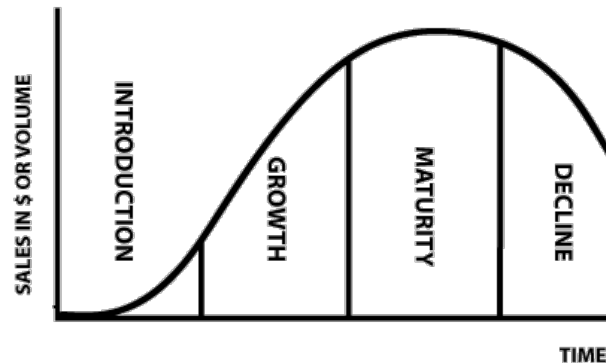




(MKTG) 612 – Sections 002 004 006 008

DYNAMIC MARKETING STRATEGY

Class Periods and Section TA(s):



MKTG 612 / 002
MW 8:30 - 10:00 JMHH 370
Subham Kedia
subham@wharton.upenn.edu

MKTG 612 / 004
MW 10:15 - 11:45 JMHH 370
Tushar Bansal
tusharb@wharton.upenn.edu

MKTG 612 / 006
TR 8:30 - 10:00 JMHH G55
Djavaneh Lydia Bierwirth
djavaneh@sas.upenn.edu

MKTG 612 / 008
TR 10:15 - 11:45 G55
Alexandria Haley Collier
hcoller@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 CANVAS for lunch(es) & happy hour(s) –Also can meet informally at MBA Pub*
Emergency Telephone:	Provided in Class
Website:	Info about *Canvas Website Provided in Class
Text(s):	Textbooks are a waste of time and money—I will provide links to Podcasts and articles

PLEASE NOTE: You cannot enroll in one section and attempt to permanently attend a different section! However, when unforeseen circumstances happen from time to time, you should attend one of the other 3 sessions if you will miss class (please let your TA and the TA of the other session know that you may be in this situation). This will allow you to minimize loss of class participation points.

PLEASE NOTE: Also, there is NO final exam in this class. There is a major group project (details to follow). Groups must form early on. **PLEASE** form ALL of your groups within the section that you are enrolled (if you cannot do this on your own; I will assign you to a group within your section! Because of consistency of grading protocols, we do not want groups formed across sections).

PLEASE NOTE: Because there is no final exam; only a group project that includes a short PowerPoint and a recorded group video of the key findings, after the last day of class, you and your group members are free to be anywhere in the world; as long as you get these two deliverables turned in on time!

(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 marketplace 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 airtight *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 marketplace 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 marketplace.

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 marketplace.

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 marketplace? We will discuss at least two relevant decline strategies: product line extension analysis and 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		
<u>Attendance and Contributions to Class discussion</u>	50	50 Points
<u>Group Case Assignments</u>		
FlavaNaturals Case	30	30 Points
<u>* Mini-In PRE-Class Workshop Assignments</u>		
Guest Analyst Assignment #1	10	
Guest Analyst Assignment #2	10	
Guest Analyst Assignment #3	10	*40 Points
Guest Analyst Assignment #4	10	
(⊥) GROUP PROJECT (Replaces Final Exam)		
Power Point Slide Deck (25 Points)—and	25	40 Points
10-minute recorded presentation (15 Points)	15	
TOTAL:		160 Points

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

***There are 5 total Guest Analyst Assignments, you can skip one without penalty—no questions asked.**

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 textbooks 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. Please focus ASAP on what resources add the most value. If you are not squeezing every drop out of this place, you are leaving cash on the table!! I will revisit this point like a broken record throughout the term.

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 on Apple-play [here](#).

See you in class! ~ar

OTHER IMPORTANT COURSE POLICIES (Please Read!)

Class attendance

Someone once said that *“half of life is just showing up.”* As you can see on the syllabus, “class participation” is a very heavy component of the course. The TA(s) and I will be carefully tracking quality of your contributions as well as the bare minimum of coming to ***class prepared and on time***. Please note! I have no desire nor intention to be a second parent to a group of smart adults. We will check in at the midway point for class participation issues w colleagues who may be struggling. But please! ***Do not give harm your grade/standing in this class with self-inflicted wounds!*** I will start and end class on time—and I need you to match my energy. Do not come to class late (that is > 10 minutes). If getting a strong class participation score is a priority for you, please make sure that your behavior is in alignment with that specific goal. Finally, we will take into account quality (not just quantity) of class participation efforts. Please do not talk just to try to get some points. Jump in when you feel like you have something valuable to add. If you are more introverted there will be offline ways to participate (that will also be rated in terms of frequency and quality).

