

PRODUCT LIFECYCLE MANAGEMENT

International MBA IMBA-EN SEP-2024 S-PS

Area Marketing and Communication

Number of sessions: 15

Term: Concentrations

Category: regular

Language: English

Professor: **DUSHINKA KARANI KARANI**

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Dushinka is a passionate and expert in the field of Marketing-> Strategic, Tactics and Digital Marketing; Product Marketing, Innovation, Sales and Trade Marketing and for the past 20 years has worked as Marketing Director for multinational and local companies in the Fast Moving Consumer Goods industry and now works in the tech industry at FundingBox, European leading distributor of tech funds for Startups and SMEs.

Corporate Experience

- FundingBox (Global Marketing Director) - European Distributor of Funding and Corporate Matchmaking with Startups & SMEs
- Calidad Pascual (Chief Marketing Officer) - Spanish Dairy FMCG
- Mantequeras Arias (Chief Marketing Officer, Commercial Director, Export and Private Label Director)- Spanish Dairy FMCG
- Grupo Moliner (Account Manager) - Communications Agency, working for Procter & Gamble
- The Body Shop (Retail Manager) - Multinational FMCG & Retail
- Select Service Partner (Product Manager) - Multinational FoodService & Retail
- Emanuel Ungaro (Sales Controller) - Fashion & Retail
- Unilever (Market Research Assistant) - Multinational FMCG

Academic Background

- Facebook Academy (Madrid): Facebook & Instagram
- Digital Marketing, Social Media and Analytics: An Omni-channel Strategy Program - IE
- Master in Marketing and Sales Management – ESIC, Madrid.
- LLB Business Law Degree – City University, London

Academic Experience

- Since 2016: Adjunct Professor for Digital Marketing, Marketing Management, Mkt. In Action, Mkt. in the Fashion & Luxury Industry & University Coordinator for Mkt. Fundamentals
- Technical Note Author of: [Digital Marketing, Social Media, and Mobile Marketing](#)

Office Hours

Office hours will be on request. Please contact at:

dushinka@faculty.ie.edu Monday-Thursday: from 4 pm to 7 pm

SUBJECT DESCRIPTION

For companies to grow in a sustainable way, a Product Life Cycle Management (PML) approach becomes an important pillar to build the growth on. Product management professionals need to identify and assess new opportunities, choose the right business models, manage partnerships, and change course at a moment's notice...

Therefore, this course will dive deep into the management of Product lifecycle - meaning the handling of a good as it moves through the typical stages of its product life: development, introduction, growth, maturity, and decline. Managing the product life cycle enables marketeers in business decision-making, from pricing and promotion/communication to market and product expansion or cost-cutting measures.

LEARNING OBJECTIVES

During the 15 sessions of the course, students will learn how to manage a product with the following learning objectives:

1. Discover why it is critical to have an effective product strategy, its benefits and how strategy may vary across different types of organizations, moments or resources.
2. Learn from real-world custom case studies and examples based on the faculty's own consulting experience
3. Develop go-to-market strategies at different stages of a product

TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting
Lectures	30.0 %
Discussions	20.0 %
Exercises in class, Asynchronous sessions, Field Work	15.0 %
Group work	20.0 %
Individual studying	15.0 %
TOTAL	100.0 %

AI POLICY

Critical GenAI use is encouraged

In this course, the use of generative artificial intelligence (GenAI) is encouraged, with the goal of developing an informed critical perspective on potential uses and generated outputs.

However, be aware of the limits of GenAI in its current state of development:

-If you provide minimum effort prompts, you will get low quality results. You will need to refine your prompts to get good outcomes. This will take work.

-Don't take ChatGPT's or any GenAI's output at face value. Assume it is wrong unless you either know the answer or can cross-check it with another source. You are responsible for any errors or omissions. You will be able to validate the outputs of GenAI for topics you understand.

-AI is a tool, but one that you need to acknowledge using. Failure to do so is in violation of academic honesty policies. Acknowledging the use of AI will not impact your grade.

Suggested format to acknowledge the use of generative AI tools:

I acknowledge the use of [AI systems link] to [specify how you used generative AI]. The prompts used include [list of prompts]. The output of these prompts was used to [explain how you used the outputs in your work].

If you have chosen not to include any AI generated content in your assignment, the following disclosure is recommended:

No content generated by AI technologies has been used in this assignment.

