CRACK THE CASE MARKETING

Going
Beyond the
4 P's

BY DAVID OHRVALL & NITISH RAO





OUR GOALS - HOW WE PLAN TO GO BEYOND THE BASICS

Understand the Why

- 30 minutes
- Every Marketer's Challenge
- Know the Core Marketing Skills
- Understand Your Interview Tests

Build Skills

- 90 minutes
- Build Strong
 Communication
- Assess Your
 Marketing Skills
 and Connect
 Them
- 15 MIN. BREAK

Apply Those Skills

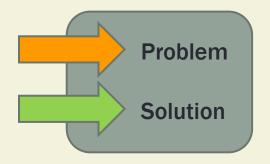
- 90 minutes
- Use CAPTURE to Understand Marketing Concepts
- Use Marketing Frameworks to Solve Marketing Problems



MARKETING HAS MANY BRANDS, SECTORS AND JOBS



AND MANY UNIQUE AND CHALLENGING PROBLEMS TO SOLVE



Dell How beat IBM?

- Customization
- Production speed

Dominos PizzaUnique offering

- Delivery guarantee
- Admit mistakes

Adidas

Shoes = Commodity

- Unique style, features
- Expert endorsement

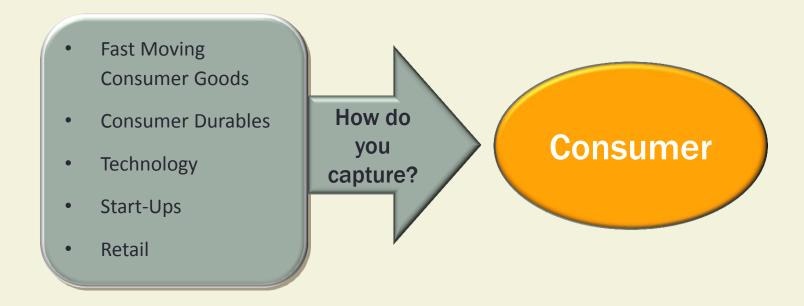
Moet & Chandon

Enter high society?

- Reach influencers
- Drink = status



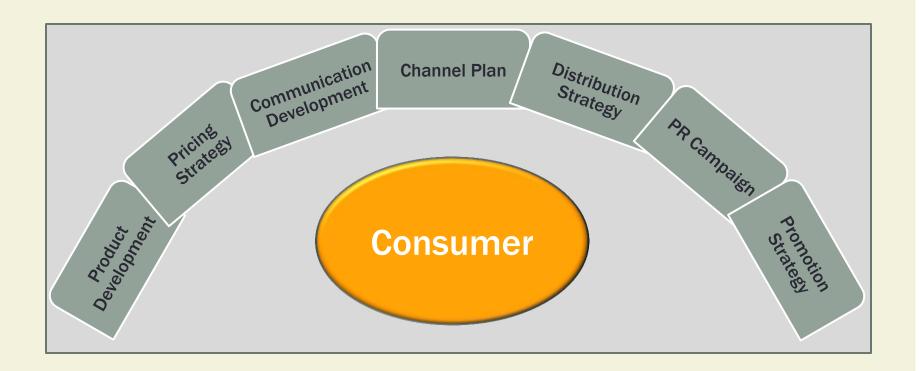
BUT EVERY COMPANY AND INDUSTRY FACES THE SAME BASIC CHALLENGE







KNOWING <u>HOW</u> TO CAPTURE THE CONSUMER IS THE MARKETING CHALLENGE





TO SUCCEED YOU MUST POSSESS THESE CORE MARKETING SKILLS





YOU'LL SPEND THE MAJORITY OF YOUR TIME LEADING AND ENGAGING

Defining Brand Vision Problem Solving Engaging Key Stakeholders Motivating the Team Thought Leadership

50 -55% of Time

- Lead a multi-functional, international team
- Engage marketing research to determine product changes
- Employ R&D to develop the right features
- Work with Finance to develop NPV analyses
- Forecast with the supply chain team
- Train sales staff on how to market the brand
- Persuade management to invest in the brand





AND ANOTHER LARGE PORTION ON ANALYSIS

Defining Brand Vision

Problem Solving

Engaging Key Stakeholders

Motivating the Team

Thought Leadership

25%-30% of Time

- Analyze and track your brand performance
- Determine the best marketing strategies to reach market share outcomes
- Assess how best to allocate your total budget





THE REST OF THE TIME IS SPENT ON CREATIVELY CAPTURING YOUR CUSTOMER



15% of Time

- Develop marketing design
- Create collateral materials
- Work with creative to optimize social media



INTERVIEWERS ASK QUESTIONS TO EVALUATE THESE SKILLS USING 2 TYPES OF INTERVIEWS

Behavioral

Marketing

Awareness

Core Skills

Passion

Personal

- Work
- Academic
- Personal
- Appearance
- Energy



Technical

Single Question

• "Do you like this campaign?"

Layered Question

 "Let's think through this situation."



Can you dissect and solve a problem?



