

DYNAMIC MARKETING STRATEGY

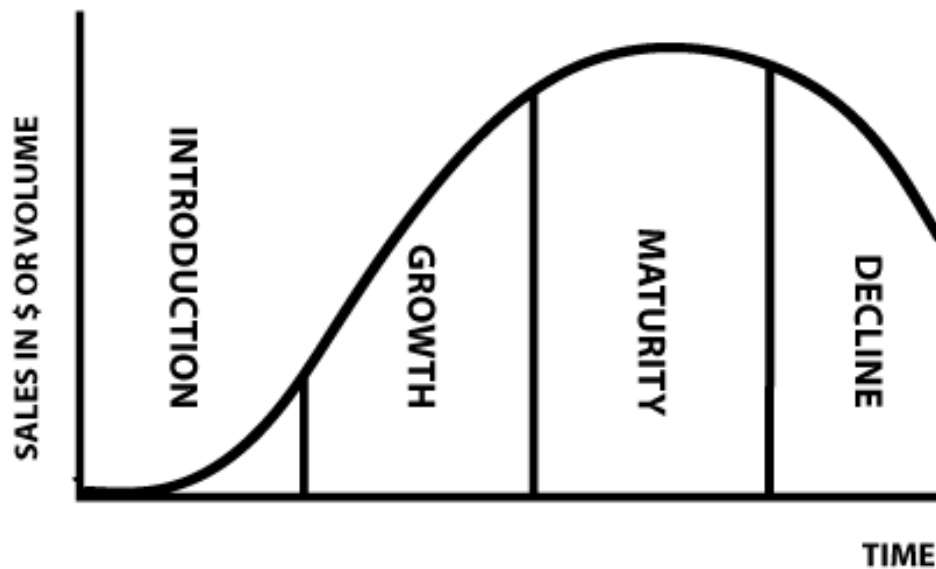
(MKTG 612)

Spring 2014, Quarter 3

COURSE DESCRIPTION, REQUIREMENTS AND ASSIGNMENTS

Professor Eric T. Bradlow

The K.P. Chao Professor, Professor of Marketing, Statistics, and Education



Objectives

This course focuses on helping you refine your skills in developing a marketing strategy and seeing how the marketing tactics selected need to be in alignment with that strategy. We will focus specifically on issues such as the selection of which businesses and segments to compete in, how to allocate resources across businesses, segments, and elements of the marketing mix, as well as other significant strategic issues facing today's managers in a dynamic competitive environment.

All of these issues will be discussed and couched in the context of *the dynamic nature of market evolution that occurs throughout the Product Life Cycle (PLC)*, pictured above. Students will develop strategic thinking skills and learn to apply analytical tools to help formulate effective marketing tactics in each phase of the PLC.

Outline of Each Class Session

While the exact structure of each class will vary depending on whether it is a case or lecture, in general each session will have three facets:

- 1) ***The real world business problem.*** Most classes will begin with an example of a critical *current* issue that managers confront. This could be either a formal case, or a mini-case. For formal case discussions, we will assume that everyone has read and is prepared to discuss the case. It is not necessary to do any library work or bring in outside information about the company or the industry beyond what is described in the case. In fact, it will distract from the case discussion as we are learning how to make better strategic marketing decisions given the information available at the time of the case. We will focus on principles, theories, and basic applications of marketing strategy. Discussion and questions are strongly encouraged.
- 2) ***Analytical frameworks for thinking through the problem.*** For the business problem being discussed, the class will explore a range of general analytic frameworks through which the problem might be approached, and evaluate their comparative strengths and weaknesses. The purpose of this is to provide a systematic basis for narrowing down the set of candidate options, and choosing a best option in light of available data.
- 3) ***Informing the decision through data.*** Given a general analytic framework, most classes will go on to explore how greater precision can be brought to their application through the use of data---both in the form of customer insights (marketing research), and secondary data.

Course Materials

Course materials will be available at <http://www.study.net> and on the course Canvas site.

Course Website

Many of the course's activities will involve the use of Wharton's Canvas software, which you can access at: <https://wharton.instructure.com/login>

Please bookmark this website and check it as often as necessary. This site will contain copies of class handouts, and other general information about the course.

