

DYNAMIC MARKETING STRATEGY

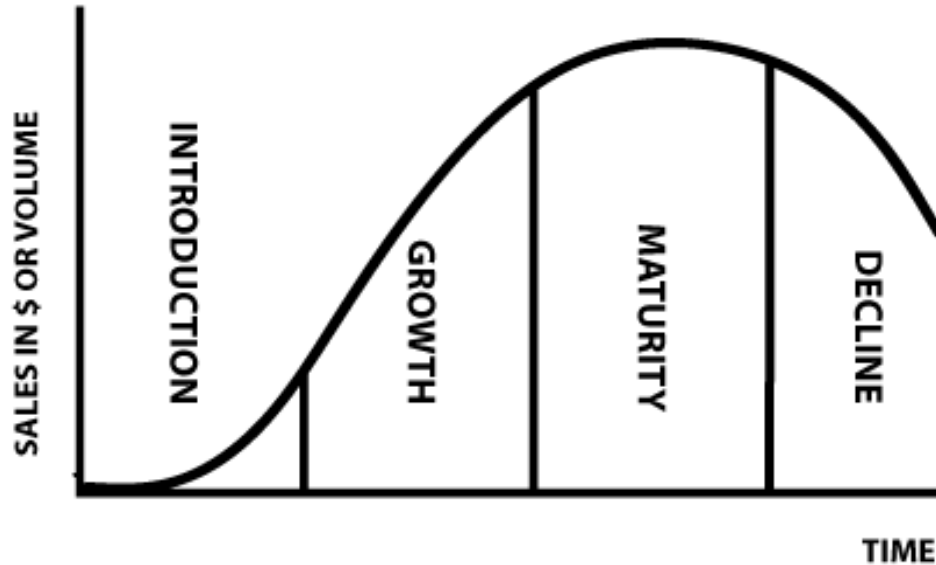
(MKTG 612)

Spring 2016, Quarter 3

COURSE DESCRIPTION, REQUIREMENTS AND ASSIGNMENTS

Professor Eric T. Bradlow

**The K.P. Chao Professor, Professor of Marketing, Statistics, and Education
Chairperson, Wharton Marketing Department
Faculty Co-Director, Wharton Customer Analytics Initiative**



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, how to launch new products into the market, 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.

No In-Class Use of Electronic Devices

Because my expectations are that there will be high in-class involvement, no electronic devices are allowed for use in the classroom. This includes tablets, laptops, cellphones, etc... Please print out the class slides in advance if you wish to take notes.

Grading

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

Class Participation	20%
Midterm Examination (take home)	45%
Final Assignment (take home)	35%

Class participation will be made up of two parts: Attendance (10%) and In-Class Participation/Assignment Submission (10%).

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 20%).

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.

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 me 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 12th **Tuesday** (T): **Overview of Strategic Marketing Issues**
Case: Kindle Fire
2. January 14th **Thursday** (TH): **Market Research for New Product Design**
Case: Shell Oil (mini-case + in-class)
3. January 19th **Tuesday** (T): **Social Media and Product Diffusion**
Social Media Question due Monday, Jan 18th, 9am
4. February 2nd **Tuesday** (T): **Pricing for New Product Launch**
Case: The Medicines Company (A)
Medicine's Case numbers due, Mon, Feb 1st, 9am.
5. February 4th **Thursday** (TH): **Pioneering v. Follower (Entry Strategy)**
6. February 9th **Tuesday** (T): **Competing in the Growth/Mature Phase**
7. February 11th **Thursday** (TH): **Dealing with Competition**
Case: Canadian Children's Cereal
CCC case assignment due Wed, Feb 10th by 9am

MIDTERM EXAMINATION:
DUE SUNDAY, FEBRUARY 14th BY 10PM (DETAILS BELOW)

8. February 16th **Tuesday** (T): **Multi-Product Resource Allocation**
9. February 18th **Thursday** (TH): **Customer Analytics for CLV growth in mature markets**
"Customer Analytics in the News" due Tuesday Feb 16th by 5pm
10. February 23rd **Tuesday** (T): **Marketing in the Decline Stage**
11. February 25th **Thursday** (TH): **Marketing for Products of the Future**
FutureView Simulation due Tuesday, Feb 23rd by 5pm
12. March 1st **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 follows 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 14th 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 9th 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 start the examination (not download, but start), you have 2 hours to complete it. You must then upload your answers to the canvas site prior to the due date. 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 Thursday, March 3rd 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 an additional lecture 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. This hypothetical lecture can be "inserted" at any point in the course, i.e. it is not necessarily a new final lecture.

[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" (instructing a professor how to teach the case and the key takeaways) 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 10 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 online advertising? Create a process for making this evaluation.
3. 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

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