
Marketing Interview Prep

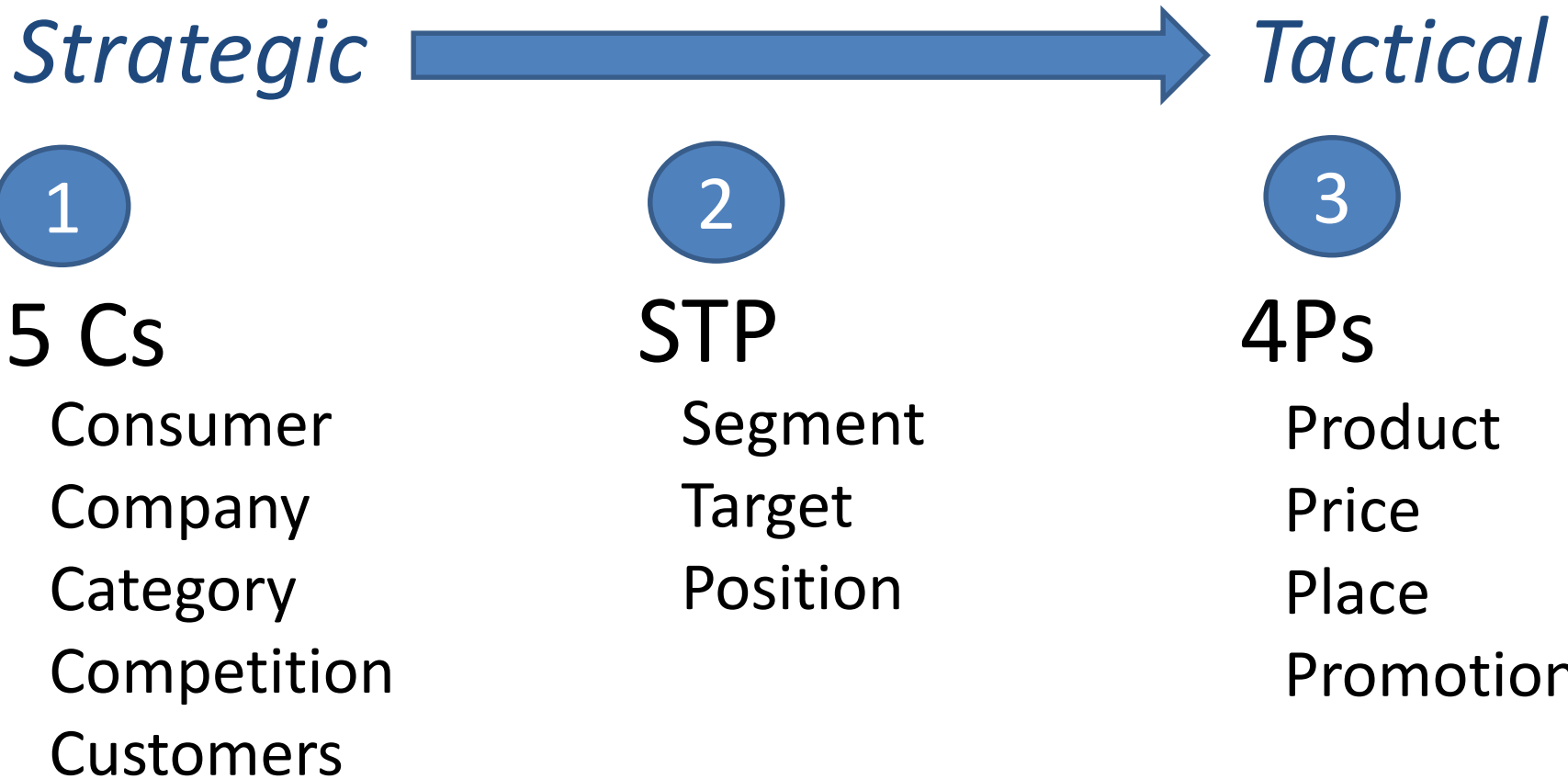
December 4, 2015

Market entry case question

You are a brand manager at Grupo Bimbo, one of the largest manufacturers of baked goods, also with a major presence in the US. One of your sliced breads infused with vitamins has had tremendous success in Mexico. Should you launch this product in the US?



Basic overview of Marketing entry questions



Considerations for the 5Cs

Consumer	Company	Category	Competition	Customer
What is the consumer insight?	Experience in this marketplace?	Is this category growing or shrinking?	Is the market consolidated or fragmented?	Who would be your major customers?
What need are you trying to fulfill?	Is this a core competency?	What is the short-term trend?	What is the relative size of competitors?	Do you have relationships already established?
How will this product/service improve their lives?	Is this technically feasible?	What is the long-term trend?	How established are the competitors in this market?	What is the relative size of the customers?
How would they use/interact with product/service?	What additional capital investments are required?	What are the external threats to the category?	Is this their core business or ancillary business?	What is the type of customer (e.g. brick & mortar, online, etc)?
What attributes are most important?				

Segmentation examples

Type

Examples

Demographic

Age, gender, income, education

Geographic

Location, urban/rural, climate

Psychographic

Willingness to try, needs/concern

Behavioral

Switchers, heavy/light users

Segment, Target, and Position

Segment

What are the definable characteristics of the observed population?

Target

Which segment should we target based on our organizational strategy?

Position

How do we want our target segment to consider our brand relative to alternative options?

Considerations for the 4Ps

Product

What are the major attributes of product/service?

Is this high quality / low quality?

How will this be packaged?

What are the most important features of the product/service?

Price

High price/low price?

What does the price signal?

How are competitive products priced?

Is the price fixed, or can it be changed over time?

Place

Where will this product/service be sold?

Does our company own these places?

How easy is it to gain entry?

Has this product/service been sold in this channel?

Promotion

What size (\$\$) promotional resources are required?

What type of promotion?

How frequent should the promotion be?

Is this introductory promotion or long term promotion?

Market entry example case question

5 hour energy drink has been a huge success in the U.S. Should you launch the product in Russia?



