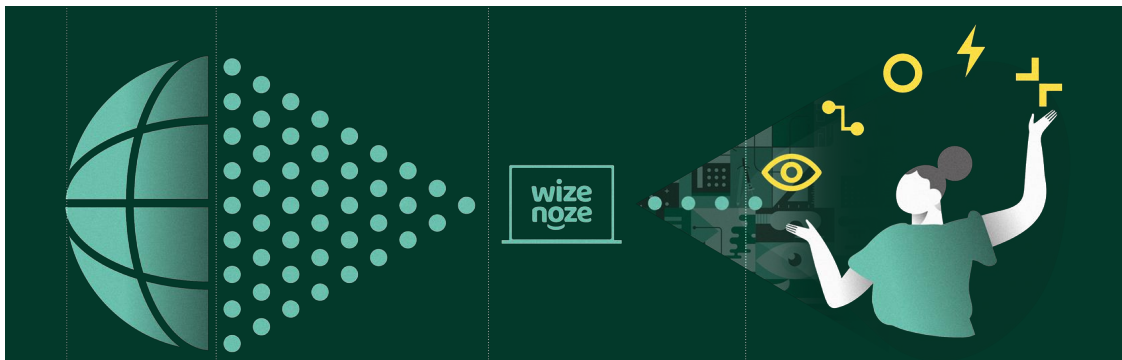


Wizenoze: Matching Digital Content to Learners in a Post-truth World



Executive Summary

Introduction

This multi-source rich case offers opportunities to engage students in a wide variety of topics related to technology, innovation, marketing, entrepreneurship and strategy. It describes the challenges facing CEO and co-founder Diane Janknegt of Wizenoze, an Amsterdam-based EdTech start-up, as her company moves towards a broader commercialization and fast international growth.

Wizenoze provides software solutions that facilitate online learners in their search for suitable educational content. Its ambition is to “curate the Internet”: finding for each learner educational content online that suits their study objectives and individual skills. To do that, Wizenoze developed machine learning algorithms and commercialised the solution as an API that a client can integrate into its systems.

The case discusses several critical decision points at this fast growth stage in the company’s trajectory: Which B2B clients or segments should Wizenoze target and why? What branding strategy should it adopt for this purpose? Should it consider a direct-to-consumer model? Which markets should be prioritized in its international expansion?

Learning Objectives

| Learning areas | Learning outcomes |
|-----------------------|---|
| I. Content-related | Students will acquire insights into the value-creating power of Artificial Intelligence and Big Data. |
| | Students will develop an understanding of the growing market for digital education solutions (EdTech). |
| II. Skills-related | Students will learn how to develop and articulate product differentiation and value propositions. |
| | Students will learn how to evaluate product-market fit, and more generally how to better understand customers and competitors |
| III. Attitude-related | Students will reflect on the way Artificial Intelligence and digital technology more generally are changing society, and the opportunities and threats that come with such changes. |
| | Students will gain an appreciation of the value of branding and marketing for technology companies. |

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Target Audience

The case is suitable for MBA, EMBA and other Master- or executive-level students in technology marketing, branding, education, innovation, entrepreneurship, or strategy. Because the case covers a wide range of topics, it also can be used to discuss technology developments (e.g., Artificial Intelligence), international business or general management issues.

Why Use This Case

This case is a rich source of inspiration for understanding how technology is changing society, as it shows the power of the Internet and algorithms in facilitating education. At its core, this is a marketing case focused on essential marketing questions like targeting and differentiation, in the context of services driven by data and analytics. These are classic topics that are not always given enough attention in tech-related cases, which tend to focus more on tech capabilities and implementation. The case could be used in different types of courses:

- **Artificial Intelligence and analytics.** The case is not technical, but it describes how a company tries to build valuable services using data and analytics capabilities. The case can be used to illustrate the importance of matching capabilities to tangible customer benefits. It can also be used to discuss a number of additional issues in data- and analytics-driven businesses, such as how to combine human and artificial intelligence.
- **Brand management and marketing strategy.** The case will help students learn about important marketing topics, including targeting, branding, distribution, and communication. It is also useful for raising students' awareness of important market trends, such as personalization. Finally, it illustrates the business opportunities in non-conventional "markets" like education.
- **Entrepreneurship and innovation.** The case describes the development of an Ed-Tech start-up. It reviews the company's struggle to figure out who are the right clients and channels. The case can be used as a valuable exercise in product-market fit, and it offers the opportunity to teach students about the importance of market-level idiosyncrasies and of institutional actors.

Three additional aspects of the case make it attractive for use in a variety of management courses:

1. Connecting marketing and technology, the case offers the opportunity to reflect on the niches that remain available to start-ups in an Internet dominated by huge corporations relying on advertising-driven **business models**.

2. Another important element of the case is related to **diversity**. The case focuses on a tech start-up with a female CEO/founder. Unfortunately, women are still much under-represented in leadership positions, especially in the tech sector. This case introduces students, especially female ones, to a great role model – Diane Janknegt, a charismatic and experienced leader.
3. Finally, the case has an interesting **international business** angle. Because of the relatively small size of the Dutch market, the company was set up from the start for international expansion. This expansion however is constrained by pragmatic, ethical, and institutional dimensions, as much as by standard considerations about demand and future profitability.

How to Use This Case

Apart from the case and teaching note, the case also includes a variety of materials to facilitate teaching and learning. All materials are available on www.rsm.nl/wizenozecase:

- Introductory video;
- Executive summary;
- Teaching case (restricted access);
- Teaching note (restricted access);
- Supporting materials for the case – documents and slides (restricted access);
- Supporting videos for the teaching note (restricted access).

To access the restricted materials, please first purchase the case and teaching note at www.thecasecentre.org. The access instructions are included in the teaching note.