

MARKET ENTRY STRATEGIES

ENTP/MKT 6380.501

FALL 2025

Class Meeting: Tuesdays 7:00 – 9:45 PM Modality: In Person Office Hours: By appointment & MS Teams.	Paul Nichols Email: paul.nichols@utdallas.edu Phone: (972) 883-5057
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COURSE OBJECTIVES:

One of the most critical challenges facing an entrepreneurial startup is the choice of an initial **market entry strategy**, which often requires multiple decisions about marketing and strategy under conditions of high uncertainty. The range and choice of feasible market entry strategies is constrained by the stage of market development and the environmental context, and involves a series of choices based on critical assumptions about customers, markets and competitors. Early validation of these key assumptions is an essential element of the strategic decision process.

Established firms in stable industries typically confront a more limited set of choices – in all likelihood, the competitive landscape is reasonably well-defined, market segments and competitors have been identified, sales, distribution and service channels have been established, and the firm’s competitive strengths and limitations are understood. Technology (*will it work?*) and market (*will they buy?*) risks have largely been addressed; competition and the firm’s ability to execute are the principal areas of uncertainty. Marketing and strategic options are partially constrained by industry structures and prior choices.

Entrepreneurs competing in rapidly evolving competitive environments or established firms introducing new products or services into unfamiliar or emerging markets often face multiple unknowns (technology, market, competitive and execution risks). Entrenched competitors will jealously defend their turf; multiple new entrants will aggressively compete to establish next-generation technologies. Market definitions and customer requirements are often in a state of flux and customer confusion is high. The emerging industry may lack established technical standards, distribution channels and pricing models. New entrants frequently lack brand identity and name recognition, and often face severe resource constraints. Although classic marketing principles (product, positioning, pricing, promotion) still apply, the context is very different and the target is always moving.

Entrepreneurs are often faced with a “David and Goliath” challenge where the resources and legitimacy of incumbents and established business models create substantial entry barriers for challengers with limited resources and capabilities. This course will examine these critical market entry choices utilizing readings and case studies.

This course will also be taught with a “learn-by-doing” method, where the students will form teams around real-world UTD startups and technologies and create strategies, analyses, and plans using the tools and techniques discussed in class. Who knows, maybe your team will want to carry one of these ideas forward outside the classroom....

LEARNING OBJECTIVES

Upon successful completion of this course, students will:

- Understand and explain the choices, strategic options and challenges that differentiate entrepreneurial marketing and strategy from conventional approaches with emphasis on the critical phase of initial market entry.
- Understand and demonstrate the ability to apply the concepts, tools and theoretical frameworks¹ presented in the readings and lectures to analyze and interpret market conditions and competitive issues presented in case studies.
- Understand and demonstrate the ability to identify and evaluate underlying assumptions and market conditions and recommend strategies for market entry and positioning in response to competitive issues presented in case studies.
- Demonstrate the ability to develop market forecasts and projections and communicate appropriate recommendations for action with respect to the entrepreneurial marketing issues and challenges presented in case studies.

REQUIRED:

1. . Christensen, C., & Raynor, M. 2013. *The Innovator’s Solution*. Harvard Business School Publishing, Boston, MA. ISBN 978-1422196571

RECOMMENDED:

1. Moore, Geoffrey A 2014. *Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers*. HarperBusiness. New York. ISBN 0-06-051712-0 (2002) or 978-0-06-229298-8 (2014) (Paperback)
2. Schindehutte, M., Morris, M. and Pitt, L. 2009. *Rethinking Marketing: The Entrepreneurial Imperative*. Pearson Prentice Hall. Upper Saddle River, NJ. ISBN-10: 0-13-239389-1 (Paperback)

SUPPLEMENTAL READING (If you would like to explore some of these ideas in greater depth)

- Aulet, B. *Disciplined Entrepreneurship*. 2013. John Wiley & Sons. Hoboken, NJ. ISBN 978-1-118-69228-8
- Ries, E. *The Lean Startup*. 2011. Crown Business/Random House, Inc. New York, NY. ISBN 978-0-307-88789-4

LECTURE NOTES

The MS Powerpoint slides used in lectures and case discussions and other course-related materials will be posted on eLearning

COURSE REQUIREMENTS & GRADING:

The list of assigned readings and cases is attached. Discussion questions are provided for each of the cases. Supplemental materials may be provided or posted electronically. Advance preparation and enthusiastic participation in class discussions is an important part of the learning experience in this course and will be evaluated.

