top celebrity hairdressers. The marketing manager's challenge was to select one of three promotional alternatives--get three for the price of two, receive a gift with purchase, or an on-pack coupon--for the Christmas season. The alternative selected would have both immediate effects on costs and sales, but also long-term implications for the brands involved. His primary objective was to drive sales volumes and trade-up consumers from lower value brands, while retaining or building brand equity.</p>
--	--

<p>Name: Gardenburger Advertising Strategy (B) Product number M305B-PDF-ENG Length: 26p Authors: Sonya Grier, Victoria Chang Publication Date: Apr 22, 2003 Source: Stanford Graduate School of Business</p>	<p>In 1997, Lyle Hubbard, CEO of Gardenburger, a producer and marketer of veggie burgers and meat alternative products, had called together his executive team to discuss Gardenburger's advertising strategy, which until then had consisted mainly of print ads in food service trade publications, trade shows, off-invoice promotions with distributors, in-store sampling, and radio advertising. When Hubbard arrived at Gardenburger, he had wanted to create a rapidly growing, highly profitable company by taking veggie burgers from a small health food niche to the consumer mainstream. He believed that the key to achieving this strategy was establishing national distribution in the largest channel, the grocery channel (which Gardenburger had only penetrated 30% by the beginning of 1996); innovating with flavor variety (but generally focusing on the veggie patty vs. expanding into other meat alternatives); and creating broad consumer awareness and trial.</p>
---	--

<p>Name: SC Johnson: Planning Coupon Promotions Product number 906E14-PDF-ENG Length: 7p Author: Peter C. Bell Publication Date: Sep 26, 2007 Source: Richard Ivey School of Business Foundation</p>	<p>An intern at SC Johnson requested a meeting to discuss a new initiative he wanted to pursue after analyzing coupons for SC Johnson's Glade brand. The intern had identified a large variance in coupon redemption rates and coupon return metrics and wanted to discuss the possibility of developing a better way to plan coupon promotions.</p>
---	--

<p>Name: Groupon for Local Businesses Product number 514047-PDF-ENG Length: 7p Author: Thales S. Teixeira; Leora Kornfeld Publication Date: Nov 5, 2013 Source: Harvard Business School</p>	<p>Local businesses' experiences with using Groupon to promote themselves ran the gamut of roaring success to absolute failure. Why is there such a large range in outcomes for firms that used daily deal sites such as Groupon? This case examines the effectiveness of online daily deal sites from the point of view of local businesses.</p>

Chapter 20: Consumer Sales Promotion: Premiums and Other Promotions	Abstract
<p>Name: Cabo San Viejo: Rewarding Loyalty Product number: 506060-PDF-ENG Length: 19p Authors: Youngme Moon, Seth Schulman, Gail McGovern Publication Date: Mar 10, 2006 Source: Harvard Business School</p>	<p>In 2005, Cabo San Viejo, a premier health and fitness spa resort located in Palm Springs, California, is debating whether to introduce a Customer Rewards Program. Describes the customer management challenges the firm is facing and outlines the various ways in which a rewards program might be structured to help address those challenges.</p>
<p>Name: British Airways: "Go for it, America!" Promotion (A) Product number 589089-PDF-ENG Length: 23p Authors: Stephen A. Greyser, John L. Teopaco Revision Date: Dec 05, 1991 Publication Date: Jan 31, 1989 Source: Harvard Business School</p>	<p>Senior marketing executives of a major international airline are deciding on a strategy to address a crisis situation precipitated by a series of terrorist acts. The company is experiencing the worst downturn ever in its U.S.-U.K. travel business due to media reports and resulting consumer perceptions that Europe is under a "reign of terror." Alternative strategies range from doing nothing to staging an ambitious sales promotion. Major issues include: the role of sales promotion in addressing consumer perceptions of a life-and-death issue (i.e., terrorism), and the implementation and integration of advertising, sales promotion, and public relations efforts within a compressed time frame.</p>

