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INTERNATIONAL LAUNCH STRATEGIES FOR RADICAL PRODUCT INNOVATIONS:
APPLE WATCH AS A SPECIAL CASE

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ABSTRACT

This thesis focuses on understanding how global companies launch radically new products in culturally diverse markets. This study used the Apple Watch as a case study to further understand the underlying reasons behind successful launch strategies. Three propositions were generated from the literature review to provide the conceptual framework of the research: (1) When launching a radical innovation in different countries, both the strategic and tactical launch decisions must be tailored to the needs and cultures of that country; (2) firms launching a radical product should use the Innovative New Product Launch strategy in their international product launch; and (3) it is imperative for a company to identify and understand its core competencies and intellectual product strategies for the successful product launch of a radical innovation both domestically and abroad. The research showed that the first proposition was not supported, implying that if managers are launching their radical innovations as luxury items, they may not need to tailor their products according to the cultures of the country, as luxury items appear to have a culture of their own. Propositions two and three supported the Apple Watch case, suggesting international marketing managers should use the Innovative New Product Launch approach, as it can create a foothold in the market for their product launching or creating launch strategies for a radical innovation. Additionally, managers and all employees working for the company must understand the core competencies of the firm, as they are what fuel the company and its products success. Overall, the findings of this study provide an initial step towards the foundation of the emerging literature on the role of international product launch strategies for radically innovative products. The research study ends with implications for global companies in launching radically new products.

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Chapter 1

Literature Review on Radical Innovation and International Product Launch

Globalization has opened up many opportunities for companies to operate in the intensely competitive markets. Not only are transportation and communication costs dramatically falling, but new markets and opportunities for a global workforce are becoming more accessible. To gain and sustain a significant competitive advantage in our highly globalized world, firms must often deploy the latest technologies or redeploy and reinvest in existing technology in clever ways; in other words, they must value and consistently implement innovation. If a company can utilize technology and information systems to improve or create unique products or services to cause their customers to invest in the company so heavily in spite of high switching costs, then the firm will become better able to develop a competitive advantage that is sustainable over the long run.

This study discusses radical innovation and international launch strategies. Chapter 1 will discuss the literature and previous studies on radical innovation and international product launch strategies. Chapter 2 examines the Apple Watch case and its unique quality of being a radical innovation massively launched around the globe. Chapter 3 reviews the propositions and justifications of the findings from the Apple Watch case, while Chapter 4 explains the research methodology behind the case. Lastly, Chapter 5 will review and analyze the propositions and findings in accordance to the Apple Watch case study conducted.

Radical Innovation versus Incremental Innovation

Before discussing radically innovative products and the way they are launched, we must first distinguish the difference between the different types of innovation. When conducting literary research on the various kinds of innovations, it was discovered that there are many definitions of the various types of innovation. For the purpose of this study, two types of innovation will be analyzed: radical innovation and incremental innovation.

As stated previously, innovation and its types must first be defined. The definition of innovation will be used as defined by the research of Garcia and Calantone (2002): “an iterative process initiated by the perception of a new market and/or new service opportunity for a technology-based invention which leads to the development, production, and marketing tasks striving for the commercial success of the invention.” This definition is being used as it applies to technology-based innovations, which is the category that the Apple Watch falls under. It must be noted that innovation and invention are not the same thing. Invention is the generation of a brand new idea and getting that idea to work while an innovation is invention plus exploiting that invention into a useful application or making a momentous contribution (Roberts, 2007; Bhasin, 2012; Godin, 2012). Next, we must understand what radical and incremental innovations are and what the differences are between them.

Radical Innovation

In relation to products, the dictionary definition of radical is “very different from the usual or traditional.” Looking at this definition, it is easy to see how scholars debate the exact definition of radical innovation. Some see radical innovation as being disruptive in consumer

attitudes and behaviors and producers' competences and assets (Markides, 2006). Others believe radical innovation to be on a multidimensional level incorporating technological uncertainty, technical inexperience, business inexperience, and technology cost (McDermott and O'Connor, 2003). Additionally, there are researchers who view radical innovation as part of the early stages of diffusion and adoption in the product life cycle (Garcia and Calantone, 2002). Innovations labeled as radical are viewed from a perceptual standpoint of the researcher and/or organization (Veryzer, 1998), which is why there are so many definitions for the term "radical." The definition of radical innovation that will be used for this study is derived from the literature review conducted by Garcia and Calantone (2002): an innovation that "embody a new technology" resulting in a "new market infrastructure." Radical innovations cause disruptions on both a macro and micro level and create a demand for the consumer as opposed to the consumer providing the demand for the product. The innovation will require the organization to create a new set of capabilities to foster the developing innovative product, which creates high technological and market uncertainty. If the product does not cause discontinuity in a firm's marketing and technology strategies, it should not be considered radical. (Garcia and Calantone, 2002; Koberg, Detienne, & Heppard, 2003; Veryzer, 1998)

Incremental Innovation

The other type of innovation is incremental innovation. Unlike radical innovation, this term has a relatively agreed on definition: expansions to existing products being offered or logical and rather minimal extensions to current practices (McDermott and O'Connor, 2003) or "encourage the status quo" (Koberg, Detienne, & Heppard, 2003). Different from radical

innovation, incremental innovations take place in the advanced levels of the product life cycle, after diffusion and adoption, and accounts for 90% of innovations, with radical innovations being the remaining 10% (Garcia and Calantone, 2002), and do not heavily impact an organization's processes and practices (Koberg, Detienne, & Heppard, 2003). They also have relatively low risk potential when implementing project upgrades (Hurmelinna-Laukkanen, Sainio, & Jauhiainen, 2008). According to research done by Garcia and Calantone, radical and incremental innovations also differ on their effects on marketing and technological discontinuities. The researchers used Boolean logic (Appendix A) to determine that on both a macro and micro level, radical innovations cause marketing and technological discontinuities while incremental innovations only take place not only at a micro level and can discontinuity in marketing and technology, but never both (Garcia and Calantone, 2002).

While radical innovations are rare, incremental innovations happen frequently. By distinguishing the difference between these two different types of innovations, the understanding of the Apple Watch case will be more comprehensive. Throughout this study, the focus will be on radical innovation, as this is how the Apple Watch will be classified. Since radical innovation is so rare, there have only been a few studies conducted on the subject, which has created a lot of uncertainty on its impact in new product development both within and outside of the home country. The topic of radical innovation is an exciting research stream and since academic research studies on the subject are limited, this study seeks to provide preliminary input for this emerging field.

Product Launch Strategies

Prior to the revealing of a product to the consumer market, there are tedious and well-planned strategies discussed and planned behind the scenes. It is understood that some of the strategies embarked upon can have years of planning well before execution, due to the ever-changing trends in the consumer market. This section will cover the typical or general product launch strategies that many companies employ in new product development.