WE'LL DO EXERCISES IN EACH SECTION TO BUILD STRONG INTERVIEW SKILLS

Behavioral Interview

Technical Interview

STAR

 Learn how to get your story across

Exercise 1
STAR basics

Answer

 Bring out the main point to highlight your best skills

Exercise 2
Convert to
Answer Frist

IMPACT

3

- Practice with these stories to build a solid base
- Add in marketing specific questions

Exercise 3
Build IMPACT
stories

CONNECT

4

- Know the marketing core skills
- Connect your personal traits with the marketing core skills

Exercise 4
Highlight Core
Marketing
Skills

CAPTURE &
MARKETING
FRAMEWORKS

- Broaden your thinking beyond the
 5 P's and lists of frameworks
- Learn how to move quickly though a complex problem with Marketing Frameworks

Exercises 5-10
Working Through
Each Element



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LET'S BEGIN WITH HOW TO CONSISTENTLY **DELIVER A CLEAR STORY**



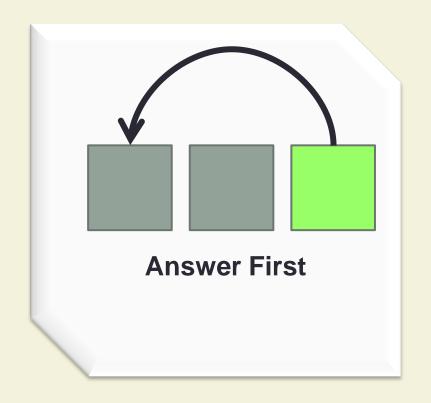


EXERCISE 1: TRY OUT CAR ON THESE INTERVIEW BASICS WITH YOUR PARTNER

- **PERSUASION** "Give me an example of how you convinced someone to do something they were not interested in doing. Use any sphere of your life (personal, work, academic).
- MORAL CHALLENGE "Please give me an example of a moral conflict you faced and how you handled it."
- PASSION "Share an example of how you motivated a group to get something done."
- HIGH PRESSURE "Let me know about a time when you dealt with extreme pressure. What did you?"



NOW THAT YOU ARE GETTING YOUR IDEAS TOGETHER, LET'S BE ANSWER FIRST







EXERCISE 2: BE ANSWER FIRST

- 1. Go back to your last story topic and write down the key points you want to get across
- 2. Redo the example out loud with a <u>different</u> partner with the key points up front in an answer first tone
- 3. Write down feedback from your partner
 - Were you too detailed?
 - Where did you lose his or her attention?
 - What data or fact could you include that would make it more relevant or noteworthy?



IMPACT THE INTERVIEWER WITH ANSWER FIRST STORIES ACROSS THESE TOPICS

I = Individual Contribution

What did YOU do? Separate yourself from the team.

M = Manage or Lead

How did you lead a group and deal with "people tension"?

P = Persuasion

When were you persuasive? Consider several techniques: emotion, logic, data.

A = Analysis

What did the data tell you?

C = Challenge or Failure

How were you transformed by the experience?

T 💳 Team

Focus on how you were a good member



3

EXERCISE 3: PRACTICE AN IMPACT TOPIC

- 1. Pick a topic from the previous page
- 2. Tell your partner which type of story you want to give
- 3. Interviewer:
 - Ask a warm up question (e.g. "Why do you want to work for us?")
 - Then move into the topic (e.g. "Tell me about a time you had to persuade a group.")
- 4. Candidate:
 - Keep the story to 2-3 minutes
 - Focus on the main themes
- 5. Feedback:
 - Where could the candidate edit?
 - What needs to be emphasized more?



HOMEWORK A

- Develop 2 stories for each IMPACT letter
- Make sure each story is no longer than 90 seconds
- Develop an Answer First style bring a capstone to the front or some data and results
- Practice with your partners. These stories will not develop on their own. As you build confidence with your stories you build communication skills you'll use with your technical interviews.



PRACTICE YOUR ANSWER FIRST TECHNIQUE ON THESE MARKETING CENTRIC QUESTIONS

- AWARENESS "What is marketing to you and why do you want a marketing career? Why specifically brand management / consumer goods / technology marketing?
- INTEREST "Tell me about a recent marketing campaign you loved and why." OR "Tell me about a commercial that doesn't work well. Why?"
- INDUSTRY "Why do you want to work in X (e.g. media)?"
- CAREER PATH "What do you want to do over the next few years in marketing? What's your ideal career path?"
- BIG DECISIONS "How did you go about choosing this school?"



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Each Element





CONNECT YOUR EXPERIENCE TO THE CORE MARKETING SKILLS

My Experience

I = Individual Contribution

M = Manage or Lead

P = Persuasion

A = Analysis

C = Challenge or Failure

T = Team

Marketing Core Skills Defining Brand Vision Where do I **Problem Solving** show strengths? **Engaging Key Stakeholders Motivating the Team Thought Leadership**



ASSESS YOUR EXPERIENCE IN LIGHT OF THE MARKETING CORE SKILLS





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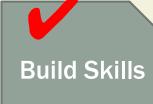
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NOW ITS TIME TO APPLY OUR SKILLS TO SPECIFIC MARKETING PROBLEMS



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Apply Those Skills

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INTERVIEWERS WILL WANT TO UNDERSTAND YOUR PROBLEM SOLVING SKILLS

- **PROBLEM IDENTIFICATION** Do you understand the problem at hand and its importance to the company?
- PRIORITIZATION Do you know how to break down the problem and go after the most important?
- THINKING / SEARCHING Can you ask good questions and think through the data you'll need?
- PRESSURE Can you think and solve problems on the spot?
- **GENERAL** Can you apply marketing principles and think from the marketer's perspective?