Excused Absence Policy

Wharton policy is that only personal illness; personal and family emergencies; and religious holidays for observant students are excused absences. All other absences are not excused. Please contact your academic advisor and have her/him reach out to me. Otherwise, I don't want to be the local Truant officer because I don't tell grown adults what to do. I will not judge you as you prioritize your life. If you need to do job related stuff, or other stuff, you can from time to time—attend an alternative section (if you let me, and your TA know). If you don't attend class, again I will not judge you. *However, if you are the type of student who is aggressively pursuing things such as “the Director's list,” and academic awards, please do not miss assignment deadlines, and PLEASE do not allow yourself to have poor class participation!*

The Course Waitlist Policy

Students are automatically put on waitlists for oversubscribed classes and are notified when a seat opens. Some students try to jump the queue by directly contacting instructors, a process that the school intentionally discourages. The “system” designed my Wharton is the sole arbiter of any relevant waitlists for this course. If you believe that you need this class to graduate/fulfill your major, please contact your academic advisor and you and s/he can jointly identify a desirable solution.

ChatGPT Policy


You may use generative AI programs (e.g., tools like ChatGPT) to help generate ideas and brainstorm. However, you should note that the material generated by these programs may be inaccurate, incomplete, or otherwise problematic. Beware that use may also stifle your own independent thinking and creativity. You may not submit any work generated by an AI program as your own. If you include material generated by an AI program, it should be cited like any other reference material (with due consideration for the quality of the reference, which may be poor). Any plagiarism or other form of cheating will be dealt with severely under relevant Penn policies.

SESSION 1	DATE	TOPIC & TOOL(s)	CASE Analysis / Pod Cast / Assignment	Guest Analyst
<i>MKTG612 / 002</i> MW 8:30 - 10:00 <i>MKTG612 / 004</i> MW 10:15 - 11:45	October 21	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 for the Flava Case Assignment. Detailed information will be provided shortly.	N/A
<i>MKTG612 / 006</i> TR 8:30 - 10:00 <i>MKTG612 / 008</i> TR 10:15 - 11:45	October 22	Critical Strategy Tool: “The ACCORD Model of Diffusion.”		N/A

NOTE: Monday Tuesday Wednesday—Lunch (12:30pm –2pm) to get to know each other see CANVAS—also MBA Pub informal meet up on Thursdays!

SESSION 2	DATE	TOPIC & TOOL(s)	CASE Analysis / Pod Cast / Assignment	Guest Analyst
<i>MKTG612 / 002</i> MW 8:30 - 10:00 <i>MKTG612 / 004</i> MW 10:15 - 11:45	October 23	Quantifying Customers: What are the different ways to identify them? Sociological Analysis: How to create a segment persona and develop its quantification from scratch.	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 / 006</i> TR 8:30 - 10:00 <i>MKTG612 / 008</i> TR 10:15 - 11:45	October 24	Critical Strategy Tool: “Linking Segments to Market Action”	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


NOTE: Monday Tuesday Wednesday—Lunch (12:30pm –2pm) to get to know each other see CANVAS—also MBA Pub informal meet up on Thursdays!

SESSION 3	DATE	TOPIC & TOOL(s)	CASE Analysis / Pod Cast / Assignment	Guest Analyst
<i>MKTG612 / 002</i> MW 8:30 - 10:00 <i>MKTG612 / 004</i> MW 10:15 - 11:45	October 28	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 classroom 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, do a bit of intel and see if you can quickly analyze the competitive set (Apply the ACCORD Model) You will submit a short write up on key specific issues that have to do with today's topic (see "Guest Analyst" assignments in the syllabus).	Ben Knepler Co-founder True Places 
<i>MKTG612 / 006</i> TR 8:30 - 10:00 <i>MKTG612 / 008</i> TR 10:15 - 11:45	October 29			

NOTE: Monday Tuesday Wednesday—Lunch (12:30pm –2pm) to get to know each other see CANVAS—also MBA Pub informal meet up on Thursdays!