Product marketed well

“Tell me a product you think is marketed well”



Toyota Venza

Basic overview of Marketing case questions

Strategic  *Tactical*

1

5 Cs

Consumer
Company
Category
Competition
Customers

2

STP

Segment
Target
Position

3

4Ps

Product
Price
Place
Promotion

Segment

Segment

Because the auto industry is so large, I would imagine it uses a combination of segmentation techniques, including demo, geo, and pyscho

Target

Segment

Because the auto industry is so large, I would imagine it uses a combination of segmentation techniques, including demo, geo, and pyscho

Target

Unique demo segmentation because it's the 50-60 y/o category, often overlooked by auto-makers, in addition, medium affluence, and outdoor active

Position

Segment

Because the auto industry is so large, I would imagine it uses a combination of segmentation techniques, including demo, geo, and pyscho.

Target

Unique demo segmentation because it's the 50-60 y/o category, often overlooked by auto-makers, in addition, medium affluence, and outdoor active.

Position

The Toyota Venza is positioned as a practical and spacious vehicle for active early baby boomers to allow them to escape daily life for more enjoyable adventures.

Product

Product

The vehicle is designed to be spacious for active gear, but not the large behemoth of SUVs.

It sits lower than most SUVs to make it easier to enter/exit (good for older people)

Reliability of a Toyota

The interior tech isn't advanced and uses knobs

Price

Product

The vehicle is designed to be spacious for active gear, but not the large behemoth of SUVs.

It sits lower than most SUVs to make it easier to enter/exit (good for older people)

Reliability of a Toyota

The interior tech isn't advanced and uses knobs

Price

The price ranges between \$27 – 37K

Toyota uses a multi-tier approach with various packages

Priced less-expensive than many SUVs, but not inexpensive to appear inferior

Place

Product

The vehicle is designed to be spacious for active gear, but not the large behemoth of SUVs.

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Reliability of a Toyota

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Price

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Toyota uses a multi-tier approach with various packages

Priced less-expensive than many SUVs, but not inexpensive to appear inferior

Place

Within the dealership, these cars are set farther away from the road

Proximity to the dealer showroom

This is a destination purchase, not a drive-by impulse decision

Partnership with amateur golf sporting events

Promotion

Product

The vehicle is designed to be spacious for active gear, but not the large behemoth of SUVs.

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Partnership with amateur golf sporting events

Promotion

Consistent messaging with target segment

Still heavy on mass because of older segment, News, Golf, etc.

Digital presence, while light, is effective – youtube clips, follow couples, etc.

Focuses on the outcomes as well as the vehicle

All 4Ps must be effective



How did I arrive at this?

Look at the nature

"This view beats the office window"



The female is fit, but not skinny

This guy's got a belly and gray hair

"Sweet. Our bikes fit in the back without a rack!"

Final thoughts

- Don't use Apple or Nike
- Be passionate about the brand
- Have a few examples
- Consume the product/service and competitors
- Don't use a brand in the company's industry
- Be prepared for follow-up questions such as "Now you're the brand manager, how would you grow the top-line by 10% next year?"

Defensive strategy example question

You are the brand manager for P&G's Charmin Toilet Paper. Kimberly-Clark's Cottonelle brand just launched a new promotion campaign centered with "50% softer than Charmin"
What do you do?

[Nyquil 50% longer cough relief](#)

[Alka Selzer nose relief](#)



Defensive strategy framework

1

Assess situation

- How large is the competitor?
- Is this a new or established competitor?
- Will they have \$ resources to support?
- Is this category changer?
- Any historical precedence?
- Is this likely to take share?

2

Ask Cons/Cust

- Is this meaningful to your target market?
- Is it meaningful to the overall market?
- What do your retail customers think?
- What else is important to your consumers?
- What else is important to your customers?
- Can you forecast the impact on the category?

3

Differentiate

- Define another attribute that is important to our target segment
- Not recommended to pursue head:head comparative claims
- Consider additional unmet needs in the marketplace
- Ensure a long-term sustainable differentiator
- Explore alternate uses

4

4Ps

- Do you need to change the product?
- How can the package support your new strategy?
- What promo can help deliver the message?
- Do you need to make a price adjustment? (Generally no!)

Defensive strategy example question

You are the brand manager for Samsung's 6 Edge+. One of your major competitors, HTC One, just launched a campaign that claims 50% more battery-life than the 6 Edge+.

What would you do?



Supply chain disruption example question

You are the Associate Brand Manager for Chobani Greek Yogurt. In 2 months you are planning to launch Chobani Ultra Crunch, a yogurt with peanuts. Unfortunately, there is a drought in China and India, the two major peanut growing regions. This increases the price of peanuts by 300%.

What would you do?



Supply chain disruption framework

1

Assess situation

- Is this a short-term or long-term disruption?
- What led to the disruption?
- Are there alternate sources?
- Can we explore alternate channels?
- Will this have a major impact on our product/service?

2

Ask Cons/Cust

- What does the consumer like about the affected input?
- Could we consider similar alternatives?
- Is substitution possible?
- What do your retail customers think?
- How can we 'save face' with our target market and key customers?
- What else is important to your customers?

3

Be creative

- Identify a substitute product with key attributes
- Consider a 'limited offer' supply (build exclusivity)
- Possible combination with another product
- Decrease the package size/service level provided
- Targeted geographic roll-out
- Consider price increase to reduce volume

4

4Ps

- How can you maintain the product service differentiator?
- How should you alter the promotional strategy?
- Should you change the packaging?
- How can a price change help/hurt the brand?
- How will this affect the 'place' of sale?

Be creative!

Substitute



Shrink



Launch
markets



Economics:

$\uparrow P \rightarrow \downarrow Q$

Supply chain disruption sample question

You are the brand manager for the Lenovo Yoga. One of the key segments is business professional females aged 22 – 40. You decide to launch a line extension “Yoga Pink”, in partnership with the Susan G Komen Breast Cancer Foundation for launch during breast cancer awareness month in October. The laptop is the same, but the outer shell is pink with the SGK logo.

You shipped your entire stock from China. The container ship has been under control of Somali pirates since June. It is now August and will not be delivered in time. What would you do?



Competitor's price cut example question

You are the brand manager of a major automotive supplier for GM, Ford, and Toyota. Your product is a basic screw that secures the door handle to the car. One of your major competitors just reduced the price of a screw that can be used for this purpose by 25%.

What would you do?