The course has been designed to allow flexible management of your time. There will be no quizzes or exams. Your grade will be based on group and individual written assignments and your contributions to class discussions. These assignments, their due dates and page length guidelines, and their relative weights in determining your final grade are summarized in the table below:

<i>Component:</i>	<i>Activity</i>	<i>% Total Grade</i>
Midterm Group Presentation, Market Entry Strategy for a Startup	Group	20 %
Final Group Presentation, Market Entry Strategy for Startup	Group	30 %
Individual Assignments (2)	Individual	20 %.
Final Test	Individual	20%
Class & Team Participation (including peer evaluation!)	Individual	10%
	Total	100 %

GRADE SCALE:	A - = 90 to 93%	A = 94% or greater	
	B - = 80 – 82%	B = 83 to 86%	B+ = 87 to 89%
	C - = 70 to 72%	C = 73 to 76%	C+ = 77 to 79%
	D - = 60 to 62%	D = 63 to 66%	D+ = 67 to 69%

* **The mid-term and final presentations** will have the groups take a startup company's product idea and create a market entry strategy applying the tools and techniques we have been covering at that point in the course. Students will demonstrate (i) their understanding of the key frameworks, perspectives, concepts, ideas and tools introduced in the course, (ii) their ability to relate these frameworks, perspectives, concepts, ideas and tools to one another, and (iii) their ability to creatively apply these frameworks, perspectives, concepts, ideas and tools in a real-world situation. **The mid-term presentations and tests will cover material from the first half of the course, while the final can cover the entire course.**

Team Projects - Team members will be collectively responsible for completing each of the team projects listed in this Syllabus. The grades earned on team projects will be assigned equally to each team member, subject to adjustment based on the Peer Evaluation.

Peer Evaluation - A peer evaluation process will be utilized to adjust individual grades on all team assignments. The peer evaluation form should be completed individually and emailed to the professor by the end of the semester. If a team member did not pull their weight or perform their responsibilities, I would like to know that. If a team member went above and beyond and helped the team and deserve recognition for their effort, I would like to know that.

Note: **ChatGPT or any Gen AI** tool is not a substitute for doing your own, expected work. It is not allowed on tests. It may be used as part of your research for your assignments. Using a Gen AI tool's result as your own schoolwork will be dire. No employer will accept you using ChatGPT (or any other AI) instead of your own work. Otherwise, why should they employ you?

FORMATION OF GROUPS

Much of the work in this course will be performed in groups. Students should form small groups (4-6 members) during the first weeks of the course. It is important that you include a diverse set of skills. A list of the members of each group (with name, email and telephone contact information) should be sent to all the members and the professor.

ATTENDANCE AND CLASS PARTICIPATION

- ï The class will be taught live in person in the classroom. The class slides and material will be posted on eLearning so you will always have the opportunity to stay caught up or review any of the class material.
- ï Ten percent (10%) of your grade will be based on active participation in class discussions and most especially with your teams.
- ï Absence means you are taking away from the class dynamic and evolving culture of the class. From time to time, it may be necessary to miss a class due to illness or personal matters. Please inform instructor of these absences. Work, sickness and family situations are all understandable. Life gets in the way sometimes.