SESSION 4	DATE	TOPIC & TOOL(s)	CASE Analysis / Pod Cast / Assignment	Guest Analyst
<i>MKTG612 / 002</i> MW 8:30 - 10:00 <i>MKTG612 / 004</i> MW 10:15 - 11:45	October 30	Quantifying Customers: What are the different ways to identify them? Sociological Analysis: How to create a segment persona and develop its quantification from scratch.	Begin to prepare the "Flava-Naturals Case" : <i>This is a Group Assignment.</i> The case materials are located on the CANVAS webpage. 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 / 006</i> TR 8:30 - 10:00 <i>MKTG612 / 008</i> TR 10:15 - 11:45	October 31	Critical Strategy Tool: "Linking Segments to Market Action"		N/A


NOTE: Monday Tuesday Wednesday—Lunch (12:30pm –2pm) to get to know each other see CANVAS—also MBA Pub informal meet up on Thursdays!

SESSION 5	DATE	TOPIC & TOOL(s)	CASE Analysis / Pod Cast / Assignment	Guest Analyst
<i>MKTG612 / 002</i> MW 8:30 - 10:00 <i>MKTG612 / 004</i> MW 10:15 - 11:45	November 4	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 classroom collaborator to <i>flesh out key ideas presented in the previous session.</i>	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 Beth Lorge: Head of marketing Flavanaturals
<i>MKTG612 / 006</i> TR 8:30 - 10:00 <i>MKTG612 / 008</i> TR 10:15 - 11:45	November 5			



NOTE: Monday Tuesday Wednesday—Lunch (12:30pm –2pm) to get to know each other see CANVAS—also MBA Pub informal meet up on Thursdays!

SESSION 6	DATE	TOPIC & TOOL(s)	CASE Analysis / Pod Cast / Assignment	Guest Analyst
<i>MKTG612 / 002</i> MW 8:30 - 10:00 <i>MKTG612 / 004</i> MW 10:15 - 11:45	November 6	Building a BRAND : What is it and how do we measure it? Creating Identity Loyalty as a tangible brand asset.	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 we can create a powerful kind of loyalty attached to the market's sense of identity and self-expression.	N/A
<i>MKTG612 / 006</i> TR 8:30 - 10:00 <i>MKTG612 / 008</i> TR 10:15 - 11:45	November 7	Making your Brand Narrative Go “Viral” : What characteristics get shared and why? Critical Strategy Tool: <i>“Building a Word-of-Mouth Strategy.”</i>		N/A


NOTE: Monday Tuesday Wednesday—Lunch (12:30pm –2pm) to get to know each other see CANVAS—also MBA Pub informal meet up on Thursdays!

SESSION 7	DATE	TOPIC & TOOL(s)	CASE Analysis / Pod Cast / Assignment	Guest Analyst
<i>MKTG612 / 002</i> MW 8:30 - 10:00 <i>MKTG612 / 004</i> MW 10:15 - 11:45	November 11	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 classroom collaborator 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. You will submit a short write up on key specific issues that have to do with today's topic (see "Guest Analyst" assignments in the syllabus).	Ted Wright: Founder Fizz Corp  Word of Mouth Marketing
<i>MKTG612 / 006</i> TR 8:30 - 10:00 <i>MKTG612 / 008</i> TR 10:15 - 11:45	November 12			


NOTE: Monday Tuesday Wednesday—Lunch (12:30pm –2pm) to get to know each other see CANVAS—also MBA Pub informal meet up on Thursdays!

SESSION 8	DATE	TOPIC & TOOL(s)	CASE Analysis / Pod Cast / Assignment	Guest Analyst
<i>MKTG612 / 002</i> MW 8:30 - 10:00 <i>MKTG612 / 004</i> MW 10:15 - 11:45	November 13	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 classroom collaborator to <i>flesh out key ideas presented in the previous session.</i>	Our guest is a brand strategy specialist, who built his entrepreneurial prowess with brands like Coke, Patron and Grey Goose. He will join us to discuss Weber Ranch 1902 Vodka, which is exclusively distilled from agave. Lee Applbaum, president and chief operating officer of Round 2 Spirits, said: "Weber Ranch Vodka is one of the most groundbreaking new products created in this (saturated) category, and delivers a smooth, clean flavour profile."	Lee Applbaum:  
<i>MKTG612 / 006</i> TR 8:30 - 10:00 <i>MKTG612 / 008</i> TR 10:15 - 11:45	November 14			

NOTE: Monday Tuesday Wednesday—Lunch (12:30pm –2pm) to get to know each other see CANVAS—also MBA Pub informal meet up on Thursdays!