<p>Name: Anheuser-Busch Product number: W36311-PDF-ENG Length: 7p Authors: David T.A. Wesley Publication Date: Jan 24, 2024 Source: Harvard Business School</p>	<p>In 2023, Anheuser-Busch InBev SA/NV leadership faced a developing crisis in the United States after conservative backlash to a Bud Light promotional campaign in partnership with a transgender influencer led to a boycott of the brand. The promotional campaign aimed to appeal to a more diverse and inclusive audience but ultimately resulted in Bud Light losing significant sales and market share. This put the brand at risk of losing its competitive advantage, brand value, and long-standing position as the leading beer brand in the United States. This case is the first in a continuing A-B case set.</p>
<p>Name: Wendys Product number: W37154-PDF-ENG Length: 9p Authors: Fabrizio Di Muro Publication Date: Jun 19, 2024 Source: Harvard Business School</p>	<p>In February 2024, Wendy's CEO Kirk Tanner announced that the company planned to test dynamic pricing at select US locations sometime in 2025. However, the company's announcement generated a significant negative public reaction, to such an extent that Wendy's felt compelled to offer US\$1 burgers as part of a special "March Madness" promotion. As the company looked toward 2025, how should Wendy's CEO Kirk Tanner plan to implement dynamic pricing in its stores?</p>
<p>Part 5</p> <p>Chapter 21: Public Relations, Content Marketing, Viral Marketing, and Sponsorships Abstract</p>	
<p>Name: Visa Sponsorship Marketing Product number: SPM5-PDF-ENG Length: 34p Authors: George Foster, Victoria Chang Publication Date: Jul 22, 2003 Source: Stanford Graduate School of Business</p>	<p>Visa was the world's leading payment brand and its vision was to be "The World's Best Way to Pay." Visa attributed an important part of its success to high-profile sponsorships such as its Olympic Games sponsorship. Visa also sponsored numerous events such as the Rugby World Cup, Best of Broadway, the Toronto Film Festival, NASCAR, the NFL, the Visa Triple Crown, and the Paralympics, and has an international alliance with The Walt Disney Co. In the fall of 2002, Visa announced its decision to extend its Olympic Games sponsorship through 2012. Thomas Shepard, Visa's executive vice president of international marketing, partnerships, and sponsorship, played a key role in convincing Visa's six regional boards and its international board to allow Visa to extend its Olympics and Paralympics sponsorship. In the summer of 2003, Shepard and his team gathered at Visa's international headquarters located in San Mateo, California, to reflect on the impact and lessons of its past sponsorship activities. Specifically, they discussed the current corporate strategy and refinement of the existing sponsorship strategy. They looked at greater involvement in the field of entertainment and, as an outgrowth of the strategy, selecting and working with new partners such as The Walt Disney Co. (2002); how to evaluate the effectiveness of Visa's existing sponsorships; and how to apply lessons from its existing and past sponsorships to current and future ones.</p>
<p>Name: Nike, Inc.: Developing an Effective Public Relations Strategy Product number: 99C034-PDF-ENG</p>	<p>It had been almost a decade since the first article surfaced in the media alleging that factories subcontracted by Nike in China and Indonesia were forcing workers to work long hours for low pay and for physically and</p>

<p>Length: 24p Authors: Kathleen E. Slaughter, Donna Everatt Revision Date: Jul 04, 2000 Publication Date: Jan 01, 1999 Source: Richard Ivey School of Business Foundation</p>	<p>verbally abusive managers. The article was the seed of a media campaign that created a public relations nightmare for the company. A financial crisis in Asia and intense competition in the domestic market contributed to a decline in Nike's revenue and market share after three years of record performance. Though no direct correlation could be proven between the consumer's negative perceptions of Nike and the company's decline in market share and stock, it certainly did not help in its efforts to establish itself as the global leader in a hotly competitive industry.</p>
<p>Name: Meteor Solutions: Measuring the Value of Social Media Marketing Product number: KEL548-PDF-ENG Length: 22p Authors: Mark Jeffery, Zev Kleinhaus, Twinkle Ling, Itaru Matsuyama, Thien Nguyen-Trung, Keita Suzuki Publication Date: Feb 01, 2011 Source: Kellogg School of Management</p>	<p>In March 2009, Steve Fowler, vice president of strategy and client service at full-service advertising agency Ayzenberg, had just completed what he considered to be one of the most innovative campaigns he had ever handled. Capcom, a leader in the video gaming industry, had just launched Resident Evil® 5 (RE5), the latest release of one of the industry's most valuable game franchises. RE5, a powerful asset with a passionate fan base, had warranted the use of an online viral, or word-of-mouth (WOM), campaign for its worldwide game launch. Although the creative work and appropriate media for the RE5 launch had been meticulously planned, Fowler was also interested in measuring the effectiveness of the campaign to better serve his client. In the past, measuring WOM was practically impossible. However, a software company named Meteor Solutions had found a way to do exactly that. Fowler and his team had worked with Meteor to execute several campaigns for other clients, but he had never applied Meteor tools on such a large scale. Fowler knew Capcom would want to hear specific WOM figures. What was the return on investment for the RE5 campaign and the implications for future campaigns? Had the Meteor tools provided comprehensive and actionable information, or was more work needed before these solutions could be widely used in advertising?</p>
<p>Name: Domino's Pizza Product number: W11159-PDF-ENG Length: 4p Authors: Jana Seijts, Paul Bigus Publication Date: Sep 09, 2011 Source: Richard Ivey School of Business Foundation</p>	<p>The vice-president of communications for Domino's Pizza International (Domino's), faced a significant threat to his company's reputation involving negative social media exposure. A video had been posted online two days earlier via YouTube by a Domino's employee and showed two Domino's employees at a North Carolina franchise tampering with customers' pizza and sandwich orders. The employee stuck cheese up his nose and sneezed on the food prior to boxing it up and could be overheard in the video gleefully admitting the orders would soon be delivered to unsuspecting customers. The video went viral; it had been reposted to Twitter and Facebook and received almost a million views and various comments on YouTube. The video was also receiving attention from both local and national media channels. The senior executive team of Domino's was meeting with the vice-president in a matter of hours, and Domino's social media team would need to devise a plan to respond to the viral video to protect Domino's strong brand image before it was too late.</p>

