

**THE WHARTON SCHOOL  
UNIVERSITY OF PENNSYLVANIA**

**MARKETING STRATEGY  
MKTG 777  
SPRING 2009  
SECTIONS 001 AND 002**

Instructor: Professor Rajdeep Grewal	Class Location: JMHH F90
Office: JMHH 766	Phone: 215-898-1228
Office Hours: T/R: 10-11 AM or by appointment	Email: <a href="mailto:rgrewal@wharton.upenn.edu">rgrewal@wharton.upenn.edu</a>
Class Hours: Section 001 - 12-1:30 PM T/R	Class Hours: Section 002 - 1:30-3 PM T/R
Web Café Address: <a href="https://webcafe.wharton.upenn.edu/eRoom/mktg/777-sp09-1">https://webcafe.wharton.upenn.edu/eRoom/mktg/777-sp09-1</a>	

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**LEARNING OBJECTIVES**

Marketing plays a critical role in creating and managing market-based customer assets to attain sustainable competitive advantage and superior performance. Marketing strategy and plans serve as the tools that managers use to create and manage these market-based customer assets. This course serves as a capstone course in order to review and integrate marketing concepts developed in other marketing to facilitate learning about creation and management of market-based customer assets.

To achieve these objectives, I seek to develop a disciplined approach in analyzing marketing situations (the marketing audit) and make the students appreciate how the various elements of successful marketing programs fit together. I will also link marketing to corporate strategy and through it to the other managerial functions in the organization.

These objectives will be achieved through a combination of lectures, case discussions, and in-class exercises.

**COURSE APPROACH**

My approach to the presentation of the material will be to provide a wide mix of learning methods – cases, class discussions, readings, and a major project. The “theory” of marketing strategy will

be covered by lectures and some readings. How the theory is applied in practice will be illustrated in cases, readings, and the examples that we discuss in class. Your opportunity to show how well you have grasped the theory and its application comes with the analysis and discussion of cases and the major course project.

I will try to help you think about marketing problems using a combination of intelligent frameworks and a large dose of common sense. If you can succeed in achieving that, you will succeed in the course. You should also survive in the afterlife.

I welcome student contact. I will be available to discuss issues that arise during the semester and to offer any advice and assistance that I can. I do keep some formal office hours but you are welcome to make an appointment by email or phone, whichever you prefer.

## **COURSE DETAILS**

The course is based on a fundamental pedagogical concept that learning is co-produced by students and faculty. I will facilitate the co-production process, but you will need to exert smart effort to get something useful out of the course. There are three major components of the co-production process:

### **Participation in class and case discussions (individual)**

All students should read each case and conduct sufficient analysis to be able to address the questions asked in the case. I will try to indicate the type of analysis I expect **all** students to undertake for **every** case early in the semester. If you are not prepared to do your part you can expect your grade to suffer accordingly. You can expect to be **cold-called** at any stage to help our discussion. Please bring **name tents** to class.

The cases provide you an opportunity to take the ideas/frameworks discussed in the course and apply them in practice. **If you cannot attend a session or are unprepared, please let me know beforehand.** In addition to case discussions, I expect student to contribute constructively during lectures with examples and critiques. In the past, students that actively participate in a constructive and positive fashion have typically done well in this component as well as other components of the course.

### **Case summaries (couples)**

We will be discussing thirteen cases in this course. You need to write summaries for any six of those cases. I expect these summaries to be one page at most, with a maximum of a two page appendix with analysis. All case summaries are due before the class in which the case is being discussed.

### **Marketing Dashboard Group Project**

Good marketing strategists recognize that there is no such thing as a free lunch – tradeoffs are inherent in almost every decision a marketer makes. Marketers must understand the tradeoffs and

choose strategic options after evaluating the benefits and costs of those options. Strategy development is then an exercise in optimization. This project requires you to develop tools that will help managers in your selected company/industry make better decisions. The frameworks developed in this course will help serve as the foundation for these tools – I would ask the students to pay special attention to the fourth session where we will discuss marketing dashboards for the c-suite. Students would also be expected to argue for the utility of the analyzer for CMO and the top management.

