

Marketing Management - MKTG 611
The Wharton School, University of Pennsylvania
Fall 2012

Course Description, Requirements, and Assignments

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INTRODUCTION

The first-quarter marketing course (MKTG 611) has two main objectives:

- First, to help you develop an understanding of how organizations can benefit from creating and delivering superior value to their customers and stakeholders.
- Second, to learn skills in applying analytic perspectives, decision tools and frameworks so you can build a disciplined approach to the analysis of business situations and develop successful marketing plans.

We shall achieve this by learning how to make sound decisions pertaining to:

1. **Segmentation, targeting, and positioning.** How to: assess market potential, understand and analyze customer behavior, and focus resources on specific customer segments and against specific competitors.
2. **Branding.** How to: develop, measure, and capitalize on brand equity.
3. **Pricing.** How to: set prices that capitalize on value to the customer and capture value for the firm.
4. **Distribution channels.** How to: understand the role of distributors, retailers, and other intermediaries in delivering products, services and information to customers.
5. **Marketing communications.** How to: develop an effective mix of marketing communication efforts.

In addition, the course also helps you develop the following important skills:

- Make and defend marketing decisions in the context of stylized real-world problem situations with incomplete information (case studies).
- Improve your skills in *group problem-solving* and in written and oral *communication* (case write-ups and presentations).
- Make *cross-functional connections* between marketing and other areas of business.

We believe that these skills will serve you in any business situation, any geography, and any industry.

COURSE MATERIALS

The MKTG 611 bulk pack [BP] with cases is available through Study.Net.

Canvas will be used as the source for readings, class handouts and other materials.

If you seek background reading in the form of a textbook, we recommend one of the following *optional* books:

1. Alexander Chernev (2009), *Strategic Marketing Management*, 5th Edition. Paperback (ISBN-0982512635) is available from www.amazon.com for about \$36.
2. Philip Kotler & Kevin Lane Keller (2007), *A Framework for Marketing Management, 4th Ed*, Prentice Hall. Hard color copy (ISBN 0136026605) is available from www.amazon.com for about \$130. You can find cheaper used books on the web. If you choose to read this book, you will find recommended readings posted by syllabus topic on Canvas.

LEARNING SUPPORT

Teaching Assistants (TAs) are available to review lecture and case topics. Their names, contact information, and cohort assignment are on the last page of this syllabus and will be posted on Canvas.

Canvas will be used extensively as a forum for communication, including:

- Distributing case discussion questions.
- Sharing additional materials related to lectures and case discussions.

GRADING

The weighting of the inputs for the final course grade is:

Class participation and attendance	15%
Case write-up (lower score)	15%
Case write-up (higher score)	25%
<u>Final examination</u>	<u>45%</u>
Total	100%

Class Participation and Attendance (15%)

Constructive participation in lectures and case discussions is based on analysis rather than mere opinion, and builds on the discussion flow at the time (a good participant is a good listener). Class participation will account for 10 out of the 15 points.

Attendance is required for every class session. Attendance is recorded by your TA at the beginning of each session. Students who come late will not receive the attendance credit for that class session. Class attendance will account for 5 out of the 15 points. If you are unable to attend, email your professor and TA ahead of time explaining why; However, excused absence must be approved by the MBA Office. Three or more unexcused absences will result in a grade of zero for class participation and attendance.

Case Write-Ups (40%)

See the instructions and due date information at the end of this document.

Final Examination (45%)

The exam is scheduled for Friday, October 19, 2012, and will be a 3-hour case analysis. Room assignments and other details will be announced in class, and will also be posted on Canvas. We will also post a sample exam. You are permitted to bring a calculator and one 8 ½" x 11" formula/note sheet (writing on both sides OK) to the final exam.

The exams will be graded by the TAs with guidance from the faculty, and grades will be posted. If you would like us to re-evaluate the score on your final due to an error in calculating your score or if you believe there is a significant mistake in grading, please contact your professor by email within 1 week after the exam scores are posted. Requests after that point will not be considered. In your request, please explain your reasons in detail. Please do not forget to include your section number and Penn ID number with your request.

- a. Calculation errors will be corrected immediately.
- b. If you are challenging the points you receive for a given answer, we shall examine your explanation for why you believe you deserve a higher score, and if it is reasonable, we shall re-grade the entire exam, not just the part you identified; therefore, your final score might go up or down, or remain the same.

POLICY ON USING OUTSIDE SOURCES OF INFORMATION

Do not use any outside information when preparing for case discussions or producing written case analyses. Outside sources of information include the library, the mass media, the Internet, and any people outside of your learning team. If you use other sources, you are cheating yourself as well as other students.

