

Syllabus	ENTRE 455 / MKTG 455, Autumn Quarter 2018
Instructor	Betsy Sperry, Co-founder One Degree Brand Chemistry
Contact	E-mail SperryB@UW.edu , (phone) 415-999-3953 (for urgent texts)
Course Schedule	Tuesdays / Thursdays in Paccar 295 Section A: 8:30-10:20, Section B: 10:30-12:20
Office hours	By appointment.
Required Texts	1. ENTRE/MKTG 455, Autumn'18 https://hbsp.harvard.edu/import/565505 2. <u>Crossing the Chasm</u> , 3rd Edition <i>Marketing & Selling Disruptive Products to Mainstream Customers</i> Moore, Geoffrey A., Harper Business, ISBN: 9780062292988 3. Videos online at Udacity.com (sign up for a free account)

Course Overview

Marketing in a startup is challenging — not only because of the intense pressure on cash, time and human resources — but also because startup marketers are faced with the most *important, strategic decisions* AND the most *urgent, tactical tasks* at the same time. Accordingly, this course is structured in roughly two halves: the first half is designed to provide the context and strategic discipline entrepreneurs need for making the “big decisions” about target markets, value proposition and market opportunity. The second half introduces practical skills and tools needed to do the “essential” work, attracting and converting customers quickly and cost-efficiently.

To provide a meaningful hands-on experience, students will be assigned to a project with a start-up and develop a marketing plan that encompasses the spectrum of components above for presentation to me and company leaders at the end of the quarter.

Course Goals — This course is designed to provide the following skills and understanding.

1. Gain insight into how entrepreneurial marketing differs (and doesn't) from traditional marketing in a mature category (or company) and the implications
2. Market Selection: Learn how to identify, evaluate, and choose an initial target market
3. Whole Product: Learn how to shape a compelling solution that meets customer needs
4. Market Sizing: Learn to forecast the overall business opportunity and specific market segment sizes to provide quantitative rationale for market selection
5. Marketing Strategies: Based on target market selection, develop fundamental marketing skills: positioning, pricing, distribution, choosing partners
6. Digital Marketing: Gain a general understanding of digital communication tools and how to use them, including outbound, inbound, social, mobile, and success metrics.

You will also be exposed to the dual challenges of collaborating with a startup founder while also sharing workload and deliverables with a team of your peers. Throughout this course, emphasis will be placed on **developing a point-of-view and building a persuasive case for it**. A great marketer must be a great storyteller.

Course Structure, Materials and Expectations

As my expertise stems from a career in industry, this course is designed similarly to a practicum. We will emulate the “real world” as much as possible. I will teach both the strategic concepts and the tactical tasks based on their practical applications. We’ll host guest speakers to reinforce the relevance of what we’re learning.

In our second session, several startup founders (UW Masters students/alums) will attend and brief us on their businesses and marketing challenges. Students will form teams and have an opportunity to request a project (no promises on getting your choice!), with each client ending up with one or two teams of 4-5 students. Students will schedule an in-person briefing asap to get detail on their assigned startup, ask questions, and kick-off the project. (Please coordinate a single meeting — if 2 teams — for convenience and to benefit from shared insights.)

Course Materials

Course readings have been chosen for their relevance to actual business situations and to provide the basic concepts, terms, and industry perspective on entrepreneurial marketing theories and tools. Below are the texts and resources for Entre/Mktg 455 .

Crossing the Chasm

Working with Geoffrey Moore crystallized the unique nature of marketing in a startup for me. His book *Crossing the Chasm* (CtC here forward), is among the most influential marketing books of all time and, IMHO, a must-read for all entrepreneurs. We’ll use it in the first half of the course.

Course Pack — Other than CtC, the course pack contains all other required reading for class. Purchase a digital copy at <https://hbsp.harvard.edu/import/565505> (You may also find a copy from Spring 2018 in the library or borrow one from a friend, as the content is the same.)

Udacity.com — (highly recommended for this course and as a general resource.)

Udacity is an online video education platform that offers many free courses and we will refer to two of them during the quarter. Sign up for a free account at Udacity.com. In addition to the course videos, the rest of their content is excellent (provided by Google, Facebook, Nvidia, Tableau, Moz, etc.).

Below are the two we will reference.

