



(MKTG) 612 – Sections 001 003 005 007

DYNAMIC MARKETING STRATEGY

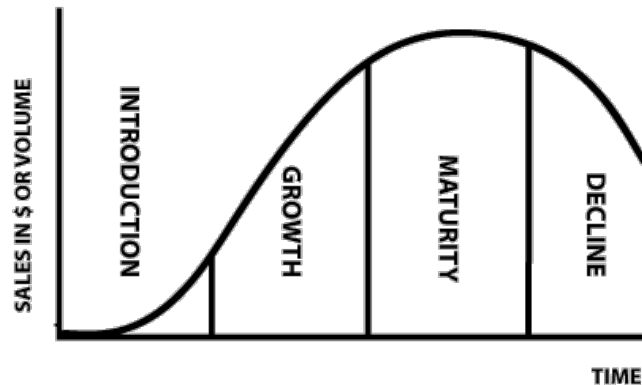
Class Periods and Section TA(s):

MKTG 612 / 001
MW 8:30 - 10:00
Carly Crist (D)
carcrist@wharton.upenn.edu

MKTG 612 / 003
MW 10:15 - 11:45
Ankur Shah (H)
arshah@wharton.upenn.edu

MKTG 612 / 005
TR 8:30 - 10:00
Bilin Li (D)
libl@wharton.upenn.edu

MKTG 612 / 007
TR 10:15 - 11:45
Michal Tadeusz Sobierajski (L)
msobi@wharton.upenn.edu



GENERAL COURSE INFORMATION

Professor: Americus Reed II
Office: 764 Jon M. Huntsman Hall
Email: amreed@wharton.upenn.edu Web: <http://americusreed.com/>
Office Telephone: 215-898-0651
Office Hours: By Appointment. See syllabus for lunch(es) & happy hour(s)
Emergency Telephone: Provided in Class
Web-site: Info about *Canvas Website Provided in Class
Text(s): Text books are a waste of time and money—I will provide links to Podcasts and articles

(MKTG) 612 – DYNAMIC MARKETING STRATEGY

COURSE OVERVIEW

Welcome and thanks for taking this course! This course is a broad but also deep exploration of critical topics in developing sound marketing strategy throughout the product life cycle (PLC – *Introduction, Growth, Maturity and Decline*). In this class, I will collaborate intensely with class participants to understand, evaluate and implement the latest bleeding edge thought and analysis on how to assess a market place for opportunity as your product, brand, service, and organization evolves through these PLC stages:

INTRODUCTION: Critically assessing the competitive landscape and determining exactly what and where the opportunities are. Here we will discuss the logic behind developing new products and launching them. We will determine where good product ideas come from and how to choose what to pursue. We will analyze how to develop an air tight *value proposition*—one that is thoroughly de-risked in the context of market factors. We will develop a framework to optimize the likelihood of our product being adopted in the market place by focusing on how to draw out the innovators who are those that are first willing to buy (the critical core advocates!).

GROWTH: Next, we will further refine our strategy in terms of quantifying segment size and viability—and the plan to drive their market behavior towards our offerings. Here we will rely on deep *sociological analysis* to create clear and quantifiable segments to spur growth. We will develop strategy around which ones to go after, why and in what order given our available resources. We will also develop and execute strategy to determine which of the segments are likely to be innovators and early adopters by using empirical data and quantification tools to link what we observe about them to their action tendencies in the actual market place.

MATURITY: Competitors are not going to stand still and watch your success unfold. As the market matures and competition becomes more and more fierce, we consider how to *win when the field is so dense*. In this part of the course, we will dive into the key idea of developing loyalty through our brand asset. I will take the class through the latest thinking on how to get consumers to connect your product, brand, service and organization to some important part of self-expression and who they are. Understanding these principles, we will then develop clear strategy on how to further seed our brand and its evolving narrative into the market place.

DECLINE: In the last part of the class, we will discuss precise strategies to deal with market decline. What do you do when sales are dropping off? How do you encourage different usage occasions of your product? How do you uncover “new markets”? Here we will discuss revisiting the perceptual map and competitive space, to develop strategies that will allow our firm to continue to thrive. Where are the opportunities for us to disrupt the market place? We will discuss at least two relevant decline strategies: product line extension analysis and also using social mission and purpose to revitalize our market offerings to perhaps new, younger consumers.

