

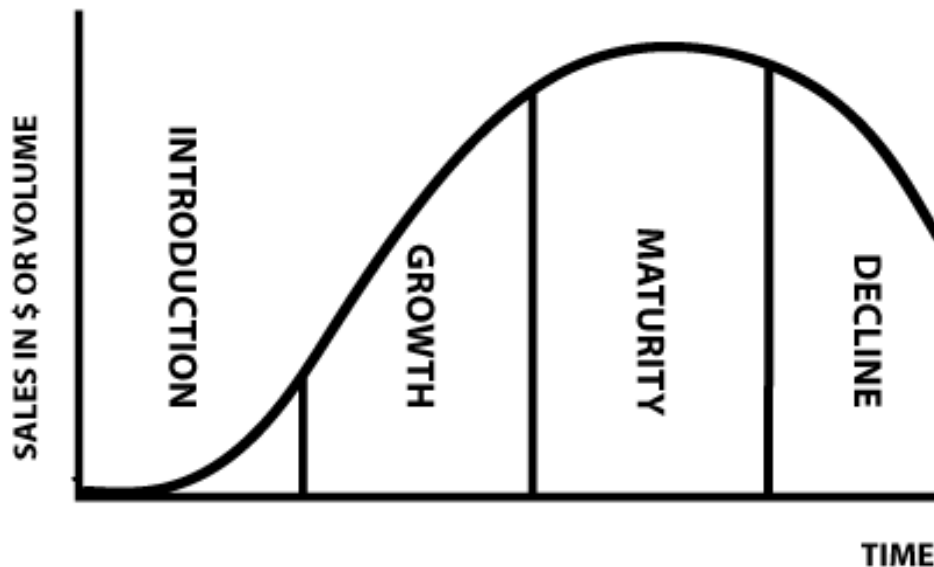
**MARKETING MANAGEMENT II:  
MARKETING STRATEGY  
(MKTG 613 – WEMBA EAST & WEST)**

**Sections 1 & 2**

Spring 2017

**COURSE DESCRIPTION,  
REQUIREMENTS AND ASSIGNMENTS**

**Professor David Reibstein**



**Objectives**

Building upon Marketing 621, this course focuses on helping you refine skills in developing a marketing strategy and seeing how the marketing tactics need to be in alignment with that strategy.

The course 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 and learn to apply analytical tools to help formulate effective marketing tactics in each phase of the PLC. These concepts will be further emphasized in the context of an in depth marketing strategy simulation that will occur throughout the course.

## **Process**

This course will use three major pedagogical approaches: (1) case discussions, (2) lectures/discussions, and (3) computer simulations.

**1. Case Discussions:** For all 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. All of our discussions will be based on the facts described in the case and will pertain to the problems of the company at the time of the case. Any information you might come across about facts of events taking place after the time of the case may lead you astray as to what should have been done during the critical decision period.

We will center our discussions on the problems facing the organization in the case. We will determine the analyses necessary to resolve these problems, and then make educated decisions, and/or eliminate some alternatives. The hope is to draw some general insights about what the options would be, or what actions should be taken if faced with similar situations in the business world. Equally importantly, we will focus on the process for making such marketing decisions in different contexts.

**2. Lectures/Discussions:** In these sessions, we will focus on principles, theories, and basic applications of marketing strategy. Discussion and questions are strongly encouraged. It is our hope that each of you try to see the relevance of these principles to situations you have experienced. We expect that you will share your own thoughts and experiences when some of the concepts have, or have not, been applicable.

**3. Computer Simulations:** Computer simulations are in many ways just like cases. Not only do you consider what you would do in a hypothetical market, but you also make actual decisions about a variety of managerial activities and receive market reactions. Further, there is the benefit of being able to continue the management of a company over time, rather than as a one-shot experience of a case.