AND THEY EVALUATE THOSE SKILLS BY GIVING YOU CASE SITUATIONS

TYPICAL MARKETING TECHNICAL QUESTIONS

- How would you launch this <u>new product?</u>
- What would you do about <u>declining sales</u>?
- How would you set pricing?
- How would you fight off a <u>competitor threat</u>?
- Private label products are coming on strong. What would you do?
- How would you evaluate this <u>advertisement</u>?
- Let's brainstorm! What are some <u>creative marketing solutions</u> to this situation?
- How would you have <u>led the campaign differently?</u>
- From a marketing point of view, what did they do wrong?



BUT YOU FACE QUITE A FEW PROBLEMS IN LEARNING HOW TO SHOW THOSE SKILLS

- WHAT DO I ASK?
- HOW DO I GO FROM TOPIC TO TOPIC?
- I HEAR THESE ARE DISCUSSIONS, SO HOW DO I KNOW WHEN I'M DONE "SOLVING THE CASE"?
- WHAT IF I GET <u>STUCK</u>?
- I HEAR EVERYONE USES THE SAME FRAMEWORKS. HOW WILL I DISTINGUISH MYSELF?



FIRST UNDERSTAND A MARKETING FLOW, THEN USE FRAMEWORKS TO DRILL DOWN

CAPTURE

- A way to cover all marketing
- It gives you content to discuss
- Use it as a primer for learning marketing concepts



Learn to think holistically through a problem

Marketing Frameworks

- Everyone knows and expects them
- You'll speak the same language
- BUT, they can make you sound like an "asking robot"



Ask pointed questions that the interviewer expects



USE "CAPTURE" TO BUILD SKILLS FOR ALL TECHNICAL MARKETING CASES

Consumer Needs

Acquisition Plan

Proposition

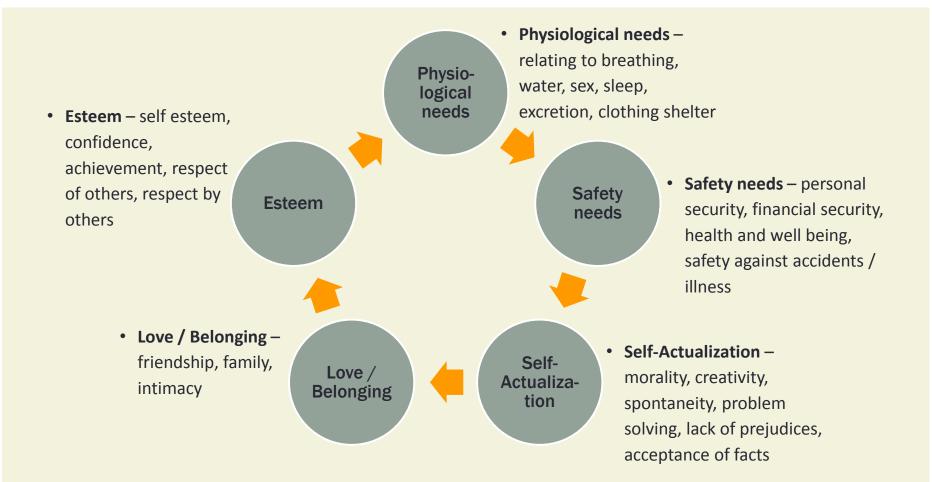
Target

Understand **Situation**

Relevant Execution



CONSUMER NEEDS ARE THE FOUNDATION OF ANY MARKETING CAMPAIGN





CONSUMER NEEDS EXAMPLE: HAIR CARE

Physiological / Functional

- scalp care
- smooth hair
- soft hair
- fragrant hair
- damage prevention
- reduced hair fall
- reduced split ends
- hair with volume

Esteem / Emotional

- beauty
- confidence
- esteem
- power
- sexiness





EXERCISE 5: CONSUMER NEEDS

- Think through these three product categories:
 - Beverages
 - Sit-down Restaurants
 - Skin Care
- On your own, write down the consumer needs you think are relevant for each product category (you will have 3 lists).
- When both partners are ready, "interviewer" asks about one topic's consumer needs and "candidate" explains his point of view.
- Candidate use your list as a guide. Candidate stretch the conversation out by asking questions like, "How would you support that?" and "Which one is the highest priority?"
- Feedback: after each turn discuss the candidate's ability to converse, persuade and use logic.



WHAT CONSUMER NEEDS DID YOU FIND?

