

The Wharton School
Marketing Department
MKTG893
COURSE OUTLINE
(subject to change)

COURSE TITLE: Marketing in Emerging Economies:
Understanding and Marketing to the Indian Consumer

INSTRUCTOR: Jagmohan S. Raju, Joseph J. Aresty Professor

TA: Aidan Connolly (WEMBA 2012)
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DATES: Thursday, December 27 – Saturday, December 29, 2012

LOCATION: Trident
Mumbai, India

CREDIT: 0.5 CU's

Course Overview

The objective of this course is provide our students with a critical understanding of the Indian consumer, available and emerging distribution channels to access the Indian consumer, media available to influence the consumer, and through this an ability to market to the Indian consumer successfully.

The course will consist of a combination of lectures, case studies, presentations by industry experts, and site-visits. Frameworks for understanding consumers' psychology and buying habits will be studied including the influence of family, religion, income and other demographic characteristics on purchase behavior. Students will gain an appreciation of the diversity of the Indian market as well an understanding of some common drivers of purchase behavior. Differences between consumers in India and western countries will be studied. Students will learn about traditional and the emerging modern distribution systems. The course will also provide a critical understanding of the media available in India to influence the Indian consumer.

The course uses case studies from a selection of the industries from: consumer packaged goods, two-wheelers and cars, large and small household appliances, mobile phones and service, retailing, consumer packaged goods, media and entertainment, healthcare, education, and life insurance.

Suggested Books

1. *Consumer India: Inside the Indian Mind and Wallet*, by Dheeraj Sinha (available on Kindle)
2. *India After Gandhi* by Ramachandra Guha (available on Kindle)

These books are currently available from Amazon.com.

Case Packet and Readings

1. A case packet is available from Wharton Reprographics and Study.net. Several cases in the packet will be used as background readings and not formally discussed in the class, though you should complete them all*. (For example, the case on Cadbury's is useful background reading for the guest lecture by the Cadbury's speaker.)
2. I also hope you will read the relevant chapters from the Marketing Whitebook posted on CANVAS. I was asked to comment on the 2010 Edition and as a courtesy to us, we have permission to post some chapters on CANVAS. A more recent copy of the Marketing WhiteBook may be purchased in India if you want one. It is typically available in most airport bookstores.
3. The journal articles (also on CANVAS) are also useful background reading, especially as you find they relate to your chosen topic for the course term paper.

Case Packet readings* (on Study.net):

- Tanishq: Positioning to Capture the Indian Woman's Heart
- Hero Honda's Rural Marketing Initiatives in India
- From Sweet Moments to Magic Moments: Cadbury 2009
- Fairness Products in India: Who is the Fairest
- Indian Premier League: Bollywood and Entrepreneurship Transform a Sport
- Tesco PLC in India?

Course Format

The course is taught over three days and is split into six modules. Most modules will also include a guest speaker from a related industry. As of now, there are also two site-visits planned.

Evaluation

Class Participation and Preparation (30%)

Students are expected to attend all sessions over the three days. The course consists of six in-class modules, each about three hours long. In addition to the guest lecturers detailed below, we may also invite some guest speakers to join us for lunch. Site visits have been planned and some of these require very early morning travel and others require travel in the evening. Students are expected to come prepared for each class.

Term Paper (70%)

After the course's completion, students are expected to write a paper on a topic of their choice drawing on course concepts. The paper should be 20-25 pages in length (not including exhibits), double-spaced, with a normal sized font. You may choose from one of the following options.

1. Write a report on what you learnt from the course. Summarize the key lessons from each session. Clearly highlight how your understanding of the Indian consumer and the market was influenced by each of the modules, the guest speakers and the site visits. If you choose this option, it should be done individually.
2. From the perspective of a company not based in India, write a paper on a particular firm or sector of the Indian consumer industry focusing on how this industry has evolved and the key challenges and opportunities. Using what you learnt in the course, advice your “client” company how they might go about capitalizing on this opportunity and what pitfalls they might want to avoid. This option can be done individually or in groups of two students. If you choose this option, please keep in mind that your paper will be evaluated keeping in mind how you incorporate what you learnt in the course to come up with your recommendations.

You should submit a short paragraph describing your choice of topic to the TA by January 9, 2012. The final paper should be submitted through CANVAS by February 6th, 2012.

