

# The Strategist 8

Adam Brandenburger

J.P. Valles Professor, NYU Stern School of Business

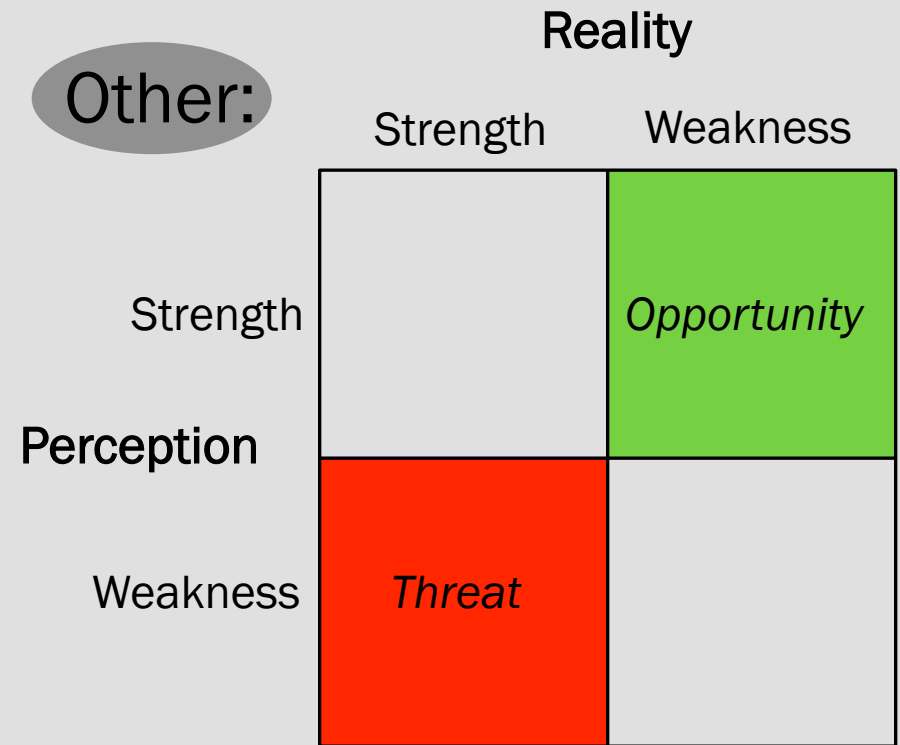
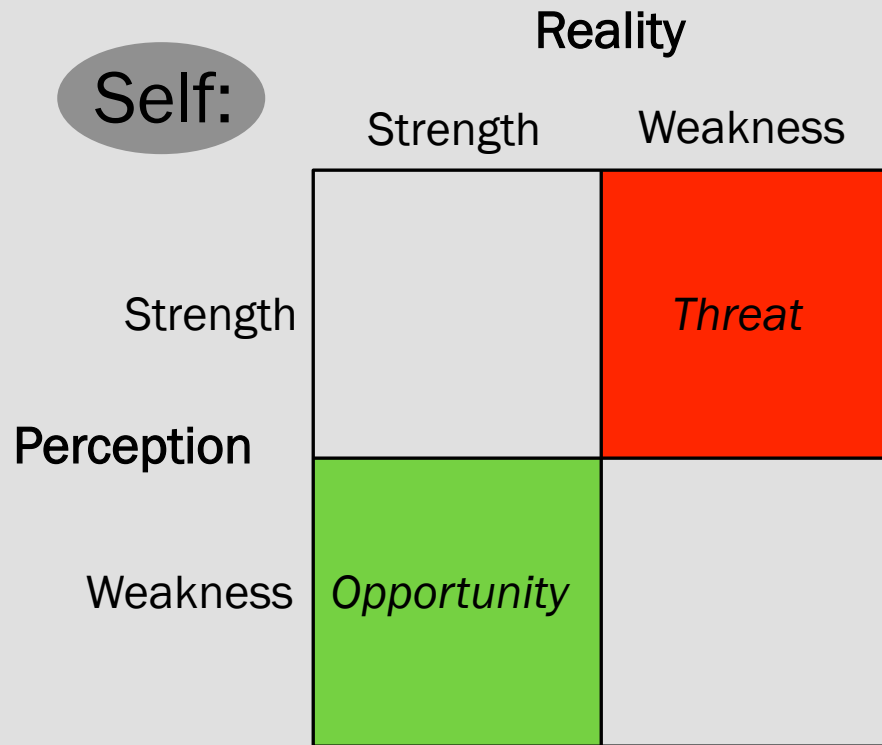
Distinguished Professor, NYU Tandon School of Engineering

