

# STRATEGIC MARKETING

## Detailed Case Study Instructions

### Preparations:

1. Form groups: 5-6 students per team. We will have eight teams in total.
2. Assign one team leader who will send the names of the team members (SURNAME, First name) via email to [andreas.munzel@umontpellier.fr](mailto:andreas.munzel@umontpellier.fr) **before September 25, 2020**. Students who have not found a group, please write me an email as well.
3. The case studies (and additional material) will be provided via my online course platform (lesson materials in welcome session). Besides, I will give a template to use for the report.

### Work instructions and submission of reports:

4. You will be asked to write a **10- to 15-pages report on each case study** and a **20 minutes presentation for one of the case studies**. I will randomly choose which case study your group will present orally. Presentations will be held during our live sessions (face-to-face in the classroom or via videoconference depending on the evolution of the situation) on **Tuesday, November 17 and 24, 2020**.
5. Reports, as well as your oral presentation file, must be uploaded as a PDF through <https://courses.andreamunzel.com>: in the last part of the online course, you have a dedicated space to upload the different files.
6. Please make sure that the names of all team members appear on the first page of the documents. Further, please make sure you used the provided template for the four reports. **Each team member needs to upload the files individually.**
7. All files (i.e., four reports, one presentation) need to be uploaded **before Friday, November 15, 2020**. This means as well that you need to finish the online course lessons before that same date to be able to advance to the upload space on the platform.
8. For delayed submissions of the reports, one point of the grade will be subtracted for each day the report is submitted after the due day.
9. File names should adhere to the following format: **Family name of team leader\_CaseStudy#\_StrategicMarketing.pdf**. For the report of the first case study, this will look somewhat like this: Munzel\_CaseStudy1\_StrategicMarketing.pdf. Please replace "CaseStudy#" by "Presentation" for the presentation file upload.

### The grading policy for case studies:

As explained in the course syllabus, case study reports, and presentation will make up 70% of the final course grade. The case study-related grades will depend upon my evaluations of the quality of work, but also your peer evaluations. At the end of the online course, you will be asked to submit grades (any grade /20) for your fellow team members. This grade should account for

and reflect each team member's contribution and participation throughout your group's work on the case studies.

## Case #1: Positioning

### **Elle & Vire: How to Remain the Cream of the Crop on the French Market?**

#### Case synopsis:

The case presents a young graduate who arrived at Elle & Vire in 2017 and made a complete assessment of the brand's situation on the French cream (fresh and UHT) market to draw recommendations from it. Elle & Vire is a historic leader in a downsizing market. The brand must, therefore, address a double problem: restore the legitimacy of its price positioning against competitors and revive the market in the face of a relative disaffection of the cream product. The case proposes for this purpose the quantified elements resulting from the panels, the elements of verbatim of consumers resulting from semi-directive interviews, the photos of departments of supermarkets, as well as the synthesis of the results of a quantitative study on the consumption of the cream by French consumers.

#### Questions to be addressed:

1. Synthesize the various reports and analyses in a strategic diagnosis in the form of a SWOT analysis to define significant themes and questions to be addressed.
2. Devise a clear strategy for addressing these, with explicit objectives, a precise target, and a positioning strategy for Elle & Vire on the cream market.
3. Propose a short-term operational action plan as well as long-term strategic directions. He knows his recommendations must be concrete, quantified, precise, and realistic to be adopted by the marketing director. They can include various levers of action on products, packaging, distribution, and communication.

## Case #2: Branding

### **Direct to Consumer Brands**

#### Case synopsis:

Recent years have seen the dramatic rise of direct-to-consumer (DTC) brands by several startups. Many of these brands, such as Dollar Shave Club, Harry's, Glossier, and Allbirds, entered mature markets dominated by established companies, and yet they grew rapidly to attain valuations over USD1 billion. At the same time, some DTC brands such as Casper saw a significant drop in their valuations after going public. Are these DTC brands fads or the dawn of a new era? And how should incumbents respond?