GRADING:




Your course grade will be determined as follows. Each component of your grade will be carefully explained on the first day of class.

| COURSE COMPONENT | Points | TOTAL POINTS |
|--|---------------|---------------------|
| CLASS PARTICIPATION | | 50 Points |
| <u>Attendance and Contributions to Class discussion</u> | 50 | |
| <u>Group Case Assignments</u> | | 40 Points |
| FlavaNaturals Case | 20 | |
| Windows Phone Case | 20 | |
| * <u>Mini-In PRE-Class Workshop Assignments</u> | | 50 Points |
| Guest Analyst Assignment #1 | 10 | |
| Guest Analyst Assignment #2 | 10 | |
| Guest Analyst Assignment #3 | 10 | |
| Guest Analyst Assignment #4 | 10 | |
| Guest Analyst Assignment #5 | 10 | |
| (⊥) GROUP PROJECT (Replaces Final Exam) | | 30 Points |
| Power Point Slide Deck—10 minute recorded presentation | 30 | |
| TOTAL: | | 170 Points |

(⊥) Cumulative learning will be applied to a Group Project Analysis that touches on one or more of the areas of the course.

| SESSION 1 | DATE | TOPIC & TOOL(s) | CASE Analysis / Pod Cast / Assignment | Guest Analyst |
|---|------------|--|---|---------------|
| <i>MKTG612 / 001</i> MW 8:30 - 10:00 <i>MKTG612 / 003</i> MW 10:15 - 11:45 | January 19 | Introduction to course Setting the stage: The product life cycle. Competitive Analysis: What is it? How do you do it? | Connect with me on LinkedIn. Fill out this introduction questionnaire so I can get to know you. Watch this short Pod Cast conversation on the DREAMIT pod cast on thinking about building a company, brand & competition and your efforts on day zero to create the first 1000 “advocates.” Form class groups and review the group project materials here. | N/A |
| <i>MKTG612 / 005</i> TR 8:30 - 10:00 <i>MKTG612 / 007</i> TR 10:15 - 11:45 | January 18 | Critical Strategy Tool: “The ACCORD Model of Diffusion.” | | N/A |

NOTE: Monday Tuesday Wednesday—Lunch to get to know each other (12:15—1pm) and Happy Hour (4:15pm – 5pm)

| SESSION 2 | DATE | TOPIC & TOOL(s) | CASE Analysis / Pod Cast / Assignment | Guest Analyst |
|---|------------|---|--|--|
| <i>MKTG612 / 001</i> MW 8:30 - 10:00 <i>MKTG612 / 003</i> MW 10:15 - 11:45 | January 24 | HOW TO AFFECT ADOPTION OF YOUR PRODUCT IN A CROWDED MARKET PLACE (* In this session we will sit down (either in person or in Zoom) and have a deeper conversation with an outside class room collaborator in order to fresh out key ideas presented in the previous session. | As an opportunity to engage our guest and to enhance your participation grade, do a bit of intel and see if you can quickly analyze the competitive set (Apply the ACCORD Model) Then fill out this short assessment as an individual assignment) prior to class. | Jim Cooper Co-founder Dorsiflex  |
| <i>MKTG612 / 005</i> TR 8:30 - 10:00 <i>MKTG612 / 007</i> TR 10:15 - 11:45 | January 20 | | As an opportunity to engage our guest and to enhance your participation grade, do a bit of intel and see if you can quickly analyze the competitive set (Apply the ACCORD Model) Then fill out this short assessment as an individual assignment) prior to class. | Ben Knepler Co-founder True Places   |

NOTE: Monday Tuesday Wednesday—Lunch to get to know each other (12:15—1pm) and Happy Hour (4:15pm – 5pm)


Note: This syllabus is subject to change

| SESSION 3 | DATE | TOPIC & TOOL(s) | CASE Analysis / Pod Cast / Assignment | Guest Analyst |
|--|------------|--|--|---------------|
| <i>MKTG612 / 001</i> MW 8:30 - 10:00 | January 26 | Launching New Products: Where do (should) ideas come from? | Begin to prepare the “ Flava-Naturals Case ”: <i>This is a Group Assignment.</i> The case materials are located on the CANVAS webpage. | N/A |
| <i>MKTG612 / 003</i> MW 10:15 - 11:45 | | The Value Proposition: How to de-risk the market place reaction: | | |
| <i>MKTG612 / 005</i> TR 8:30 - 10:00 | January 25 | Quantifying Segment Desirability: Size, Growth, Viability | NOTE: For those ambitious students, you can run some actual analyses on the data sets provided (optional but not required)—I will help you! | N/A |
| <i>MKTG612 / 007</i> TR 10:15 - 11:45 | | Critical Strategy Tool: “ <i>Strategy based Customer Attitude Data Aggregation.</i> ” | | |
| | | | | |