Grading

The weighting of the inputs for the final course grade is:

| | |
|----------------------------------------|------------|
| Class Participation | 25% |
| Midterm Examination (take home) | 40% |
| Final Assignment (take home) | 35% |

Missing more than two sessions (unexcused) will result in an automatic loss of your full class participation grade (i.e. you will receive 0 of 25%).

NOTE: Classroom Participation Info:

All course sessions involve active classroom discussion based on careful preparation of the readings and cases, with a focus on both theoretical questions and practical implications. You should be prepared both to share your ideas and to listen to and interpret issues presented by others. *The quality of your contribution counts for much more than the quantity.* Comments that move a discussion forward in a productive direction are particularly welcome.

In each class your participation will be scored on a 0-4 scale, first by the TA in attendance and then adjusted by me after class. Students who are seated in class at the regular start time would initially receive a CP score of “2”, and this value could then be either increased (or possibly decreased) based on the quality of your discussion/contribution. Students who arrive late would initially receive a CP score of “1”. An unexcused absence from a class will be scored a “0”.

Also included in your class participation grade are numbers that are due for the Medicine’s Case and Canadian Children’s Cereal Case, your 1-page article on “Customer Analytics in the News”, and participating in the FutureView Simulation. All of these assignments are due PRIOR to the class in which they are covered, and the due dates are clearly listed on the course calendar. No late assignments will be accepted.

If you have documentable special circumstances such as time conflicts between multiple exams, illness, or grave personal difficulties such as a death in the family, you should petition the MBA Program Office, which will work with the faculty in appropriate cases to find a resolution. The MBA Program Office will require documentation of your conflict as a matter of course.

If you find yourself with a conflict due to your career search or recruiting activity, you should work with the MBA Career Management Office to find a resolution. Employers cannot require a student, as a condition of his or her employment candidacy, to participate in recruiting-related activities at a time that conflicts with his or her academic schedule. An employer’s inflexibility on this issue is considered a violation of Wharton’s recruiting policies. A time conflict due to a job interview, a career pursuit or travel is not an appropriate reason to request accommodation on an academic commitment.

Course Outline

Session

1. January 14th **Tuesday** (T): **Overview of Strategic Marketing Issues**
Case: Kindle Fire
2. January 16th **Thursday** (TH): **Market Research for New Product Design**
Case: Shell Oil (mini-case + in-class)
3. January 21st **Tuesday** (T): **Social Media and Product Diffusion**
4. February 4th **Tuesday** (T): **Pricing for New Product Launch**
Case: The Medicines Company (A)
Medicine's Case numbers due, Mon, Feb 3rd, 9am.
5. February 6th **Thursday** (TH): **Pioneering v. Follower (Entry Strategy)**
6. February 11th **Tuesday** (T): **Competing in the Growth/Mature Phase**
7. February 13th **Thursday** (TH): **Dealing with Competition**
Case: Canadian Children's Cereal
CCC case assignment due Wed, Feb 12th by 9am

MIDTERM EXAMINATION:
DUE SUNDAY, FEBRUARY 16th BY 10PM (DETAILS BELOW)

8. February 18th **Tuesday** (T): **Multi-Product Resource Allocation**
9. February 20th **Thursday** (TH): **Customer Analytics for CLV growth in mature markets**
"Customer Analytics in the News" due Tuesday Feb 18th by 5pm
10. February 25th **Tuesday** (T): **Marketing in the Decline Stage**
11. February 27th **Thursday** (TH): **Marketing for Products of the Future**
FutureView Simulation due Tuesday, Feb 25th by 5pm
12. March 4th **Tuesday** (T): **Selecting the Entire Marketing Mix/Course Wrap-Up**
Case: Aqualisa Quartz

Assignments and Examinations

The links for the Medicine's company numbers, CCC case assignment, "Customer Analytics in the News", and FutureView will all be in the course Canvas site. Each of these assignments will also be discussed in the lecture that precedes their due date.

All assignments should be submitted via Canvas, and/or the weblink on Canvas that provides a form for submitting numbers.

