

SYLLABUS

Marketing 612: Dynamic Marketing Strategy – REMOTE VERSION, Q4 2020

The Wharton School, University of Pennsylvania

Q4 2019; Tuesday/Thursday at 9:00 (002), 10:30 (004), 1:30 (006) and 3:00 (008)

Professor Cait Lambertson

Alberto J. Duran President's Distinguished Professor of Marketing

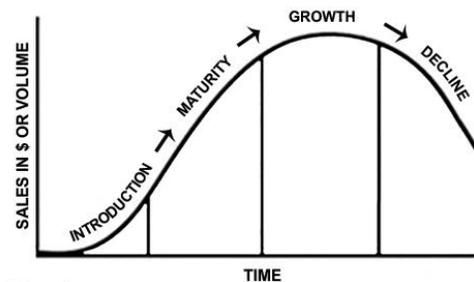
763 John M. Huntsman Hall, by email at: catlam@wharton.upenn.edu; by phone or text at: 412.779.7280

Recommended (but not required) Base Text: Diffusion of Innovations, Everett M. Rogers, 5th Ed.

Supplemental Readings and Cases: Kindle Fire; Performance Indicator; Intarcia, Aura; other materials as indicated below and on Canvas

Course Website: Many of the course's materials will be provided via 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 is also the portal by which you will submit assignments, as discussed below.

The goal of this course is to provide real-world experience analyzing strategic marketing problems that arise in the product life cycle (PLC) outlined in Rogers' Diffusion of Innovations and as captured by the Bass Diffusion Model. Our approach will be dynamic in terms of both duration and depth. First, we will consider the longitudinal dynamics of marketing strategy. While the general s-shaped curve proposed by Rogers has been borne out in over 5000 studies, managers have the opportunity to change the curve's shape and a firm's rate of progress through each stage. Second, at any given point in a firm's journey, factors at the macroeconomic level, competitive level, and micro (consumer) levels may have dynamic effects on one another. Thus, we will discuss macro-level, competitive, and micro-level factors that shape the impact of marketing activities at various points in the PLC.



The present course is concerned with developing your strategic thinking as specifically related to marketing. You are *expected* to draw on prior courses that may have provided tactical tools and insights, such as those focused specifically on analytic approaches or consumer psychology, inasmuch as those tools can inform your strategic analysis and recommendation. At the same time, I expect you to think in terms of *marketing strategy and tactics*: your job is to formulate marketing strategy, and then to select appropriate concrete tactics to implement that strategy. You will use concepts discussed in class to do this, combined with your own original thinking.

This is an experience-based course –live cases conducted for real clients will form the bulk of your grade. We'll focus on analyzing marketing strategy for companies in three sectors: pharmaceuticals (Intarcia Therapeutics, Inc.; <https://www.intarcia.com/>) and technology (Aura; <https://auracompany.com/>). Due to the shortening of the class, we will not be able to do a live case with (Vanguard; <https://www.vanguard.com/>), but we will read the case written with the client and discuss potential solutions using virtual tools. Case responses of no more than 3 single-spaced pages, with any

relevant appendices attached, are must be uploaded to Canvas by **at the date and on the date indicated on the syllabus. Absolutely no late case responses will be accepted.**

Case groups can be self-selected or randomly-assigned and can range from 3-6 people. Self-selecting groups should set themselves up on Canvas AS SOON AS POSSIBLE. After Friday of the first week of class, teaching assistants for each section will form groups of students preferring to be randomly-assigned.

Case responses will be ranked. The top three case groups in each section will be contacted by noon the following day. These top groups (or their representative) will give a 10-minute presentation outlining their response in the next class, when the corporate client lead will evaluate and provide feedback. Due to the remote nature of the class, we will need to do this via Zoom. All students will need to participate in the Zoom meeting FOR their class during their assigned section time.

Class members will vote on a winning solution – this group will receive the class-choice award and an automatic 95%. The client will also choose a winning solution both from within each section and from across the four sections of this course.

While I will be looking for specific elements in each case, the grading rubric is generally:

90-100: Integrates course concept well, offers strong analysis of potential options and includes relevant, practical, original thinking in recommendations. Tactics are insightful, concrete and appropriate to the identified strategy.

80-89: Integrates course concepts with direct application; original thinking is not incorrect, but misses major points; tactics tend to be stated in abstract terms.

C:70-79: Includes only course concepts *or* non-course-related material – no synthesis of course content with original thought; or tactics poorly-chosen or not well enough explained to be evaluated.

D:60-69: Summarizes the current situation; provides little analysis or recommendations – or remains so vague and abstract that implementation is impossible.

F: 0: Not submitted on time or found to include plagiarism.