<p>Name: Wendy's Product number: W37154-PDF-ENG Length: 9p Authors: Fabrizio Di Muro Publication Date: Jun 19, 2024 Source: Harvard Business School</p>	<p>In February 2024, Wendy's CEO Kirk Tanner announced that the company planned to test dynamic pricing at select US locations sometime in 2025. However, the company's announcement generated a significant negative public reaction, to such an extent that Wendy's felt compelled to offer US\$1 burgers as part of a special "March Madness" promotion. As the company looked toward 2025, how should Wendy's CEO Kirk Tanner plan to implement dynamic pricing in its stores?</p>
<p>Name: Bauer Hockey: Navigating a Sponsorship Crisis Product number: W37075-PDF-ENG Length: 14p Authors: Mary Weil, Kima Daneshvari Publication Date: May 23, 2024 Source: Harvard Business School</p>	<p>On October 10, 2022, Mary-Kay Messier, vice-president global marketing of Bauer Hockey (Bauer), was faced with a difficult decision on the future of Bauer's sponsorship of Hockey Canada. Hockey Canada was experiencing widespread fallout from sexual assault allegations and the source of money that Hockey Canada paid in various settlements. Messier was planning to share Bauer's position with Hockey Canada before publicly announcing the decision on October 11, 2022. Some sponsors had paused their relationships with Hockey Canada, other sponsors had severed their relationships entirely. Canada's government had also frozen funding for Hockey Canada, citing a loss of confidence in the leadership at Hockey Canada.</p>
<p>Chapter 22: Packaging, Point-of-Purchase Communications, and Signage Abstract</p>	
<p>Name: Catalina Marketing Corp. Product number: 594026-PDF-ENG Length: 34p</p>	<p>Catalina Marketing is a very successful marketing service firm. Their current customers include major supermarket retailers and consumer products manufacturers nationwide. Catalina provides a unique way for</p>
<p>Authors: David E. Bell, Walter J. Salmon, Dinny Starr Revision Date: Sep 28, 1994 Publication Date: Oct 04, 1993 Source: Harvard Business School</p>	<p>these clients to distribute coupons for their products via point-of-sale technology at the supermarket register. Catalina is currently trying to decide where and how to expand its operations.</p>
<p>Name: Marsh Supermarkets, Inc (A): The Marsh Super Study Product number: 594042-PDF-ENG Length: 20p Author: Raymond R. Burke Revision Date: Mar 07, 1995 Publication Date: Nov 2, 1993 Source: Harvard Business School</p>	<p>In response to recent trends in grocery retailing, Marsh Supermarkets has completed an intensive 65-week study of the activity at 5 superstores in the Midwest United States. The study tracked the sales, profits, space, and promotion dynamics of the entire store: dry grocery, general merchandise, health and beauty care, and perishables. (These data are provided in the case exhibits.) Management hoped the study would provide insights on how and why products sell, identify product categories of greatest strategic importance, and spot inefficiencies in store operations.</p>