NOTE: Monday Tuesday Wednesday—Lunch to get to know each other (12:15—1pm) and Happy Hour (4:15pm – 5pm)

| SESSION 4 | DATE | TOPIC & TOOL(s) | CASE Analysis / Pod Cast / Assignment | Guest Analyst |
|--|------------|--|--|---------------|
| <i>MKTG612 / 001</i> MW 8:30 - 10:00 | January 31 | Quantifying Customers: What are the different ways to identify them? | In this class, we will discuss how to translate the value proposition into a clear premise of consumer typologies that are most likely to respond favorably in the market place. We will describe two different market delineators, one blunt (demographic analysis), the other more fluid (psychographic analysis). We will dive into the latter and demonstrate it in class with both lecture class interaction and data from the Flava-Naturals Case. | N/A |
| <i>MKTG612 / 003</i> MW 10:15 - 11:45 | | Sociological Analysis: How to create a segment persona and develop its quantification from scratch. | | |
| <i>MKTG612 / 005</i> TR 8:30 - 10:00 | January 27 | Critical Strategy Tool: “ <i>Linking Segments to Market Action</i> ” | | N/A |
| <i>MKTG612 / 007</i> TR 10:15 - 11:45 | | | | |
| | | | | |


NOTE: Monday Tuesday Wednesday—Lunch to get to know each other (12:15—1pm) and Happy Hour (4:15pm – 5pm)

| SESSION 5 | DATE | TOPIC & TOOL(s) | CASE Analysis / Pod Cast / Assignment | Guest Analyst |
|--|------------|--|--|---|
| <i>MKTG612 / 001</i> MW 8:30 - 10:00 | February 2 | HOW TO ASSESS AND GO AFTER DIFFERENT SEGMENTS WITH YOUR PRODUCT (* In this session we will sit down (either in person or in Zoom) and have a deeper conversation with an outside class room collaborator in order to flesh out key ideas presented in the previous session. | Finish up the Flava Case with your group, and submit your group's case analysis before class (see syllabus) in preparation for engaging with our class collaborators, listen to this Podcast prior to class, come prepared to engage (and taste product!) | Alan Frost: Founder |
| <i>MKTG612 / 003</i> MW 10:15 - 11:45 | | | | Beth Lorge: Head of marketing Flavanaturals |
| <i>MKTG612 / 005</i> TR 8:30 - 10:00 | February 1 | | |  |
| <i>MKTG612 / 007</i> TR 10:15 - 11:45 | | | | |



NOTE: Monday Tuesday Wednesday—Lunch to get to know each other (12:15—1pm) and Happy Hour (4:15pm – 5pm)

| SESSION 6 | DATE | TOPIC & TOOL(s) | CASE Analysis / Pod Cast / Assignment | Guest Analyst |
|--|------------|--|--|---------------|
| <i>MKTG612 / 001</i> MW 8:30 - 10:00 | February 7 | Building a BRAND : What is it and how do we measure it? | To prepare for this session, before class please listen to this short clip as we set the stage to understand why our brand is a vital asset. Listen to this podcast to further understand how can we create a powerful kind of loyalty attached to the market's sense of identity and self-expression? Begin to prepare the write up for the Windows Phone Case (see syllabus) and my emails. | N/A |
| <i>MKTG612 / 003</i> MW 10:15 - 11:45 | | Creating Identity Loyalty as a tangible brand asset. | | |
| <i>MKTG612 / 005</i> TR 8:30 - 10:00 | February 3 | Making your Brand Narrative Go "Viral" : What characteristics get shared and why? | | N/A |
| <i>MKTG612 / 007</i> TR 10:15 - 11:45 | | Critical Strategy Tool: "Building a Word of Mouth Strategy." | | |