Beverages

- health
- beauty
- nutrition
- energy
- stimulation
- relaxation
- hunger
- digestion

Sit-down Restaurants

- fun and excitement
- catch up and connect
- enjoy food
- break from routine
- celebration
- energize oneself

Skin Care

- whitening
- anti-ageing
- wrinkle reduction
- dark spots removal
- acne control
- beautiful skin
- soft to touch
- confidence



TO BUILD SKILLS FOR ALL TECHNICAL MARKETING CASES, WE'LL USE CAPTURE

Consumer Needs

Acquisition Plan

Proposition

Target

Understand **Situation**

Relevant Execution



DEVELOP AN ACQUISITION PLAN TO CAPTURE THE CONSUMER

Customer

Current

New

New

Drive Consumption:

New Categories Build Portfolio

Drive **Penetration:**

Enter a new category With existing category

Product / Service

Current

Drive Consumption:

> Usage frequency, occasion. quantity

Drive Penetration:

New geography, channels, New demographics



LET'S GO DEEPER WITH SOME EXAMPLES

Customer

Current

New

New

Drive Consumption w/ New

- Olay (skin products) drives consumption with current users
- Offers a skin care portfolio moisturizers, cleansers, body wash, under eye specialty cream, serums

Drive Penetration w/ New

- Pantene goes after new customers with new categories
- Launches products focused on dandruff control, hair fall management and hair repair to bring in customers with new needs

Product / Service

Drive Penetration w/ Current

 Coke needs to boost sales during the winter holidays

Current

 Creates red truck campaign and the strong association with drinking Coke during the holidays

Drive Penetration w/ Current

- Companies enter new geographies and channels with similar products: Starbucks, McD's, Dell
- Drives sales with more affordable offerings: shampoo sachets



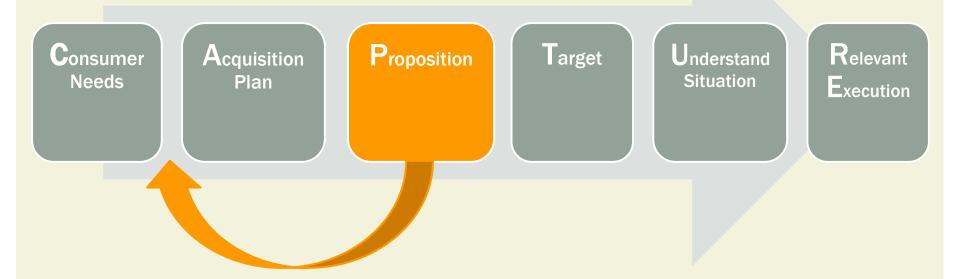
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EXERCISE 6: ACQUISITION PLAN

- Develop 2 acquisition plans from this list of products:
 - Dell computers
 - Ford Fusion car
 - L'Oreal Long Lasting Lip (lipstick)
 - Brooks Brothers suits
 - Amazon Prime service (2 day shipping, free videos)
 - Speedy Prep Tax Service
 - Local mowing and landscaper trying to grow business
 - Shell Oil marketing gas at the pump
 - Frozen pizza in the grocery store
 - Catepillar industrial equipment for builders
- Share your approach with your partner. Be ready to share with the class.

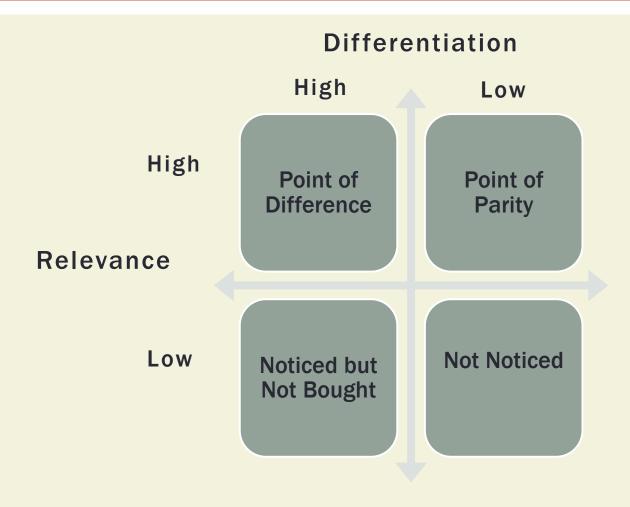


BUILD YOUR UNIQUE PROPOSITION BY REVIEWING CONSUMER NEEDS AND THE A.P.





PROPOSITION IS A PROMISE OF A CORE BENEFIT TO THE CONSUMER





LET'S GO DEEPER WITH SOME SPECIFIC PROPOSITION EXAMPLES

Differentiation High Low **Point of Parity Point of Difference** These products position their offering There is no reason to switch brands High in a way that makes consumers want Very relevant proposition, but to switch differentiation is not strong enough to Pampers better absorption diapers = stand out: absorbent diapers, no pulp orange juice, fast computer better sleep = brain development processors, comfortable shoes Easy and nutritional pasta mixes Relevance **Noticed But Not Bought Not Noticed** Low These products stand out but do not Consumers do not notice because convert to purchase there is nothing special about the product on either dimension Brightly colored shampoo packaging • Full range of paint colors, road Soda cans with pictures of lemons and gripping tires limes





EXERCISE 7: PROPOSITION

- Think through propositions for these well known products (choose 3):
 - Starbucks
 - Mercedes Benz
 - Chanel
 - Samsung
 - Disney Theme Parks
 - United Airlines
- What are the consumer needs?
- What is the proposition being offered?
- Proposition development is iterative. What questions would you ask to improve the current proposition?



TO BUILD SKILLS FOR ALL TECHNICAL MARKETING CASES, WE'LL USE CAPTURE

Consumer Needs

Acquisition Plan

Proposition

Target

Understand **Situation**

Relevant Execution



ARE YOUR TARGET CONSUMERS WORTH YOUR TIME OR SHOULD YOU PASS?