A large-scale computer simulation, SABRE, will occupy a significant part of our time and activity. For this exercise, you will work in your pre-assigned learning teams. The strength of SABRE is that it provides us with a common context in which we can discuss the principles of marketing strategy. It will also allow us the opportunity to test alternative actions and analyses without the cost of implementing them in real settings.

## **Course Materials**

All cases and lecture notes will be available from study.net.

## **Course Website**

Many of the course's activities (SABRE-related and otherwise) will involve the use of Wharton's Canvas software, which you can access at: <https://canvas.upenn.edu/>.

Please bookmark this website and check it as often as necessary. This site will contain information about SABRE, copies of class handouts, and other general information about the course. If you have any problems accessing it, please send an email to [courseware@wharton.upenn.edu](mailto:courseware@wharton.upenn.edu).

## **Grading**

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

<b>Class Participation</b>	<b>20%</b>
<b>SABRE Performance</b>	
<b>Periods 1-3</b>	<b>35%</b>
<b>Periods 4-6</b>	<b>35%</b>
<b>Paper #1</b>	<b>5%</b>
<b>Final SABRE Memo</b>	<b><u>5%</u></b>
	<b>100%</b>

***You must attend the first class! You cannot drop the course once we begin!***

### **NOTE: Classroom Participation Info:**

I reserve the right to modify individual grades for not full participation with team. You are expected to be in attendance, in all classes, and for all team decision sessions.

## DETAILED COURSE EVALUATION CRITERIA

**1. Measuring SABRE Performance:** Your team's performance in the SABRE simulation will constitute a major part of your grade. The primary measure we will use is the net cash flow generated by your business ("Cumulative Net Contribution"), which you will be striving to maximize within your virtual industry. Each industry will have six independent teams with different starting positions.

In order not to discourage any team prematurely, we will measure and grade your SABRE team based on Cumulative Net Contribution at two points in time, first for the early three decisions (periods 1-3) and then again for the later three decisions (periods 4-6). This will give us the possibility to reward turnarounds and penalize "fizzle-outs." Hence, you will receive two scores which will then be averaged for your grade in this component of the course.

When your SABRE decisions have been run, you will receive an email. Then you may download your results and data for the next round of decisions. See the course outline at the end of the syllabus for specific dates and times.

### **2. Medicines Company Survey Data (Due 4/25/17)**

**3. Initial SABRE Strategy Statement—By Team (DUE 4/26/17):** Assess your market position, including your products, competitors, and potential for growth. In doing so, consider questions such as: How do buyer-preferences vary throughout the market? What are the principal strengths and weaknesses of your firm and its starting position? What is the best possible competitive position for your firm? Then complete a similar analysis for the five competitors within your industry. This report should use the results through the first round of decisions made by each team.

Following your analyses, please provide a clear statement of your objectives, your strategy for achieving those objectives, and the tactics you have been employing to implement your strategy.

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

**4. Final SABRE Memo—By Team (DUE 4/29/17)** Assess your final market position, including your products, competitors, and discuss how your strategies have changed over time in response to competition, industry evolution, and other strategic dynamics. Write this memo as if the audience were the next marketing management team that will be taking over your firm in the next hypothetical period. Discuss strengths and weaknesses, "blind spots" that you missed, and things that you would do differently. Describe briefly the strategy you foresee for your firm in the next hypothetical six periods.

Please provide a clear statement of your firm's future objectives, strategies and tactics looking forward, and based on what you have learned throughout the 613 course. This report should use the results through the final round of decisions made by each team.

