



Institute of
Management Technology
Ghaziabad



MARKETZINE

Issue XIX

March 2016

*Lucky Shots &
Master Strokes*

Faux Pas!

customers decision
jewels
Marketing
also following
Pricing Table
media
financing

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Editor's Desk

Hola Readers!

We present to you the 19th Edition of Markezine!

Let us thank each and every one who had sent their entries for the edition. Looking through the huge pile of the articles and selecting the ones to be published was no easy task, for each article we had received was special in its own way. We hope that you, as a reader, will feel the same wonder and excitement that we felt on reading the articles printed in this edition.

Life is all about choices. When one encounters a fork in the road, one has to make a choice; whether to go left or right. In this edition of Markezine, we showcase a similar choice between two ideas, and two topics that support the ideas. The first one, 'Faux Pas!', speaks about the instances where the seemingly well-thought of marketing campaigns by companies have blown up on their faces. The second topic, 'Lucky Shots and Master Strokes', talks of companies that stunned the world by taking dire situations around them and molding them into a wonderful marketing campaign.

We would like to end our note by stating that though we enjoyed reading the entries in this edition, we may not share the views of the respective authors. The opinions mentioned in the articles are strictly those of their writers, and Club MarkUp holds no responsibility for them.

With that, we shall hold you back no longer! Dive in, and bon appetit!

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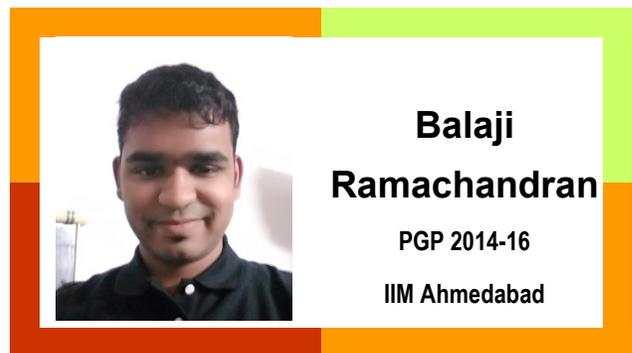
DEADPOOL

HOW FOX STUDIOS' MASTER-STROKE SOCIAL MEDIA CAMPAIGN CREATED A PHENOMENON

Two months ago, if the average individual were asked about Deadpool, very few people would have been able to identify him as a Marvel character.

Fast-forward to February 12th and Deadpool is one of the most anticipated movies of any genre in 2016, with a 98% positive response in Internet conversations, according to comScore's PreAct. This is a remarkable achievement for the relatively unknown Marvel superhero (or

villain) movie as it is releasing alongside the likes of Batman vs. Superman: Dawn of Justice, Captain America: Civil War, Finding Dory, Kung Fu Panda 3 and X-Men: Apocalypse.



So, how did Fox Studios manage to catapult Deadpool to international stardom? The answer is a clever social and mass media mar-

keting campaign whose success can be broken down into the following factors: -

Listening to the fans

It started with leaked CGI footage of Deadpool, voiced by actor Ryan Reynolds, going viral after last year's San Diego Comic Con. Hardcore fans, however, were skeptical as the essence of Deadpool – a character known for his

profane language and violent behavior – would be lost on the big screen. However, Fox decided to make the film R-rated and stay true to the source material, with ample scope for nudity, graphic violence and Deadpool's trademark sense of humor.

Ryan Reynolds' Twitter account seems to reflect this trend as he interacts with his followers in typical Deadpool-esque fashion with NSFW comments. In fact, Reynolds, who describes himself as a lifelong Deadpool fan, is a major asset to the social media marketing campaign as he personifies the impish charm that Deadpool is known for.

Innovative banner and creative content

“The Merc With The Mouth” doesn't take himself too seriously and the marketing team has accurately captured that, especially with the poster spelling Deadpool using emojis and the unabashed digs at Deadpool's contenders at the box

office, *Fifty Shades of Black* and *The Choice*.