Profitable

- Financially, will you be able to meet the consumer needs profitably?
- Can you deliver the proposition at the right price

Achievable

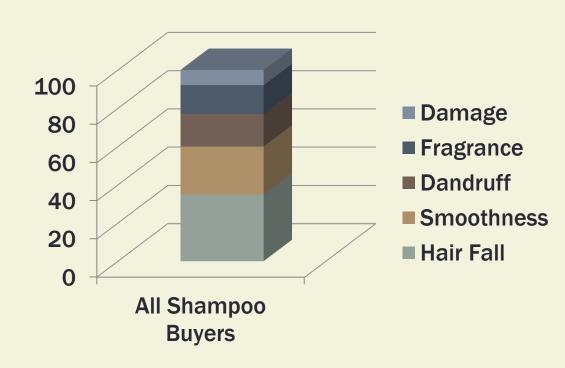
- Will consumers go for the offering?
- Will the defined proposition be able to address the need gaps?

Sustainable

 Will you be able to sustain the delivery of the value proposition over time?



YOU HAVE A NEW SHAMPOO: IS YOUR TARGET RIGHT OR SHOULD YOU <u>PAS</u>S?



Is it Profitable?

- Damage prevention buyers may be only 8% of the market, but if competition is low, it could be large enough to provide profit.
- Review entry and operations costs

Is it Achievable?

- There are unmet consumer needs so there is demand.
- Confirm that the product works and can deliver the benefits promised.

Is it Sustainable?

 Review the key elements of sustainability: manufacturing capabilities, operations, distribution, funds for reinvestment, and ongoing sales and marketing.



EXERCISE 8: TARGET

- Think through target audiences for these product lines (pick 3):
 - Kohler faucets for the kitchen and bath
 - Wolfgang Puck restaurants (in airports)
 - Monteblanc pens
 - New Balance athletic shoes
 - Marriott hotels
- Answer these questions with your partner for each one:
 - Who might be the target? Avoid defining the target by demographics (e.g. tweens), but instead focus on consumer needs (e.g. tweens who need a low budget phone for contacting relatives)
 - What would you need to see to make it profitable?
 - How would you ensure achievability?
 - What would be the most important key elements to keep it sustainable (e.g. not just "sales" but "a young sales force with computer game knowledge")



NOW IT'S TIME TO STEP BACK AND UNDERSTAND THE SITUATION FULLY

Consumer Needs

Acquisition Plan

Proposition

Target

Understand **Situation**

Relevant Execution



ARE THERE FORCES THAT ARE TOO GREAT FOR YOUR OFFERING?

 Business trends Suppliers Buyers **Micro Forces** Marketing intermediaries Competitors Your Offering Legal / Political Regulatory / Societal Consumer Needs Technological impacts **Macro Forces** Broader economic Acquisition Plan Competitive Proposition Target



UNDERSTAND THE SITUATION TO PREVENT FORCES THAT CAN HURT YOUR BRAND

Vitamin Ketchup

- Australian launch of an adjacent product
- Not just standard ketchup, but ketchup with vitamins!
- Conception to launch was 12 months
- During that time 2 other competitors created similar products
- Product launch resulted in sales less that test audience target

Hair Smoothness Shampoo

- Asian TV campaign for a new shampoo line
- Proposition: achieve the same smoothness as a salon treatment hot oil treatment
- Competitors sued claiming that benchmark data was false
- During court appeal, rulings were suspended for 1 month due to national holidays
- Entire campaign delayed 3 months





EXERCISE 9: UNDERSTAND SITUATION

- Think through the impact of these forces on the following products:
 - Clear Coke (no color) launches 2 weeks before your Pepsi Fresh launch (same attributes, no color)
 - 1 month before your Angry Kids video game, you receive a cease and desist legal order from the Angry Birds team
 - Competitors claim that your Rain Fight tires are not 30% better than theirs, as you claim, and their comments are in the media
- Work through each example with your partner:
 - Identify the force (macro, micro, type)
 - Answer these questions:
 - 1) Is there an impact on the consumption behavior of the consumers that the brand is targeting?
 - 2) Is there a need to re-look at the proposition because of the situation?
 - 3) Will this have an impact the go-to market execution?



EXECUTE YOUR PLAN TO CAPTURE YOUR CONSUMERS

Consumer Needs

Acquisition Plan

Proposition

Target

Understand Situation

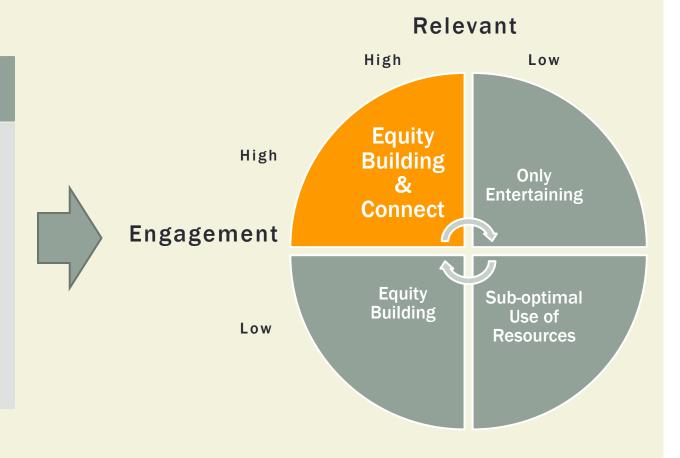
Relevant Execution



GREAT EXECUTIONS BUILD EQUITY AND **CONNECT TO THE CONSUMER**

Executions

- Product **Development**
- Pricing Strategy
- Communication **Development**
- Channel Plan
- Distribution Strategy
- PR Campaign
- Promotion Strategy