For course topics in general, in contrast, you are obviously welcome to use outside sources to expand your knowledge.

COURSE SCHEDULE

1. September 5 (Wednesday): Session 1

Introduction, Analyzing Markets and Customers (I)

This class discusses the role of marketing in the firm. It focuses on the importance of segmenting the market and creating a clear positioning statement.

Reading Assignment

Marketing Math Essentials: Introduction, and When to Use Which Calculations and Why.

Optional Reading: Kotler & Keller Chapters 1 and 2

2. September 10 (Monday): Session 2

Analyzing Markets and Customers (II)

This class explores more detailed approaches to market analysis, including models of customer decision making and customer lifetime value (CLV).

Reading Assignment

Marketing Math Essentials: Margin Analysis, Break-Even Analysis, Chain Models of Segment Value, and Customer Lifetime Value (CLV).

Optional Reading: Kotler & Keller Chapters 3, 4, 6, 7, 8

3. September 12 (Wednesday): Session 3

Unilever Brazil Case (See Canvas for case preparation questions)

Reading Assignment

How to Prepare a Marketing Case.

4. September 17 (Monday): Session 4

Branding

In this session we examine how brands can affect consumer behavior, which in turn provides insights into the importance of building brand equity and the risks and benefits of some branding practices, such as brand extensions.

Reading Assignment

A Note on the Financial Approach to Brand Valuation

Optional Reading: Kotler & Keller Chapters 9, 10, 11, 12, 13

5. September 19 (Wednesday): Session 5

Gillette Indonesia Case (See Canvas for case preparation questions)

Reading Assignment

Profit Strategy Checklist

6. September 24 (Monday): Session 6

Case Write Up and Presentation: Bank of America: Mobile Banking

All teams should upload a .doc copy of your case write up by 8:00am to Canvas. Only even numbered learning teams will present this case; these teams should also upload the .ppt file for their presentation to Canvas by 8:00am. More details are available on pages 8-9 of this syllabus.

7. September 26 (Wednesday): Session 7

Pricing

Topics covered include: measuring customers' willingness to pay (economic value to the customer), measuring price sensitivity, and psychological aspects of pricing.

Reading Assignment

Marketing Math Essentials: Economic Value to the Customer.

Optional Reading: Kotler & Keller Chapter 14

8. October 1 (Monday): Session 8

Rohm and Haas Case (See Canvas for case preparation questions)

9. October 3 (Wednesday): Session 9

Distribution

This session examines how to design and coordinate distribution channels.

Optional Reading: Kotler & Keller Chapter 15, 16

10. October 8 (Monday): Session 10

Case Write-Up and Presentation: The New York Times Paywall

All teams should upload a .doc copy of your case write up by 8:00am to Canvas. Only odd numbered learning teams will present this case; these teams should also upload the .ppt file for their presentation to Canvas by 8:00am. More details are available on pages 8-9 of this syllabus.

11. October 10 (Wednesday): Session 11

Marketing Communications

This session provides an overview for the role of advertising as a key element of the communication mix and provides a step-by-step framework for making advertising decisions.

Optional Reading: Kotler & Keller Chapter 17, 18, 19

12. October 15 (Monday): Session 12

Tiffany Case (See Canvas for case preparation questions)

Optional Reading: Kotler & Keller Chapter 22

Final Examination: Friday, October 19, 2012 (3 hours), Location and time TBD.

Review Sessions:

- The TAs will conduct case review sessions. Details regarding dates and locations are provided on the course calendar on pages 12-13 of this syllabus. Additional details will be posted on Canvas and announced in class.
- Faculty will conduct final exam review sessions. Details regarding dates and locations are provided on the course calendar on pages 12-13 of this syllabus. Additional details will be posted on Canvas and announced in class.

CASE WRITE UPS

1. Bank of America: Mobile Banking (9/24/2012)
2. The New York Times Paywall (10/8/2012)

Objective

Case write-ups provide you experience in: (1) defining marketing problems, performing appropriate analyses and crafting marketing plans, (2) developing oral and written communication skills, and (3) developing skills to work effectively and efficiently in teams.

Case Assignment

Recommend a **specific** plan of action for these firms. Be sure your analyses and recommendations address the problems explicitly mentioned in the case. In addition, your definition of the problem and your analyses may reveal other important issues you believe must be addressed. Your recommended marketing plan should be based on appropriate and defensible analyses.