#### Questions to be addressed:

1. Are DTC brands a fad or the dawn of a new era?
2. How did these brands become successful in mature markets dominated by dominant players?
3. How should incumbents respond?

Case #3: Customer Management and Technology  
**HubSpot and Motion AI: Chatbot-enabled CRM**

Case synopsis:

HubSpot, an inbound marketing, sales, and customer relationship management (CRM) software provider, announced that it had acquired Motion AI, a software platform that enabled companies to easily build and deploy chatbots, fueled by artificial intelligence, to interact with their customers. Before unleashing bot-building technology to its B2B customers, HubSpot first needed to develop some best practices for the use of chatbots for CRM. First, the team had to clearly assess the trade-offs between effectiveness and efficiency associated with the use of bots versus humans to create, nurture, and manage customer relationships. Second, they had to decide to what extent to anthropomorphize the chatbots. How human-like should they be? Was a conversational user interface (UI) the desired solution for B2B CRM or would a stripped down, more functional UI produce more efficiency for the customers who interacted with the bot? Historically, HubSpot had "practiced what it preached," using its own products to build its business. The team had to consider whether to use chatbots to nurture and service its own customer relationships and manage the effectiveness and efficiency of its sales funnel. Currently, a team of chat representatives worked with marketing to qualify and prime prospects for HubSpot's sales team. Could they and should they be replaced with chatbots? Was HubSpot ready for bots to become the face of its brand to its prospective customers?

Questions to be addressed:

1. Should HubSpot replace its human chat representatives with chatbots? Why or why not?
2. Which activities in HubSpot's marketing and selling process would you turn over from humans to bots? Why? In which phases of the funnel (ToFu, MoFu, BoFu) would bots do better (worse) than humans?
3. How would you assess the potential for chatbots for managing B2B and B2C customer relationships in general? Under which conditions do bots have the most and least potential?

## Case #4: Current Challenges

### **U.S. Food Retail During the Pandemic: March 2020**

#### Case synopsis:

This case, written in late March 2020 and mainly U.S. focused, looks at the unfolding impact of the coronavirus pandemic on food retailers and their suppliers. It allows students to consider the challenges facing food retail executives as they navigate urgent supply chain challenges amid rapidly changing information and circumstances. It touches on developments in various segments of the supply chain, including farms, manufacturers, the trucking industry, warehouse operators, and store operations, as well as home delivery. The note is "set" as the outbreak is accelerating in the U.S., where the first "hot spots" include cities such as Seattle and New York City. Officials in many states have ordered or advised residents to stay home, exempting those employed in industries designated "essential," including food. The food industry is contending with a massive surge in demand for staple goods, as consumers worry about product shortages, seek to minimize store visits, and anticipate long stretches of time at home. Stock-outs and rationing in some categories in stores are widespread. Demand for online food shopping and delivery has skyrocketed well beyond the current capacity of retailers in many markets. As they scramble to respond, players up and down the food supply chain are changing how they source, make, move, and stock products. While U.S. officials have asserted that the food system remains reliable, anecdotal news is emerging of problems facing individual players, industry segments, and geographies. With the crisis expected to continue for weeks or months, all are bracing for even greater challenges.

#### Questions to be addressed:

The case ends as follows: "Only once the pandemic resolves and the economy begins to recover will the extent of structural change in the food system become clear. New technologies and practices implemented during the crisis may be here to stay, out of preference or necessity. Will manufacturers strive to shorten their supply chains? Will online purchasing and home delivery of groceries become the norm? Will societal attitudes change about diet and nutrition? Regulation? The frontline workforce in our food system? "

Your task in this case study will be more complicated than in the previous cases:

1. Please conduct additional analyses (e.g., through information searches online) to provide recent elements to answer the questions asked in the last paragraph of the case study. What are the trends (e.g., in terms of consumption) since the preparation of the case study in March 2020?
2. Based on these analyses, what are your group's critical implications for marketing strategy in the food retail industry?