DRAFT SYLLABUS
Marketing 612: Dynamic Marketing Strategy
The Wharton School, University of Pennsylvania
Q4 2019; Tuesday/Thursday at 9:00, 10:30, 1:30 and 3:00
Professor Cait Lamberton
Alberto J. Duran President's Distinguished Professor of Marketing

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Recommended (but not required) Base Text: Diffusion of Innovations, Everett M. Rogers, 5th Ed.
Supplemental Readings and Cases: Kindle Fire 2; others in development as of 10/2019
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. 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/), technology (Aura; https://auracompany.com/) and finance (Vanguard; https://www.vanguard.com). For each, the class will be set a live case developed in cooperation with company executives. Case responses of no more than 3 single-spaced pages, with any relevant appendices attached, are must be uploaded to Canvas by 7 pm on the date indicated on the syllabus. Absolutely no late case responses will be accepted.
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.

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. Each of these groups will also receive automatic 95% grades; group members involved in the client’s single top response across all sections will be invited to join the client for dinner that evening.

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 concrete and appropriate to the identified strategy.

80-89: Integrates course concepts with direct application; original thinking is limited or tactics are either abstract or a weak fit to strategic goals.

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.

**Overall Grading Rubric**

Attendance/Participation: 20%

- Attendance is required, beginning with the first class. Please check-in for the class using the attendance app. You must check in no more than three minutes after start time to receive credit for attendance. To help me learn names, please bring name plates and sit in the same seat for each class.
- Participation scores will be based in both voluntary and randomly-solicited responses to preparation questions based on the materials posted in Canvas for each week. I expect you to read this material and be prepared to share relevant insights, questions, and challenges.
- There may also be some online polls conducted throughout the term. These polls will be discussed in class. While the responses themselves will be separated from any identifying information, completion of these polls will also be considered in your participation grade.

Live Cases: 20% each

- As discussed above, live cases will be posted as indicated on the syllabus and may be completed either individually or in randomly-assigned groups. Absolutely no late responses will be permitted.
Exam: 20%

- 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 with some short answers, and will be closed-book and closed-notes.

Grades on all work will be curved according to the Wharton School’s grade distribution policies.

**Technology Policy**

No electronic devices are allowed for use in the classroom, consistent with the MBAPO policy. This includes tablets, laptops, cellphones, etc. Please print out class slides in advance if you wish to take notes on them. If exceptions are warranted, please discuss with me privately in advance.

**Disability Policy**

Please see [https://www.vpal.upenn.edu/lrc/sds/StandardsforAccommodatingExams.php](https://www.vpal.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](http://www.upenn.edu/academicintegrity/ai_codeofacademicintegrity.html)

Please also review Penn’s Plagiarism Policy: [http://gethel.library.upenn.edu/PORT/documentation/plagiarismpolicy.html](http://gethel.library.upenn.edu/PORT/documentation/plagiarismpolicy.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. Any problems with uploading to Canvas by 7 pm on the due date must be discussed with the TAs; if Canvas is for some reason unavailable, case responses should be emailed to the TAs with a date stamp prior to 7 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 as necessary.

- Devika Balachandran: dbalacha@wharton.upenn.edu
- Kyu Kim: kyukim@wharton.upenn.edu
- Valery Avdeenko: avdeenko@wharton.upenn.edu
- Ankit Gridhar: agirdhar@wharton.upenn.edu
Tentative Course Outline

1. Tuesday, March 17th: Diffusion of Innovation and the Product Life Cycle; 
   Case discussion: Kindle Fire 2.
   Intarcia Case Posted on Canvas.

2. Thursday, March 19th: Macro- and Micro-Level Strategies: Innovation, Introduction and Diffusion 
   Preparatory materials in Canvas

3. Tuesday, March 24th: Introduction Strategies – Pricing 
   Pharmaceutical Marketing Focus – Be prepared to discuss the Medicines Company Case 
   Intarcia Case Responses Due - upload to Canvas by 7 pm.

4. Thursday, March 26th: Live Case Discussion: Simon Miller, Intarcia

5. Tuesday, March 31st: Macro-Level Entry Strategies 
   Pioneering v. Follower Entry Strategy – Materials and preparation questions in Canvas 
   Aura Case Posted on Canvas.

6. Thursday, April 2nd: Macro-Level Strategies: Early Growth 
   Strategic Orientations and Obstacles 
   Tech Marketing Deep Dive – Materials and preparation questions in Canvas

7. Tuesday, April 7th: Micro-Level Strategies: Early Growth to Maturity 
   Repetition, Reconstruction, Cognitive and Social Norming 
   In-Class Activity based on Pre-Class Poll; link in Canvas 
   Aura Case Responses due - upload to Canvas by 7 pm.

8. Thursday, April 9th: Live Case Discussion: Hari Ravichandran from Aura 
   Vanguard Case Posted on Canvas

9. Tuesday, April 14th: Macro-Level Strategies: Midlife Crises 
   Market Saturation, Expansion and Reinvention 
   Deep Dive into Finance Marketing; Materials and preparation questions in Canvas.

10. Thursday, April 16th: Micro-Level Strategies: Midlife Crises 
    What to do with Olay? Satiation, Wear-Out, Brand Aging and Novelty Biases 
    Vanguard Case Responses due – upload to Canvas by 7 pm.

11. Tuesday, April 21st: - Live Case Discussion: Brian Alling, Vanguard

12. Thursday, April 23rd: Micro and Macro Level Strategies: Disadoption and Decline 
    Exogenous Forces: The Great Break-Ups 
    Customer Changes: “We didn’t leave the Democrats, the Democrats Left Us.”
    Course wrap-up – See materials/activity in Canvas

13. Tuesday, April 28th: Exam