GREAT EXECUTIONS BUILD EQUITY AND CONNECT TO THE CONSUMER

iPod Speaker system

- Displayed in mall window
- Glass made to look broken
- Engaging visual, relevant feature (loud sound)

Engagement

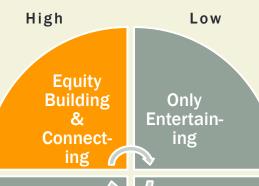
Low

High

Time for Cooking Class

- Print campaign for class
- Dog sitting at table vomiting
- Very relevant but off-putting approach

Relevant



Heinz Mean Bean Campaign

- Mean Bean is mean to everyone
- Engaging message overall
- But actions and themes were confusing

Equity Building Resource
SubOptimization

Everyday Campaigns

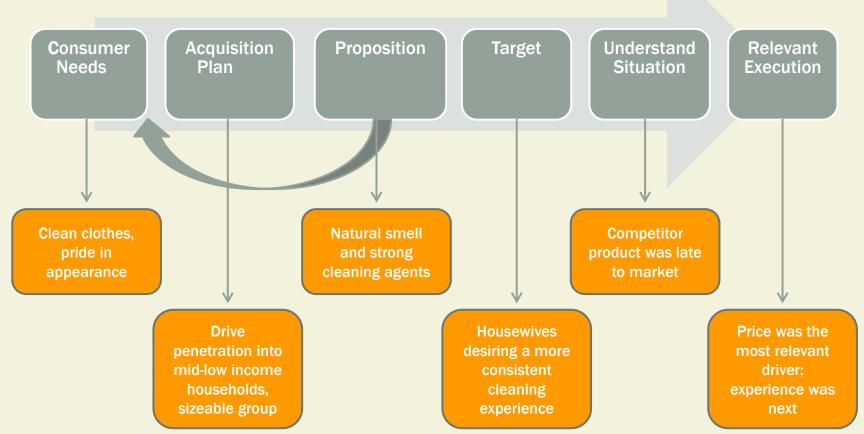
- Small businesses tend to advertise in similar ways
- They do not engage or convey the right message





LET'S BRING IT ALL TOGETHER WITH AN **EXAMPLE**

Tide Naturals - enter mid to lower socio-economic market





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Apply Those Skills

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- Use CAPTURE to understand marketing concepts
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NOW IT'S TIME TO TALK THROUGH THE TYPICAL MARKETING FRAMEWORKS

4Cs 5Ps **STP** Pre / Post Internal / Launch **External**



BUT BE WARNED! AVOID BECOMING THE "ASK-BOT"

Do you have market share?

Do you have cost information?

What's are the price trends?

What are the industry trends?

Is this move strategic?

How are the competitors?

What's their brand strategy?

Do you know their value prop?

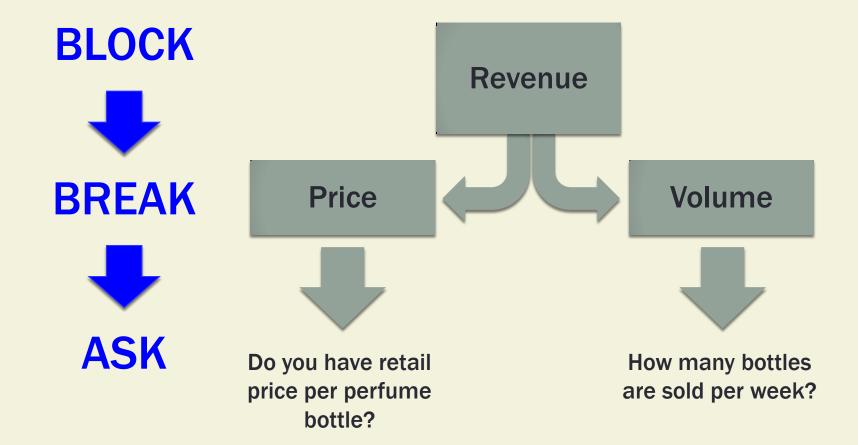
Can they gain synergies?

Are consumers sticky?