Udacity Video Courses
<p>How to Build a Startup — The Lean LaunchPad https://www.udacity.com/course/how-to-build-a-startup--ep245</p>
<p>App Marketing, by Google —Your First 1000 Users & Beyond https://www.udacity.com/course/app-marketing--ud719</p>

Specific Assignments

This course requires in-class participation, independent work, team collaboration, as well as, discussions with and presentation to your startup founder.

Homework Submissions (Graded)

1. **Point-of-View 1:** Clocky case / Customer Segmentation, Beachhead Recommendation, Persona and TALC (case in course pack, POV uploaded to Canvas.)
2. **Point-of-View 2:** Rent the Runway case / Lean Startup and Hypothesis-driven Insight, specifically, application of quantitative evidence in business decision-making. (case and article in course pack, POV uploaded to Canvas.)
3. **Mid-term Presentation & Work Session:** I will meet with each team for ~30 minutes to review work-in-progress observations, conclusions, action plan and questions. (slides)
4. **Point-of-View 3:** FreshTec case / Whole Product and Whole in One, strategies for crossing the chasm (case and article in course pack, POV uploaded to Canvas.)
5. **Effective Creative Rationale:** Creativity is a powerful business tool when focused to achieve specific strategic objectives. Near the end of the quarter we will have a guest speaker talk to us about the power of big ideas and well-crafted design. In preparation for that class, you will submit examples (from the public domain) of work you believe to be both especially creative *and* effective. You will be graded on the relevance of your example and rationale. (Detail on Canvas.)
6. **Course Final:** In classroom presentation of final Marketing Recommendations (slides)
7. **Course Participation:** Given the importance of communication skills for marketers, you will be graded upon your participation in the classroom, with your team, and during the work session and final. To do well:
 - Come prepared. Work listed for each class should be done in preparation BEFORE that class. Be ready to discuss key points from the readings and videos, focusing on their application to your client project. The quality and relevance of your contribution is more important than quantity. As in a business meeting, don't talk just to talk, rather speak to make a meaningful point.
 - You may not have something substantial to add every period, but roughly once a week is a good benchmark. Most importantly, your contribution will be judged on how it moves the course forward.

Below is a description of how class contributions will be calibrated.

Outstanding Contributor: Contributions in class reflect exceptional preparation. Ideas offered are always substantive and provide one or more major insights as well as providing a fruitful direction for the class. Arguments are well substantiated and persuasively presented. If this person were not a member of the class, the quality of the discussions would be diminished significantly.

Good Contributor: Contributions in class reflect thorough preparation. Ideas offered are usually substantive; provide good insights and sometimes a fruitful direction for class discussion. Arguments, when presented, are generally well substantiated and are often persuasive. If this person were not a member of the class, the quality of discussions would be diminished considerably.

Satisfactory Contributor: Contributions in class reflect adequate preparation. Ideas offered are sometimes substantive, provide generally useful insights, but seldom offer a major new direction for the class. Arguments are sometimes presented and are fairly well substantiated and sometimes persuasive. If this person were not a member of the class, the quality of discussions would be diminished somewhat.

Unsatisfactory Contributor: Contributions in class reflect inadequate preparation. Ideas offered are seldom substantive, provide few useful insights, and rarely offer a constructive direction for the class. Class contributions are few and far between. Many contributions are “cherry picking” efforts making isolated, obvious or confusing points. If this person were not a member of the class, the quality of discussions would not be changed or perhaps even improved.

Note: Allowances will be made for non-native English speakers. However, these students will still be evaluated on the quality of their thinking in the same way as all other students.

Peer Evaluation (factored into Course Contribution grade)

Being a member of a team of peers can be challenging, but it’s an essential skill for every marketer (and businessperson.) Students are encouraged to offer their best efforts and ideas while also seeking to bring out the best in their colleagues. Thus, students will submit peer evaluations, with the opportunity to note exceptional leadership or contributions to the team projects. This input will be factored into your individual course contribution grades.

Grading

This course will be graded based on a total potential score of 400 points.

Component	Type of Assignment	Points	%
POV 1: Clocky case / Customer Segmentation and Beachhead	Individual Report	50	12.5%
POV 2: Rent the Runway case / Hypothesis-driven Insight, Quantitative Decision-making	Individual Report	50	12.5%
Mid-term: Presentation & Work-in-progress Session	Team	60	15.0%
POV 3: FreshTec case / Whole Product	Individual Report	50	12.5%
Effective Creative Example / Rationale	Team	30	7.50%
Final Client Project Slide Presentation	Team	100	25.0%
Course Contribution	Individual	60	15.0%
Total		400	100.0%

NOTE: Always see Canvas for the most up-to-date times and details of assignments.