Competitor's price cut

1

Assess situation

- How large is the competitor in relative market share?
- Is this price reduction long-term or temporary?
- Does this competitor have a history in the marketplace?
- How could this affect your market share?
- How would this affect your profitability?

2

Ask Cons/Cust

- Is this price reduction meaningful to your target consumers?
- How do the customers/retailers feel about this price reduction?
- How do consumers interpret this price reduction?
- Are loyal consumers/customers likely to switch?

3

Differentiate

- Based on alternate consumer needs
- Explore new markets willing to accept the stable price
- Consider strength of product/ service
- History/longevity of product/service
- Explore guarantees
- Consider different geographic markets
- Possible alternate channels

4

4Ps

- Should you reduce your price (no!)?
- Should you consider changing your product/service to align with the new price level?
- How would you change your promotional strategy?
- How can packaging support your differentiation?
- Could you sell this in alternate places?

Competitor's price cut example question

You are the brand manager for an undifferentiated metal piping product used for residential plumbing and sold through DIY retailers such as Lowe's and HD. A competitor just reduced the price of the main competitor product by 30%.

What would you do?



OMG this is too many frameworks

Market Entry

- 1
5 Cs
- 2
STP
- 3
4Ps

Marketed Well

- 1
STP
- 2
4Ps

Def. & Price Cut

- 1 Assess situation
- 2 Ask Cons/Cust
- 3 Differentiate
- 4 4Ps

Supply Disrupt

- 1 Assess situation
- 2 Ask Cons/Cust
- 3 Be creative
- 4 4Ps

10 ways to grow your brand (in 5 minutes)

1 Ask consumers / review data

- How do consumers interact with your product?
- What do your hard-core users do differently?
- Where do people use your product?
- How can you attract the halo segment users?
- How is your product consumed in alternative ways?

#1 – New flavors / line extensions



#2 – New usage occasions



#3 – Partner marketing / product tie-in



#4 – Geographic expansion



#5 – Go online!

HERSHEY'S Shop



HERSHEY'S Syrup Bank



HERSHEY'S Round Plastic Filled Dish



HERSHEY'S Milk Chocolate Thanks Mould - 12 oz.



HERSHEY'S Large Nostalgic Filled Mug



HERSHEY'S Ice Cream Bowl



HERSHEY'S Playing Cards



World's Largest HERSHEY'S Milk Chocolate Bar



HERSHEY'S Large Filled Jar

> Find great gifts, delicious treats and one-of-a-kind apparel at [HersheysStore.com](https://www.HersheysStore.com)

#6 – The twin pack



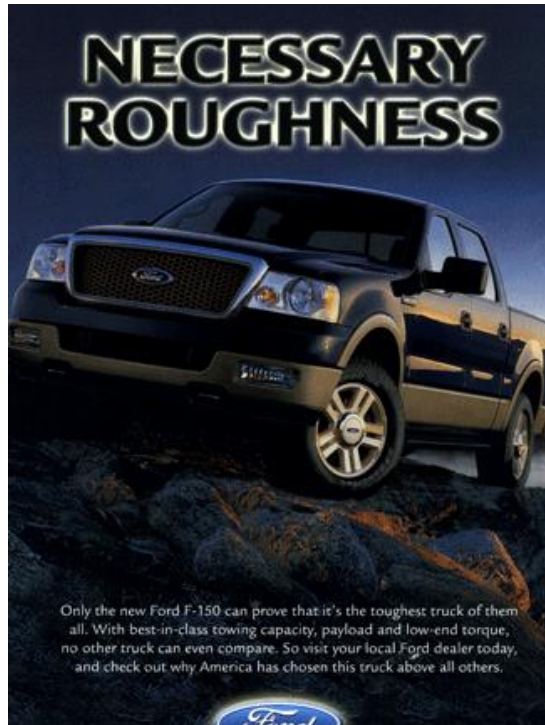
#7 – Bundle with more attractive goods



#8 – New formulations



#9 – Increase promotion 😊



pick-up trucks

Web Images Maps Shopping News More Search tools

About 95,000,000 results (0.41 seconds)

Ads related to **pick-up trucks**

[Toyota Pick-up - southeast.buyatoyota.com](#)
[southeast.buyatoyota.com/](#) ▼
Get All You Want & More in Your New Toyota Truck. Shop Now!
Certified Pre-Owned Hybrids
Special Offers Cars & Minivans

[Ford Pickup - See Offers On Our 2013 Trucks](#)
[www.yourcarolinaford.com/](#) ▼
Visit a Local Ford Dealer Now.
[Search Dealer Inventory - Locate a Dealer](#)

FRITTS
Ford
FLEET CENTER
951-353-8800
FrittsFleet.com

HUGE GREEN TAG SALE

WAS \$ NOW \$

WAS \$ NOW \$

Search our Commercial Inventory

Search our Commercial Inventory

F150 SUPER DUTY TRANSIT CONN E SERIES VAN STAKE BED UTILITY CON

Search our Commercial Inventory

Search our Commercial Inventory

FORD

Don't drink and drive. Available EcoBoost® engine. Based on torque and EPA-estimated 16 city/21 hwy mpg. 3.5L V6 4x2. 4x4 shown. Class is Full-Size Pickup model. 8,600 lbs GVWR. Non-Hybrid. For competitive engines, EcoBoost vs. 2012 GM 5.3L, Ram and Toyota 5.7L and Nissan 5.6L V8 engines.

#10 – Alternate distribution channels



Print / TV Ad evaluations



Start with the consumer insight!

2 components:

Strategy → What you say

Execution → How you say it

To Drive: Recall & Persuasion

*Adapted from J&J Ad
Workshop*



Strategy Overview

- ① Convince: The Target Market
- ② Brand X: Delivers Benefit
- ③ Because: Reason To Believe (RTB)
- ④ Character: Brand Personality

*Adapted from J&J Ad
Workshop*

Execution Overview

- ① Does it breakthrough clutter?
- ② Is it persuasive?
- ③ Will consumers recall it?
- ④ Is it campaignable?



*Adapted from J&J Ad
Workshop*



Let's watch 2 pick-up truck ads

Tell me about the target segment for pick-ups

<http://www.ispot.tv/ad/72aZ/2014-chevrolet-silverado-quiet-cab>

<http://www.ispot.tv/ad/7Zn0/2013-ford-f-150-torque>

What happens when you get soft...