With *Deadpool* releasing a few days before Valentine's Day, a slew of romantic posters that capitalized on Ryan Reynolds' persona were launched, portraying *Deadpool* movie as

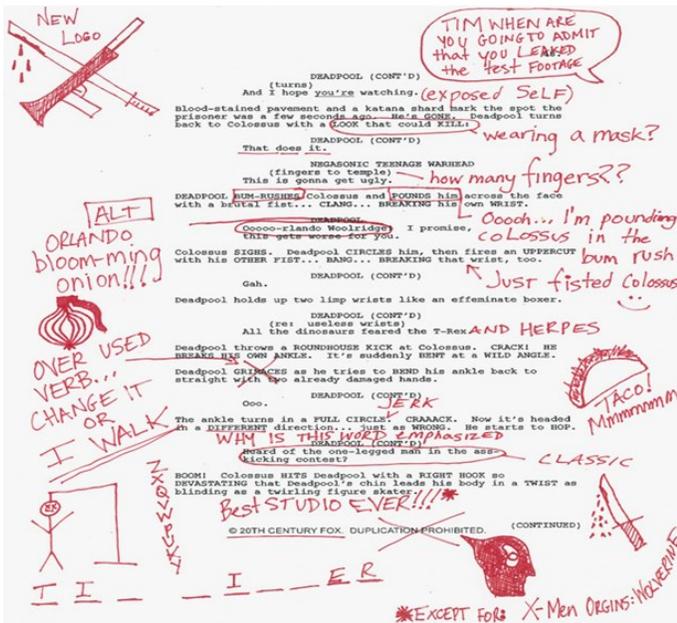
the feel-good romantic movie of the year (while conveniently ignoring the gore and violence). These were met with widespread approval from loyal fans and Internet trolls alike as a fantastic way to convince your significant other to watch the *Deadpool* movie. Moreover, *Deadpool*'s major online campaigns, “Twelve Days of *Deadpool*” and its April Fool's Day segment were also met with critical acclaim.

The fans have taken to this with great enthusiasm, as *Deadpool* has generated over 3.3 million likes on Facebook and 530,846 mentions on Twitter, well ahead of Marvel's

“*Guardians of the Galaxy*”. Tweet numbers, which averaged 10,000 to

20,000 tweets per day shot up to over 90,000 after its release, surpassing ‘*The Force Awakens*’. This can be attributed as much to the quality of the posters as to the regular frequency at which these were updated.





Targeting new distribution channels

Right from the teaser trailer to scheduled appearances in talk shows by the movie’s stars, Deadpool has favored bold, new ventures. In partnership with UK-based non-profit Ballboys, Deadpool appeared in a PSA urging adults to ‘touch themselves’ to check for signs of testicular cancer – something you wouldn’t normally expect see from a Marvel superhero (or villain).

Its television ads were customized for each show it advertised in – ‘Golden Girls’ saw

Deadpool wooing viewers with a rose, whereas shows like ‘Workaholics’ saw more male-centric promotions. Similar to Deadpool’s propensity to break the fourth wall in comic books, a series of unique features such as a leaked script with Deadpool doodles and comments, and a newsletter for the Deadpool Core were launched with great fanfare.

Finally, the Deadpool marketing team released periodic short videos such as Ryan Reynolds trick-or-treating in costume with kids dressed as X-Men. These videos have garnered a remarkable amount of interest on YouTube, with an engagement ratio of 1.04 according to MoviePilot, far above the average of 0.02 to 0.06 . This is in addition to the emojis for WhatsApp themed on Deadpool characters and Deadpool’s very own Tinder account. By innovatively leveraging Deadpool’s idiosyncrasies, Fox Studios have undoubtedly created one of the most iconic marketing campaigns of its generation.

FAUX PAS

The mantra of success has always been thorough planning and a pinch of luck. But many-a-times companies have faced utter disappointment despite detailed research and meticulous marketing strategies. History is filled with plethora of instances which speak of such debacles. May it be Coca-Cola's launch of the new Coke, showing great results during the pilot phase but leading to disastrous results and a sharp blow to the organisation or Levi's Curve ID Jeans that didn't garner the appropriate response, companies have time and again ended up in a botched situation when they had predicted otherwise.