- If there are not three acceptable cases (i.e., 90%+ grades), fewer presentations will be made.
- Groups ranked in the top three are guaranteed scores of at least 90%, with additional points assigned based on presentation quality.
- A group or individual who is chosen as winner by either the client or the class for all three live cases in their section is exempted from the exam.

Important note: I will be in my office all day Tuesday and Thursday for discussions during each session period. Please consider these times my virtual office hours. Please feel free to send me an outlook invitation for a one-on-one chat or to have a discussion with your groups or use the Calendly invite to schedule a zoom meeting. I would be delighted to talk with you.

Overall Grading Rubric

Engagement and Participation: 30%

- Research suggests that learning decreases dramatically after approximately 20 minutes of continuous viewing. As such, I've divided each lecture into smaller portions and will post videos for each in the "Assignments" section of Canvas, arranged by date.
- **For all but the two live case presentation sessions**, you are welcome to watch the material at any time *before the next class section*.
- As listed on the syllabus, lectures include in-class tasks that I ask you to do in Canvas by certain deadline – generally before the end of the day prior to the next class. **These are intended to help you interact with the material in a way that cements it in your mind. These, along with case set quizzes, form your participation credit.** No late completions will be possible. Discussion board contributions will be graded from 1 (there, but unimpressive) to 3 (there, engaging with course material, correct and interesting.)
- Quizzes related to case discussion and readings as posted in Canvas are due on the time and day on the syllabus, with no exceptions.

Live Cases: 20% each, 40% total

- As discussed above, live cases may be completed in groups of 3-6 students. Absolutely no late responses will be permitted.
- The two case presentation days (April 7th and April 21st) **are the only sessions for which students MUST sign in for their ACTUAL section, on time.** You will vote on the top three presentations in your section. **If you not do this, your live case grade will be adjusted downward by 10%.**

Exam: 30%

- The exam will be taken during the final class. It is designed to test your ability to recall the course material with precision and clarity. It will be primarily multiple-choice. As we are completing this exam remotely, you may use your class notes but may not access other material on the internet. The exam will be timed and will expire after 1 hour and 15 minutes. Exam completion will be subject to the Wharton Code of Academic Integrity.

Final grades will be adjusted according to the Wharton School's grade distribution policies.

Technology Policy

Due to the remote nature of this class, technology is obviously important. If you do not have a laptop that is capable of logging in for the remote classes, you may call in by phone at the Bluejeans number provided. If you have any difficulty, please contact your TA, Dr. Lambertson, or (ideally) Wharton Computing (or Jamie Walter at 215.898.4716.)

Disability Policy

Please see <https://www.vpul.upenn.edu/lrc/sds/StandardsforAccommodatingExams.php> for a full description of policies related to disability accommodation. As these processes may take some time, please contact Student Disabilities Services as early as possible.

Academic Integrity

Please familiarize yourselves with the University Code of Academic Integrity:
http://www.upenn.edu/academicintegrity/ai_codeofacademicintegrity.html

Please also review Penn's Plagiarism Policy:

http://gethel.library.upenn.edu/PORT/documentation/plagiarism_policy.html

Any violations of the code of academic integrity or plagiarism will result in an immediate F in the course.

Teaching Assistants

For any technical questions, please contact the TA assigned to your section.

The Teaching Assistants are the primary managers for the live cases. You may also send technical or clarification questions about the Live Cases to your TAs. They will be the primary contact with the clients, and will post responses to all technical or clarification questions in the Discussion Board on Canvas.

Any problems with uploading to Canvas by 6 pm pm on the due date must be discussed with your TAs; if Canvas is for some reason unavailable, case responses should be emailed to the TAs with a date stamp prior to 6:30 pm. TAs will contact the teams selected to present to the client, and will also notify the winning team across all sections. TAs can provide feedback after cases have been graded, however, please do not seek their input prior to submission. Groups selected to present their live case responses will coordinate with their section TA to provide slides and ensure that technology works as necessary.

9:00/002 - Valery Avdeenko: avdeenko@wharton.upenn.edu

10:30/004 - Kyu Kim: kyukim@wharton.upenn.edu

1:30/006 - Ankit Girdhar: agirdhar@wharton.upenn.edu

3:00/008 - Devika Balachandran: dbalacha@wharton.upenn.edu

Tentative Course Outline - All due dates are bolded.

