

**Module 1: The Marketing Environment and Market Analysis → Apple****Case: Steve Jobs' *Think Different/Crazy Ones* speech (1997)**

1. **Context:** Jobs praises Nike, Disney, Coke, Sony and claims Apple is in the *"half-dozen best companies in the world"*.
2. **Key take-away:** Markets and trends are constantly changing, some other factors rarely/never change (e.g. company values).
  - Important for marketers to understand fundamental needs and what are changes that companies need to adapt to.
  - Great brands need investments and caring in order to retain relevance; Apple should not be branded as a phone company but rather a company that believes in people with passion and that they can change the world.
3. **Pros:** Apple's campaign revolves around the mantra 'think different' and honouring the people that do.
  - The advertisement does not mention Apple and instead praises these people and thinking differently and subconsciously links this appraisal and thought process to the Apple brand. You need to honour the people that change the world.
4. **Cons:** Apple suffered from neglect and lost relevance → Stop talking why we beat competitors, started talking about their values.

**Module 2: Market Research → Disney, Coke, Toyota, Aeron Chair****Case: 'Role Spotlight' on Disney's Director of Market Research & Digital Analytics**

1. **Context:** Disney provides resources and flexibility to employees to pursue projects that will make a difference and move the company forward, making them different to other data jobs
2. **Key take-away:** Market research is often the starting point for product development and product innovation.
  - Market research is especially important these days: LOTS of data from online interactions (e.g. Disney+) → **Multi-disciplinary:** quantitative and qualitative researchers.
3. **Pros:** All Disney employees seem to be willing and proud to help invoke change and creativity. Employees come from a variety of firms to create a holistic view of multiple disciplines.
4. **Cons:** Industry challenged with blending data + analytics with creativity and it takes talented employees to blend these two well.

**Case: 1980s Coke failure to conduct proper market research**

1. **Context:** Pepsi began offering blind taste tests between Coke and Pepsi. Pepsi would always offer their drink as the first one and people would say that they loved it and hated the second drink (always Coke).
  - Coke panicked and responded by making a new drink. A slightly lighter and sweeter drink (more like pepsi). They did taste tests and were beating pepsi by 55-45% (higher percentage).
2. **Key take-away:** Epic failure; Product overhaul was not solution; Market segmentation and brand extension was needed.
3. **Cons:** Preference was not stable despite mass taste test results and new Coke failed.
  - The root of the failure was in subtle flaws in the taste test. Only one sip in a drink leads favour towards the sweeter drink however when drinking a full can people prefer the less sweet drink.

**Case: Toyota tests new advertisements with NeuroMarketing (2015)**

1. **Key take-away:** The advertisement displays neural brain activity during a Toyota ad and how the brain responded to the stimuli within the ad (car driving up a mountain had more engagement than car driving in a straight line).
2. **Pros:** Neuromarketing research reveals more information. Consumers often don't know what they're feeling or don't tell you what they're thinking.

**Case: Malcolm Gladwell - Pitfalls of market research → The Aeron Chair (1994)**

1. **Context:** Vision of creating the greatest chair ever → Chair must be comfortable (so they worked on the back of the chair)
  - Wanted fully adjustable arms; Worked on the hinge as most chairs tugged on your shirt;
  - Chairs get hot so they made a mesh chair (never done before), but had to develop mesh that wouldn't pinch your skin.
2. **Key take-away:** So the issue is, in the business world we find out what people like by asking them. However there is a problem with this system as shown. Why do humans fail to acknowledge what they actually want? → Preference is unstable.
3. **Cons:** Comfort scores averaged at 8/10 (very high) but aesthetic scores were terrible (2's and 3's /10). They worked on it further to show designers who would appreciate it further but they still did not like its appearance.
  - Millions were spent on development and it was still hated; They still went to market and the perception of the chair grew positively over time and began winning awards → After 4 years it became Herman Miller's most successful product.
4. **Pros:** They took the chair back to focus groups and then it began scoring 8s and 9s for appearance.
  - Most successful office chair in market history; As of 2016, Herman Miller had sold nearly 7 million units.