Paper Format

Each write-up should be **no longer** than 1,500 words (regardless of type font spacing, etc.). **Be sure to include your course section number, learning team number and names of all team members on the cover page.** Use your word processor to count the words and report the final count on the cover page. Leave the rest of the cover page blank, beginning your write-up on the second page. Up to **four** additional pages of exhibits beyond the 1500-word limit are permitted. The style and structure of the text and exhibits is up to you, but **one** of the exhibits should be a sample advertisement which illustrates your chosen **positioning** for the product or service.

Exhibits should be clearly titled, and included only if they provide supporting details for your analyses and recommendations. They should not introduce new ideas that are not explicitly presented in the text. Quantitative analyses must be clear and show the calculation in full with precise explanations (e.g., footnotes that describe the methods and assumptions used). Key conclusions from the exhibits should be discussed in the text, and references to your exhibits should be made as appropriate places in the text (“see Exhibit A”). Write ups where some team members prepared the exhibits while others did the writing without coordinating the two typically leads to a disjointed analysis. You should not reproduce any exhibits that are in the case study, although, of course, you may use information in case exhibits and you should reference them when you do (“from case Exhibit 3”).

Paper and Presentation Submission Process

A single Microsoft Word file containing all text and exhibits should be placed in your team folder in Canvas by 8:00am on the day it is due. The files should be named

BofA_TeamXX.doc and **NYTimes_TeamXX.doc** (i.e., **NYTimes_A1.doc**) with XX replaced by your cohort letter and team number. You must also upload your powerpoint presentation files; **BofA_TeamXX.ppt** and **NYTimes_TeamXX.ppt**. Papers will be read by your TA and returned with written feedback and a grade.

Class Presentations and Discussion

Presenting teams should be prepared to give a 5-minute presentation that covers only their recommendations and a concise rationale.

One of the slides should be a sample television, magazine, or online advertisement that communicates to customers the product **positioning** that would result from your recommendations. This slide should also be one of the exhibits in your write-up. The purpose is to provide an interesting and relevant focus for the presentation – this does not mean that this advertisement should be central to your written analysis – that’s for you to decide. In general, the **positioning idea** is what counts, not your artistic abilities. One of the slides should contain at least one clearly-labeled and explained **calculation** you performed, since it’s likely that only the end-result of this calculation will be shown in other slides.

Important Note: There should be only **two** files submitted on Canvas: the Word write-up you are submitting, and the Power Point slides. If you have other related files put them in your team sub-folder. Please do not submit PDF files.

Oral Presentation and the Write Up

Your team’s grade will be based on the written paper you submit. We do not impose rigid rules for content or structure of your written presentation, beyond length limitations.

One of the goals of MKTG 611 is to provide you with opportunities to improve your skills in written and oral *communication* (case write-ups and presentations). If you would like feedback from an instructor in the Communication Program, before you submit your case write up or presentation, please contact Larry Quartana (quartana@wharton.upenn.edu; 215-898-5331) to schedule an appointment.

Similarly, your in-class group presentations will be recorded. If you would like feedback after you have completed the assignments, please contact Larry Quartana to schedule an appointment.

MKTG 611 Ethics Matrix

Ethics Matrix	MKTG 611
Professors	Fall 2012
Homework & Problem Sets	
Working with Learning Team	N/A
Working with Other Classmates	
Discussing with Other Classmates	
Consulting Material from Former Students (e.g., formula sheets, solutions, old exams, etc.)	
Using Material from External Sources* (e.g., reports, articles, books, online research, etc.)	
Other:	
Individual Cases & Projects	
Working with Learning Team	Yes
Working with Other Classmates	Yes, but not encouraged
Discussing with Other Classmates	Yes, but not encouraged
Consulting Material from Former Students (e.g., formula sheets, solutions, old exams, etc.)	No
Using Material from External Sources* (e.g., reports, articles, books, online research, etc.)	No
Other:	
Group Cases & Projects	
Working with Learning Team	Yes
Working with Other Classmates	No
Discussing with Other Classmates	No
Consulting Material from Former Students (e.g., formula sheets, solutions, old exams, etc.)	No
Using Material from External Sources* (e.g., reports, articles, books, online research, etc.)	No
Other:	
Proctored Tests & Exams	
Working with Learning Team	Yes: Only for studying/preparing for the final exam
Working with Other Classmates	
Discussing with Other Classmates	
Consulting Material from Former Students (e.g., formula sheets, solutions, old exams, etc.)	
Using Material from External Sources* (e.g., reports, articles, books, online research, etc.)	
Consulting Textbook / Class Notes	