The reasons are plenty. One of the major reason is change in the environment. Change in customer preferences, technology and macro environment can make or break a marketing campaign. One example of this is the failure of brick and mortar stores due to the advent of e-commerce, which resulted in many organisations losing a great amount of money. Nokia's failure can be attributed to their inability to adapt with time and their failure to recognise the increasing importance of software amongst their consumers.

Another reason can be the gap between the brand offerings and communication put forth via advertisement campaigns. The brand's value proposition and the marketing campaign might end up speaking on two different lines or an innocuous misinterpre-



tation by the consumers might leave a big dent on the organisational planning. Walmart's brilliant idea of creating a niche by introducing the clothes for over-sized women died a miserable death due to their 'fat girl costumes' tab, which was offensive and hence called for a humongous outrage, tainting the organisation's reputation. Tata Nano's campaign of a 'cheap', affordable car also suffered a similar fate due to lack of clarity on the communication.

An imperfect understanding of the targeted customer base might also lead to the downfall of a brilliant campaign. Maruti's example fits perfectly well in this context. Maruti's move to shift to the premium segment, being originally associated with its age-old value for money proposition, was unacceptable to their loyal customer base and suffered a huge blow with its launch of automobiles in the premium segment. The organisation's target group characteristics of middle class, first-car buyer, economical didn't resonate with the new campaign of high functionality, classy vehicles which eventually led Maruti to move out of the segment.

Sometimes companies attempt to come up with a one-size-fits-all campaign. But a poor understanding of the diverse customer group, improper execution and communication might backfire and lead to downfall of the entire strategic planning. Bharti Airtel's campaign to provide a continent-wide appeal, overlooked the cultural diversity within the continent of Africa and hence, failed to resonate with the huge diverse customer base and flopped.

An inadequate understanding of the competitive landscape, a reluctant customer base or a campaign that doesn't consider the diversity of the target group are the reasons that have

time and again led to great ideas or marketing strategies dying a painful death and organisations losing enormous amount of capital and reputation.

The best way forward needs to be identified. Organisations, since time immemorial, have tried to manage the risk of enormous research leading to a choke of resources and risk of saving time to launch at the cost of much lower research. A balance needs to be attained. This is the only way through which chaos and uncertainty can be converted into brilliant and success-driven marketing campaigns.

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U Good marketers see consumers as complete human beings with all
O the dimensions real people have.

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- Johan Sachs



SUSPENSE : AN ALLY OF THE MARKETER

Once a brand manager returned home after work and his wife told him that there is something special and mysterious waiting for him at the dinner table. He was happy that his wife had tried some new dish and he would get to eat something good that day. While freshening up he kept thinking about what the dish could be. There was an element of suspense as well as curiosity. When he sat at the dinner table and the food was served, he was taken aback because it was the same food with just a fancy name and some garnishing done. That's all! The poor husband could not say anything to his wife and ultimately had to eat the food. But this gave him a marketing idea that if his wife could do this to him, he can also do the same thing to the customers with his brand. This is how just a small situation at home gave him a marketing idea and a birth to Suspense Marketing.

Suspense has always aroused curiosity be it in movies, games or in personal life – hence, marketing is no exception. Marketers of the 21st Century are using this novel tool to arouse interest about the product amongst the consumers much before a product is even launched. It was seen that such a strategy worked wonders as it hits upon the basic human tendency to get attracted to the unknown.



The Mystery Shampoo – Pantene had come up with a unique marketing strategy wherein for days it advertised a white shampoo bottle with a yellow question mark on it. For 14 long days they kept people guessing about the product and such was the impatience level that when the product was finally revealed, it turned out to be not only successful but also the most widely talked about marketing campaign.