SESSION 9	DATE	TOPIC & TOOL(s)	CASE Analysis / Pod Cast / Assignment	Guest Analyst
<i>MKTG612 / 002</i> MW 8:30 - 10:00 <i>MKTG612 / 004</i> MW 10:15 - 11:45	November 18	Technology and disruption: How to position and target new technologies to consumers Messaging in a Market place where the technology is new and is growing quickly.	Cofounder of The Meet Group, a NASDAQ-listed social dating and livestreaming company connecting millions of active users globally. Our guest is a Wharton Executive MBA who served as SVP Marketing leading marketing and communications, across its portfolio of social entertainment apps and livestreaming and creator economy solutions. You will submit a short write up on key specific issues that have to do with today's topic (see "Guest Analyst" assignments in the syllabus). Catherine is the author of "Designing Success: Lessons from 20 Years as a Female Tech Entrepreneur" and writes the Growing Up Startup newsletter on Substack.	Catherine Connely 
<i>MKTG612 / 006</i> TR 8:30 - 10:00 <i>MKTG612 / 008</i> TR 10:15 - 11:45	November 19	Critical Strategy Tool: "Perceptual Map Analysis."		

NOTE: Monday Tuesday Wednesday—Lunch (12:30pm –2pm) to get to know each other see CANVAS—also MBA Pub informal meet up on Thursdays!

SESSION 10	DATE	TOPIC & TOOL(s)	CASE Analysis / Pod Cast / Assignment	Guest Analyst
<i>MKTG612 / 002</i> MW 8:30 - 10:00 <i>MKTG612 / 004</i> MW 10:15 - 11:45	November 20	HOW TO USE MAKE SURE THAT YOU DON'T RUIN YOUR EQUITY BY CREATING OR RESPONDING POORLY TO BRAND CRISES	The guru and his crack team of integrated marketing, PR and communications specialists will provide our class with a deep discussion of issues and best in class practices and strategy in the areas of content marketing, media strategy, relationships and training workshops, crisis management, press conferences and social media management. They will address how to not screw up all the equity your brand creates by mishandling brand crises. You will submit a short write up on key specific issues that have to do with today's topic (see "Guest Analyst" assignments in the syllabus).	Hugh Braithwaite CEO and founder of Braithwaite Communications 
<i>MKTG612 / 006</i> TR 8:30 - 10:00 <i>MKTG612 / 008</i> TR 10:15 - 11:45	November 21	(*) In this session we will sit down (either in person or in Zoom) and have a deeper conversation with an outside classroom collaborator to flesh out key ideas presented in the previous session.		

NOTE: Monday Tuesday Wednesday—Lunch (12:30pm –2pm) to get to know each other see CANVAS—also MBA Pub informal meet up on Thursdays!

SESSION 11	DATE	TOPIC & TOOL(s)	CASE Analysis / Pod Cast / Assignment	Guest Analyst
<i>MKTG612 / 002</i> MW 8:30 - 10:00 <i>MKTG612 / 004</i> MW 10:15 - 11:45	November 25	These two sessions are technically during the week of Thanksgiving. To allow you to have a full Holliday break, we will not be meeting on these days.	The purpose of these office hours is to assist groups with progress on the Group Project. Dropping in to discuss any aspect of your group's project is strictly optional here. If you choose to drop in during these two days, go to this Zoom link , and I will be there to assist your team with any questions that you may have. Otherwise, enjoy your holiday break!	N/A
<i>MKTG612 / 006</i> TR 8:30 - 10:00 <i>MKTG612 / 008</i> TR 10:15 - 11:45	November 26	<i>Instead, I will be holding Zoom office hours between the hours of 8:30am and 11am EST.</i>		

NOTE: Monday Tuesday Wednesday—Lunch (12:30pm –2pm) to get to know each other see CANVAS—also MBA Pub informal meet up on Thursdays!

SESSION 12	DATE	TOPIC & TOOL(s)	CASE Analysis / Pod Cast / Assignment	Guest Analyst
<i>MKTG612 / 002</i> MW 8:30 - 10:00 <i>MKTG612 / 004</i> MW 10:15 - 11:45	December 2	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 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 case which has both a surprise beginning and ending! Stay tuned!	N/A
<i>MKTG612 / 006</i> TR 8:30 - 10:00 <i>MKTG612 / 008</i> TR 10:15 - 11:45	December 3	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 (12:30pm –2pm) to get to know each other see CANVAS—also MBA Pub informal meet up on Thursdays!