Media Marketing & Entrepreneurship  
B8615-001  
January 2015  
Professor Sharad Devarajan

Half-Block Week  
Jan 14: 2:00PM to 06:15PM  
Jan 15: 10:30AM to 07:00PM  
Jan 16: 10:30AM to 07:00PM  

Location: URI 141  

COURSE SYLLABUS  
**(Syllabus is subject to change)**

OVERVIEW:  
How do entertainment properties such as Spider-Man generate billions in worldwide product sales? What made Pokemon a worldwide phenomenon? Is Angry Birds the new Mickey Mouse? What is the future of traditional television versus digital video? Can traditional publishing still create another Harry Potter? What are the marketing strategies used to promote independent films versus big-summer blockbusters? What are ‘transmedia’ and ‘transcreation’ and how are the forces of globalization and technology disrupting the entertainment eco-system?

Each week a different area of media will be examined from television, film, games, character entertainment and publishing. The course is intended to offer students:

i. Exposure to various marketing strategies used in media  
ii. An entrepreneurial approach to the media industry as a producer or manager of a content creation company  
iii. Insight into two of the biggest disruptive trends taking place in media today – technology and globalization  
iv. Insights and learning from preeminent guest speakers from the media industry

---

Wed Jan 14: 2:00PM to 06:15PM  
DAY 1

SESSION 1:  2:00PM – 3:30PM  
• Course Overview  
• The Media Entrepreneur – an Introduction  
• Marketing the Corporate Media Brand

SESSION 2:  3:45PM – 5:00PM  
What Makes Great Entrepreneurs?  
**Speaker: Gaurav Bhandari**, Managing Director, Goldman Sachs Asset Management (Former or current board member on *The Weinstein Company; Media Rights Capital; Demand Media*)

Recommended Readings:  
• **THE WRAP:** Guggenheim Invests $240 Million in ‘House of Cards’ Media Rights Capital  
• NYT: Tilting Hollywood’s Balance of Power to Talent Agency Clients;  
  http://www.nytimes.com/2007/03/19/business/media/19fund.html

• NYT: Weinstein Co. Says It’s Back With Cannes Festival Event:  
  http://www.nytimes.com/2011/05/13/business/media/13weinstein.html

• Wired; The Answer Factory: Demand Media  

• ReCode: Why Is Investor Shervin Pishevar Amassing a Stake in Demand Media?  

SESSION 3:  5:15PM – 6:15PM  
The Future of Storytelling  
**Speaker: Charles Melcher**, Founder, Melcher Media; Founder “Future of Storytelling” Conference;

Recommended Readings:
- Frank Rose: The big question: What's the audience got to do with it?  

Thu Jan 15: 10:30AM to 07:00PM  
DAY 2

SESSION 4:  10:30AM – 11:30AM  
The New Act: How Technology and Globalization are Transforming Media  
- Transmedia & Transcreation  
- Remixes, Remakes, Reinventions  
- “Local vs. Global”  
- More Platforms…More Problems or More Opportunities?  
- Licensing versus Transmedia: Platform Dissonance vs. Storytelling Gestalt

SESSION 5:  11:30AM – 12:45PM  
A Startup Story  
**Speaker: Sara Levinson**, Co-Founder, Kandu; Former President of MTV; Former President of NFL Properties;

LUNCH:  12:45PM to 1:45PM

SESSION 6:  1:45PM – 3:00PM  
From Pokemon to Squinkies – Building Billion Dollar Character Brands  
**Speaker: Carlin West**, Founder, Carlin West Agency LLC; Former EVP Acquisitions, 4Kids!
Recommended Readings:

- WSJ: How Toy Crazes Are Born  
  http://online.wsj.com/article/SB10001424052748704828104576021430434938792.html

- NYT: Squinkies Maker Savors Demand  

- Hasbro designer launches new Vamplets plush  

- SF Chronicle: The Monstrous Startup You've Never Heard Of But Kids Are Obsessed With  

- Hollywood Reporter: Inside 'Diary of a Wimpy Kid's' $500 Million Franchise  

- Deadline: Haim Saban Buys Back ‘Mighty Morphin Power Rangers’  

- The Telegraph: JK Rowling's Pottermore is a landmark for digital publishing  
  http://www.telegraph.co.uk/technology/8593935/JK-Rowlings-Pottermore-is-a-landmark-for-digital-publishing.html