<http://www.youtube.com/watch?v=jGI8IRXRqpo>

5-step framework - IDERO

1 Identify a digital media campaign

2 Determine campaign strategy

3 Evaluate tactics

4 Results analysis

5 Opportunities & improvements



Identify a digital media campaign

1 Identify a digital media campaign



Fisher-Price Increases Digital Spending 50%,
Targets Millennial Moms

**Brand Employs Strategies to Encourage
Impulse Buys This Holiday Season**

By:

[Natalie Zmuda](#)

Using campaigns described in media outlets will allow you access
to information usually reserved for company insiders

Determine campaign strategy

"We know we need to reach her in this digital space. And we also know this is the time of year millennial moms are doing a ton of research. "They want to make informed decisions when they make their purchases." said Lisa McKnight, Mattel's senior VP-marketing for North America.

Target

24 – 35, Moms, mid-income level, likely employed, and busy

Insight

These consumers want to be informed before purchase and often conduct this research online

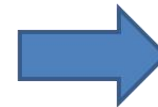


Evaluate tactics

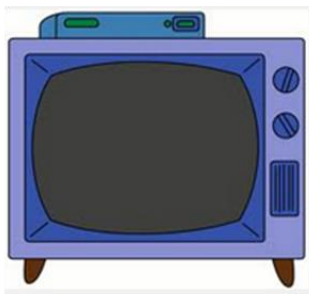
Digital strategy based on engagement creates incentives and aligns with POS and mixed media messaging



\$10 off



\$10 off



Results analysis

4 Results analysis

Paid

- SEM / SEO
- Paid search
- Banners
- Partner marketing

Owned

- Website
- Digital CRM
- App
- Mobile site
- Web chat

Earned

- Social media engagement
- Reviews
- Testimonials
- Tweets
- Blogs

Don't get overwhelmed with data; allow the strategy to guide measurement

Results analysis

Paid

toys for kids

Web Images Maps Shopping Applications More Search to

About 84,000,000 results (0.35 seconds)

Ads related to **toys for kids**

[Top Toys Chosen By Kids - 1000 Kids Voted](#)

www.walmart.com/Toys ★★★★★ 69 seller reviews

See Their Top Picks Only At Walmart®. Shop Today!

Walmart has 10,567 followers on Google+

5450 New Hope Commons Dr, Durham, NC - (919) 489-4412

Top-rated Toys

Rollbacks On Popular Toys

Toys Chosen By Kids

Toy Value Bundles

[Toys For Kids - shop.mattel.com](#)

shop.mattel.com/

★★★★★ 4,744 reviews for shop.mattel.com

Find New Arrivals & Kid's Favorites at Mattel Shop. Shop Online Today!

Owned

Be one of the first to know ...

Sign up for our **emails** and learn about:

- New products
- Discounts & special offers
- Age-by-age tips for toys & playtime
- Current parenting topics



Earned

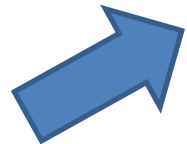


Little People® Musical Zoo Train
Approx. Retail Price:\$22.00



Opportunities & improvements

Consider adding user-generated content through additional social media platforms youtube & vine. People vote for best holiday video; winner receives family ride on the polar express train.