Faculty Director, NYU Shanghai Program on Creativity + Innovation

New York University



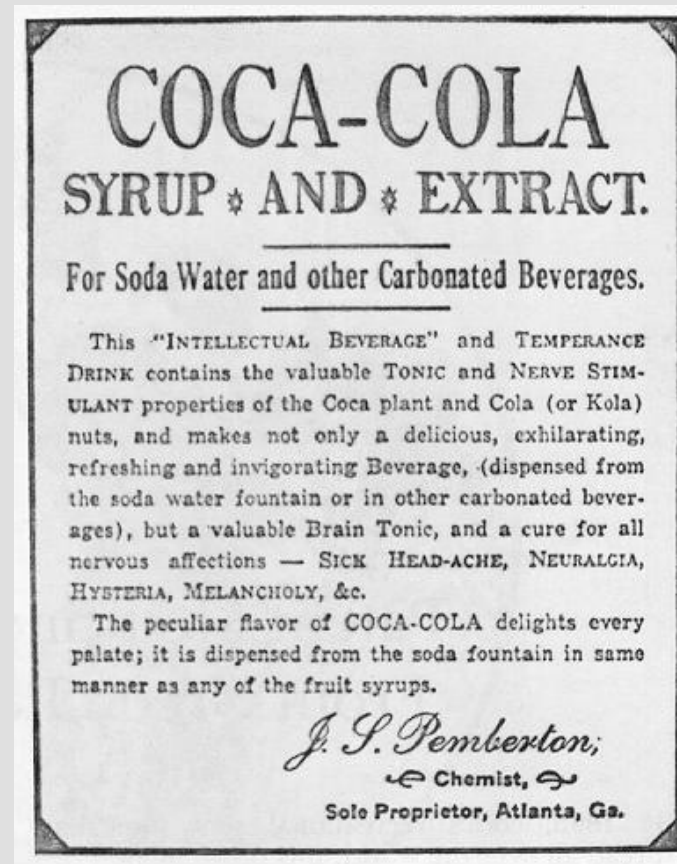




What was the guiding principle behind Coke's early moves --- in the early to mid-twentieth century --- to develop its business?

*"In arm's reach of desire"*

-- Robert Woodruff, CEO, 1923-1955



1905-1918:

Coke franchised bottling operations (after initially failing to see the potential)

Expanded to Cuba, Puerto Rico, France, U.S. territories

1920-1928:

Reached 1,000 bottlers

Went with the U.S. team to the Amsterdam Olympics

1930's:

Put logo on racing dog sleds in Canada and bull-fighting arenas in Spain

1941-1945:

"Followed the flag" with U.S. troops around the world

1940-1960:

Doubled number of overseas bottlers from mid-1940's to 1960

1934: Pepsi priced its 12-ounce bottle the same as Coke charged for its 6.5-ounce bottle (called the “kitchen cola”)

1940: Created first nationally broadcast advertising jingle (“Pepsi-Cola hits the spot/Twelve full ounces that’s a lot/Twice as much for a nickel, too/Pepsi-Cola is the drink for you”)

1950s: Tracked the growth of supermarkets (introduced 26-ounce bottles) and suburbia --- Coke was slower, and faced channel conflict (?)

1958: Targeted young, fashionable consumers with the “Be sociable, have a Pepsi” theme (and replaced its straight-sided bottle with the “swirl” bottle) --- Coke could not copy without risking its ‘heartland’ image

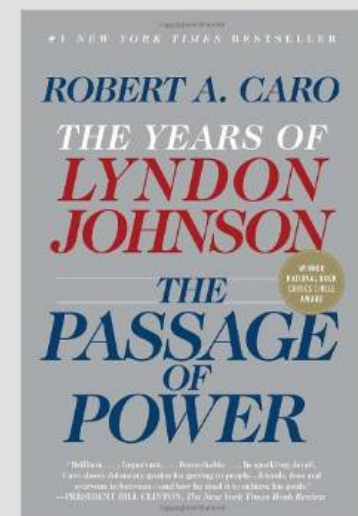
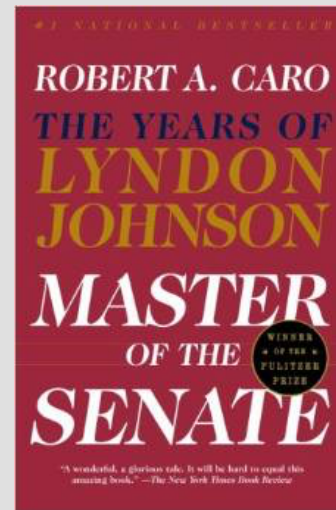
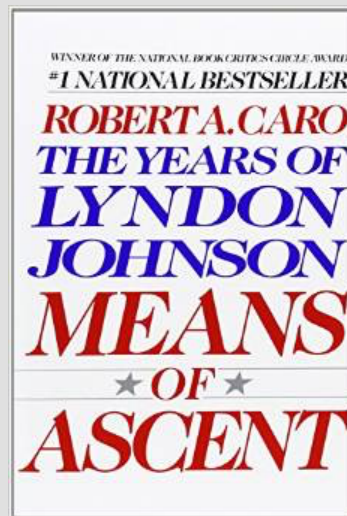
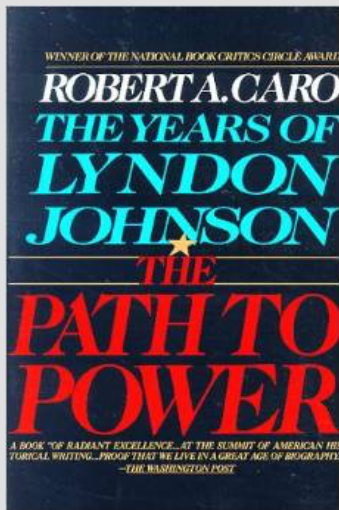
1962: Launched its “Pepsi Generation” ad campaign to post-war baby boomers

How did Pepsi compete in its early days against Coke?