The new product development (NPD) process is seen as having the largest commitments in time, money, and resources for a company (Hultink, Griffin, Hart, & Robben, 1997; Hultink, Griffin, Robben, & Hart, 1998; Benedetto, 1999) with launch being the single costliest step in NPD (Benedetto, 1999). Seeing as NPD has much risk involved, we would assume that much research has been done on the subject to guide managers in creating proficient launch strategies for developing new products. However, this is not the case (Talke and Hultink, 2010; Lee and O'Connor, 2003) in spite of the fact that the success rate for new products is very low (Hultink, Griffin, Hart, & Robben, 1998) for many companies, one would like to believe that research would grant them a more specific formula for success. At this juncture in research on strategy, there is still much to be synchronized in this area. This study will explore the two broad categories of product launch decisions (strategic and tactical) as well as three major (generic) strategies that managers follow for NPD.

Product Launch Decisions

As stated, two general categories of product launch decisions exist: strategic decisions and tactical decisions. Strategic decisions answer the what, where, when, and why to launch a

product, while tactical launch decisions answer the how to launch (Hultink, Griffin, Hart, & Robben, 1997). Strategic launch decisions are made before the introduction of the product into the market, which means that they set the framework in which the new product will be launched (Hultink, Griffin, Hart, & Robben, 1997). These decisions become much more difficult and expensive to change since they are substantiated in the early stages of the NPD process (Benedetto, 1999). As strategic launch decisions are made in the beginning of the new product development process, tactical launch decisions are made later on in the process and are much more flexible in their governing of the 'how' of the launch (Hultink, Griffin, Hart, & Robben, 1997; Benedetto, 1999). Tactical launch decisions are essentially the four components of the marketing mix: pricing, product, promotion, and placement (Hultink, Griffin, Hart, & Robben, 1997) and are strongly influenced by the strategic decisions that have already been set in place (Benedetto, 1999). Tactical decisions also include adjustments in the product and/or production process (Benedetto, 1999). These two strategy decisions work independently and heavily influence the success or failure on new product performance, depending on how they are integrated (Hultink, Griffin, Hart, & Robben, 1998; Lee and O'Connor, 2003; Benedetto, 1999; Talke and Hultink, 2010).

Strategic (Generic) Launch Strategies

Hultink, Griffin, Hart, and Robben (1998) conducted research seeking to find if managers chose specific launch decisions and turned them into generic launch strategies and how product performance is linked to those generic strategies. Their research found three common generic

strategies used by managers: Innovative New Products launch, Offensive Improvements launch, and Defensive Additions launch.

The Innovative New Products launch consists of brand new and somewhat more innovative products that are “driven by technological capabilities and introduced in an early stage of the product life cycle with the objective to establish a foothold in a new market” (Hultink, Griffin, Hart, and Robben, 1998). The tactical launch decisions included in this strategy comprise of broad product assortments through new brand names, different distribution channels, decreased transportation expenses, and a premium price, skimming strategy. Market acceptance goals were not met as well as product performance and financial goals.

The second generic launch strategy is Offensive Improvements launch, in which products are launched after improvements on current products are released into markets with limited competition with the goal of creating competitive barriers. Success in this strategy is obtained through broad product assortments being sold through present distribution channels, increased transportation expenses, increased prices, and utilizing customer promotion and television advertising.

Lastly, the Defensive Additions launch strategy in which less innovative, market-driven products are later introduced in the product life cycle, where a wide range of competitors already are present. This is done to broaden the range of products, create barriers for competition, increase penetration, establish economies of scale, and take advantage of on an existing market. Tactical launch decisions used with this strategy are small assortment, expanding the brand, decreased prices, penetration pricing, and employing customer and sales force promotion. The research results found that this launch received the lowest success ratings across all the

performance criteria (customer-based performance, financial performance, and technical product performance).

Overall, the research conducted by Hultink, Griffin, Hart, and Robben (1998) suggests that few project types have specified generic launch strategies however, managers appear to be consistent in the set options they use in different situations and various strategies determine numerous levels of product development success. The research also implies that in order to assess a project's overall launch strategy, several of the multiple dimensions of product strategies are needed.

Though researchers have identified the two broad categories of new product development launch strategies, they are still seeking to understand if there is a specific formula that managers use when launching products and how much success comes from using that strategy. In the next section, we will explore the same question but on an international scale.

International Product Launch Strategies

Due to increasing interdependence in the world economy, it is becoming progressively more difficult for any company to be only a domestic firm. As companies expand outside of their homelands to sell goods and services, they must create successful strategies in order to prosper in the global economy. When it comes to international strategies, a wider range of factors must be taken into consideration such as foreign government regulations, culture, and level of infrastructure in the foreign market. Even with the increase in globalization and worldwide interdependence, there has been limited research on specific strategies to follow when conducting international product launch. This section of the study will seek to reveal some of the

approaches to global product launch as well as specific strategies for launching a new product into the global market. In conducting this research, I found that there were several common denominators in companies' approach to international marketing strategies. These denominators include acquiring and transferring knowledge to and from the market being pursued; using cross-functional teams to facilitate that knowledge to develop effective strategies; having updated technology based on the needs of the foreign market; understanding the effects of culture on the new product development and product launch; and having the support and promotion from top management. These seem to be more classic and functional approaches to developing an effective international marketing strategy.

Before deploying global product development (GPD), there are three key decisions that must be made: characterizing a product strategy that outlines the target market and new technologies; identifying core competencies and intellectual product strategies; and selecting locations for design centers and the GPD approach for each, such as offshoring or outsourcing (Eppinger and Chitkara, 2006). The first decision allows for a firm to make the appropriate approach to entering a new market, as strategies for international, or any new product development, are not a one-size-fits-all. A company must understand the needs and wants of the target market if the product is to be successful. The product strategy has to also define the technologies that will need to be used so it can be prepared to make that product according to its goals and the target market.

Second, a company needs to identify and understand its core competencies and intellectual product strategies. The core competencies of the firm are the capabilities or advantages that a firm has over its competitors. By developing and/or understanding what these are, the organization will understand what it can and cannot do, and will also be able to decide

what functions it will need to outsource so it can perfect the core of the business. Intellectual product strategies must also be identified to protect the critical data and technologies that support the company's core competencies. Understanding and protecting the core competencies of the firm will allow the company to have a sustainable competitive advantage.

The last decision that needs to be made before deploying global product development is selecting where the product will be designed and the GPD approach for each location. Location of the design center is important, as the appropriate information must be readily accessible to ensure more unity amongst global product development teams. Selecting the GPD mode for each location is also critical as it can facilitate or hinder the flow of information from one location to another, depending on its alignment with the company's overall GPD strategy.