Grade Conversion:

Letter	Number	as a %	Begins at	of 400 Pts
A	3.9 - 4.0	100%		400
A-	3.5 - 3.8	90%	A range	360
B+	3.2 - 3.4			
B	2.9 - 3.1			
B-	2.5 - 2.8	80%	B range	320
C+	2.2 - 2.4			
C	1.9 - 2.1			
C-	1.5 - 1.8	70%	C range	280
D+	1.2 - 1.4			
D	.9 - 1.1			
D-	0.7 - .8	60%	D range	240

* U of W Grading Criteria — https://www.washington.edu/students/genclat/front/Grading_Sys.html

Turning in Homework

Homework is due the night before class discussions/presentation of the respective assignments (by midnight) to Canvas. Please bring a **print copy** to class the following day for grading notes.

- Late assignments will be automatically marked down based on the following schedule: Late past midnight until 8am the next day -2 points, by 12:00pm (24 hours after deadline) -4 points, between 24 — 48 hours past due -8 points. Assignments will not be accepted after 48 hours. The only exceptions are emergencies, which will be considered case by case.
- Assignments turned in exceeding the stated page limit, will be subject to up to -2 points penalty per page over limit, at instructor’s discretion. There is no penalty for coming in under the page limit, assuming all questions are answered effectively. Charts, exhibits and footnotes count toward the page limit. Please source all data and resources.
- The midterm will be a live presentation and work session with me during a class period the week of October 29th. All team members are expected to attend and participate. Any/all slides for that session must be turned in the night before by midnight via Canvas. All students should also attend the subsequent work session you schedule directly with your client.
- The final for this course will be an in-class team presentation (with attendance by your startup) the week of December 3rd. Slides for all projects must be uploaded to Canvas by midnight 12/3/18.
- Students failing to turn in peer evaluations face a -5 point penalty on their contribution score.

Always see Canvas for the most up-to-date assignment details and instructions.

Weekly Calendar (*In-going course plan below... see Canvas for latest*).

CODE OF CONDUCT

As an ENTRE 455/MKTG 455 student, you acknowledge that you are a part of a learning community at the Foster School of Business that is committed to the highest academic standards. As a part of this community, you pledge to uphold the fundamental standards of honesty, respect, and integrity, and accept the responsibility to encourage others to adhere to these standards.

Session	Date	Autumn 2018 — Topic and Assignment (Readings/viewing should be done in <u>advance</u> in preparation for the class in which it is listed.) NOTE: Always see Canvas ASSIGNMENTS for the most up-to-date times and details.
1	Thurs 9/ 27	Introductions — to the course, Crossing the Chasm & the TALC Who is your Customer — chasm archetypes, customer need <u>For class read</u> Crossing the Chasm (C2C), Introduction and Chapter 1, pages 3-31 Skim CtC Chapter 2, pages 32-72
2	Tues 10/2	Clients Brief the Class on Projects, Teams formed <u>For class read</u> CtC Chapter 3, The D-Day Analogy, pages 75-103 <u>Optional but recommended, watch</u> https://classroom.udacity.com/courses/ud719/lessons/5379368718/concepts/71225084710923 “App Marketing” Udacity #719, Lesson 1, Chapters 1-13 especially Geoff Moore on Segmentation
3	Thurs 10.4	Market Segmentation and Choosing a Beachhead — the trade-offs, product market fit, personas <u>For class read</u> CtC, Chapter 4, Target the Point of Attack 105-128
4 Clocky POV due	Tues 10/9	Review Clocky Case, Market segmentation <u>Before class read and submit POV 1: Clocky / Customer Segmentation (case in course pack)</u> Guest Speaker: Madison Sullivan, Foster Librarian: <u>BRING YOUR LAPTOPS TO CLASS</u>
5	Thurs 10/11	Customer Discovery, Quant Data & Qualitative Insight , Guest lecturer, Christine Wise from Wexley School for Girls Meet with your team to brainstorm customer, company, category, collaborator and context questions. This class session will be valuable in helping with your project deliverables; the more you prepare and consider your questions in advance, the more you will benefit.
6	Tues 10/16	Hypothesis-driven Insights — MVP and the Lean Startup <u>Read and get started on POV 2</u> Rent the Runway case and “Hypothesis Driven Entrepreneurship: The Lean Startup” (Eisenmann, Ries, Dillard in course pack)
7 Rent the Runway, POV 2	Thurs 10/18	Review RTR, Competitive Assessment and Perception Mapping <u>Read</u> CtC, Chapter 5, Assemble the Invasion Force, pages 129-162
8	Tues 10/23	Guest: Leveraging Web data to profile customers, explore positioning 5C’s—Conducting/Organizing Analysis and Building a Case Work on mid-term
9	Thurs 10/25	Evaluating the Opportunity — Pricing and Market Sizing, Also discuss TAM, SAM, SOM <u>View</u> Udacity How to Build a Start-up Lesson 9; Revenue Models, from 1-7 https://classroom.udacity.com/courses/ep245/lessons/48730232/concepts/487143230923 Skim CtC Chapter 7, on pricing models, pages 198-212