Movie teasers are a perfect example wherein movie makers only reveal a part of the excitement in the movie while deliberately keeping certain things away from the audience. Probably this is the reason why a movie is already a hit even before it's released and people await the movie with great anticipation to bring an end to the mystery that surrounds the movie – thus perfectly using **suspense as an ally**.

Amble in any of the city shopping malls and you are sure to notice certain closed shops with a message on display - 'We are not closed; we are just not open yet'. People keep wondering about what is going to come up – this wonderment of customers has already done half the job for the marketer.

Suspense marketing, though in its budding stage now, has got huge future potential just like psychology pricing was once a novelty but now a commonly adopted pricing technique. Upcoming or even existing business houses can use this to their advantage as **catching the pulse of your target audience** is the essence around which marketing revolves and the pulse here is – a natural curiosity towards half-baked and mysterious things.

Creating a “*suspenseful*” marketing plan for your business can generate a lot of favourable publicity for your organisation or it can be a flop. But if it is done correctly, an effort to market with suspense can lead to a huge boost in sales.

Suspense Marketing requires caution too

There exists a very thin line of difference between a successful suspense marketing campaign and excessive suspenseful marketing campaign but the results both individually give can vary to great extents. One must know where to draw the line and limit the amount of suspense. If prolonged for a long period of time, it can lead to customers moving out rather than in. So a marketer must know how to leverage this master technique to the best of his advantage and gain the maximum out of it, rather than falling out of place by ill use of this technique. The entire essence of Suspense marketing boils down to one line – *Don't let the cat out of the bag.*

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The consumer is not a moron; she is your wife..

- David Ogilvy



WHEN OPPORTUNITY COMES KNOCKING

We all have had our fair share of bad experiences and situations. There is nothing to look forward to when Lady Luck frowns upon us, rather than damage control and a lot of wishing that this would never occur again. But there are some situations that offer a choice; a choice of turning the tide around and making it a golden opportunity.

Before I pen down my opinion, let us have a look on some popular paradigms.

An unwitting worldwide YouTube sensation:

When a dispassionate employee leaked the ‘Why This Kolaveri Di’ video, leaving everyone flustered, he had no clue that this would give birth to a marketing strategy beyond imagination. The idea of shooting a video overnight followed by uploading it on YouTube was executed in half an hour.

The song which would have been just another Tollywood song, broke all language barriers, and made its mark in history of Indian music and viral marketing.

From a controversial comment to a calculated campaign:

Another such incident was when Mani Shankar Aiyar, a Congress leader, mocked Narendra Modi by calling him a tea vendor. A storm of NaMo (short for Narendra Modi) chai stalls that arrived thereafter was possibly the best return gift that BJP could have given. The “*Chaiwalla*” remark also resulted in



Nidhi Iyer

1st Year

GLIM, Chennai

launch of the “*Chai pe Charcha*” poll campaign across India over social media.

An ambush that was quick and smart:

On 23rd July’10, P&G launched a teaser campaign on their mystery shampoo (Pantene was supposed to be unveiled on 1st August’10). What supervened on 28th July’10 was a skyline hoarding right next to that of P&G that yelled “*There is no mystery. Dove is the number one shampoo*”.

Teaser campaigns are always vulnerable but HUL’s turnaround was incredible. Though it is usually a six weeks process, HUL roped in Ogilvy and Mather and went from brief to execution in one day.

A ‘Time-less’ Repartee:

When the Times of India planned to enter Chennai, it came up with a wakeup campaign that showcased The Hindu to be a boring newspaper. The Hindu, the leading newspaper of Chennai since ages, was completely unshaken. However it still quipped through innovative print and TV ads. Each commercial was one of a kind, making a mockery of the TOI readers and ridiculing the so called Page 3 parties and celebrity fanaticism. This worked wonders for The Hindu as it grabbed new readers throughout India.

Page 3 parties and celebrity fanaticism. This worked wonders for The Hindu as it grabbed new readers throughout India.

The tagline “*Stay ahead of the Times*” construes the master stroke that very few brands have been able to achieve so far.