The actual strategy of global product development is critical. Many companies spend more time on developing and outlining strategy than launching products because of its critical nature. The strategy is the defining factor of a product's success or failure, despite how renowned a manufacturer or how great the product. There are six fundamental innovative strategies for global product development. The following section will outline these strategies to set up the framework for research on international product launch for the Apple watch.

Apple is changing the dynamics of the smartwatch market (Mack, 2015; Smith, 2015; Villapaz, 2015) and therefore, the innovative strategies for global product development will be identified as defined by Calori, Melin, Atamer, and Gustavsson (2000). The researchers define innovative international strategies as strategies that shift the dynamics of international competition within their industry. Based on this definition and an analysis of a variety of firms that followed this strategy type, they developed the following 6 types of innovative international

strategies: mass advertising, transnational restructuring, technological innovators, luxury global niche players, differentiation, and low cost (Calori, Melin, Atamer, & Gustavsson, 2000).

Mass Advertising

The process of the first strategy, mass advertising, is enlarging internally and expanding gradually from the current large regional base toward foreign markets. When using this strategy, international activities are tightly coordinated and the firm focuses on a few large market segments. (Calori, Melin, Atamer, & Gustavsson, 2000) The competitive advantages to using this strategy include efficiency in product systems, consistent brand image with extensive advertising budgets, and universal products (Melewar and Vemmervick, 2004; Calori, Melin, Atamer, & Gustavsson, 2000). When using this strategy, companies must decide whether to use a standardized or adaptive/customized approach when marketing (Melewar and Vemmervick, 2004; Bruce, Daly, & Kahn, 2007), though even a standardized approach requires some degree of customization (Bruce, Daly, & Kahn, 2007) and cultural consideration (Dwyer, Mesak, & Hsu, 2005).

Transnational Restructuring

The next strategy, transnational restructuring, occurs when firms use comprehensive mergers and acquisitions (M&A) to restructure their industry. Organizations pursuing this innovative strategy have a large portfolio of product-market segments and implement a transnational form of organization across borders. (Calori, Melin, Atamer, & Gustavsson, 2000) This strategy allows firms to create new combinations of resources (Calori, Melin, Atamer, &

Gustavsson, 2000), increase market share, and develop more core competencies (Kongpichayanond, 2009) to cultivate international development. In order for this strategy to be successful, the purpose of the M&A must be clearly defined (Kissin and Herrera, 1990), harmonized identity integration (Bouchikhi and Kimberly, 2012), and timing and execution (Bert, Macdonald, & Herd, 2003).

Technical Innovators

Organizations following a technological innovators target a specific hi-tech segment of the industry by expeditiously capitalizing on their monopolistic technological advantage across borders. All international activities are tightly coordinated which allows the company to shape technological intensity and harmonization of norms, both of which drive global integration. (Calori, Melin, Atamer, & Gustavsson, 2000) Firms pursuing this strategy have a strong technological competence that drives their innovation and is composed of technological knowledge, trade secrets, and know-how caused by research and development and other technology specific intellectual property. Technological capability is a critical resource for firms to stay ahead of competition. (Hsieh and Tsai, 2007)

Luxury Global Niche Players

When companies target the luxury segment of their industry, they are typically following a luxury global niche players strategy. They do so by gradually expanding abroad through selective distribution channels and tightly coordinating their activities across borders. This strategy can sometimes cause acceleration in internationalization, if the company profits from the

financial resources of an acquirer. The competitive advantages of this firm include having the unique ability to design and manufacture luxury products (Calori, Melin, Atamer, & Gustavsson, 2000), access to high-quality raw materials, and differentiation (Toften and Hammervoll, 2009). Due to the exclusivity of these products, companies are able to charge premium prices and dedicate sufficient financial resources for international expansion (Calori, Melin, Atamer, & Gustavsson, 2000)

Differentiation

The differentiation strategy is similar to that of the first strategy excluding that differentiation does not coordinate international activities as tightly and the source of the competitive advantage is on differentiation as opposed to more standardization. The differentiation strategy also allows for premium prices to be charged and gives the opportunity for products to be perceived as a strong brand. (Calori, Melin, Atamer, & Gustavsson, 2000) Depending on how the industry and the market being targeted, it can take the form of product differentiation, service differentiation, or process differentiation. In order to be successful with this strategy, the firm must understand the environment in which it operates, be ready for and act upon changes in customer tastes, and remember that price is not an overriding factor (Akan, Allen, Helms, & Spralls III, 2006; Eng, 1994).

Low Cost

The final strategy discussed in the study (Calori, Melin, Atamer, & Gustavsson, 2000) is the low cost strategy, which expands selectively across borders, focuses on mass-market

segments, and coordinates activities abroad moderately. The product or service being offered is relatively simple in both design and cost. Even with simplicity, incremental options can allow for profit to be enhanced. The organization implementing this strategy must understand the company's mission and guarantee that the brand and value proposition align with every customer contact. (Kachaner, Lindgardt, & Michael, 2011)

Chapter 2

Apple Watch Case Study

The purpose of this section is to present the Apple Watch case and specifically discuss Apple's product launch strategies in different markets.

Overview of the Smartwatch/Wearables Industry

Wearable technology is becoming ever present as we continue through the century. Any electronics and computers that can be worn on the body are considered wearable technology. There are a wide range of wearables including jewelry, glasses, headbands, earrings, and e-textiles. (Wright and Keith, 2014; Skiba, 2014; Jackson and Polisky, 1998) With wearable technology, people are able to exchange data and connect to the Internet and other devices. Wearables have been integrated in many fields such as gaming, medicine and health care, entertainment, education, and music.

Although wearable technology is becoming more prevalent in recent years, it is not a new phenomenon. The first wearable computer was developed in 1961 and was created to improve odds at roulette. As time progressed, wearables became more and more advanced ranging from calculator wristwatches, to hearing aids, to Bluetooth headsets, to Fitbits. (Knoblauch, 2013; Jackson and Polisky, 1998)

Even though wearables have been present for at least five decades, their popularity is just now arising, causing an expansion in the wearables industry. Major companies that are speeding

the growth of the wearables market include Nike, Samsung, Fitbit, and most recently, Apple.

According to IHS Technology (2015), a market research firm, the wearables market is expected to increase to \$30 billion and 210 million devices by 2018 from \$8.5 billion and 96 million units in 2012 (Wearable Technology Intelligence Service, 2015). Though wearables are still in its early stages (Wearable Devices and Technology Market, 2014; Swathi and Lanka, 2015), as most devices are geared toward healthcare and sports activities (Wearable Devices and Technology Market).