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

## Section 1

Pre-4/25	Tuesday-4/25	Wednesday-4/26	Thursday-4/27	Friday-4/28	Saturday-4/29
View lectures online	9:00 a.m. Submit Medicines Company data	9 a.m. Period 1 Results	9 a.m. Period 2 Results	9-11 a.m. Period 4 Decisions	9 a.m. Period 5 Results
	3-4:30 p.m. <i>Introduction to SABRE and Q&amp;A</i>	9-10:30 a.m. Period 2 Decisions	9-10:30 a.m. <b>Lecture:</b> Pioneer vs. Follow	11 a.m. Period 4 Decisions Due	9 a.m.-12 p.m. Period 6 Decisions
	4:45-6:15 p.m. Period 1 Decisions	10:45 a.m.-12:15 p.m. <b>Case:</b> Amazon Fire	10:45 a.m.-12:15 p.m. Period 3 Decisions	11-11:15 a.m. Break	11:45 a.m. Market Share Forecast Period 6 Due
	6:15-7:30 p.m. Dinner	12:15-1:15 p.m. Lunch	12:15-1:15 p.m. Lunch	11:15 a.m. Period 4 Results	12 p.m. Period 6 Decisions Due
	7:30-10 p.m. Period 1 Decisions	1:15-2:45 p.m. Period 2 Decisions	1:15-3 p.m. Period 3 Decisions	11:15 a.m.-12:30 p.m. Period 5 Decisions	12-1 p.m. Lunch
	10 p.m. Period 1 Decisions Due	3-4:30 p.m. <b>Case:</b> <i>The Medicines Company</i>	3:00 p.m. Period 3 Decisions Due	12:30-1:30 p.m. Lunch	1-1:30 p.m. Finalize presentations and paper
		4:30-6 p.m. Period 2 Decisions	3:15-5 p.m. <b>Lecture:</b> Resource Allocation/ <i>Piel Case</i>	1:30-2:45 p.m. <b>Lecture:</b> Decline	1:30-4 p.m. Final Class and Period 6 Results returned
		6 p.m. Period 2 Decisions Due	5:15-7:15 p.m. Period 4 Decisions	2:45-5 p.m. Period 5 Decisions	
		6-7:30 p.m. Dinner	7:15-10 p.m. Dinner Out	5 p.m. Period 5 Decisions Due	
		7:30-9 p.m. Work on paper		5-7 p.m. Work on presentations and paper	
		9 p.m. Paper #1 Due		7-8:30 p.m. Dinner	

## Section 2

Pre-4/25	Tuesday-4/25	Wednesday-4/26	Thursday-4/27	Friday-4/28	Saturday-4/29
View lectures online	9:00 a.m. Submit Medicines Company data	9 a.m. Period 1 Results	9 a.m. Period 2 Results	9-11 a.m. Period 4 Decisions	9 a.m. Period 5 Results
	3-4:30 p.m. <i>Introduction to SABRE and Q&amp;A</i>	9-10:30 a.m. <b>Case:</b> Amazon Fire	9-10:30 a.m. Period 3 Decisions	11 a.m. Period 4 Decisions Due	9 a.m.-12 p.m. Period 6 Decisions
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	7:30-10 p.m. Period 1 Decisions	1:15-2:45 p.m. <b>Case:</b> The Medicines Company	1:15-3 p.m. Period 3 Decisions	11:15 a.m.-12:30 p.m. <b>Lecture:</b> Decline	12-1 p.m. Lunch
	10 p.m. Period 1 Decisions Due	3-4:30 p.m. Period 2 Decisions	3:00 p.m. Period 3 Decisions Due	12:30-1:30 p.m. Lunch	1-1:30 p.m. Finalize presentations and paper
		4:30-6 p.m. Period 2 Decisions	3:15-5 p.m. Period 4 Decisions	1:30-2:45 p.m. Period 5 Decisions	1:30-4 p.m. Final Class and Period 6 Results returned
		6 p.m. Period 2 Decisions Due	5:15-7:15 p.m. <b>Lecture:</b> Resource Allocation/Piel Case	2:45-5 p.m. Period 5 Decisions	
		6-7:30 p.m. Dinner	7:15-10 p.m. Dinner Out	5 p.m. Period 5 Decisions Due	
		7:30-9 p.m. Work on paper		5-7 p.m. Work on presentations and paper	
		9 p.m. Paper #1 Due		7-8:30 p.m. Dinner	