A gesture that won hearts during testing times:

While Chennai was drowning in floods, leading brands such as Airtel and Vodafone failed to keep services going. But the young Ola came up with rescue boats that spread smiles. Teaming up with expert rowers and sports fishing company, training them and then running free boat services in the waterlogged areas of Chennai depicted the values that Ola as a brand believed in.

A ‘David and Goliath’ moment wrapped in comedy:

Soon after getting rejected by YRF (Yash Raj Films), the comedy team AIB uploaded a video where they humorously expressed their rage against YRF, an action that unexpectedly made them garner accolades and fame. This

broke the records of spoofs in YouTube, thereby making them overnight celebrities in the world of comedy. They again pictured their dexterity of making the most of situations, by their “*Genius of the year*” campaign. An educational campaign that milked the rival’s ban:

As Maggi went out of shelves, ITC launched informative videos on ways to check the quality and safety quotient of Yippee noodles. The ‘*You Ask We Answer*’ initiative was introduced to address health concerns of customers over a toll-free number.

People can point out the luck factor involved, but I believe that it takes talent, skill, and most importantly a can-do positive attitude to recognize the opportunity behind a situation. This has to be backed up with a lot of creativity and guts to score high points. In hindsight, there are lessons learnt which are more valuable than profits. It is important for companies to gain insight not only from their experiences but the stories around them.

THE MASTER STROKE AND FAUX PAS OF THE LIRIL AD CAMPAIGN

The unconventional Liril advertising campaign was the brainchild of Ad Guru Alyque Padamsee and Lintas- Lever International Advertising Services. Forty years ago, a young girl clad in a summer bikini entered the family time of Indian homes and to everyone's surprise, was pleasantly welcomed. The first model of Liril was Karen Lunel. She had a very Indian face and the ad depicted her having fun without any obscenity.

Pears had positioned itself as a premium soap with Glycerine which was meant for the winters. Hindustan Lever, on the other hand, wanted to position Liril as a summer soap that gives one a refreshing shower. At the same time, they did not want Liril to look like Lux, Lifebuoy or Rexona that everyone buys. The fact that it was easier to market premium summer soap to the masses in a tropical country like India worked in HUL's favour. Moreover, the exclusivity and yet the mass appeal of the soap was brought together by the girl imagining herself under the waterfall.

The advertisement showed a girl taking a shower in her bathroom and quickly escaping the realities of life into the gushing watersprays of a waterfall. On a hot summer day, the sultry weather drenches people in sweat.



Air conditioners were not so common back then and the Liril jingle here worked as the conditioned stimulus, which quickly connected the audiences to the waterfall scene. People related the waterfall to the showers in their home and thus the effectiveness of the ad increased. What actually struck the cord was the conceptualization which appealed to all the housewives. Daily chores get housewives equally drenched in sweat as those working outside. Since joint families was how it used to be back then, bathing time was the only self-time that the housewives had got. This was where the Liril Girl came into picture. She symbolized the Indian woman who had a few minutes to herself in her bathroom and thus she quickly switched over to having fun. Since the housewife is the decision maker of the house while buying household items, groceries and toiletries; Liril sales sky rocketed. In about eighteen months from the launch of the ad campaign, Liril grabbed the number one position in soaps within the premium segment. What is more successful a story that it remained there for 25 long years, undefeated. Successive Ad Campaigns of Liril itself could not create a similar impact.

There was a Liril campaign featuring Pooja Batra for advertising the Liril Active Shower Gel while taking a bath in an abandoned area near a railway track. Not many women wished to drive a car in the 90s and when a woman fantasizes taking a fun shower, she certainly does not picture a junkyard. What the Ad wanted to depict was that you can take a shower anytime, anywhere, whenever the sun is not too kind on you but it failed to connect that well with the audiences. Though later, the Preity Zinta campaign was well appreciated. It showed a girl again escaping into her fantasies in a waterfall while playing piano. She was full of life and swung like the Tarzan herself which depicted taking things under control and somewhere hinted at becoming the man of the house. Hrishita Thakkar was introduced with a new variant of Liril called Rainfresh. It showed her dancing in the rain in front of tall office buildings and the employees there. This

again did not work well since it didn't at all serve the purpose of escaping from the reality or going away from people and mundane chores. Even the Ad with Deepika Padukone advertising how sexy Liril smelled and made one irresistible after a shower flopped miserably.

