

## INSTRUCTOR

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## OFFICE HOURS – 759 JMHH

TU 5:15PM - 7:00PM  
FR 3:30PM - 5:00PM

## COURSE OBJECTIVES

Providing conceptual frameworks, ideas, and analytical tools for *tackling the main marketing challenges at each stage of product and market evolution*—Introduction, Growth, Maturity, and Decline.

Helping you build knowledge and skills in how to ...

- Gain customer insights & Assess sales potential prior to launch
- Launch & Grow products and services
- Squeeze a higher ROI out of your marketing spend once growth stalls
- Compete profitably in mature markets (not the same as beating up your competitors)
- Use analytics to make better marketing decisions

## LEARNING METHODS

The course uses (a) lectures and readings, (b) case discussions, (c) small assignments, and (d) a small computer simulation exercise.

Cases give you the opportunity to hone your skills in framing issues and tackling them with only imperfect information at hand, taking into account the specifics of a particular industry/market at a particular stage of development.

Assignments and exercises give the opportunity to develop your skills in marketing analytics.

## **COURSE MATERIALS**

All materials are available through the course Canvas site. Materials include (1) Study.Net course pack with cases and readings, (2) Penn Library Course Reserves readings, (3) slide decks, (4) spreadsheets.

## **ASSIGNMENTS AND EXAM**

1. Mini-polls and mini-assignments in preparation for class or as follow-up to class.
2. A small simulation exercise, to be completed individually (30-40 mins).
3. Take-home exam, to be completed in 2 hrs within a 24 hr window; May 2<sup>nd</sup>.

## **GRADING**

|  |     |
|--|-----|
| Exam (Take-Home; May 2 <sup>nd</sup> ) | 65% |
| Mini-polls and assignments             | 20% |
| Simulation                             | 5%  |
| Contribution to class discussion*      | 10% |

\* Specifically, did you contribute a comment or question that is valuable rather than vacuous?  
Attendance is not graded, except if you are not there to contribute when cold-called.

Violation of concert rules 2-4 listed below will depress your grade beyond the weight given to contribution to class discussion: -10% per violation of #2-3; -20% per violation of #4.

## **CLASSROOM EXPECTATIONS – CONCERT RULES**

1. Class starts and ends on time
2. Late entry during class only with permission in advance
3. Early exit during class only with permission in advance or for documented health reason
4. Phones, laptops and other electronic devices turned off
5. Sit according to the seating chart
6. Name tents displayed

If on a particular day you cannot abide by rules 2-4 for a reason not sanctioned by University policy, you may prefer to not come to class that day. This will make everyone happier: You will indulge in a pursuit you deem more valuable than attending class; you will not lose 10-20% of your grade; and your fellow students and instructor will not be distracted. A win-win-win.

If you have documentable special circumstances that require you to use an electronic device in class, you may petition the MBA Program Office to work with your instructor to find a resolution. The MBA Program Office will require documentation of your special circumstance.

## COURSE OUTLINE (*assignments in italics*)\*

1. Mar. 13 Course introduction  
*Case: Tesla Motors*
2. Mar. 15 Pre-launch decisions I: Gaining customer insights for new products/services  
*Read: Analyzing Consumer Preferences*
3. Mar. 20 Pre-launch decisions II: Sizing up the opportunity  
*Case: The Medicines Company* ♦  
*Read: Want to know how diffusion speed varies across countries and products?*
4. Mar. 22 Growth decisions I: Leveraging word of mouth and social media  
*Mini-poll: Who to target?* ♦  
*Skim: How Social Networks and Opinion Leaders Affect the Adoption ...*
5. Mar. 27 Growth decisions II: Clarifying branding, positioning and targeting  
*Case: L'Oréal Plénitude*
6. Mar. 29 Growth decisions III: Value migration  
*Read: Make Sure Your Customers Keep Coming Back*
7. Apr. 3 Marketing analytics I: Smarter pricing & spending decisions - Basics  
*Case: Georgia Aquarium* ♦
8. Apr. 5 Marketing analytics II: Smarter pricing & spending decisions - Dynamics  
*Case: Oranzada Pom!* ♦  
*Read after class: Sales-force Decision Models: Insights from 25 Years of Implementation*
9. Apr. 10 Marketing analytics III: Smarter pricing & targeting decisions  
*Video: What Can Conjoint Analysis Do for You?*  
*Case: Montclair Video (no prep questions)*
10. Apr. 12 Handling the competition I: Proactive defense – Building barriers to entry  
*Case: Xerox in 1973*  
*Read: Gateways to Entry*
11. Apr. 17 Handling the competition II: Reactive defense – MarketSpace exercise  
*Simulation exercise* ♦  
*Read after class: Theory and Application of Defensive Strategy*
12. Apr. 19 Handling the competition III: Localized engagement & Fighting brands  
*Case: Altius Golf*  
*Mini-poll: Is the proposed strategy sound?* ♦  
*Read: Should You Launch a Fighter Brand?*

\* *Details, incl. case prep questions and exact deadlines, provided on Canvas*

♦ *Due in advance of class*