Incorporates 2 major consumer trends: user-generated content & contests

5-step framework - IDERO

1 Identify a digital media campaign

2 Determine campaign strategy

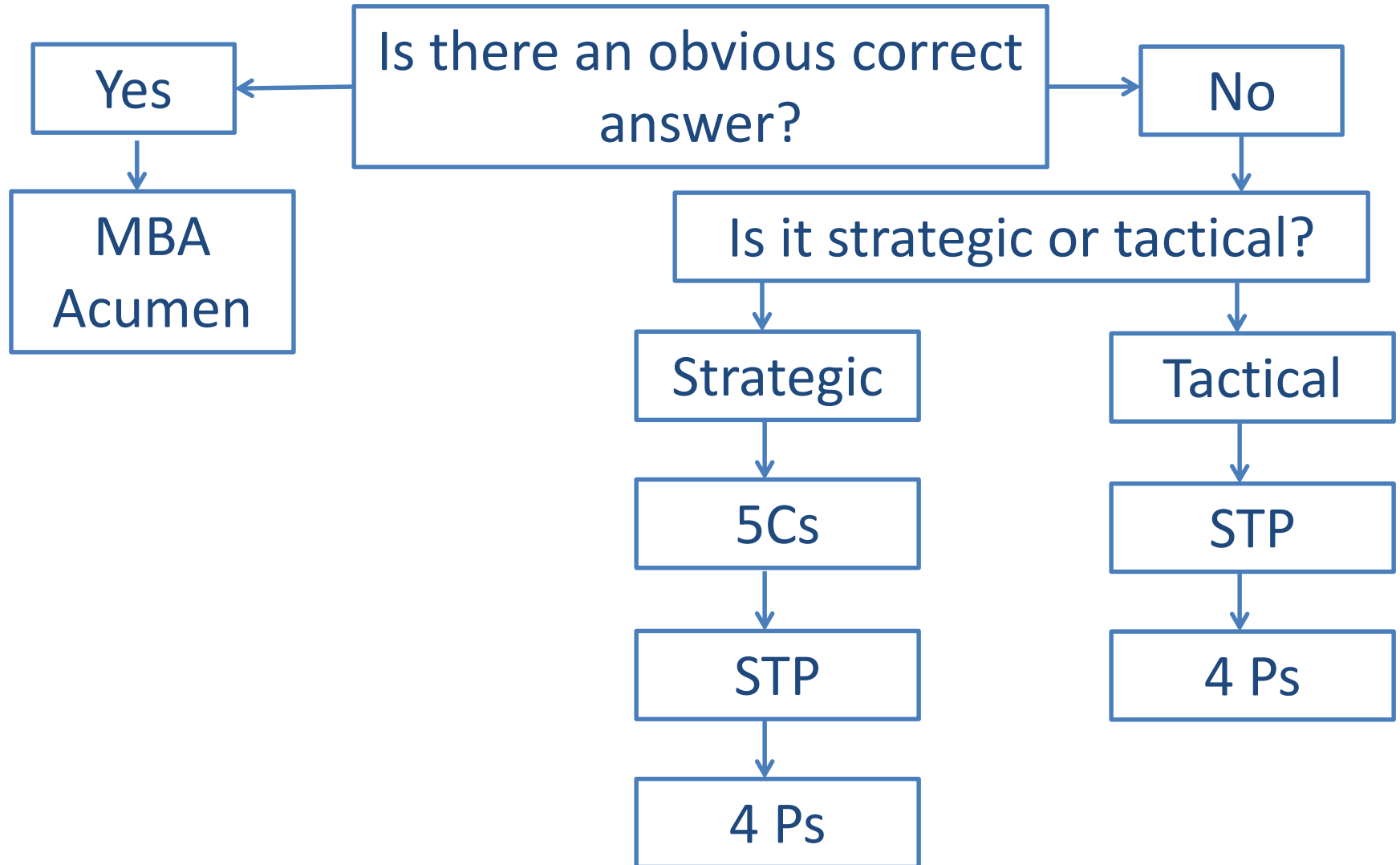
3 Evaluate tactics

4 Results analysis

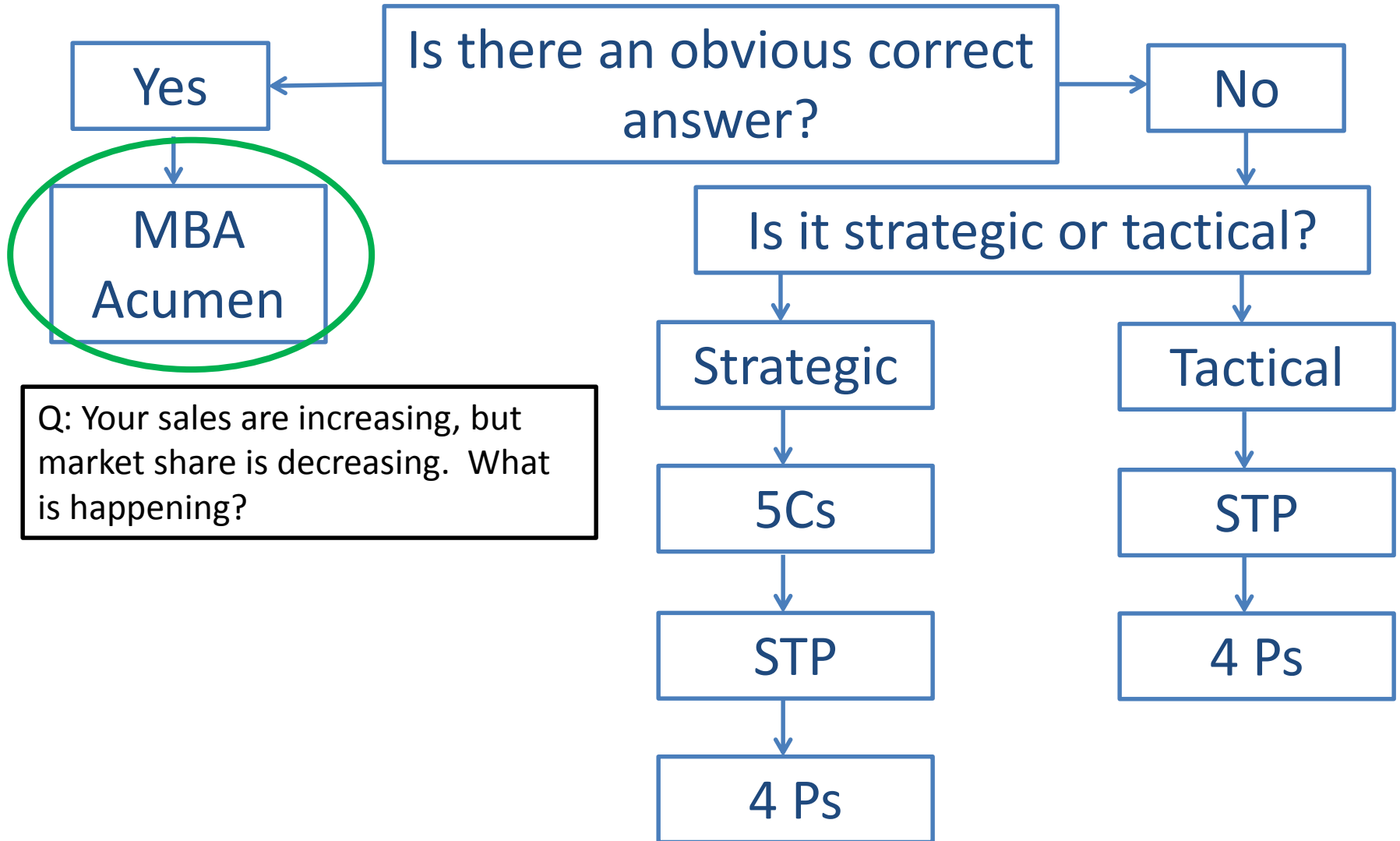
5 Opportunities & improvements



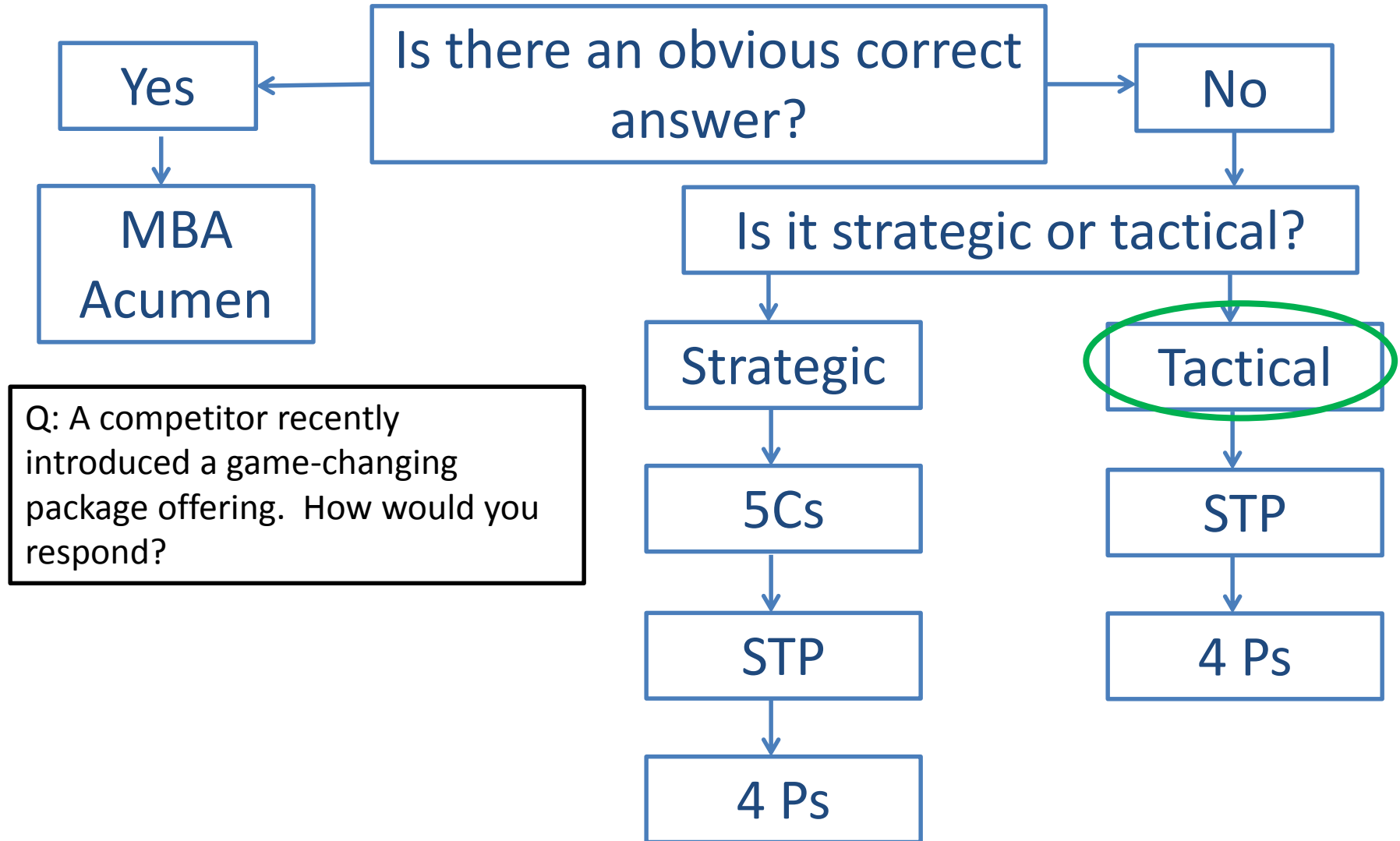
How to decide where to start



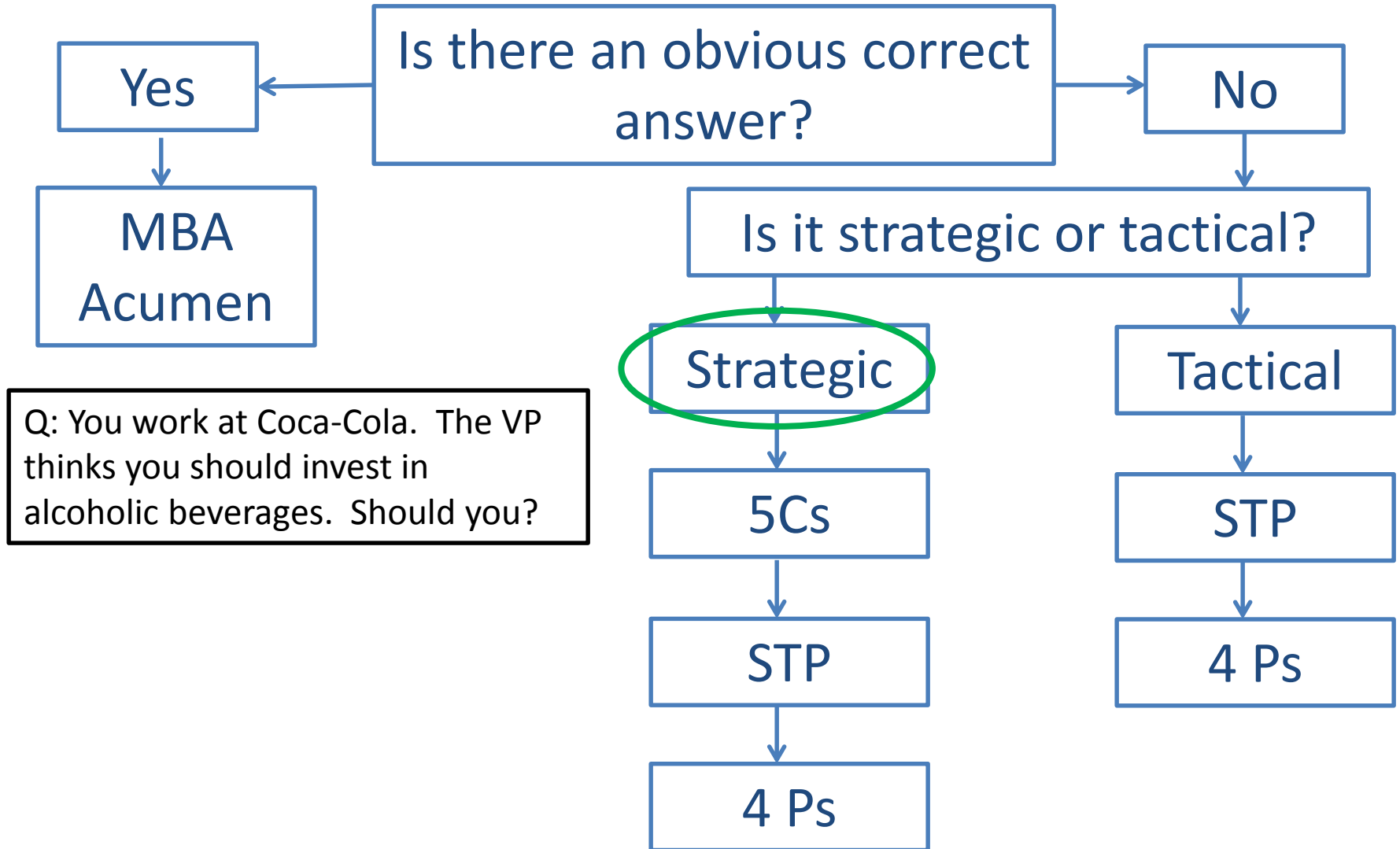
Question #1



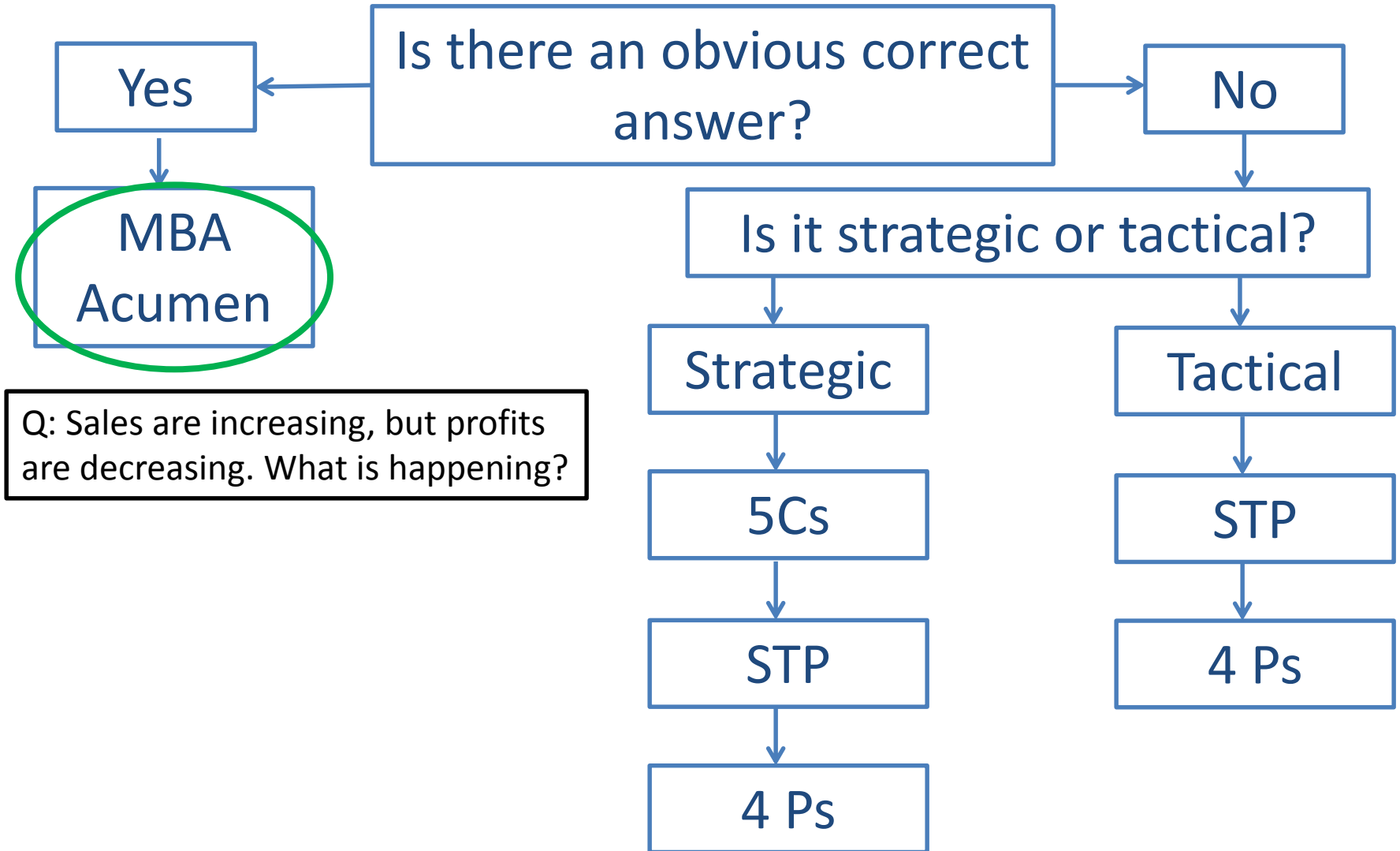
Question #2



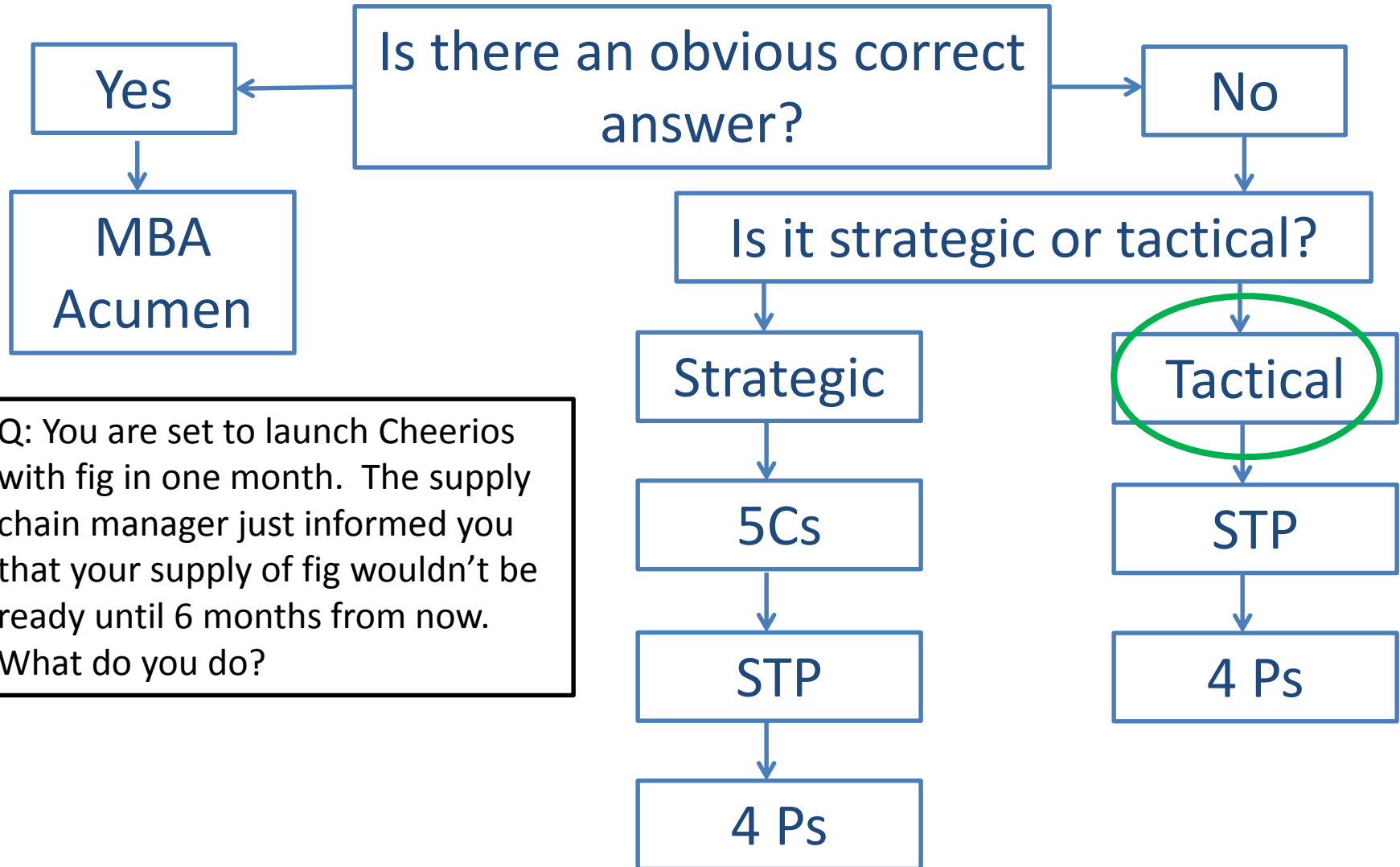
Question #3



Question #4



Question #5



