

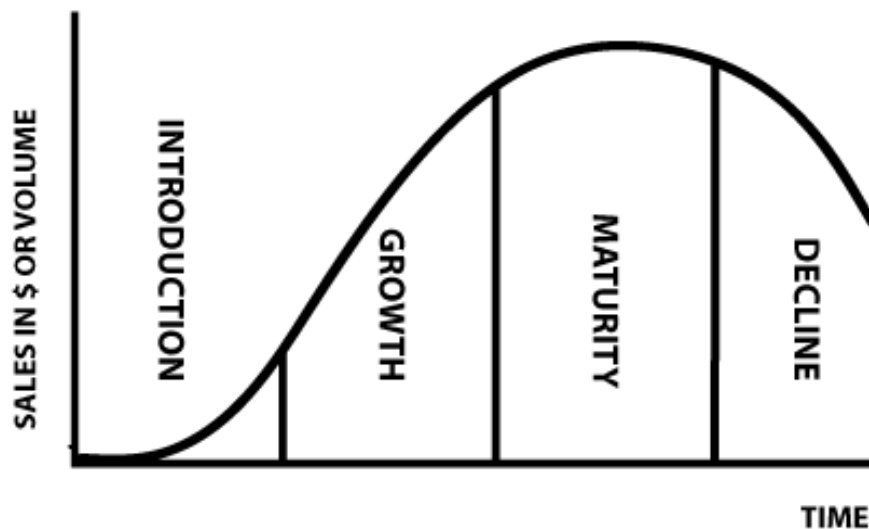
**MARKETING MANAGEMENT II:
MARKETING STRATEGY
(MKTG 613 – WEMBA EAST & WEST)**

Sections 1 & 2

Winter 2020

**COURSE DESCRIPTION,
REQUIREMENTS AND ASSIGNMENTS**

Professor David Reibstein



Objectives

Building upon Marketing 611, 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.

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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

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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.

Grading

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

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

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. Initial SABRE Strategy Statement—By Team (DUE 12/14/20): 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).

3. Final SABRE Memo—By Team (DUE 12/17/20) 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.

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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).

(ALL TIMES EASTERN)

Pre-12/13	Sunday-12/13	Monday-12/14	Tuesday-12/15	Wednesday-12/16	Thursday-12/17
View videos on Canvas, read Sabre Student Guide	11am-12:45 pm Welcome and introduction to SABRE	10-11:30am Case: Amazon Fire	9am – Paper #1 Due	10:30-11:45am Lecture: Resource Allocation/Piel Case	9-11am Work on presentations and paper Forecasts and paper due at 11am
Receive inheritance	12:45-2pm Meet in teams to review inheritance and system interface	11:30am-4:30pm Period 2 Decisions Due	11:00am-12:30pm Lecture: Pioneer vs. Follow	11:45am-12pm Break	11am-12:15pm Final Exam
	2-3:30pm Lecture: Marketing Research	4:30-6pm View: Segmentation and segment selection (pre-recorded)	12:30-4:30pm Period 3 Decisions Due	12-1pm Lecture: Measuring the response to your marketing spending	12:15-1pm Lunch
	3:30-10:00pm Period 1 Decisions Due	6-10pm Team-work on paper	4:30 – 5pm Break	1-4:15pm Period 5 Decisions Due	1:00-2:15pm World breakout session
			5:00-10pm Period 4 Decisions Due	4:15-5:45pm Lecture: Product Line Breadth	2:15-2:30pm Break
				5:45-6:15pm Lecture: Preparing for exit	2:30-3:15pm Color breakout session
				6:15-10:00pm Period 6 Decisions Due	3:15-3:30pm Break
					3:30-5:00 pm Final Debrief