

Table A provides demographic information on the users of three popular social network sites.

Discussion Questions

1. When Dave Carroll posted his video on YouTube, it went viral. What American value do you feel motivated consumers to pass along this "video complaint" to others?

Demographics of Online Social Network Users

TABLE

A

	YouTube	Twitter	Facebook
Gender			
Male	101	92	91
Female	98	106	108
Age			
3-12	79	62	87
13-17	173	112	186
18-34	123	153	144
35-49	79	87	71
50 +	67	58	49
Race/ethnic group			
Caucasian	83	88	96
African American	152	184	145
Asian	156	77	117
Hispanic	168	129	73
Other	98	91	98
Kids in household			
No Kids 0-17	93	90	87
Has Kids 0-17	108	113	117
Household income			
\$0-30K	102	95	75
\$30-60K	95	96	89
\$60-100K	96	98	108
\$100K	105	107	116
Education			
No College	112	108	105
College	90	94	98
Graduate School	88	89	88

(Index = 100. Population = Total Internet Population)
Source: Quantcast, June 2010

2. Of the three groups of influencers identified by Forrester, which group or groups do you think were most likely responsible for Dave Carroll's video going viral? Explain.
3. Based on your answers to 1 and 2, develop a marketing strategy for United to "recover" from their service failure. Specifically, address the following:
 - a. What "message" should United be sending to the general public?
 - b. What "media" outlets (traditional, online, social) should they be using?
 - c. Develop a video or ad concept that United could place on social media that could help offset consumer anger over its service failure.
 - d. Identify which of the three Forrester groups United should focus on with its recovery campaign and defend your answer.
4. Chapter 7 defines and discusses opinion leaders. Are the individuals that create viral complaint videos opinion leaders? Why or why not?
5. Chapter 7 also discusses guiding principles that marketers should use when engaging in social media. How should United Airlines or other companies who have had similar issues operate based on these principles?
6. Several companies are using crowdsourcing as a way for customers to help solve one another's problems. How might companies harness the power of crowdsourcing to combat instances of viral negative WOM?
7. Besides being a method of communication, online social networks are also innovations that are being diffused. Are online social networks continuous, dynamically continuous, or discontinuous innovations?
8. Describe the typical user of each of the three social networks described in Table A.

Source: D. Carroll, "United Breaks Guitars," www.DaveCarrollMusic.com, 2009; <http://www.davecarrollmusic.com>; C. Ayres, "Revenge Is Best Served Cold—on YouTube," *The Times*, July 22, 2009, <http://www.timesonline.co.uk>; R. Sawhney, "Broken Guitar Has United Playing the Blues to the Tune of \$180 Million," *Fast Company*, July 28, 2009, <http://www.fastcompany.com>; D. Dybwad, "The State of Online Word-of-Mouth Marketing," *Mashable.com*, April 30, 2010, <http://mashable.com>; "Facebook.com," *Quantcast.com*, June 10, 2011, <http://www.quantcast.com>; "Twitter.com," *Quantcast.com*, June 10, 2011, <http://www.quantcast.com>; "YouTube.com," *Quantcast.com*, June 10, 2011, <http://www.quantcast.com>; J. Hall, "20+ Mindblowing Social Media Statistics," *E-consultancy: Digital Marketing United*, March 25, 2011, <http://econsultancy.com>; P. Laya, "Statistics," *YouTube Pressroom*, June 18, 2011, <http://www.youtube.com>.

CASE 2-5 RICH, ANGRY BIRDS

Angry Birds is a simple and extremely popular video game that has taken the world by storm. Angry Birds is a mobile app whose franchise is also expanding to video

game consoles, board games, cookbooks, and toys. In the game, the goal is to retrieve the stolen bird eggs from the enemy pigs and kill the pigs. Players use a slingshot

to launch wingless birds through the air to destroy pigs and various structures that are housing the pigs. If the players complete their mission of killing all the pigs within the allotted time and number of birds, they pass to the next level where different pigs and structures await to be killed and destroyed. As players progress through the stages of the game, new types of birds and features, such as explosives, become available. Numerous free updates, additional content, and holiday promotions help keep consumers hooked on this game.

The global market for applications, or "apps," is already huge and continues to grow at an exponential rate. In 2010 alone, the global app market accounted for \$5.8 billion in sales. Analysts project that this market will see double-digit growth and be worth \$25 billion by 2015. Currently over 2 million apps are available, and North America produces the most revenue in the app market. However, Asia has the highest number of total app downloads. Of all the apps out there, Angry Birds may be one of the most popular of all time. Angry Birds is downloaded more than 1 million times a day and played for more than 200 million minutes a day.

An executive for the company is exuberant about the app, stating, "Angry Birds is going to be bigger than Monkey Mouse and Mario." A combination of factors has helped lead to Angry Birds's success:

- Angry Birds also received a boost from celebrities giving their endorsement by telling fans that they are hooked on the game (e.g., Anja Pärson, a Swedish skier).
- The company made Angry Birds very simple to use, increasing its "addictive power."
- The unpredictability of the game also lures in consumers.
- The company engages in customer relationship management and maintains communication with its customers through social media.

However, above all, one company executive attributes Angry Birds's initial success to the Apple platform, which is where Angry Birds started.

[Apple] has opened up for innovation and given us a huge market. The game itself is made possible by the touch technology, which hit the market at the right time with the growth of smart phones and the launch of the App Store. The key is to offer it for free and reach volume. You need to get the game out to the masses. . . . It is important to continue being number one in the app store. When you manage to do this, the challenge is to build an even greater audience.

The Angry Birds franchise continues to grow and engage consumers by partnering with other organizations and developing new innovations. Soon, management hopes to allow users to get special game features as a function of their location. And the company is offering Angry Birds merchandise, like speakers in the shape of the Angry Birds characters, for assorted electronic devices.