Q: You are set to launch Cheerios with fig in one month. The supply chain manager just informed you that your supply of fig wouldn't be ready until 6 months from now. What do you do?

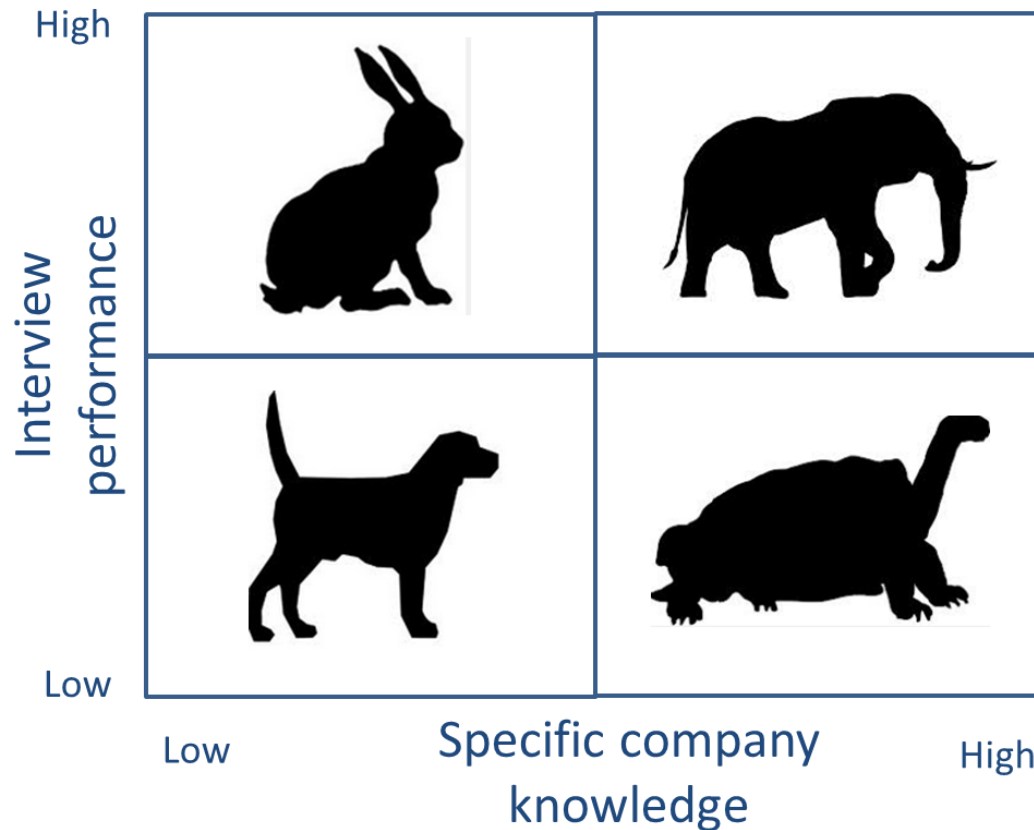
The billboard question



Q: If you could design a billboard about you, what would it look like?

- ① Focus on your top 3 strengths
- ② Incorporate visuals
- ③ Keep the message simple

Consider a 2x2 matrix to evaluate interviewees



How do we find the elephants?

Area for improvement: Evaluation of company specific knowledge

Include more company specific questions

What is the most precious resource to MBA students?

→ Time →

Exploit this resource

Interview Question List A

- Tell me about a time you managed conflict
- How would you describe your leadership style?
- When did you fail to deliver on a deadline?
- You have been given 3 projects that are all can't be completed. How do you prioritize?
- Your brand has the leading market share in a category. A smaller player just entered. How do you evaluate the situation?

Interview Question List B

- What is our current stock price?
- How many employees do we have?
- What is our CEO's name?
- What is our market cap?
- Who have you spoken with at our company?
- What is our largest geographic segment?

Recomm.
Balance

70%

30%

Ask 3-5 objective business questions near the conclusion of the interview



What should you do right now?

- 1 Ensure your 25 STARs are perfect
- 2 Practice the major marketing frameworks
- 3 Create study groups/teams
- 4 Practice MKT Club and 2nd years Dec 11th
- 5 I am here during “Career Week” – mock up
- 6 “Be” a consumer (watch TV, grocery shop)

Closing remarks

- I am NEVER mad at you
- I'm your #2 fan
- When you're angry, sad, frustrated, lost, confused, down, shaky, uncertain...the CMC is your safe haven
- Cross bridges when they appear
- Enter with a recommendation

Be a lioness



Percentage of students that interned last year

99.5%

You will all be successful