Some example projects are:

- a. New brand go/no-go analyzer: Evaluates whether to launch a new brand concept, and how to launch it (positioning).
- b. Growth option generator and evaluator: Generates and evaluates strategic options.
- c. Brand Portfolio Rationalizer: Provides advice on which brands to retain, which to drop, and how much to support retained brands.
- d. Pricer (pricing strategizer): Prices your product/service by taking into account the intangible effects of price on other components of the marketing mix.
- e. Brand extension analyzer: Generates extension options and evaluate best options.
- f. Or anything else; please be creative and do discuss with me.

You need to develop the tool and demonstrate its usefulness by applying it to your selected company/industry. Note that I will avoid overlap between tools and industries, so one tool can only be used once for an industry (decided on first come first serve basis).

The students will be expected to present the analyzer in class during the two weeks block in Course Schedule for presentations. The presentations would be framed as being for the top management for the chosen company by the students. The presentation would be limited to 20 minutes and the time and day of the presentations would be decided by the instructor (if students have preferences, these may be satisfied on a first come first serve basis).

You also need to develop a 3 page strategy document to market the tool (include as many appendices as required). This document is due last day of class

The projects would be done by self-selected groups of five students – the group composition is due to me via email before the end-of-day 03 February 2009.

## **COURSE ASSESSMENT**

Class Participation	30% (Individual)
Case Summaries	30% (Couples)
Dashboard Group Project	40% (Group)

I will assume equal division of labor for group work, so pick your groups carefully (five students per group).

## **HARVARD BUSINESS SCHOOL CASES USED IN CLASS**

<b>Case Name</b>	<b>Case Number</b>
Brita Product Company	9-500-024
Citibank: Launching the Credit Card in Asia Pacific (A)	9-595-026
Hilton HHonors Worldwide: Loyalty Wars	9-501-010
Lenovo: Building a Global Brand	9-507-014
Pepcid AC: Racing to the OTC Market	9-500-073
Polyphonic HMI: Mixing Music and Math	9-506-009
Population Services International: The Social Marketing Project in Bangladesh	9-586-013
Precise Software Solutions	9-503-064
San Fabian Supply Company (Philippines)	9-582-104
Sony EyeToy	9-505-024
Starbucks: Delivering Customer Service	9-504-016
Tanishq: Positioning to Capture the Indian Woman's Heart	9-507-025
Virgin Mobile USA: Pricing for the Very First Time	9-504-028

## COURSE SCHEDULE

#	Date	Topic
1	1/15 R	Introduction & Course Overview
		<b>Introduction to Marketing Strategy</b>
2	1/20 T	Framework for Strategic Marketing Analysis
3	1/22 R	Live Case: Strategic Marketing Analysis
4	1/27 T	Marketing in the C-Suite: Search for Dashboards
		<b>Growth Options: New Markets</b>
5	1/29 R	Issues in Market Entry
6	2/3 T	Sony EyeToy
7	2/5 R	Polyphonic HMI: Mixing Music and Math
8	2/10 T	Understanding, Creating, and Delivering Value in Business Markets
9	2/12 R	Precise Software Solutions
		<b>Growth Options: New Products</b>
10	2/17 T	Pepcid AC: Racing to the OTC Market
11	2/19 R	Virgin Mobile USA: Pricing for the Very First Time
12	2/24 T	Citibank: Launching the Credit Card in Asia Pacific (A)
		<b>Customer Relationship Management (CRM)</b>
13	2/26 R	Emerging Challenges in Customer Relationship Management
14	3/3 T	Hilton HHonors Worldwide: Loyalty Wars
15	3/5 R	Starbucks: Delivering Customer Service
16	3/17 T	Distribution Channels and CRM
17	3/19 R	San Fabian Supply Company (Philippines)
		<b>Integrative Strategic Marketing Issues</b>
18	3/24 T	Challenges in Branding
19	3/26 R	Lenovo: Building a Global Brand
20	3/31 T	Tanishq: Positioning to Capture the Indian Woman's Heart
21	4/2 R	Brita Product Company
22	4/7 T	Population Services International: The Social Marketing Project in Bangladesh
23	4/9 R	Group Presentations: Designing Marketing Dashboards Project
24	4/14 T	Group Presentations: Designing Marketing Dashboards Project
25	4/16 R	Group Presentations: Designing Marketing Dashboards Project
26	4/21 T	Group Presentations: Designing Marketing Dashboards Project
27	4/23 R	CEO as a Marketing Strategist
28	4/28 T	Course Wrap-Up