With the wearables market still being in its early stages, there is much discussion on whether or not it will actually be as big as some researchers are making it out to be. Some argue that wearable devices will soon replace smartphones (Mayton, 2015), and others say that they the intent of wearables is to not replace smartphones, but to rather compile useful data or transmit notifications from a primary mobile device (Kelly, 2014). There are also those who do not think that wearables industry will last at all, as 30 - 40 percent of those who own a wearable, particularly fitness trackers, have abandoned them after six months (Arthur, 2014; Wolf, 2014). I believe, however, that the industry is still in its infancy and has much room for growth and becoming one of the new and lasting trends of the century, especially now that Apple has entered the market. As with computers, tablets, and smartphones, Apple is once again shifting another market, this time for smartwatches, as its entry has aided in the increase in wearables worldwide (Wearable Technology Market Forecast, 2015; Worldwide Wearables Market Forecast, 2015; Smart Wearables Market to Generate, 2014).

Smartwatches, along with Fitness trackers, are leading the wearables market growth (Neal, 2014; Vesilind, 2015) and studies show that smartwatches will increase by a CAGR between 41 percent (Danova, 2015) and 53.6% (Smartwatches Market Report, 2015) over the

next five years. In 2013, 40 companies launched smartwatches and generated a market volume of \$700 million (USD), with many of them being startup companies. It is estimated that the industry will be \$2.5 billion (USD) as more companies are planning on developing smartwatches along with hundreds of scientific organizations experimenting with smartwatch technologies and many tech providers working on various specifications for the smartwatch industry. (Overview of the Smartwatch Industry, 2014) Now that the Apple Watch has been inserted into this growing market, many analysts believe that Apple will and are already changing the game for the smartwatch industry (Velasco-Castillo, 2014; Danova, 2014; The wear, why and how, 2015).

Overview of Apple Inc.

Apple Incorporated is an American multinational company headquartered in Cupertino, California (Apple - Press Info, n.d.). The company not only designs, manufactures, and markets a plethora of electronic devices, but it also creates and sells a range of software, networking solutions, services, peripherals, and third-party applications and digital content. Some of the Apple's products and services include iPhone, iPad, iPod, Mac, Apple TV, iOS and OS X, and iCloud. (Apple Incorporated, n.d.) Now, the Apple Watch has been added to the family of products.

Apple Inc. is not just a products and services provider: it is an innovative technology company that seems to always be changing the game in the markets in which it is present. One of the reasons we chose to look at Apple in terms of international product launch was because they are constantly innovating in a destructive way. By this, we mean that they are one of the world's

greatest creative destructors in which they typically causing other companies and markets to shift their business practices and models to keep a decent competitive edge.

Consider take the iPhone's effect on Nokia. Before the first iPhone was introduced, Nokia was praised for the quality, price and features of its mobile devices. The engineering of Nokia was so good that in 2002, they were working on an iPhone-like project that, if followed through with, could have been the new iPhone before Apple's iPhone became the new topic of conversation two years after in 2004. (Hodges, 2014; Dilger, 2013) With the integration of cell phone and music player technology, the Apple iPhone became a product that continues to be one of the top selling phones in the world (Elmer-DeWitt, 2015).

Apple understood that if it wanted to remain relevant, it would need to change the structure of the game. Apple realized long ago that in order to survive, one must be ready to innovate at all times, especially in the technology industry where global competition is intense and product life cycles are getting shorter and shorter everyday. Once again, it seems as though Apple is preparing to release its creative destruction with the introduction of its latest product, the Apple Watch. We believe that the Apple Watch is a radical innovation that will create a definition of what a "smart watch" actually is. Smart watches have already existed, such as those created by Pebble, Sony, and Samsung; however, Apple is taking the concept of this product and launching it as something brand new. New technologies and marketing strategies need to be created in order to successfully create and launch this product into a market that Apple has never tapped into before. This is not Apple's first time creating a product in a new market and as seen in its history, each time Apple introduces a new technology in a new marketplace, it becomes quite successful and shifts the competition and their pre-established business models.

What is the Apple Watch?

The Apple Watch is the newest device to Apple's product offerings. Aside from simply telling time, this smartwatch contains a mobile payment and digital wallet service (Apple Pay), fitness tracker, a variety of apps, and communication technology. There are three different versions of the watch at three different price points: Apple Watch Sport (\$349 - \$399 USD), Apple Watch (\$549 - \$599 USD), and Apple Watch Edition (\$10,000 - \$17,000 USD). The watch also comes in two different sizes, six different straps, a variety of colors and expressions for customer personalization. (Our most personal device yet, n.d.)



Figure 1 - Three Versions of Apple Watch

Apple is claiming this product to be their most personal product yet, as it is the first product that can be worn, which allows one to do familiar things quickly and conveniently. Although the device is brand new, Apple claims it will seem familiar to you if you have used Apple products before. The watch is equipped with technology that not only tracks your fitness activity, but also alerts you when you receive notifications, shows you information that you

typically look for such as weather and location, and allows you to navigate through the device swiftly and precisely. (Our most personal device yet, n.d.)

Apple has not released any specific number of Apple Watch units sold, so the estimated amount of units sold has been everywhere, with some analysts saying that first year's sales will be around 15 million watches (Eadicicco, 2015; Luckerson, 2015) while others state that over 30 million watches will be sold (Whitney, 2015; Luckerson, 2015). Though the numbers are scattered, these high estimations show that the Apple Watch has great potential in becoming a mainstream product even with it being in its early stage. In the next section, we will take a look at how Apple launched its new device.

Apple Watch International Product Launch

In early March, Apple announced that the Apple Watch would be available to customers on April 24th, with preorder and in-store previews on April 10th. These customers would not only be those in the United States, but also in the eight other countries. This is the first time Apple has released one of their consumer products to more than one country on the same day. On April 24th, the consumers in these nine countries were able to order their watch and have it shipped out to them in a few weeks. However, many customers had to wait longer than expected, some even a few months, before their Apple Watch would arrive as demand far exceeded supply. According to Slice Intelligence (2015), a market research firm, it is estimated that around 957,000 people in the United States pre-ordered the Apple Watch on April 10th (Minney, 2015). Since those numbers do not include global sales, one can only imagine how many Apple

Watches were preordered that day and understand why Apple was forced to backorder the Apple Watch to many of its customers.

As mentioned in the literature review, the two types of new product launch decisions are strategic and tactical decisions, with the strategic decisions answering the what, why, when, and where (four W's) of the product launch while tactical answers the how, or the four P's of marketing for product launch. To understand the launch of the Apple Watch, we will first go through the W's of the strategic decisions followed by the four P's of the tactical decisions.