- WSJ: Angry Birds' Spreads Wings  
  http://online.wsj.com/article/SB1000142405311904480904576498460747826834.html

- WSJ: THR: Rovio Announces Second Season of 'Angry Birds Toons' Series  

SESSION 7:  3:15PM – 4:45PM
Creating multi-platform, character properties
- The Character Entertainment & Licensing Business
- Licensing Content versus Owning Content

Required Readings:
- Case Study: Marvel Enterprises, Inc.
- THR: Which Superhero Earns $1.3 Billion a Year?  
  http://www.hollywoodreporter.com/news/superhero-earns-1.3-billion-a-748281

SESSION 8:  5:00PM – 6:00PM
Creating Content for Film, TV & Digital – The Producer as Entrepreneur
**Speaker:** Morgan Spurlock, Co-Founder, Clectaverse; Director and Award Winning Film & Television Producer

**Recommended Readings:**

Deadline: Spurlock Strikes Development Deal With The Associated Press

Variety: Disney’s Maker Studios Expands Deal with Morgan Spurlock

Forbes:

**SESSION 9: 6:00PM – 7:00PM**

The Power of Superheroes
**Speaker:** Paul Levitz, Former President and Publisher DC Comics

**Recommended Readings:**

- Wall Street Journal; Disney Nabs Marvel Heroes
  http://online.wsj.com/article/SB125172509349072393.html

- Disney Basks in 'Avengers' Success
  http://online.wsj.com/article/SB10001424052702304752804577386033906095246.html

- LA Times; Warner Bros.' DC Comics team makes a heroic effort to rival Marvel's films

- Variety; Warner Bros. creates DC Entertainment
  http://www.variety.com/article/VR1118008299.html?categoryid=13&cs=1

- Motley Fool: MARVEL OR PIXAR? Which Was the Better DISNEY Acquisition?

---

Fri Jan 16: 10:30AM to 07:00PM

**DAY 3**

SESSION 10: 10:30am – 11:30pm
Building a Digital Media Culture
**Speaker:** Steven Price, Chairman and CEO, Townsquare Media, Inc.

SESSION 11: 11:30PM to 12:45PM
Are Great Entrepreneurs Born or Made?
- Embracing the Suicide Quadrant
- Causal vs. Effectual Thinking

- NYT: Just Manic Enough: Seeking Perfect Entrepreneurs

- Venture Capitalist Fred Wilson: School's Not Enough for Media Entrepreneurs
  http://to.pbs.org/taf7Ga

LUNCH: 12:45PM to 1:45PM

SESSION 12: 2:00PM to 3:15PM
The Future of Media
Speaker: Joe Ravitch, Founding Partner, The Raine Group LLC; Former Senior Partner and Global Head of Media at Goldman Sachs

Recommended Pre-Class Readings:
- Deadline: WME-Staked Raine Antes $300M Media Fund
  http://www.deadline.com/2010/09/when-it-raines-it-pours-300m-for-wme/

- Forbes: Vice Becomes the Next MTV

- NYT: Its Edge Intact, Vice Is Chasing Hard News

- NYT: Raine Takes Stake in Jimmy Buffett's Margaritaville

- TechCrunch: DraftKings Raises Another $41M
  http://techcrunch.com/2014/08/25/draftkings-41m-starstreet/

  Reuters: Zumba no longer just exercise, it's big business
  http://www.reuters.com/article/2012/06/24/us-usa-zumba-idUSBRE85N06M20120624

SESSION 13: 3:30PM to 4:00PM
Takeaways and Closing Thoughts

SESSION 14: 4:15PM to 5:30PM
The International Startup
Speaker: Vishal Anand, Chief Product Officer, Newshunt
VC Circle: NewsHunt owner raises $18M from Sequoia, Matrix, Omidyar

WSJ: SoftBank Invests More Than $800 Million in India Internet Firms
http://www.wsj.com/articles/softbank-invests-over-800-million-in-india-firms-1414471447

SESSION 15: 5:45PM to 7:00PM
• Student Rapid Fire “Elevator Pitch Presentations”

ADDITIONAL RECOMMENDED READINGS FOR THE COURSE:

• Wired, The Long Tail; Chris Anderson
  http://www.wired.com/wired/archive/12.10/tail.html

