

Marcus by Goldman Sachs (2019, HBS)

- *Full Name of the Case:* Marcus by Goldman Sachs
- *Teaching Note(s) Available?* Yes
- Case is available through Harvard Business Publishing (product #: 620005-PDF-ENG)

Marcus is a digitally enabled consumer bank founded in 2015, as a corporate entrepreneurial initiative by large American investment bank Goldman Sachs. It was a significant change for Goldman, which had acquired a banking license during the global financial crisis in 2008, but had long been focused on providing investment banking services to wealthy clients and firms.

The case provides some context on Marcus, including Goldman's stagnant growth after the 2008 financial crisis, which led it to seek out other opportunities. To pursue the opportunity of building a new consumer-centric model, the bank brought in outsiders who had specific expertise but would also fit well into Goldman's culture. To signal how much it valued the new project, it placed the Marcus offices in the same building as the bank's prestigious New York headquarters.

The Marcus team, led by Harit Talmar, built the new model while carefully, and mindfully, considering important DESIGN drivers such as deployable resources (e.g., top management support, new recruits), other stakeholders (e.g., Apple) as potential partners, or customer needs. This case is therefore a good illustration of the themes mentioned in **Chapter 5**.

A key challenge for the corporate venture team was obtaining buy-in from top executives, who worried about how the consumer business could affect Goldman Sachs's broader image and reputation. The case can therefore also be used to discuss implementation challenges (**Chapter 10**). The "problem" of the case hinges on how fast Marcus should grow, and how the brand could continue to be a positive asset for Goldman Sachs over the long run.