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COURSE OUTLINE

***Subject to change - Updates will be provided in class and on class lecture materials**

Date	Session Topics Covered, Suggested Readings & Preparation	Assignment
Class 1 8/26	Class Overview, Introductions	
Class 2 Sept 2	The Challenge of Entrepreneurial Marketing & Frameworks for Understanding Readings: <ul style="list-style-type: none"> ▪ Moore: <i>Crossing the Chasm</i>: Part I: Introduction; Ch 1-2 ▪ Christensen & Raynor: <i>The Innovator's Solution</i>: Ch 1 (1-30) (growth imperative) 	Netflix v Blockbuster
Class 3 9/9	Business Models, Value Chain & Porter's 5 Forces <ul style="list-style-type: none"> ▪ Christensen & Raynor: <i>The Innovator's Solution</i>: Ch 2 (31-71) (disruptive innovation) ▪ Moore: <i>Crossing the Chasm</i>: Part I: Introduction; Ch 1-2 	Form Groups

Date	Session Topics Covered, Suggested Readings & Preparation	Assignment
Class 4 9/16	UNDERSTANDING CONTEXT: MARKET STRUCTURES AND ECOSYSTEMS	
Class 5 9/23	DEFINING THE BUSINESS CONCEPT: UNDERSTANDING CUSTOMER NEEDS Buyer Utility Map, Value Curve Analysis, Business Model Canvas, Job-To-Be-Done Readings: <ul style="list-style-type: none"> ▪ Christensen & Raynor: <i>The Innovator's Solution</i>: Ch 3 (73-100) 	TBA
Class 6 9/30	DEFINING THE BUSINESS CONCEPT: CREATING VALUE	TBA
Class 7 10/7	DEFINING THE BUSINESS CONCEPT: DELIVERING VALUE	
Class 8 10/14	Company Strategy Midterm Presentations	
Class 9 10/21	VALIDATING THE BUSINESS CONCEPT MVP, Waterfall method, Feature Bloat Readings: Christensen & Raynor: <i>The Innovator's Solution</i> : Ch 7 (213-234)	
C 10 10/28	MARKET POSITIONING FOR COMPETITIVE ADVANTAGE Readings: Moore: <i>Crossing the Chasm</i> : Ch 6-7	TBA
C 11 Nov 4	CREATING AWARENESS AND COMMUNICATING VALUE	
Class 12 11/11	VIRGIN TERRITORY: COMPETING AGAINST NON-CONSUMPTION	TBA
Class 13 11/18	CHALLENGING THE INCUMBENTS: CHANGING THE RULES; ENTREPRENEURIAL JUDO <ul style="list-style-type: none"> ▪ Moore: <i>Crossing the Chasm</i>: Ch 3-4 (75-128) (market entry strategies) 	TBA
Class 14 11/25	<i>Go Be Thankful!</i>	
Dec 2	SCALING THE BUSINESS: CREATING SUSTAINABLE GROWTH, FUTURE TRENDS	
Class 15 12/9	FINAL PRESENTATIONS	
Class 16 12/16	Final Test	
<p style="text-align: center;">This course schedule is not absolute. While every effort will be made to follow the schedule as listed, changes may be made as needed. It is the student's responsibility to track changes that are announced.</p>		

Additional Course & Instructor Policies

- Make-up or late exams are based on verifiable and significant need.
 - Extra-credit opportunities are only for the entire class – I don't provide extra credit options unless it's available for all the students.
 - Class discussions are STRONGLY encouraged – these are high-level concepts with real-world examples happening every day. If you don't understand something, I guarantee you're not the only one, so *NEVER* be afraid to raise your hand and speak up! It is difficult to achieve top possible grades without class participation and involvement.
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Class Materials

The instructor will provide class materials and slides that will be made available on eLearning to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course; however, these materials are for registered students' use only. Classroom materials may not be reproduced or shared with those not in class, or uploaded to other online environments except to implement an approved AccessAbility Resource Center accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

Class Recordings

Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the AccessAbility Resource Center has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved AccessAbility Resource Center accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

Comet Creed

This creed was voted on by the UT Dallas student body. It is a standard that Comets choose to live by and encourage others to do the same: "As a Comet, I pledge honesty, integrity, and service in all that I do."

Academic Support Resources

The information contained in the following link lists the University's academic support resources for all students. Please see <http://go.utdallas.edu/academic-support-resources>.

UT Dallas Syllabus Policies and Procedures

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus. Please review the catalog sections regarding the [credit/no credit](#) or [pass/fail](#) grading option and withdrawal from class.

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor - updates will be provided to students.