INSTEAD USE BLOCK, BREAK AND ASK TO THINK AND ASK RELEVANT QUESTIONS





THE 4PS IS THE MOST WELL KNOWN - GO DEEPER WITH BLOCK, BREAK AND ASK

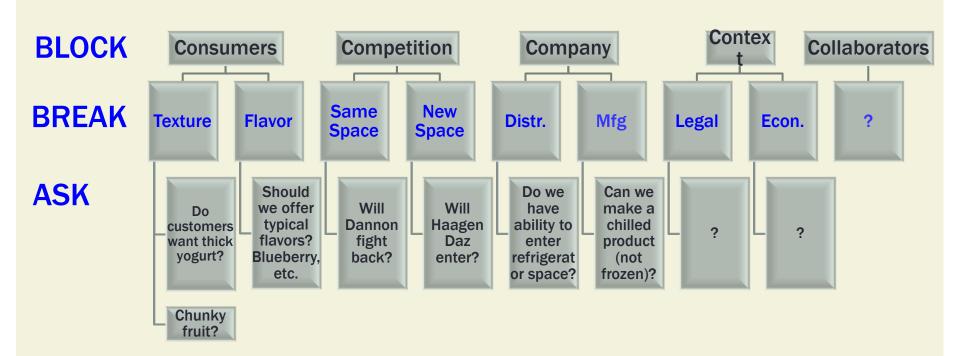
4Ps Should Breyers launch natural, fruit yogurt?





THE 3CS LET'S YOU UNDERSTAND SOME **BROAD ISSUES**

3/5Cs What case specific questions would you ask?





USE BLOCK, BREAK, AND ASK FOR SEGMENT, TARGET AND POSITION

What case specific questions would you ask?







EXERCISE 10: FRAMEWORK WALK THROUGHS

- Use the 4Ps, 3/5Cs and STP to think through the following scenarios.
- Be sure to avoid just asking questions (ASKBOT), but instead:
 - Block, Break and Ask
 - Be case specific (think about words, phrases and products that relate)
 - Carry the discussion
- Interviewers: Be sure to push back and ask questions. Play the part of a real interviewer.
- Take 5-7 minutes for each topic. Give and take a topic:
 - HP wants to launch a personal travel printer for under \$200
 - Sony's new cloud based, Learn & Earn, kids' games that help parents reward their kids for leaning with weekly allowances
 - Coach wants to get into women's jewelry
 - Kid's Cologne by Armani, smell extra sweet for school!
 - Gray Goose want to launch Vodka Refreshers, a light, drinkable vodka cooler
 - Wrigleys is thinking about caffeinated gum



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Answer **First**

· Bring out the main point to highlight your best skills

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CAPTURE & MARKETING FRAMEWORKS

- Broaden your thinking beyond the 5 P's and lists of frameworks
- · Learn how to move quickly though a complex problem with **Marketing Frameworks**

Exercises 5-10 **Working Through Each Element**



Bonus

BONUS SECTION: LET'S TALK ABOUT EFFECTIVE ADS

- Ads should be memorable, well-branded and persuasive
 - Very interesting
 - Relevant differentiation
 - Simple to execute
 - Strong branding
- Memorable ads also feature:
 - A point of interest. Did the ad catch your attention?
 - A story. Did it pull on your heart strings or make you excited?
 - A catch. What jumps out?
- Does it make you want to act? Purchase, recommend or go see.
- LET'S EVALUATE SOME ADS





FLOOR TILES



- Is this ad well placed, memorable or interesting?
 - Very interesting
 - Relevant differentiation
 - Simple to execute
 - Strong branding
- Does it have a feature that matters?
 - A point of interest. Did the ad catch your attention?
 - A story. Did it pull on your heart strings or make you excited?
 - A catch. What jumps out?
- Does it make you want to act? Purchase, recommend or go see.



GROHE



- Is this ad well placed, memorable or interesting?
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 - A catch. What jumps out?
- Does it make you want to act? Purchase, recommend or go see.



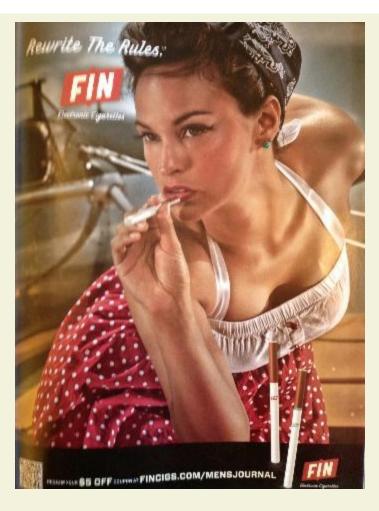
EDDIE BAUER



- Is this ad well placed, memorable or interesting?
 - Very interesting
 - Relevant differentiation
 - Simple to execute
 - Strong branding
- Does it have a feature that matters?
 - A point of interest. Did the ad catch your attention?
 - A story. Did it pull on your heart strings or make you excited?
 - A catch. What jumps out?
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FIN ELECTRONIC CIGARETTES



- Is this ad well placed, memorable or interesting?
 - Very interesting
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 - Strong branding
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PRADA COLOGNE



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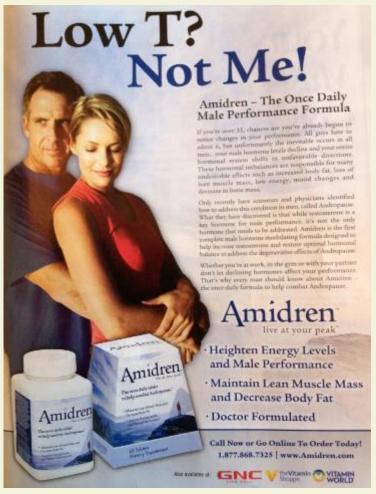
BOSCH