COURSE OUTLINE AND SYLLABUS

All times subject to change. *Lunch sessions may include special guests

THURSDAY, DECEMBER 27, 2012

9:00 a.m. **MODULE 1: Overview of the Indian Consumer**
This session will provide background on what the Indian consumer buys, where the Indian consumer buys, and how the Indian consumer buys.

Background Readings:

1. Banerjee and Duflo (2008), "What is Middle Class about the Middle Class around the World," **Journal of Economic Perspectives**. [CANVAS]
2. Kopalle, Lehmann, and Farley, "Consumer Expectations Satisfaction and Culture, The Role of Karma in India," **Journal of Consumer Research** [CANVAS]
3. Media and Entertainment Industry, Marketing White Book Chapter [CANVAS]
4. Indian Premier League [Case Packet]

Guest Speaker

Mr. Shripad Nadkarni, CEO, MarketGate Consulting
Former VP of Marketing, Coca-Cola India.

Lunch* Trident Hotel

Afternoon **MODULE 2: Marketing to the Rural Consumer**
The rural market in India is large and growing. Despite the higher buying power, important differences continue to exist between rural and urban markets in India.

Background Readings:

1. Hero Honda Motors [Case Packet]
2. Vishwanathan, Rosa and Harris (2005), "Decision Making and Coping by Functionally Illiterate Consumers", *Journal of Marketing*. [CANVAS]
2. Knowledge@Wharton Video: MNC's in the Indian Rural Market
<http://knowledge.wharton.upenn.edu/india/article.cfm?articleid=4475>
3. Koenigsberg, Kohli, and Montoya (2010), "Package Size Decisions," *Management Science*. [CANVAS]

Guest Speaker

TBD

Evening Depart for Reception Hosted by Wharton Alumni Club of Mumbai
The Willingdon Club

FRIDAY, DECEMBER 28, 2012

7:00 a.m. Depart for field visit to Byculla wholesale vegetable market, Mumbai
(Board bus from hotel lobby)

Morning **MODULE 3: Healthcare and the Indian Consumer**

Background Readings:

1. Healthcare and Wellness Industry in India, Marketing White Book. [CANVAS]
2. PWC Report 2007 [CANVAS]

Guest Speaker

Dr. Hasit B. Joshipura
Vice President, South Asia and Managing Director, India
GlaxoSmithKline Pharmaceuticals Ltd.

Lunch* Trident Hotel

Afternoon **MODULE 4: Distribution and Retailing**

Background Readings:

1. V. Singh, K. Hanssens and R. Blattberg (2006), "Market Entry and Consumer Behavior: Case of Walmart Supercenter", **Marketing Science** 25(5), 457-476.[CANVAS]
2. Ailawadi, Kusum, Jie Zhang, Aradhna Krishna and Mike Kruger, "When Walmart Enters: How Incumbent Retailers React and How this Affects their Sales Outcomes", forthcoming, **Journal of Marketing Research**. [CANVAS]
3. Tesco PLC in India? Stanford GSB Case P-62 10/2008 [Case Packet]

Guest Speaker

Raj Jain CEO Bharti-Walmart India

Evening Depart for field visit
(Meet at in hotel lobby)

SATURDAY, DECEMBER 29, 2012

9:00 a.m. **MODULE 5: Marketing to the Indian Youth**

Background Readings:

1. From Sweet Moments to Magic Moments: Cadbury 2009 [Case Packet]
2. The Marketing Whitebook: Food and Beverage Industry [CANVAS]
3. The Marketing Whitebook: FMCG and Consumer Durables. [CANVAS]
4. The Marketing Whitebook: Emerging youth trends in India [CANVAS]

Guest Speaker

Mr. Chandramouli Venkatesan
Category Director, Chocolates & Strategy
Cadbury-Kraft India Ltd

Lunch* Trident Hotel

Afternoon **MODULE 6: Marketing to the Indian Woman**

Background Readings:

1. Fairness Products Market in India: Who is the Fairest? [Case Packet]
2. Godrej Renew Case [on CANVAS]
3. Tanishq: Positioning to capture the Indian Women's Heart [Case Packet]

Guest Speaker

Mr. G Sunderraman
Vice President, Corporate Development
Godrej

Closing session/discussion/feedback

6:00 p.m. Course concludes