Midterm Examination (due Sunday, Feb 16th by 10pm)

The midterm examination for this course will be a take-home examination. It will be made available on the course Canvas site by Tuesday, February 11th at 10pm. The exam will consist of short essay questions about marketing strategy, and will also cover the cases that we have discussed in class (up until this point). In particular, the first six lectures of material in the course are covered. From the time that you download the examination, you have 2 hours to complete the examination and load your examination answers onto Canvas. The Wharton School and University of Pennsylvania Honor Code applies. This is an individual-level examination. You are not allowed to discuss this exam with anyone, during or even after the examination period. You may use outside materials, and it is open-book and open-notes, but note that the 2 hour time limit includes any time you might use to do outside research, look at your notes, etc....

Final Assignment (due Sunday, March 9th by 10pm)

You have one of three options for your final assignment. There is no advantage, or disadvantage, from a grading perspective by choosing any of the three. My intent is to allow flexibility so that you choose the final assignment that best fits your skill set.

[OPTION 1:] Imagine that there was a lecture 13 in MKTG 612. Create a powerpoint deck, with graphics, content (text), builds/animations, etc... that would reflect that content. The powerpoint deck should be no more than 35 slides in total. Your grade will be based on the choice of topic area, the content of the slides, the coherence of the layout, and the presentation style.

[OPTION 2:] While we covered numerous cases in the course (Kindle Fire, Shell Oil, Medicines Company, Canadian Children's Cereal, and Aqualisa Quartz), one could imagine other cases that would add to the course content going forward. Your assignment is to write a mini-case that is complete with exhibits (tables and figures), questions for readers, and a "teaching note" that would add to the content of MKTG 612. The case should be no more than 15 pages (including the figures and tables) and the teaching note should be no more than 5 pages.

[OPTION 3:] Choose from one of the topics below and write a paper on this subject.

1. How do you measure the financial return of social media? Provide a roadmap of how to assess the financial returns of social media efforts. Use a specific example.
2. How should a firm decide between how much to spend on traditional advertising versus on line advertising? Create a process for making this evaluation.
3. Why is it critical for investment bankers and management consultants to fully understand marketing?
4. Market sizing and product diffusion plays a very significant role in marketing strategy. If you were Apple Inc, how would you forecast the number of units sold, price elasticity, and diffusion curve for next i-device?

This report should not exceed **fifteen** double-spaced typewritten pages (including tables and appendices).

Contact Information

Professor Eric T. Bradlow
761 JMHH
(215) 898-8255 (W)
(610) 322-8091 (Cell)
ebradlow@wharton.upenn.edu

| Week Starting | Monday | Tuesday | Wednesday | Thursday | Friday |
|-----------------------------------------------------------------------------------------------------------|------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------------------|--------|
| January 12 th | 13 | 14 Lecture 1: Overview of Marketing Strategy: Kindle Fire Case | 15 | 16 Lecture 2: Market Research for New Product Design: Shell Oil Case | 17 |
| January 19 th | 20 | 21 Lecture 3: Social Media and Product Diffusion | 22 | 23 FRP, NO CLASS | 24 |
| January 26 th | 27 | 28 FRP, NO CLASS | 29 | 30 FRP, NO CLASS | 31 |
| February 2 nd | 3 Medicines numbers due by 9am | 4 Lecture 4: Pricing for New Product Launch: The Medicines Company Case | 5 | 6 Lecture 5: Pioneering v Follower (Entry Strategy) | 7 |
| February 9 th | 10 | 11 Lecture 6: Competing in the Growth/Mature Phase | 12 CCC Case numbers due by 9am | 13 Lecture 7: Dealing with Competition: CCC Case | 14 |
| February 16 th MIDTERM EXAM due by 10pm | 17 | 18 Lecture 8: Multi-product Resource Allocation “Customer Analytics in the News” due by 5pm | 19 | 20 Lecture 9: Customer Analytics for CLV growth in mature markets | 21 |
| February 23 rd | 24 | 25 Lecture 10: Marketing in the Decline Stage FutureView Simulation due by 5pm | 26 | 27 Lecture 11: Marketing for Products of the Future (FutureView Simulation) | 28 |
| March 2 nd /March 9 th FINAL ASSIGNMENT due by 10pm, March 9th | 3 | 4 Lecture 12: Selecting the Entire Marketing Mix/Course Wrap-Up: Aqualisa Quartz Case | 5 | 6 | 7 |