Using a Formula Sheet / Note Sheet	Yes One 8 ½ x11 inch sheet (both sides OK)
Using an Approved Calculator	Yes
Other:	
Take-Home Tests & Exams	
Working with Learning Team	N/A
Working with Other Classmates	N/A
Discussing with Other Classmates	N/A
Consulting Material from Former Students (e.g., formula sheets, solutions, old exams, etc.)	N/A
Using Material from External Sources* (e.g., reports, articles, books, online research, etc.)	N/A
Consulting Textbook / Class Notes	N/A
Using a Formula Sheet / Note Sheet (consult syllabus or professor for size/format/source req'ts)	N/A
Using an Approved Calculator	N/A
Using a Computer / Programmable Device	N/A
Saving a Copy	N/A
Other:	

** Note that all borrowed content should be cited as appropriate.*

2012 SEPTEMBER

S	M	T	W	T	F	S
						1
2	3 LABOR DAY	4	5 SESSION 1 Introduction, Analyzing Markets and Customers I	6	7	8
9	10 SESSION 2 Analyzing Markets and Customers II	11	12 SESSION 3 Unilever Brazil Case	13 Case Review Session Unilever 4:30 - 6 pm JMHH 265 Case Review Session Unilever 6 - 7:30 pm JMHH 265	14 Case Review Session Unilver 4:30 - 6 pm JMHH 265	15
16	17 SESSION 4 Branding Case Review Session Unilever 6 -7:30 pm JMHH 265	18	19 SESSION 5 Gillette Indonesia Case	20 Case Review Session Gillette 4:30-6 pm JMHH 240 Case Review Session Gillette 6 - 7:30 pm JMHH 240	21 Case Review Session Gillette 4:30-6 pm JMHH 245	22
23	24 SESSION 6 Case Write Up & Presentation: Bank of America: Mobile Banking Materials are DUE in Canvas by 8:00 am Case Review Session Gillette 6 - 7:30 pm JMHH 250	25	26 SESSION 7 Pricing	27	28	29

2012 OCTOBER

S	M	T	W	T	F	S
30	1 SESSION 8 Rohm and Haas Case	2 Case Review Session Rohm & Haas 6-7:30 pm JMHH 255	3 SESSION 9 Distribution	4 Case Review Session Rohm & Haas 4:30-6 pm JMHH 260 Case Review Session Rohm & Haas 6-7:30 pm JMHH 260	5 Case Review Session Rohm & Haas 4:30-6 pm JMHH 245	6
7	8 SESSION 10 Case Write-Up and Presentation: The New York Times Paywall Materials are DUE in Canvas by 8:00 am	9	10 SESSION 11 Marketing Communications	11	12	13
14	15 SESSION 12 Tiffany Case	16 Final Exam Review Session 3-4:30 pm (Draganska) JMHH 360 Final Exam Review Session 4:30-6 pm (Raju or Hutchinson) JMHH 360	17 CORE READING DAY Final Exam Review Session 3-4:30 pm (Williams) JMHH 365 Final Exam Review Session 4:30-6 pm (Raju or Hutchinson) JMHH 365	18	19 MKTG 611 FINAL EXAM 10:00 am - 1:00 pm Location TBD	20
21	22	23	24	25	26	27
28	29	30	31			

MKTG611 Fall 2012 Teaching Assistant Names	Section Assignment	Class Cohort/ Meeting Time (MW)	TA E-mail	Professor
Nelis Parts	MKTG611001	B 0900AM-1030PM	kparts@wharton.upenn.edu	Williams
Neil Menzies	MKTG611003	C 1030AM-1200PM	nmenzies@wharton.upenn.edu	Williams
Jennifer Allen	MKTG611005	A 0130PM-0300PM	allenjen@wharton.upenn.edu	Williams
Jake Greenblatt	MKTG611007	E 0900AM-1030PM	grees@wharton.upenn.edu	Hutchinson
Rizal Paramarta	MKTG611009	F 1030AM-1200PM	paramart@wharton.upenn.edu	Hutchinson
Elizabeth Canavan-Palermo	MKTG611011	D 0130PM-0300PM	ecanav@wharton.upenn.edu	Hutchinson
Archita Banerjee	MKTG611013	H 0900AM-1030PM	archita@wharton.upenn.edu	Raju
Nicholas Vidnovic	MKTG611015	I 1030AM-1200PM	nvid@wharton.upenn.edu	Raju
Amy Chiu	MKTG611017	G 0130PM-0300PM	amychiu@wharton.upenn.edu	Raju
Eric Rechtschaffen	MKTG611019	K 0900AM-1030PM	ericjr@wharton.upenn.edu	Draganska
Nick Molina	MKTG611021	L 1030AM-1200PM	nmolina@wharton.upenn.edu	Draganska
Janine Mandel	MKTG611023	J 0130PM-0300PM	jmandel@wharton.upenn.edu	Draganska