**Module 3: Consumer Behaviour → Supermarket, Choice design (Nudge), Cultural differences****Case: Supermarket Psychology (Entrances, layout and shelving → Trolleyology)**

1. **Key take-away:** Placement of specific product types (e.g. fresh produce) and specific brands (well known vs. lesser known) can all influence supermarket brand perceptions and purchase behavior.
2. **Examples:** Supermarket entrances are made to be easy to enter and begin shopping → Doors close behind you to keep you locked into the store, the exit is available but makes it more difficult to leave. Furthermore:

- Fruit available first to convey health and colour, as you progress aisles are organised to captivate you and draw you to the centre of the shop/aisle. Seeks to create an emotional connection e.g. [coffee as it is taken seriously amongst shoppers](#).
- Each aisle is a psychological funnel to send you to the end display on the end of the aisle. Create a psychological effect on customers causing them to think better deals and items are on offer.

### Case: Dan Areilly asks 'Are we in control of our own decisions?' TED Talk (2008)

1. **Context:** Countries thought to be culturally similar display widely different organ donations results e.g. Sweden vs. Denmark.
  - Countries on the 'left' have a form at the Department of Motor Vehicles (DMV) that says, 'check this box if you *WOULD* like to participate in organ donations' → people do not check, people do not join.
  - with the countries on the right saying 'check this box if you *WOULD NOT* like to participate in organ donations;' → people still do not check the box, but people are more likely to join.
2. **Key take-away:** Humans like to assume we make decisions e.g. what to eat and what to wear. In actuality, decisions are heavily influenced by whoever has 'made our form' like in the case above.
  - These decisions are complex, confusing and difficult; for this reason we often remain with the decision that is made for us.

### Case: Cultural differences in food → *American Kids Try Breakfasts From Around The World*

1. **Context:** American Breakfast → 'Bacon & eggs' introduced as "healthy" breakfast by a company producing pork products (before, North Americans mostly ate oatmeal and porridge for breakfast) .
2. **Key take-away:** Different norms and traditions in different countries; Marketers need to be aware of these differences; Sometimes norms are built by marketers.

## Module 4: Markets - Segmentation, Targeting and Positioning (STP) → McDonald's, Tourism AU, Patagonia

### Case: Segmentation, Targeting, and Positioning at McDonald's

1. **Context:** Traditional consumer packaged goods companies organise their marketing department by brand.
2. **Key take-away:** At McDonald's, as opposed to separate marketing managers for best-selling products, they have 'segment' managers. [Examples of these segment managers include the manager for young adults, women, African-American etc.](#)
3. **Pros:** Maximising target market segmentation through the use of segment insights - information about consumers that is gathered through market research. Insights focus on the psychographic and individual needs of segments.
  - Using these insights, each segmenting team creates profiles for each product, as well as to the general population.
  - [E.g. For their Southwestern Salad, McD marketed it as a 'hearty' meal to African-American consumers, something new and exciting to Asian-Americans consumers, and as full of culture to Hispanic consumers.](#)

### Case: Tourism Australia - Chris Hemsworth Superbowl Ad → Geographic targeting

1. **Context:** Ad run during Superbowl (most expensive ad space). Target market was non-Australians (especially Americans). The ad promoted Australia's unique natural and manmade geographic characteristics.
2. **Key take-away:** Geographic targeting was also used as the ad featured summer weather, whilst the Superbowl takes place in February - summer in Australia, winter in US.

### Case: Patagonia - Psychographic segmentation

1. **Context:** Yvon Chouinard, Founder and CEO of Patagonia Inc. refers to himself as the 'reluctant businessman'.
  - Patagonia targets outdoor fanatics who are environmentally conscious, as well as anti-consumerists.
2. **Key take-away:** Patagonia was so successful due to Yvon's in-depth knowledge of the target segment - profound understanding of actual socially conscious needs and wants of customers.
  - Another aspect contributing to its success is the product and corporate culture, which is aligned with their philosophy. Leads to increased consumer trust and loyalty.

### Case: Behaviourally targeted advertisements

1. **Context:** Websites provide 'customised' ads based on past behaviour including: web browsing history, search terms used, etc.
2. **Key take-away:** Consumers often make inferences from behaviourally targeted ads: If a behaviourally targeted ad shows products that are eco-friendly, you're likely to think that you are an eco-friendly person and act accordingly.
3. **Pros:** Advantages include: More effective and efficient, Disadvantages: privacy issues, can backfire (embarrassing products and services advertised).

## Module 5: Product → Volvo, iPhone, Microsoft, Netscape

### Case: Analyse the Volvo XC90 according to the Total Product Concept (TPC)

- **Core product:** Vehicular transportation mode
- **Expected product:** Brand, style, driving experience, safety, and etc.
- **Augmented product:** Extensive warranty, customer assistance telephone service, and etc.
- **Potential product:** Self-driving capabilities.