The "what" of the strategic decisions is the Apple Watch. As stated, this device is Apple's newest device to its family of products. This device is unlike Apple's other products as it is much more personal, being literally on you throughout the day. Apple's core competencies of innovation, design, and high-quality user experience are encapsulated in the device. New technologies, such as the Digital Crown and Retina Display with Force Touch (Our most personal device yet, n.d.), had to be created in order to make such a small product so interactive. The Apple Watch is limited, as it must be within Bluetooth range of one's iPhone in order for it to fully function.

So why the Apple Watch and why now? Since the wearables market has already been established but still remains in its infancy, it was perfect for Apple to create a product for this market as it contains much opportunity for growth and success, especially for an innovative company such as Apple. According the annual report, Apple also realized in order to remain competitive on a global scale, they need to ensure that they release innovative products and technologies on a continuing and timely basis into the marketplace (Apple Inc. - Annual Report, 2014). Therefore, it was imperative that Apple released an innovative product, particularly a radical innovation, to aid them in maintaining a highly competitive position in the global market.

Where was/is the Apple Watch sold? Apple did something very unique compared to previous product launches: they released in more than one country at the same time. The nine countries where Apple released their timepiece were the United States, the United Kingdom, Canada, France, Germany, Australia, Hong Kong, Japan, and China. They later released it to seven other countries in late June and three more on July 31st. Apple has not released any comments as to why these specific countries were chosen, but part of the reason will be explained as Apple's tactical decision-making is reviewed later on in the research.

After Apple answered the what, why, when and where, they next implemented their game plan via the tactical decisions of product, price, promotion, and place. In the strategic decisions, the product was already decided but the way it will be marketed has much leeway in the tactical decisions. According to sources from the Wall Street Journal (2015), Apple began developing the Apple Watch with the intentions of making an advanced health-monitoring product that could perform a wide variety of health tasks such as measuring blood pressure, heart activity, and stress levels. Since there were many complications with creating this type of device, Apple decided to create a watch that would encompass a little bit of everything including fitness, fashion, communication, and even making purchases. Since the Apple Watch is still in the beginning of its product life cycle, it is currently marketing the product as a multipurpose device that can be tailored to an individual's needs and styles. There will be various expectations from different groups of people as the device can be categorized as something between jewelry and consumer electronics. We believe that as time goes on and the Apple Watch is improved on throughout the years, it will be the standard of what a smartwatch should be. (Wakabayashi, 2015)

The price of the Apple Watch is relatively expensive for all countries that currently sell the device. Though higher in some countries than others (Figure 4), the Watch is not being marketed as a cheap product, though it is being promoted for anyone's everyday lifestyle. However, one must be willing to pay the price to experience the efficiency that the Apple Watch is supposed to create in one's day-by-day practices.

Table 1 – Price¹ of Each Version of Apple Watch in First 9 Countries Launched

Apple Store Location	Apple Watch Sport (38mm / 42mm)	Apple Watch (38mm / 42mm)	Apple Watch Edition (38mm / 42mm)
USA	\$349 / \$400	\$551 / \$601	From \$10,043
Hong Kong	\$352 / \$399	\$554 / \$605	From \$10,191
Canada	\$355 / \$409	\$552 / \$616	From \$10,288
Japan	\$354 / \$403	\$554 / \$595	From \$10,615
Australia	\$384 / \$446	\$614 / \$676	From \$10,787
Germany	\$424 / \$477	\$689 / \$744	From \$11,706
France	\$424 / \$477	\$689 / \$744	From \$11,706
China	\$414 / \$479	\$671 / \$735	From \$11,992
UK	\$450 / \$510	\$721 / \$781	From \$12,042

Source: Fadilpašić, S. (2015, May 8). Cheapest places around the world to buy the Apple Watch |

ITProPortal.com.

¹ Prices converted from British Pounds (GBP) to US Dollars (USD) using XE Currency Converter. Prices reflect current exchange rate of 1 GBP = 1.50525 USD, and account for taxes and import duties of each country.

Apple has been promoted in a variety of ways especially for fitness, lifestyle, and fashion. In fact, the Apple Watch has debuted itself in ten high-profile magazines covering these categories including Vogue in the United States, China, and France, East Touch in Hong Kong, Yoho in China (Figure 2), Self in the United States, Style in the United Kingdom, Fitness Magazine and Elle in Australia. It has also been on the front page of Flare, Canada's fashion magazine. (Santus, 2015; Zibreg, 2015) The themes of fitness, lifestyle, and fashion have all been present in the Apple Watch's commercials as well (Apple - Apple Watch - Films, n.d.). The watch is being promoted as a functional and luxury item, which definitely expands the target market of the product.



Figure 2 - Apple Watch Featured in Chinese Magazine “Yoho!”

The Apple Watch began by being available to nine countries but the places where customers can purchase the watch vary depending on the location. All around the world, consumers cannot purchase the Apple Watch in retail stores. Instead, customers can try out the

watch in Apple retail stores but must go online to actually purchase the device. This has been evidenced by the lack of long lines outside of Apple stores. In a memo written by Angela Ahrends, the Senior Vice President of Apple Retail, leaked to Business Insider, she states that the reasoning for this is to provide more availability to customers rather than waiting in long lines hoping that you might receive your product that day (Edwards, 2015). By making purchases available only online, not only will it give customers a better chance of receiving their order in a reasonable time, it also makes smuggling of the Apple Watch more difficult.

In addition to purchasing online, there were a few boutiques that Apple set up in which the Apple Watch could be purchased immediately. These shops included The Corner in Berlin, Colette in Paris, Maxfield in Los Angeles and Dover Street Market in both Tokyo and London. By making it available for purchase in these specifically selected boutiques, Apple showed that they were marketing the watch not only as a tech gadget, but also a fashion accessory depending on the city and/or country it is being marketed to. All locations in which the Apple Watch was made available for immediate purchase are considered high-fashion cities where trends are set. Angela Ahrends could be the reasoning for this, as she was the former CEO of Burberry and now stands as Apple's SVP of Retail. This was a strategic move for Apple as even many customers seeking to purchase the gold edition versions were disappointed as they were on backorder. (Friedman and Chen, 2015; Abutaleb and Kasai, 2015; Johnson and Florida, 2012)



A preview of the Apple Watch at Colette in Paris last September. Kay-Paris Fernandes/Getty Images

Figure 3 - Apple Watch Preview at Colette in Paris

How the Apple Watch Is A Radical Innovation

In the literature review, radical innovation was defined as an innovation that is manifested in a new technology resulting in a new market framework. Radical innovations, not the consumer, create demand for the product and cause disruptions on both a micro and macro level. Additionally, radical innovations force a firm to create a new set of capabilities and disrupt the company's marketing and technology strategies.