Even though Liril Campaigns have landed their models in big banner Bollywood movies, it has never worked without the waterfall. The freshness, fun, freedom, and fantasies of the waterfall became the brand image of Liril. The high ratings it got in TOMA was because of the girl under the waterfall and the catchy jingle. Both the unconditioned and the conditioned stimuli were cleverly used. Liril could not take over its own Ad. Through various trials and errors, it realized from its faux pas and continued with its master stroke that it had established in the first place itself.

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People don't buy what you do, they buy why you do it.

- Simon Sinek



GAFFE

According to Dun & Bradstreet survey of 2013, there are more than 200 million companies worldwide. The number is sufficient enough to give us an idea of the blood-bath, which goes on in the corporate world. In such a cutthroat scenario, merely reacting to the strategies of the competitor does not suffice. Firms must be proactive in order to gain a competitive edge.

Having said that, there have been a lot of examples where the strategies of firms, which the firms thought to be a masterstroke, have fallen flat on their faces and in some of the worst-case scenarios, have led to the demise of the company.

Being the first mover is considered one of the basic success mantras in the marketing world. “Do it first or do it different” is the slogan of so many marketing enthusiasts. But this is only half-baked-truth in the brutal world of business. Introducing the product or technology ahead of its time, when people are not ready yet, have made quite a few companies taste the dirt of bankruptcy.

In this article I wish to discuss some of such stories where one strategy, which a firm had thought to be the killer move, eventually



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turned out to hurt the firm more than its competitors.

1. When the strategy robs you of your identity

Since its inception in 1950s as one of India’s first deodorant and complexion soap, Cinthol positioned itself as a premium product for the so-called “alpha males”. Having Vinod Khanna as the brand ambassador really paid off for Cinthol at that time. It was, however, during 90s, when it decided to launch a variant for mass public- a move, which ultimately robbed Cinthol of its identity of being a premium product. With mass product variant overpowering the premium variant, Cinthol, as a brand, gained the image of a mass product brand.

Cinthol, gradually, tried to undo the harm done to the brand image by launching Hrithik Roshan and Virat Kohli as its brand ambassadors. It even launched a well thought of campaign titled “alive is awesome”, though everything had been in vain. Long story cut short, brand Cinthol is yet to come out of the mistakes its marketing team made years ago.

When your competitor is just too smart for you

P&G faced the similar kind of situation during late 1980s when its strategy eventually profited its competitor Drypers more than benefitting P&G. In 1988, with the launch of Drypers, a baby diapers brand which provided almost all the benefits of big brand products like Pampers of P&G and that too at \$1 less, P&G sensed competition. Thus it started giving \$2 discount coupons on a massive scale. The strategy was simply to fight Drypers on marketing and advertising turf and drive it out of competition, as they knew that Drypers, being an upstart doesn't have the funds to fight back with equal level of advertisement campaign. There was nothing wrong with the plan and it was a standard reaction of a large MNC's marketing team. In fact, it was the response of Drypers, which made this move a bad one. Drypers announced that P&G coupons would be redeemable even with Drypers, thus saving a huge lot of money from printing, distributing and marketing its own coupons. Known as Judo strategy, with this move, Drypers added around fifteen points to its market share within a matter of weeks.

When you have the right strategy, but not the right time

Before the brand Titan rose to glory, HMT used to dominate the watch segment of India with market share close to 90%. It was HMT who introduced quartz technology watches to Indian market. However, due to import trade barriers by government, the parts were expensive and Indian customers were not willing to pay the extra price. The think tanks of HMT concluded that the Indian customers simply do not care about the quartz and switched back to mechanical parts at the time when almost the whole of global market had switched to quartz.