1. Tuesday, March 24th: Lecture 1 - Diffusion of Innovation and the Product Life Cycle
 - **Prior to class:** complete Kindle Fire (study.net) – Complete preparatory quiz in Canvas
 - Watch Class 1, Parts 1, 2 and 3 – posted on Canvas under Assignments
 - As part of class, post a response to:
 - Class 1 Part 2 Discussion Board - Goldman Sachs Curve Reversal discussion (Part 2, Slide 29)
 - **Discussion Board participation due no later than 11:59 pm on Wednesday, March 25th.**
 - **As soon as possible: create groups on Canvas or email TA to be grouped**
2. Thursday, March 26th: Lecture 2 – Pre-Launch Strategies: Macro and Micro
 - a. Watch Class 2 Parts 1, 2 and 3 – posted on Canvas under Assignments
 - b. As part of class, post a response to:
 - i. Class 2 Part 1 Discussion Board: Should Aldi Pre-Announce?
 - ii. Class 2 Part 3 Discussion Board: Using Influencers: When and Why (Not)?
 - iii. **Due no later than 11:59 pm on Monday, March 30th**
3. Tuesday, March 31st: Lecture 3 - Pioneer Advantage and Social Media Diffusion
 - a. Watch Class 3 Parts 1, 2 and 3 – posted on Canvas under Assignments
 - b. As part of class, post a response to:

- i. Class 3 Discussion Board: Rollwipes Re-Analysis
 - ii. Provide Input for the Class 3 Quiz: “How Wise is the 612 Crowd?” to provide your estimates (ungraded –I will report on your collective wisdom on Thursday)
 - iii. Complete Medicines Company preparatory case set quiz (see study.net for case) in Canvas
 - iv. All of (i) (ii) and (iii) due no later than 11:59 pm on Wednesday, April 1st**
 - c. Read for comprehension: Conjoint Analysis, Hauser – posted in Class 3 “files” folder; send any questions to CL or TA
4. Thursday, April 2nd: Lecture 4 - Pharmaceuticals Deep Dive & Medicines Company Case Discussion
 - a. Watch Class 4 Parts 1, 2 and 3 – posted on Canvas under Assignments
 - b. Intarcia Case Responses Due - upload to Canvas by Friday, April 3rd at 6 pm.**
 5. Tuesday, April 7th: Live (Virtual) Case Discussion: Simon Miller, Executive Director, Intarcia

Everyone should log in to the meeting *DURING THEIR ACTUAL CLASS SESSION*

Top three cases in each section will present via BlueJeans

Everyone will vote using a quiz set up for this purpose. Failure to do so will result in a 10% penalty on one’s own case grade.
 6. Thursday, April 9th: Class 6, Lecture 5 – Transitioning to Growth
 - a. Watch Class 6 Parts 1, 2 and 3 – posted on Canvas under Assignments
 - b. Complete preparatory quiz on the article “Defeating Feature Fatigue,” (see study.net for article) on Canvas
 - c. (b) is due by 6 pm on Monday, April 13th.**
 7. Tuesday, April 14th– Class 7, Lecture 6 - Tech Marketing Deep Dive & Feature Fatigue Discussion
 - a. Watch Class 7 Parts 1, 2 and 3 – posted on Canvas under Assignments
 - b. Complete preparatory quiz on the article “Break Free from the Product Life Cycle,” (see study.net for article) by 6 pm on Wednesday, April 15th.
 - c. Complete preparatory quiz on the Performance Indicator Case Set Quiz (see study.net for case)
 - d. Both (b) and (c) are due by 6 pm on Wednesday, April 15th.**
 8. Thursday, April 16 –Class 8, Lecture 7 – Maturity: Reinvigorating, Repositioning and Innovating
 - a. Watch Class 8 Parts 1, 2 and 3 – posted on Canvas under Assignments
 - Discussion of “Break Free from the Product Life Cycle” and Performance Indicator Case
 - b. Aura Case Responses due, uploaded to Canvas by Friday, April 17th at 6 pm.**
 9. Tuesday, April 21st: Live Case Discussion: Hari Ravichandran, CEO, Aura

Everyone should log in to the meeting *DURING THEIR ACTUAL CLASS SESSION*

Top three cases in each section will present via BlueJeans

Everyone will vote using a quiz set up for this purpose. Failure to do so will result in a 10% penalty on one’s own case grade.
 10. Thursday, April 23rd: Class 10, Lecture 8 - Addressing Churn and Targeting in Late Maturity; Decline, Disadoption and Break-Ups
 - a. Watch Class 10 Parts 1, 2 and 3 – posted on Canvas under Assignments

- b. As part of class, post a response to:
 - i. Class 10 Discussion Board: What would you do with Vanguard? Read Vanguard Case in “Files” on Canvas or as linked to the Class 10 assignment).
 - ii. **(i.) is due no later than 11:59 pm on Monday, April 27th**

Exam: Will be posted at 9 am on Tuesday, April 28th.

Open notes, no internet access, one hour and 15 minutes, timed.

Must be completed no later than midnight on Tuesday, April 28th.

More details to follow.