NOTE: Monday Tuesday Wednesday—Lunch to get to know each other (12:15—1pm) and Happy Hour (4:15pm – 5pm)

| SESSION 7 | DATE | TOPIC & TOOL(s) | CASE Analysis / Pod Cast / Assignment | Guest Analyst |
|---|------------|--|--|---|
| <i>MKTG612 / 001</i> MW 8:30 - 10:00 <i>MKTG612 / 003</i> MW 10:15 - 11:45 | February 9 | HOW TO CREATE YOUR WORD OF MOUTH STRATEGY FROM SCRATCH (* In this session we will sit down (either in person or in Zoom) and have a deeper conversation with an outside class room collaborator in order to <i>flesh out key ideas presented in the previous session.</i> | As an opportunity to engage our guest and to enhance your participation grade, do a bit of intel by listening to this classic interview Ted and I did a few years back discussing his start in the business and his unique approach to getting people to talk about your stuff. Also, if you have time and appetite check out his book on the subject. | Ted Wright: Founder Fizz Corp  Word of Mouth Marketing |
| <i>MKTG612 / 005</i> TR 8:30 - 10:00 <i>MKTG612 / 007</i> TR 10:15 - 11:45 | February 8 | | | |



NOTE: Monday Tuesday Wednesday—Lunch to get to know each other (12:15—1pm) and Happy Hour (4:15pm – 5pm)

| SESSION 8 | DATE | TOPIC & TOOL(s) | CASE Analysis / Pod Cast / Assignment | Guest Analyst |
|---|-------------|--|---|---|
| <i>MKTG612 / 001</i> MW 8:30 - 10:00 <i>MKTG612 / 003</i> MW 10:15 - 11:45 | February 14 | HOW TO INNOVATE AND STAND OUT IN A MATURE MARKET (* In this session we will sit down (either in person or in Zoom) and have a deeper conversation with an outside class room collaborator in order to <i>flesh out key ideas presented in the previous session.</i> | As an opportunity to engage our guest and to enhance your participation grade, listen to this Pod Cast. Then fill out this short assessment as an individual assignment) prior to class. | Catherine (Coerr) Captain: Chief Marketing Officer  GE Digital |
| <i>MKTG612 / 005</i> TR 8:30 - 10:00 <i>MKTG612 / 007</i> TR 10:15 - 11:45 | February 10 | | As an opportunity to engage our guest and to enhance your participation grade, listen to this Pod Cast . Then fill out this short assessment as an individual assignment) prior to class. | Michelle Poole: President Crocs  |



NOTE: Monday Tuesday Wednesday—Lunch to get to know each other (12:15—1pm) and Happy Hour (4:15pm – 5pm)

| SESSION 9 | DATE | TOPIC & TOOL(s) | CASE Analysis / Pod Cast / Assignment | Guest Analyst |
|--|-------------|--|--|---------------|
| <i>MKTG612 / 001</i> MW 8:30 - 10:00 | February 16 | Technology and disruption: How to position and target new technologies to consumers Messaging in a Market place where the technology is never before seen. Critical Strategy Tool: "Perceptual Map Analysis." | Windows Phone Case: During this class we will discuss the Microsoft Windows Phone case as an example of trying to create success in a cluttered tech space. Prior to class, answer the case questions and submit them (as a group) as with the Flava case , there is data that can help you make your points, some of which I will discuss in class. | N/A |
| <i>MKTG612 / 003</i> MW 10:15 - 11:45 | | | | N/A |
| <i>MKTG612 / 005</i> TR 8:30 - 10:00 | February 15 | Critical Strategy Tool: "Perceptual Map Analysis." | | N/A |
| <i>MKTG612 / 007</i> TR 10:15 - 11:45 | | | | |
| | | | | |

NOTE: Monday Tuesday Wednesday—Lunch to get to know each other (12:15—1pm) and Happy Hour (4:15pm – 5pm)

| SESSION 10 | DATE | TOPIC & TOOL(s) | CASE Analysis / Pod Cast / Assignment | Guest Analyst |
|--|-------------|---|---|---|
| <i>MKTG612 / 001</i> MW 8:30 - 10:00 | February 21 | HOW TO CREATE AND ASSESS PRODUCT LINE EXTENSIONS IN THE MATURE MARKET PHASE (*) In this session we will sit down (either in person or in Zoom) and have a deeper conversation with an outside class room collaborator in order to flesh out key ideas presented in the previous session. | As an opportunity to engage our guest and to enhance your participation grade, listen to this Pod Cast . Then fill out this short assessment as an individual assignment) prior to class. |  |
| <i>MKTG612 / 003</i> MW 10:15 - 11:45 | | | | |
| <i>MKTG612 / 005</i> TR 8:30 - 10:00 | February 17 | Critical Strategy Tool: "Perceptual Map Analysis." | As an opportunity to engage our guest and to enhance your participation grade, listen to this Pod Cast. Then fill out this short assessment as an individual assignment) prior to class. |  |
| <i>MKTG612 / 007</i> TR 10:15 - 11:45 | | | | |
| | | | | |