In regard to cause-related marketing, the company behind Angry Birds (Rovio) has joined BirdLife International in the fight to save threatened birds from extinction. Rovio is helping to raise awareness of bird extinction issues through the in-game that directs players to visit BirdLife International's web page to learn more about its programs. Likewise, BirdLife's web page hosts a trivia question about bird extinction that produces a secret level of Angry Birds for those players that visit its site.

Discussion Questions

1. The Angry Birds game is a type of innovation.
 - a. Identify whether it is a continuous, dynamically continuous, or discontinuous innovation.
 - b. Conduct an innovation analysis of Angry Birds using Table 7-3 as the basis (for the purposes of analysis, focus on consumers who already use mobile apps).
2. Rovio is engaging in cause-related marketing by teaming up with BirdLife International, a nonprofit organization. How well does this cause "fit" Angry Birds? Discuss the impact that this cause-related marketing partnership could have for Angry Birds.
3. Examine the four cause-related marketing (CRM) consumer segments in Chapter 3. Detail each segment's likely response to the CRM partnership that Angry Birds has with BirdLife International.
4. Angry Birds and many other apps are available in numerous countries. What are some factors that app-designers should consider when entering into a foreign market?
5. Angry Birds is appealing to young children because of its simplicity and cartoonish quality. Clearly, children are one of the market segments that Angry Birds is targeting. They are, or are planning, such initiatives as clothing, toys, and Angry Birds Happy Meals. Chapter 6 discusses marketing to children and the consumer socialization process. What ethical concerns should Rovio consider when marketing to children?

6. Angry Birds has been widely popular among Americans. What American values discussed in Chapter 3 help explain why Angry Birds is appealing to such a large audience? Defend your answer.

Source: World Mobile Applications Market—Advanced Technologies. Global Forecast (2010–2015). *MarketsandMarkets.com*. August 2010. <http://www.marketsandmarkets.com>; E. Erickson and A. Abdymonov, "Angry Birds

Will Be Bigger Than Mickey Mouse and Mario," *MIT Entrepreneurship Review*, February, 18, 2011. <http://mter.mit.edu>; "Help for the World's Angriest Birds," *BirdLife.org*, April 21, 2011. <http://www.birdlife.org>; C. Holt, "Angry Birds Review," *Macworld*, 2011. <http://www.macworld.com>; G. Sim, "Angry Birds Speakers + Stand from Gear4 to Land in Stores in September," *ZDNet.com*, June 13, 2011. <http://www.zdnet.com>; R. Kim and K. Tofel, "Angry Birds Seeks NFC in Location," *Bloomberg Businessweek*, June 14, 2011. <http://www.businessweek.com>; M. Silverman, "Angry Birds Hits 1 Million Downloads a Day," *Mashable.com*, June 17, 2011. <http://mashable.com>.

CASE 2-6 READY CLEATS STICK-ON GOLF CLEATS

Golf is a sport with a uniform. One part of that uniform is shoes. Not just any shoes to be certain. Golf requires powerful moves and solid footing. Professional golfers wear shoes with metal cleats or spikes for the most effective traction. Amateurs tend to purchase shoes with rigid plastic cleats. Golf shoes are not cheap. They start at \$60 a pair and can go on up to over \$300. Golf shoes are bulky so they don't fit into a golf bag easily. They take up precious room when traveling and are sometimes just plain easy to forget. On top of that, they aren't always as comfortable as your favorite pair of sneakers.

In response to all of this, Ready Cleats has come out with "stick-on" cleats that can be put on almost any shoe and then removed. REDe stick-on golf cleats come in red and are in the shape of an "e"; hence the name. Their REDe Golf website states the following:

Why buy golf shoes? Now turn any pair of comfortable shoes into golf shoes and enjoy 20 or more rounds of golf before replacing cleats. A package of 20 cleats is only \$9.95! Carry PRO LINE Round Savers in your golf bag for the Perfect Replacement Cleat for All Brands of Golf Shoes (for those who have golf shoes but lose a cleat).

Why pack golf shoes when you travel? Take PRO LINE Round Savers along and play in the shoes you are wearing, then remove the cleats after the round and reuse them another time. Round Savers are "Approved Under The Rules of Golf by Both the USGA And the Royal & Ancient Golf Association."

Discussion Questions

1. What type of innovation is the REDe stick-on golf cleat? Evaluate it as an innovation using Table 7-3 as a structure.
2. How can the firm use opinion leaders to help its PRO LINE Round Savers succeed?
3. How can the firm use reference group influence to help its PRO LINE Round Savers succeed?
4. What values will help this product succeed?
5. Would you target professionals or amateurs? How would your approach differ between the two groups?
6. What demographic groups would you target?
7. Develop an advertisement for REDe Golf's PRO LINE Round Savers. Be sure to articulate the advantages of the product and also utilize reference group influence.
8. How would you market the REDe Golf's PRO LINE Round Savers in these countries?
 - a. Japan
 - b. European Union
 - c. Mexico

Source: D. Foust, "Golf 911," *BusinessWeek*, July 31, 2006, p. 77; Ready Cleat website. www.readycleat.com, accessed July 8, 2011; ReDe Golf website, <http://66.151.77.55/products/>, accessed July 8, 2011.

CASE 2-7 TIDE GOES AFTER GREEN WITH NEW PODS

Green household cleaners are gaining popularity, despite an ongoing recession and decline in the overall laundry category. In particular, the green laundry category has seen 50 percent annual growth that, if sustained, would

put sales in this category at \$700 million by 2014. Despite a growing interest in the environment, consumers often use too much detergent, which has numerous negative effects on the environment, including faster equipment