- Is this ad well placed, memorable or interesting?
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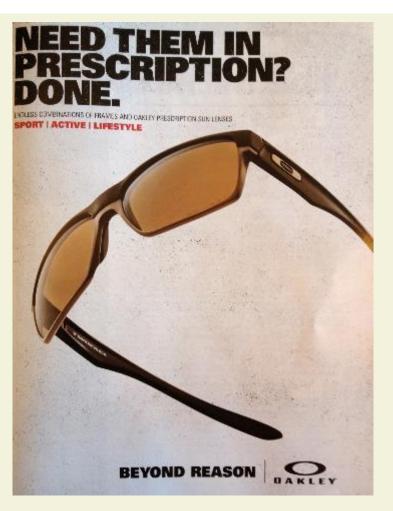
AMIDREN



- Is this ad well placed, memorable or interesting?
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OAKLEY



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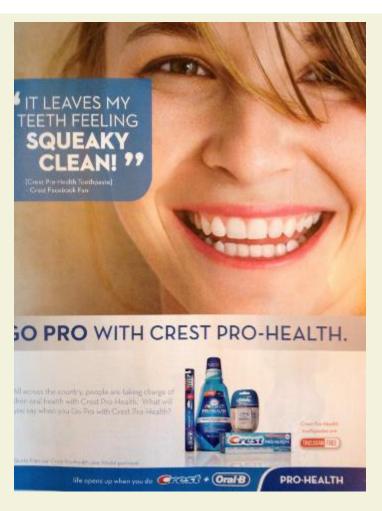
WEATHER TECH



- Is this ad well placed, memorable or interesting?
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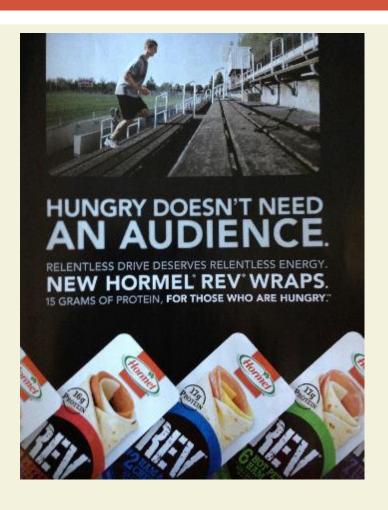
CREST



- Is this ad well placed, memorable or interesting?
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 - Strong branding
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HORMEL REV WRAPS



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DAYQUIL AND NYQUIL



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LUPUS DRUGS



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MINI WHEATS



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QUAKER OATS



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SAMSUNG



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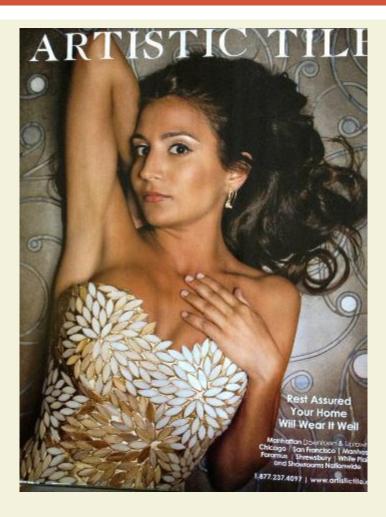
TAG HEUER



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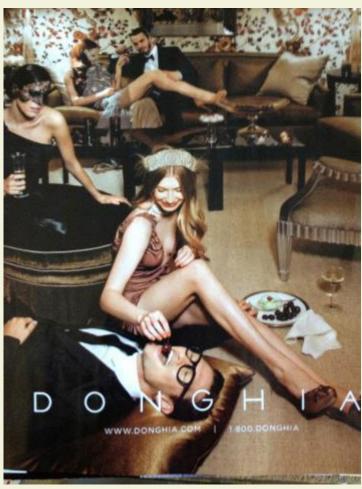
ARTISTIC TILE



- Is this ad well placed, memorable or interesting?
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DONGHIA



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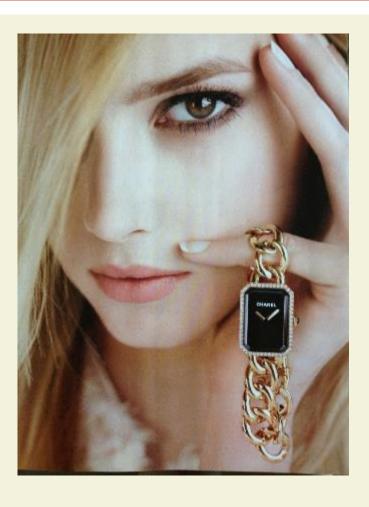
ST. REGIS HOTEL



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CHANEL



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NOW ITS TIME TO APPLY OUR SKILLS TO SPECIFIC MARKETING PROBLEMS



- 30 minutes
- **Every Marketer's** Challenge
- **Know the Core Marketing Skills**
- **Understand Your Interview Tests**



- 90 minutes
- **Build Strong** Communication
- Assess Your **Marketing Skills** and Connect Them
- 15 MIN. BREAK



- 90 minutes
- Use CAPTURE to **Understand** Marketing **Concepts**
- **Use Marketing** Frameworks to **Solve Marketing Problems**