There are those who argue that the Apple Watch is not a radical innovation, but rather an incremental innovation, as there are other smartwatches in the market, Apple was not the first to create a smartwatch, and it has other just a few more features than a standard activity tracker (Levin, 2014; Nielson, 2014; Kalaboukis, 2014). However, we must keep in mind that it is still too early to decide on a definitive answer on the radicalness of the Apple Watch. There is much evidence to support that the Apple Watch will/is indeed be defined as a radical innovation.

The Apple Watch required Apple to create new technologies and marketing strategies in order to successfully create and launch the product. The new technologies include Digital Crown and Retina Display with Force Touch, both of which had to be created in order to make such a small product so interactive. Apple could not just simply consolidate all of their existing technologies in the watch. (Domingo, 2015; deAngonia, 2015) The company was also forced to change its marketing strategies to successfully launch the watch. These marketing strategy changes include launching the product to multiple countries on the same day and changing channels of distribution to exclusively purchasing the Apple Watch online or in a handful of boutique stores in high-fashion cities around the world, and hiring managers from the fashion industry to position the product as a lifestyle brand rather than solely a technology brand. (Arab Business Review, n.d.; Halzack and Tsukayama, 2015)

Lastly, the Apple Watch is causing disruptions in various segments of the wearables industry including the luxury and smartwatch industries. Though a variety of analysts agree that the luxury watch industry should not fear the Apple Watch at this time (Broer, 2015; Arab Business Review, n.d.; Wouters, 2014), we see that those in the luxury watch market are nervous about the Apple Watch. For example, some luxury watch makers, mainly those producing Swiss watch brands, created advertisements that made direct comparisons between their own watch and the Apple Watch. (Broer, 2015; Kane, 2015) Companies who already have a foothold in the smartwatch industry must create new marketing strategies and technologies to keep up with the Apple Watch. It is estimated that Apple has already shipped about 7 million units worldwide in the first two quarters of the year, which is more than shipments of all other smartwatch vendors combined over the last five quarters, according to analysts (Whitney, 2015; Page, 2015). To remain competitive with Apple, competitors will need to increase functionality, improve design,

and shift their marketing strategies (Cipriani, 2015; O'Connor, 2015; Linnane, 2015). It appears as Apple is creating the definition of what a smartwatch is and therefore, other companies within the smartwatch industry must continuously innovate their existing products to remain competitive with Apple.

Chapter 3

Propositions

Proposition #1: *When launching a radical innovation in different countries, both the strategic and tactical launch decisions must be tailored to the needs and cultures of that country.*

When launching a radically innovative product in Eastern and Western countries, we expect companies' launch strategies to be different in the sense that companies will adjust their launch strategy to the respective country's culture and customs. Eastern countries perceive creativity and radical innovation as a seasonal and cyclical process of reinterpreting the past while the West views creativity and radical innovation as revolutionary, unconventional, and disruptive without regard to the past and keeping the future at the forefront (Bicen, Kamarudin, & Johnson, 2012). Due to these differences, international product launch strategy for radical innovations must be created according to the country where they are launching. When launching to Western countries, companies should convey the message of disruption and change from the standard that will solve problems in a unique approach. For Eastern countries, the product launch strategy should focus on emphasizing the product as a rebirthing and inspirational way to answer problems, with emphasis on the past nature of innovation.

Proposition #2: *Firms launching a radical product should use the Innovative New Product Launch strategy in their international product launch approach.*

The Innovative New Product Launch approach is for products which are brand new and somewhat more innovative or radical products. These products are being introduced at the beginning stage of the product life cycle and propelled by the technological competencies of the

firm. The objective of this tactic is to establish a position in or create a new market, whether it be in a domestic market or abroad. Considering international product launch of a radically new product is significantly risky, we expect that market acceptance goals, product performance goals, and financial goals of these companies may not be met as soon as their products are launched. However, performance and financial goals should be met better than market acceptance goals, as radical innovation take time to diffuse into new markets both domestically and internationally. Market presence is the main objective to provide product awareness to potential customers. We expect the tactical decisions of this strategy to be composed of broad product assortment through new brand names, different distribution channels, decreased transportation expenses, and a premium price skimming strategy. (Hultink, Griffin, Hart, and Robben, 1998)

Proposition #3: It is imperative for a company to identify and understand its core competencies and intellectual product strategies for the successful product launch of a radical innovations both domestically and abroad.

Creating a strategy founded on the core competencies of the firm will allow it to create, strengthen, and sustain a competitive advantage, which is the key to being a successful and outstanding competitor both domestically and abroad. A fundamental principle of global product development is to not outsource your core competencies, as they are what give your organization a competitive edge. Choosing the international product launch strategy will be dependent on the competency set of the company to provide a clear focus and objective on how to make strategic and tactical launch decisions. Intellectual product strategies must also be identified to protect the critical data and technologies that support the company's core competencies. (Eppinger and Chitkara, 2006)

The company's strategic plan should encompass the core competencies of the firm.

Technology improvements, one of the foundations of core competencies, must be incorporated into the strategic plan of a firm has the desire to be successful, especially for those companies producing radical innovations. Core competencies are rare or difficult to copy; by creating an international product launch strategy around that, both barriers to entry and product value will increase (Naylor, 2001).

Chapter 4

Research Methodology

This research used a case study design (Yin, 1984), where we focused on Apple. Inc. with its intensive international product launch strategy with its radically new product Apple Watch. The primary data collection method was articles, cases, and interviews written about Apple Watch before and after the product launch. The data also includes primary data from the interviews with Apple employees and Apple Watch users² (the interview protocol is in the Appendix). As the purpose of the research project was theory generation and exploration, issues of generalization do not apply. That is, a large ‘n’ is not necessary at this point of exploration, rather it is important that convergence of concepts takes place and generated themes, which have the required aspects of validity and reliability (Gibbert et al. 2008: 1467), emerge from a re-iterative analysis of the textual data (Eisenhardt & Graebner, 2007). We collected data until we reached a point of theoretical saturation (e.g., no longer hearing or seeing new material information).

Based on an extensive literature review we developed an interview protocol. Interviews were conducted with Apple employees and Apple Watch users. Besides using the semi-structured interviews as the primary data source, we also utilized news, articles, cases, and interviews about Apple Watch from the media sources. The unit of analysis was defined as the ‘radical innovation based product’ as per a grounded theory approach (Glasser & Strauss, 1967). As such, radical innovation was defined as the creation of a new product and/or service or

² Primary data was collected from one Apple Watch employee, two Apple Watch users, and an employee of Apple who is also a user of the Apple Watch.

process design that significantly altered the consumption and usage patterns of customers and prompt firms to develop new competences or skills (Damanpour, 1987).