Soon after the Government eased the import restrictions, Indian watch market was filled with new brands. Had HMT been more patient, it might not have met the fate that it did in the later years.

There are numerous other popular or not so popular cases of companies where they had to bear the consequences of their own strategy, well thought-of or not.

QUICK

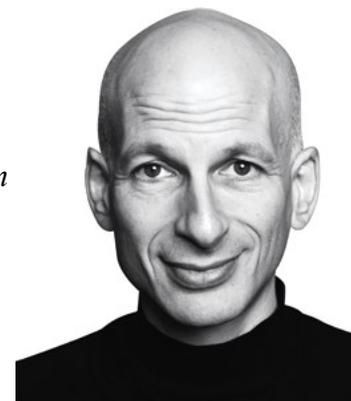
U Making promises and keeping them is a great way to build a brand.

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- Seth Godin



MARKETING FAILURES LESSONS IN DISGUISE

Marketing is complex and unpredictable. Its essence resonates with art more than science. It can seem to be deceptively simple at times. Marketing in a very simple sense is how you communicate your message about your product/service to the world. Sometimes companies make terrible blunders in their marketing campaigns. Often it can be attributed to their lack of effort/planning during idea conception and development. Though sometimes inevitable, unforeseen circumstances can also lead to marketing failures.

When Volkswagen, a brand built on reliability, trust and environmental sensitivity admitted that 11 million of its vehicles were installed with a software program that cheats emission tests, the scandal put the company into deep waters. Volkswagen now faces a



lawsuit of £30 billion as well as the herculean task of rebuilding its brand's image in the eyes of its customers.

This case is a telling reminder of the significance of ethical, transparent and



Ishmeet Singh

Gambhir

PGP 2015-17

IIM Shillong

sustainable business practices. No amount of marketing campaign can make up for a transgression on this scale. Such mistakes can haunt the company for decades by eating away their profits.

Unilever is a brand with an almost inspired marketing sense and it has set a high creative standard by carving a niche space and creating a strong connect with consumers through its marketing campaigns for Dove which aims at redefining beauty. 'Campaign for real beauty,' is the crux of Dove's



advertisements.

This campaign was promoted on social media with a debatable hashtag #ChooseBeautiful, which sounded like a hollow message for a brand that prides itself on empowering women. The ad was panned by masses and critics alike and was termed as offensive in a passive aggressive manner.

Whatever said and done Ken Robinson beautifully quoted- “ If you're not prepared to be wrong, you'll never come up with anything original.”

Marketers work in a very unpredictable environment; their creative genius can develop something extraordinary only if they are allowed to fail. The lesson of failures is to make new mistakes, spread your wings but unlike Icarus, you must not lose yourself.

To avoid marketing ideas from blasting in your face, following things must be kept in mind-

- Monitor using analytics and data, before, during and after implementing a new strategy. That way, if the strategy fails, you will know where to look
- Be keen to understand if the failure was caused by uncontrollable external circumstances, or if it was a bad move on your part
- If using analytics and previous data is not a feasible option for you, revisit your steps, take feedbacks from your customers, discuss with your team and look at their perspectives
- Always strive to simulate market conditions as closely as possible while testing your ideas

Companies can no longer hide their failures; rather it is advisable for them to embrace them. The companies should keep following pointers in mind while dealing with failures.

- Be transparent and straightforward. Admit your mistakes. This way, the consumers don't lose trust in your brand
- Don't give reasons, excuses for failures, simply apologize
- Take inputs of the consumers, address their concerns and show them that their opinion matters
- Work on your failures in a transparent manner, share your plan of action, progress with consumers to allay their fears

A very recent example of deft handling of failure was done by Flipkart when it failed to deliver products and their site crashed during the company's first big billion day sale.

The company reacted quite gracefully to all these accusations by sending e-mail to their every customer. The CEO apologized to the customers, and stated that they were not prepared for the magnitude of the sale, and didn't anticipate the problems in advance. It was a very smart move and a good example of handling failure with grace.

Marketing World Cup 2015

