Driving Growth: Innovation, Value Chain, Transformation

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Driving Growth

• Innovate with conviction

• Transform the value chain

• Lead the transformation
Brian France
CEO NASCAR

Nick Lazaris
CEO Keurig

Chuck Swoboda
CEO Cree
1998

$0 Sales
2014

$4 Billion Sales
Keurig Green Mountain

$19.2 Billion Market Cap (Feb 13, 2015)
Keurig grew by effectively managing a complex ecosystem

Manufacturers

Keurig Platform

Brewer

Coffee

Retailers

Consumers
Keurig transformed an entire category

- Innovation
- Transformed the coffee ecosystem
- Leadership

Coffee Category Sales

- 2000: $4 Billion
- 2014: $12 Billion
The NASCAR is part of a complex ecosystem

- NASCAR
- Teams
- Tracks
- Media
- Sponsors
Recent innovations have failed

“I can’t stand these new cars … they suck”

-- NASCAR Winner Kyle Busch
The customer experience at NASCAR
Digital Marketing was ....
Dangerously
Irrelevant
NASCAR CEO Brian France led a transformation of the ecosystem.
Keys to Success

- Innovation
- Transform the drivers & teams
- Transform sponsorships & media partnerships
- Leadership: Brian France
2007-2014

$560 million/year
2015

$820 million/year

46% Increase
$10 for a single bulb
The Cree Journey

• GE, Philips and other lighting giants failed to deliver innovative lighting solutions

• Cree focused on the consumer experience – not just saving money

• With zero market share, Cree led the transformation of the retail lighting industry

• The value proposition to Home Depot was critical to success
Sustaining Growth:
The next chapter
Keurig Green Mountain
$9.3B Market Cap (Sept 11, 2015)
Spring 2015

Philips: $5 for two bulbs

GE: $9.97 for 3 bulbs