<p>Name: Lululemon Athletica’s Product, Employee and Public Relations Issues Product number W14425-PDF-ENG Length: 9p Author: Stefanie Beninger; Simon Pek; Karen Robson; Adam J Mills Publication Date: Sep 10, 2014 Source: Ivey Publishing</p>	<p>Lululemon, a successful yoga and athletic apparel company, faced several controversies notably those surrounding comments made by the founder and regarding employee and public relations. Many of these controversies seem out of line with Lululemon's Manifesto, a one-page collection of sayings that guide the company's actions. These issues culminate with issues regarding one of their most popular products, resulting in a product recall in 2013. As Lululemon enters 2014, facing drops in their share price and a revenue growth below expectations, Lululemon's new CEO has to make some decisions about the best way forward for the company.</p>
<p>Chapter 23: Personal Selling</p>	<p>Abstract</p>
<p>Name: Boise Automation Canada Ltd.: The Lost Order at Northern Paper Product number: W12785-PDF-ENG Length: 13p Author: Michael Taylor Publication Date: Mar 08, 2012 Source: Richard Ivey School or Business Foundation</p>	<p>A senior account manager at Boise Automation Canada Ltd. was disappointed with the news that he had just lost the \$1.2 million opportunity with Northern Paper Inc. (Northern), a paper mill in Rocky Falls, Ontario. The opportunity was to design, supply and install an automated control system for Northern's wood-chip handling system. With over 20 years of experience in selling automation systems in heavy industry, had he won the order, it would have easily put him over his target quota for 2011 and significantly boosted his incentive payout. Now, with less than 3 months before the end of the year, he was unlikely to meet his target for the year. The senior account manager wanted to understand what had gone wrong, and to learn from the experience, to avoid repeating it. What should he have done differently?</p>
<p>Name: Phillips Foods, Inc. – Introducing King Crab to the Trade Product number: 909A04-PDF-ENG Length: 20p Authors: Frederic Brunel, Deborah Utter Revision Date: Apr 29, 2010 Publication Date: Mar 20, 2009 Source: Richard Ivey School or Business Foundation</p>	<p>By 2006, Phillips Food Inc. had grown into one of the largest seafood businesses in the United States and was the number one U.S. brand for crab meat. The company comprised a restaurant division, a foodservice products division that sold to restaurants, and a retail products division that sold to grocery stores. In August 2006, Phillips' product manager was responsible for defining the communication strategy decisions required to launch its new product: first-to-market pasteurized king crab. The product manager had already spent half of his advertising budget promoting the product to buyers in the food service and restaurant channels. He had to decide how to spend the remaining portion of his budget to best reach seafood buyers in the consumer retail channel. He</p>
	<p>had an opportunity to showcase the product at an upcoming major food industry show; however, he had already planned to spend his budget on advertising in a trade publication for the retail grocery channel. He had to examine the relative merits of each option and present an overall recommendation on how to best launch and sell the product. Qualitative, quantitative and financial aspects were to be considered; as well, the product manager had to determine the costs, returns and qualitative benefits that each option provided.</p>

<p>Name: PROPECIA: Helping Make Hair Loss History Product number: 505035-PDF-ENG Length: 19p Authors: Marta Wosinska, Youngme Moon Revision Date: Jul 20, 2006 Publication Date: Aug 24, 2004 Source: Harvard Business School</p>	<p>In late 1997, Tom Casola, brand manager for Propecia, debates the best approach to marketing this breakthrough one-a-day pill for hair loss. This launch would be atypical for a prescription drug because of the key position of the consumer. As a result, the team's experience of past launches has little bearing on how its two available instruments, physician detailing and direct-to-consumer advertising, might play out in this case. Three issues present themselves as new: the form of advertising, the consumer message, and the balance between consumer and physician marketing efforts. The ensuing discussion allows participants to explore the goals of interdependence between various marketing instruments.</p>
<p>Name: Can an Old Brand Find New Life? (Tupperware) Product number: 8275-HTM-ENG Length: 4p Authors: Ashita Aggarwal Publication Date: May 30, 2024 Source: Harvard Business School</p>	<p>Over half a century ago, Tupperware achieved commercial success, in part, by recruiting women to host "Tupperware parties". Today, the brand that once was synonymous with plastic reusable containers, is now facing diminishing nostalgia and declining sales. People are looking for more sustainable products and companies such as, Rubbermaid, Pyrex and Glad have taken over market share. There are opportunities in emerging markets, but Tupperware still faces a branding problem. What can Tupperware do to rebound and can the brand find a second life?</p>