Interviews consisted of six questions for Apple employees and five questions for Apple Watch users. Following the methods of inductive research, these questions were supplemented with the ones that seem to assist in understanding the emerging themes. The interviews were typically around one hour, conducted in-person. Besides interviews, researcher examined industry reports, cases, news, articles written about Apple Watch. In the analysis part, researcher used methods for building theory from case studies and crafted findings (Eisenhardt & Graebner, 2007; Glaser & Strauss, 1967). This process started with selecting pairs of interviewees and listing the similarities and differences between each pair by categorizing them. With the preliminary findings, each interview was revisited to deepen the understanding of the underlying dynamics. I also used existing literature to sharpen the insights.

Chapter 5

Discussion

This study set out to investigate how radically innovative products from global companies launch in different markets. The data collected from the Apple Watch case provided answers to the types of strategies these companies embrace when they launch products disruptive in nature in markets that are structurally and culturally different from each other.

When launching a radical innovation in different countries, both the strategic and tactical launch decisions must be tailored to the needs and cultures of that country. Based on the current research, the results show that this proposition does not support all situations. When marketing the Apple Watch, it does not appear that the promotion, price, or product was customized to the culture of each country. Each commercial used by Apple was the same for each country and on print advertisements, either the watch was displayed alone or it appeared in or on the wrist of someone in a high-end fashion magazine. A reason for this could be that the Apple Watch is being marketed as a luxury product (Chen, 2015; This Could Be Apple's Secret Apple Watch Strategy, 2015; Heisler, 2015) in which culture does not appear to be a factor. It is interesting to note, however, that Apple is still trying to reach the mass market. This is not only evidenced by the three different versions and price points for the watch - Apple Watch Sport (\$349 - \$399 USD), Apple Watch (\$549 - \$599 USD), and Apple Watch Edition (\$10,000 - \$17,000 USD) - but also in the fact that Apple has recently announced that the Apple Watch will be sold in Best Buy and Target (Wahba, 2015). Best Buy is the first and Target will be the second retail store, excluding Apple stores, which will sell the Apple Watch. In addition, the

average selling price of each Apple Watch category remains relatively the same across countries. According to Sheehy (2015), Apple has strategically created the three different price points of the Apple Watch to extract the most revenue of every purchaser (Sheehy, 2015). This is both a bold and strategic move by Apple, as they are marketing and creating availability for this luxury/tech product to such a broad audience, yet, utilizing extremely high price points to target the luxury segment that aims for products in the Swiss watch market. Apple has been able to take its mass market brand and market it with a high-class sensibility.

Although Apple has not tailored the Apple Watch to the needs and cultures of the countries it launched to, this does not mean that managers should not research and take culture into consideration when launching their products. If managers are launching their radical innovations as luxury items, they may not need to tailor their products according to the cultures of the country, as luxury items appear to have a culture of their own. However, the international marketing manager must ensure that the product is being positioned as a luxury item throughout the launch and that positioning must be clearly outlined in both the strategic and tactical decisions. To position and market the product as a luxury item, careful research needs to be taken on the luxury segment of the industry that the product is being launched in to increase the chance of success of the product launch.

Firms launching a radical product should use the Innovative New Product Launch approach. Proposition 2 holds in relation to the Apple Watch case. Apple is permeating the Apple Watch as much as it can in the market to establish a position, which is the objective of the Innovative New Product Launch approach (Hultink, Griffin, Hart, and Robben, 1998). Apple is not just aiming to gain a foothold in the watch market however. It is also tackling the fashion and technology markets to become the next market leader for all wearables (Kansara & Pike, 2015;

Cook, 2015; Mayhugh, 2015). The tactical decisions are also aligned with this proposition as Apple has named its new product the Apple Watch as opposed to the iWatch; changed the distribution channel from primarily in stores to being available strictly online with the exception of the few high fashion boutiques (Friedman and Chen, 2015; Abutaleb and Kasai, 2015; Florida and Johnson, 2012) which we can imply has decreased transportation expenses; and has given all versions of the watch a relatively high, premium price. Though being marketed to the mass market, it will be purchased by those who desire to feel the luxury, fashion, and/or technology encapsulated in the watch, which far outweighs the cost, and unknowingness of what the watch can really do for them.

When launching disruptive or innovative products, international marketing managers should use the Innovative New Product Launch approach as it can create a foothold in the market for their product. It is imperative to establish a position in the market as radical innovations are seen as significantly risky to both the company offering the product as well as the consumers being targeted by the company. Though market acceptance goals may not be met as well as performance and financial goals, companies producing radically innovative products must keep in mind that radical innovations take time to diffuse into the market as consumers need time to match the product features and benefits with the needs and problems they may be experiencing or do not realize that they experience.

It is imperative for a company to identify and understand its core competencies and intellectual product strategies for the successful product launch of a radical innovation both domestically and abroad. The findings from the Apple Watch case imply that this proposition holds. Innovation, design, and high quality user experience are Apple's core competencies (Apple Inc - Annual Report, 2015), all of which are expressed via the Apple Watch. Because

Apple has identified and understood its core competencies and relayed them to the public, Apple has been able to set a standard for the products it has, is, and will release. Since the company understands how to recognize and capitalize on its core competencies, Apple does not ask its users what they want to see but rather, tell the users what they have been missing by providing a solution to a problem the user did not even know existed. Typically, when companies do this, they suffer because they think they understand exactly what the users want when in actuality, customers are not looking for their products and services at all. With Apple, it is a different story as every new product that Apple has released has been applauded for the product's great design and ease of use. (Norman, 2005)

When the Apple Watch was first announced, Apple was sure to highlight its core competencies when displaying the Watch on the big screen. (Dilger, 2014) There was no voice over, but rather, floating watches that showed the innovation, design, and high degree of personalization ingrained in the Apple Watch. The core competencies of Apple are what drove the strategic and launch decisions and if Apple did not understand what its core competencies were, it would not have been successful in launching the product.