Session (page 2)	Date	Autumn 2018 — Topic and Assignment (Readings/viewing should be done in <u>advance</u> in preparation for the class in which it is listed.) NOTE: Always see Canvas for the most up-to-date times and details of assignments.
10 work- sessions Slides due	Tues 10/30	Mid-point preso & work session – Target Market Observations & Recommendations presentation and feedback with instructor <i>(No regular class—if not presenting, work on team project during class time)</i>
11 work- sessions	Thurs 11/1	Mid-point preso & work session – Target Market Observations & Recommendations presentation and feedback with instructor <i>(No regular class—if not presenting, work on team project during class time)</i>
12	Tues 11/6	Positioning & Branding in a Startup <u>Read</u> CtC, Chapter 6, Define the Battle, pages 163-195
13	Thurs 11/8	Go-to-Market — Beyond MarCom: services, partners & allies The Whole Product: creating a compelling solution <u>For class read / submit report</u> FreshTec: Revolutionizing Fresh Produce, read “Whole in One” (Mehta in course pack). See Canvas for details. (Reference CtC, Chapter 5, Assemble the Invasion Force, pages 129-162)
14	Tues 11/13	Media 101: Defining media targets, setting goals, projecting ROI Guest: Bryan Noguchi, Media Director <u>Read</u> HBR article: “Branding in the Digital Age” (Edelman, in course pack)
15 FreshTec POV 3 due	Thurs 11/15	Review FreshTec, MarCom overview — 6M’s, success metrics <u>Watch</u> https://classroom.udacity.com/courses/ud719/lessons/5385290048/concepts/53901804080923 “App Marketing” #719, Lesson 2, Prelaunch Chapters 1-4
16	Tues 11/20	Digital Media basics: SEO, KeyWords, AB Testing Guests: Zac Heinrichs, SEO and Ryan Moothart, PPC at Portent Digital <u>Watch</u> https://classroom.udacity.com/courses/ud719/lessons/5379368718/concepts/71225084710923 “App Marketing” #719, Lesson 2, Building your marketing plan Chapters 5-14 (you will need to go to last section of Lesson 1 and click, “next”)
		THANKSGIVING BREAK

Session (page 3)	Date	Spring 2018 — Topic and Assignment (Readings/viewing should be done in <u>advance</u> in preparation for the class in which it is listed.) NOTE: Always see Canvas for the most up-to-date times and details of assignments.
17	Tues 11/27	Dry run on core pieces of Final Presentation, in class — Guest: tbd. Details to follow via Canvas. <u>Work on final presentation</u>
18 Creative & rationale due 5/23	Thurs 11/29	Making an Impact — Creativity as a business tool Mike Sperry, Exec Creative Director, One Degree Brand Chemistry <u>For class prepare and submit</u> Select and support an example of “effective creative work”, details on Canvas
19 Final Slides due 12/3	Tues 12/4	Final Presentations in the classroom Prepare and submit final ppt by midnight 12/3, details on Canvas
20 Final Slides due 12/3	Thurs 12/6	Final Presentations in the classroom Prepare and submit final ppt by midnight 12/3, details on Canvas
		Submit Peer Evaluations
		Submit Instruction Evaluation