PROGRAM

SESSION 1 (LIVE IN-PERSON)

Intro to the Course + grading structure + Group Project

- Quick Overview of the Product Life Cycle: The 5 Stages-> 1. Product Development, 2. Introduction, 3. Growth, 4. Maturity and 5. Decline with examples

SESSION 2 (LIVE IN-PERSON)

Product Development Phase I

The Stages of Product Development: Idea Generation, Idea Screening, Concept Development, Marketing Strategy.

SESSION 3 (LIVE IN-PERSON)

Product Development Phase II

The Stages of Product Development: Business Analysis, Product Development & MVP, Market Testing & Reiterations, Launch.

SESSION 4 (LIVE IN-PERSON)

Introduction Phase I

- Market: Raising Awareness and type of clients, products and market readiness
- Product Considerations: value propositions, packaging, quality, product line decisions and customer feedback
- Pricing Considerations

SESSION 5 (LIVE IN-PERSON)

Introduction Phase II

- Distribution Strategies & Considerations
- Communication & Promotional Considerations

- Managing the P&L (Sales, costs & Mkt. Investment),

+ Intermediate Test 1

Please note: During the session, the first intermediate test will be covered in class. This will consist of 10 Multiple Choice test. This activity is part of the individual grading (see grading criteria below)

SESSION 6 (LIVE IN-PERSON)

Tesla Business Case + Group Project

Students will be expected to have read the case and should be prepared to debate about it in class with peers and the professor.

In the second half of the session, the professor will review and give feedback on the Group's Project

Practical Case: Tesla Inc.: Accelerating Sustainable Profits (HBS W20621-PDF-ENG)

SESSION 7 (LIVE IN-PERSON)

Growth Phase I

- Understanding changes in the Market: the Customer, Early Growth vs Late Growth, the Trends, Competition
- Product Considerations: Differentiation, Line Extensions, Improvements, R&D
- Pricing Considerations: Product Mix Pricing, Price Adjustments and Canibalization.

SESSION 8 (LIVE IN-PERSON)

Growth Phase II

- Distribution Strategies & Considerations, Private Labels & White Labels
- Communication: Persuasive Advertising, communicating to new audiences, Brand Building techniques, etc.
- Managing de P&L: Managing price & costs,

SESSION 9 (LIVE IN-PERSON)

Maturity Phase I

How to deal with Sales Stagnation, New Uses of Product, Targeting New Segments, Modification of Product Specifications.

SESSION 10 (LIVE IN-PERSON)

Maturity Phase II

Revisiting the Marketing Strategy & Positioning and Mkt. Mix. and managing the appearance of "Sunset" products

SESSION 11 (LIVE IN-PERSON)

Decline:

Time for Decision Making: 1) Maintain: Reposition, 2) Harvest: reducing costs and distribution or 3) Drop: Sell?.

+ Intermediate Test 2

Please note: During the session, the second intermediate test will be covered in class. This will consist of 10 Multiple Choice test. This activity is part of the individual grading (see grading criteria below)

SESSION 12 (LIVE IN-PERSON)

Break Free from the Product Life Cycle + Group Project

Strategies: Reverse Positioning, Breakaway positioning and Stelth positioning

In the second half of the session, the professor will review and give feedback on the Group's Project

Article: Forget the Product Life Cycle Concept! (HBS 76104-PDF-ENG)

SESSION 13 (LIVE IN-PERSON)

Product Adoption during Product Life Cycle

The different types of potential customers: Innovators, Early Adopters, Mainstreamers and Laggards

SESSIONS 14 - 15 (LIVE IN-PERSON)

Group Project Presentations

Students are expected to present their group work in front of the class. All tasks will be shared with the students in Session 1.

This is the main project for this course and a very important part of the course. Presentations constitute an oral exam and attendance is compulsory. Presentations need to be uploaded on the Blackboard the evening previous to the presentation (exact date and time TBC during the introduction of the project). Failure to attend will result in forfeiting this part of the grade. Thus, no absences will be accepted unless for a justified medical reason.

EVALUATION CRITERIA

criteria	percentage	Learning Objectives	Comments
Class Participation	20 %		Individual Grading: through in-class participation or email with professor
Intermediate tests	30 %		Individual Grading: 2 Intermediate tests, each counting 15% of the grade
Peer Evaluation	20 %		Individual Grading: through Peer Evaluation on Group Work
Group Presentation	30 %		Group Grading based on the Group Work for S. 14&15

FAILING GRADE AND REASSESSMENT

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place.

Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered. Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.

BIBLIOGRAPHY

Recommended

- Philip Kotler, Gary Armstrong, Sridhar Balasubramanian. *Principles of Marketing, Chapter 8 & 9*. 19th Edition. Pearson. ISBN ISBN97812924 (Digital)

BEHAVIOR RULES

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.