How did Coke react?

Pepsi grew from 10 percent share in 1950 to 20 percent in 1970





Lyndon Johnson was in Houston on February 23 [1937] ... when he suddenly saw, on a park bench, a copy of the Houston Post with the banner headline: CONGRESSMAN JAMES P. BUCHANAN OF BRENHAM DIES. He knew at once, he was to recall, that “this was my chance....”

A strategy, money, an organization --- these would give this unknown candidate [Johnson] a slim chance of victory against every opponent but one. Against that one opponent, nothing could give him a chance. Nothing could offset the sentimental appeal of a vote for Old Buck's [Buchanan's] widow.... And it began to look as if she was going to run.... So Lyndon Johnson went to see ... the man who was the smartest politician he had ever known.... [He] pulled up in front of the little white house with the "gingerbread" scrollwork and wisteria, and went into the shabby front parlor, and asked his father's advice. Sam Johnson [Lyndon's father] didn't even have to think before giving it. Recalls Lyndon's brother: "Lyndon started saying he was thinking of waiting to see what she [Mrs. Buchanan] does, and Daddy says, "Goddammit, Lyndon, you never learn anything about politics." Lyndon says, "What do you mean?"

There was a tactic, Sam Johnson said, that could make the leaders' opposition work for him, instead of against him. The same tactic, Sam said, could make the adverse newspaper polls work for him, instead of against him. It could even make the youth issue work for him. If the leaders were against him, he told his son, stop trying to conceal that fact; emphasize it --- in a dramatic fashion. If he was behind in the race, emphasize that --- in a dramatic fashion. If he was younger than the other candidates, emphasize that.

Lyndon asked his father what he meant, and his father told him.

If no leader would introduce Lyndon, Sam said, he should stop searching for mediocre adults as substitutes, but instead should be introduced by a young child, an outstanding young child. And the child should introduce him not as an adult would introduce him, but with a poem, a very special poem....

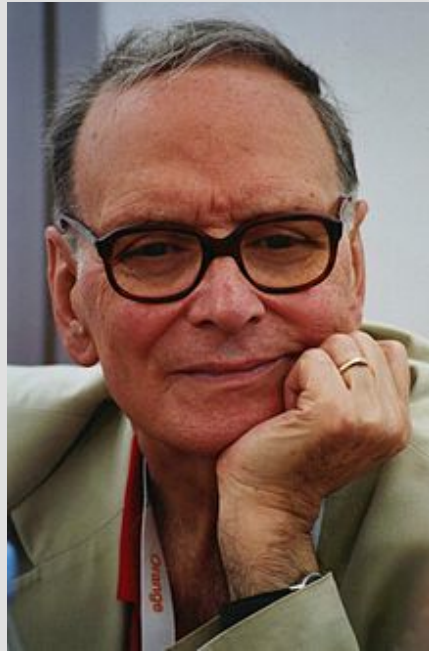
That [next] night, at a rally in Henly, in Hays County, Lyndon Johnson told the audience, “They say I’m a young candidate. Well, I’ve got a young campaign manager, too,” and he called [his cousin’s son] Corky to the podium, and Corky, smacking down his hand, recited a stanza of Edgar A. Guest’s “It Couldn’t Be Done” .... The audience applauded the eager young boy, and before the applause had died down, Lyndon Johnson took off his coat, and ... started in to attack the “thousands” ... who said that just because he was behind, he couldn’t win.



## Johan Cruyff: Totaalvoetbal

“Leder nadeel heb z’n voordeel”  
(Every disadvantage has its advantage)

<https://www.youtube.com/watch?gl=NL&hl=nl&v=U1k7DGqRF5g>



Ennio Morricone

As budget strictures limited Morricone's access to a full orchestra, he used gunshots, cracking whips, whistle, voices, guimbarde (jaw harp), trumpets, and the new Fender electric guitar, instead of orchestral arrangements of Western standards à la John Ford

[https://www.youtube.com/watch?v=CpZjvbSC9\\_M](https://www.youtube.com/watch?v=CpZjvbSC9_M)







Just as NYU's founders chose in 1831 to move education out of the ivy tower to be "in and of the city," NYU is now "in and of the world" in a way that defines and exemplifies something that has not existed before: a global network university.