• Wired; Free! Why $0.00 Is the Future of Business; Chris Anderson
  http://www.wired.com/techbiz/it/magazine/16-03/ff_free

• The Atlantic: Why Content Isn't King
  http://bit.ly/jDgN0N

• Fast Company: The Secrets Of Generation Flux

• Wired; Revenge of the Right Brain; Daniel H. Pink

• Wired; How Airbnb and Lyft Finally Got Americans to Trust Each Other
  http://www.wired.com/2014/04/trust-in-the-share-economy/

• Newsweek: Bonnie Hammer’s Hit Factory

• New York Magazine: The Zombies at AMC’s Doorstep

• The New Yorker: Streaming Dreams
  http://www.newyorker.com/reporting/2012/01/16/120116fa_fact_seabrook

• Mark Suster: Building an Internet Video Company in 2013
  http://www.slideshare.net/msuster/online-video-market-sept-2013

• Launch: I ain't gonna work on YouTube's farm no more
  http://blog.launch.co/blog/i-aint-gonna-work-on-youtubes-farm-no-more.html
• NYT: The Stream Finally Cracks the Dam of Cable TV

• NYT: Amazon Bets on Content in Deal for Twitch

• Frank Rose: Why blockbusters are not the wave of the future

• Why big budget Hollywood movies are financial busts
  http://www.thestar.com/business/2012/03/23/john_carter_syndrome_why_big_budget_hollywood_movies_are_financial_busts.html

• Web 2.0 Summit 2010: Ariel Emanuel, "A Conversation with Ariel Emanuel"
  http://www.youtube.com/watch?v=n7-YsOzd4co

• TECHCRUNCH: Welcome To The Unicorn Club: Learning From Billion-Dollar Startups
  http://techcrunch.com/2013/11/02/welcome-to-the-unicorn-club/

• WSJ: All Things D: Disney's Bob Iger: The Full D9 Interview

• WSJ: Peter Thiel - Competition Is for Losers
  http://www.wsj.com/articles/peter-thiel-competition-is-for-losers-1410535536

• WSJ: All Things D: Peter Chernin on Hollywood, Asia Growth

• Disruptions: Innovation Isn't Easy, Especially Midstream
  http://bits.blogs.nytimes.com/2012/04/15/disruptions-innovation-isnt-easy-especially-midstream/?r=0

• HBR: How to start an Entrepreneurial Revolution
  https://hbr.org/2010/06/the-big-idea-how-to-start-an-entrepreneurial-revolution/ar/1

To be posted on Canvas:
• How to Pitch a Brilliant Idea (HBS R0309J-PDF-ENG)
• Four Truths of the Storyteller (HBS R0712C-PDF-ENG)
• The Ten Faces of Innovation (HBS ROT022-PDF-ENG)
• How Pixar Fosters Collective Creativity (HBS R0809D-PDF-ENG)
• The Real Leadership Lessons of Steve Jobs (HBS R1204F-PDF-ENG)

SCHEDULE OF READINGS & SLIDES
Course Readings are indicated in the session descriptions above and subject to change or amendments. Slide Presentations are not distributed so please be sure to take whatever notes you feel are relevant.

GRADING

Class Participation: 50%

IMPORTANT NOTE – Please be advised that as this is a block week class, class participation requirements are taken very seriously and can materially impact student grades.

- Attendance is mandatory (email in advance if you are unable to attend class, excused absences for recruiting events, illness, etc will not adversely impact your grade)
- Complete class readings
- Students are expected to engage in classroom dialogues
- Prepare smart, challenging questions for speakers
- No laptops, blackberries, ipads, phones, etc.
- Be on time and NEVER walk-in late in the middle of a guest speaker
- No food allowed while guest speakers are visiting
- Respect other students & speakers
- Visitors and non-enrolled students are not permitted to attend classes
- Confidentiality is to be maintained by all students: guest speakers are encouraged to speak candidly and openly with students and there dialogues with the class are to remain in confidence.

Group Presentation: 50%

Students will work in groups of a minimum of 7 people, to present a final “Elevator Pitch” project during the last class accompanied by a brief 5 slide powerpoint deck. The presentation by groups should be no longer than 5 minutes followed by 3 questions from the audience. Groups will work together, and be graded together, on the creation of an original media product (book, magazine, film, game, animated series, iPhone/iPad app, etc) or disruptive media business, and present the business strategy, marketing plan and rationale behind the product or business.