NOTE: Monday Tuesday Wednesday—Lunch to get to know each other (12:15—1pm) and Happy Hour (4:15pm – 5pm)

| SESSION 11 | DATE | TOPIC & TOOL(s) | CASE Analysis / Pod Cast / Assignment | Guest Analyst |
|---|-------------|---|--|---|
| <i>MKTG612 / 001</i> MW 8:30 - 10:00 <i>MKTG612 / 003</i> MW 10:15 - 11:45 | February 23 | HOW TO USE BRAND PURPOSE AND SOCIAL ISSUES TO CREATE COMPETITIVE ADVANTAGE (* In this session we will sit down (either in person or in Zoom) and have a deeper conversation with an outside class room collaborator in order to flesh out key ideas presented in the previous session. | As an opportunity to engage our guest and to enhance your participation grade, listen to this Pod Cast. Then fill out this short assessment as an individual assignment) prior to class. |  |
| <i>MKTG612 / 005</i> TR 8:30 - 10:00 <i>MKTG612 / 007</i> TR 10:15 - 11:45 | February 22 | | As an opportunity to engage our guest and to enhance your participation grade, listen this excerpt from our Pod Cast. Then fill out this short assessment as an individual assignment) prior to class. |  |
| | | | | |

NOTE: Monday Tuesday Wednesday—Lunch to get to know each other (12:15—1pm) and Happy Hour (4:15pm – 5pm)

| SESSION 12 | DATE | TOPIC & TOOL(s) | CASE Analysis / Pod Cast / Assignment | Guest Analyst |
|---|-------------|--|--|---------------|
| <i>MKTG612 / 001</i> MW 8:30 - 10:00 <i>MKTG612 / 003</i> MW 10:15 - 11:45 | February 28 | Course Wrap Up: Lecture and Tool Summary: Go back to the thirty thousand foot view and carefully connect topics and ideas. | In this final session – we will do a live case analysis intended to summarize all of the key ideas of the course and to set the stage for the group project – which will be the assessment that replaces a formal “ <i>Final Exam.</i> ” I will walk us through this particular case which has both a surprise beginning and ending! Stay tuned! | N/A |
| <i>MKTG612 / 005</i> TR 8:30 - 10:00 <i>MKTG612 / 007</i> TR 10:15 - 11:45 | February 24 | Group project preparation: Summarize key ideas and discuss the final assignment. Final thoughts and summary of the course to ties things together. | | N/A |
| | | | | |

NOTE: Monday Tuesday Wednesday—Lunch to get to know each other (12:15—1pm) and Happy Hour (4:15pm – 5pm)

PEDAGOGICAL APPROACH

“The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires.”

— William Arthur Ward

As an educator, I have taught a variety of courses and programs at the undergraduate, MBA, Executive Education and Ph.D. levels. I constantly try to keep these courses relevant and engaging. For example, I do not use text books or cases. I use Podcasts. I constantly strive to enhance the classroom with real world applications that promote hands-on learning and tools that can be readily applied to critical dynamic marketing strategy questions. You will see that in this course, I typically use a balance of “theory” and “practice.” The first part of the week, we use conceptual models of dynamic marketing strategy to explore key market phenomena. Once we set that stage, we expand those ideas either in a hands on application and deep dive discussion between my class and leaders (Guest Analysts) in the industry re: these topics. I find that this pedagogical approach motivates the students to see the ways in which the theory applies to the “real” world and gives them some real stuff to roll up their sleeves and get started.

MAXIMIZING YOUR TIME AND EFFORT AT WHARTON

Note that part of the value of this institution are the almost limitless resources available. Yes, we need to be careful of FOMO (fear of missing out) as we drink from the fire hose, in that doing “too much” is likely to spread yourself too thin and dilute the effectiveness of your activities here. Therefore, it is critical that you identify things that are highly likely to correlate deeply with your specific career interests and your calling. I am here to help so feel free to reach out and connect because this one hundred thousand plus alumni network is utterly invaluable.

Check out these other resources housed either in the marketing department, or Wharton:

[Baker Retail Center](#)

[Wharton Customer Analytics Initiative](#)

[Wharton Sports Business Initiative](#)

[Wharton Center for Technological Innovation](#)

If you haven't already connected with me on [LinkedIn](#), let's do that—also follow me on [twitter](#) and [Instagram](#) and also check out my live podcast “[Marketing Matters](#)” and the archive of previous episodes [here](#).

See you in class! ~ar