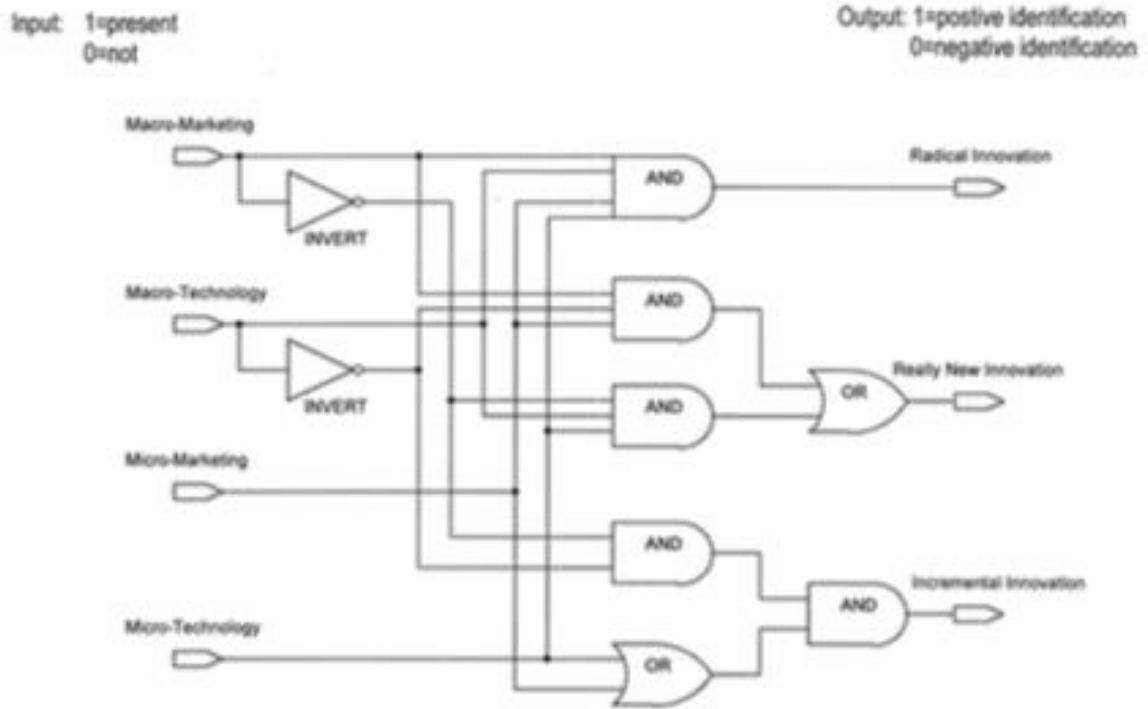
Before launching or creating launch strategies for a radical innovation, managers and all employees working for the company must understand the core competencies of the firm as they are what fuel the company and its products success. Managers understanding and focusing on core competencies will have a clear direction as to what, why, where, and how they need to launch internationally. Relaying these core competencies to their target market will also create a standard and accountability to what the market should expect and will receive. If a firm is going to spend money to develop and launch a product, it should do so with the guarantee that the money is being spent on creating and sustaining a competitive advantage.

There are some limitations to this research. Namely, generalization of the findings was not suggested. This preliminary case-based research was designed to explore and discover new themes that can later be used as a basis for empirical testing in more generalizable, survey-based sampling research. The current research addresses the process of international product launch for radically new products. Only one case was covered: Apple Watch. Results would have been different if there was more than one case that fits the requirements of the sample quality. However, if the ideas presented here survive further empirical tests, they have the potential to offer general lessons for organizations as they face the challenge of launching radically innovative products. Another limitation includes the research focused on the marketing and promotion aspects of the Apple Watch strategy, where other factors affecting purchase decisions may exist including brand loyalty to competitors, consumer tastes, and level of uncertainty avoidance amongst target market.

Overall, the findings of this study provide an initial step towards the foundation of the emerging literature on the role of international product launch strategies for radically innovative products. Moving towards such a more comprehensive theory may help companies to develop launch strategies. Therefore, I hope that the research findings stimulate further investigation on this emerging and exciting topic.

Appendix A

Boolean Logic for Identifying Innovation Type



Inputs*: Discontinuities

Outputs: Innovation Type

Macro-Marketing Discontinuity	Macro-Technology Discontinuity	Micro-Marketing Discontinuity	Micro-Technology Discontinuity	Radical Innovation	Really New Innovation	Incremental Innovation
1	1	1	1	1	0	0
1	0	1	0	0	1	0
0	1	0	1	0	1	0
1	0	1	1	0	1	0
0	1	1	1	0	1	0
0	0	1	1	0	0	1
0	0	1	0	0	0	1
0	0	0	1	0	0	1

*note: other combinations are not feasible, if an innovation results in a discontinuity on a macro-level, the discontinuity will also occur on a micro-level.

Appendix B

Apple Watch Interview Questions

Questions for Apple Employees

1. Did the fact that you are an Apple employee persuade you more in purchasing the Apple Watch? Why or why not?
2. Has the Apple Watch changed your behavior/lifestyle? Explain.
3. Why do you think Apple created the Apple Watch? Do you believe the watch is consistent with the Apple brand? Why or why not?
4. Who do you believe the Apple Watch was target for?
5. Was the Apple Watch worth the investment?
6. What would you change/improve about the Apple Watch? Why?

Questions for Apple Watch Consumers

1. Has the Apple Watch changed your behavior/lifestyle? Explain.
2. Why did you purchase your Apple Watch?
3. Where did you purchase your Apple Watch? What made you want to buy the watch?
4. Was purchasing the Apple Watch worth the investment? Explain.
5. Who do you believe the Apple Watch was target for?
6. Do you believe the Apple Watch is an innovative product? Why or why not?

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Academic Vita of Kayla Franklin
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Education:

Bachelor of Science in International Business
Bachelor of Science in Marketing
The Pennsylvania State University
Schreyer Honors College

Thesis Title:

International Product Launch for Radical Innovations: The Apple Watch As A
Special Case

Thesis Supervisor:

Dr, Pelin Bicen

Work Experience:

May 2015 – August 2015
Partner Management Intern

- Recruited and hired over 100 notary publics
- Resolved problems for notaries regarding training, fees, and travel distance
- Collected, prepared, and organized data regarding notary information

Title Source (Detroit, MI)
Supervisor: Kris Davidson

May 2014 – August 2014
Quality Assurance Intern

- Served as a liaison between underwriter and mortgage bankers to distribute accurate client information
- Approved client information by confirming qualifying documents to propel application into processing
- Solved company inaccuracies by analyzing client's acquisition potential by using training-based decision making skills

Quicken Loans (Detroit, MI)
Supervisor: Amanda Ortiz

Notable Academic Projects:

Consumer Behavior Market Research

- Performed primary and secondary market research for the Barber National Institute

- Provided recommendations for client regarding target market and market expansion
- Generated presentation of findings and recommendations to our client

Capstone Business Simulation

- Managed business team to assure compliance with team's overall strategic plans
- Created agenda for and supervised business meetings
- Conducted group presentation for our Board of Directors

Honors/Awards:

Lawrence and Elizabeth Held Scholarship
Bunton Waller Scholarship
Michigan Chapter PSAA Scholarship
Henne International Study Scholarship
Dean's List Every Semester
Schreyer Honor Scholar

Activities:

Beta Gamma Sigma International Honor Society, Member
The International Business Fraternity of Delta Sigma Pi, Fundraising Chair
Gamma Sigma Sigma National Service Sorority, Parliamentarian
Behrend Students Against Violence Everywhere (S.A.V.E.), Member
