

MKTG 611- Marketing Management

The Wharton School, University of Pennsylvania
Fall 2013

FACULTY

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COURSE COORDINATOR

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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 cases and copyrighted reading materials are available through Study.Net.

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

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.

You are encouraged to post articles in the Canvas Discussion section that apply what we've covered in class or provide updates on examples discussed.

GRADING

The components for the final course grade and their relative weightings are:

Class participation and attendance	15%
Case write-up (lower score)	15%
Case write-up (higher score)	25%
Final examination	45%
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. Students will use the class check-in feature in the Wharton Connect mobile app to indicate their attendance in class. Students who come more than 10 minutes late will not receive 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 absences must be approved by the MBA Office. Two 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 on page 8-9 of this document.

Final Examination (45%)

The exam is scheduled for Friday, October 11, 2013, 10am-1pm, and will be a 3-hour open-note 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. No electronics, other than a calculator, will be permitted in the 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

Session & Date	Topic & Preparation Questions	Reading Assignment
Session 1: 8/27/2013 (Tuesday)	Introduction, Analyzing Markets & 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.	
Session 2: 8/29/2013 (Thursday)	Analyzing Markets & Customers (ii) This class explores more detailed approaches to market analysis, including models of customer decision making and customer lifetime value (CLV).	1. A Note on Contribution Analysis 2. A Note on Customer Lifetime Value [CLV]
Session 3: 9/3/2013 (Tuesday)	Unilever Brazil case Preparation Questions: <ol style="list-style-type: none"> 1. Prepare a positioning statement for Unilever's offering in NE Brazil. 2. Develop a marketing plan covering all decisions the company is struggling with. These are clearly described in the case. Be specific about product (brand, formulation, packaging, etc.), price, types of distribution and marketing communication. 3. How much cannibalization can your proposed product cause before becoming unprofitable? 	1. How to Prepare a Marketing Case. 2. A Note on Break-Even Analysis
Session 4: 9/5/2013 (Thursday)	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.	A Note on the Financial Approach to Brand Valuation
Session 5: 9/10/2013 (Tuesday)	Bank of America: Mobile Banking Case Preparation Questions: TBD	

Session 6: 9/12/2013 (Thursday)	<p style="text-align: center;">Case Write-up and Presentation</p> <p style="text-align: center;">Cotte-Taylor: Expanding the Oral Care Group in India</p> <p>All teams should upload a .docx copy of your case write up by 8:00am to Canvas. <u>Only even numbered</u> learning teams will present this case; these teams should also upload the .pptx file for their presentation to Canvas by 8:00am. More details are available on pages 8-9 of this syllabus.</p>	
Session 7: 9/17/2013 (Tuesday)	<p style="text-align: center;">Pricing</p> <p>In this session we will discuss assessing customers' willingness to pay (economic value to the customer), measuring price sensitivity, and psychological aspects of pricing.</p>	<p>A Note on Economic Value to the Customer [EVC]</p>
Session 8: 9/19/2013 (Thursday)	<p style="text-align: center;">Rohm and Haas Case</p> <p style="text-align: center;">Preparation Questions:</p> <ol style="list-style-type: none"> 1. What factors should be taken into account in setting a price for Kathon MWX? 2. What price do you recommend for Kathon MWX? 3. Come to class prepared with a marketing plan for Kathon MWX including: Positioning (target segment, POD, FOR), Price (and a rationale for the price), Distribution and Promotion. 	
Session 9: 9/24/2013 (Tuesday)	<p style="text-align: center;">Distribution</p> <p>This session examines how to design and coordinate distribution channels.</p>	
Session 10: 9/26/2013 (Thursday)	<p style="text-align: center;">Case Write-Up and Presentation</p> <p style="text-align: center;">HubSpot: Inbound Marketing and Web 2.0</p> <p>All teams should upload a .docx copy of your case write up by 8:00am to Canvas. <u>Only odd numbered</u> learning teams will present this case; these teams should also upload the .pptx file for their presentation to Canvas by 8:00am. More details are available on pages 8-9 of this syllabus.</p>	

Session 11: 10/1/2013 (Tuesday)	<p align="center">Marketing Communications</p> <p>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.</p>	
Session 12: 10/3/2013 (Thursday)	<p align="center">Live Case Discussion All sections will meet at their scheduled class time in JMHH G06</p> <p align="center">American Express Bluebird Guest Speaker, Alpesh Chokshi, President, Global Payment Options, American Express (WG '88)</p> <p>As President of the Global Payment Options group at American Express, Alpesh is responsible for the company's strategic expansion of digital payment and prepaid solutions. Over the past years, Alpesh has led the transformation of the American Express business. Most recently, Alpesh oversaw the innovative launch of Bluebird, an alternative to debit cards and checking accounts, in partnership with Walmart, and has expanded the prepaid business' retail footprint with major partnerships, including Target, Office Depot, Walgreens, and CVS. Alpesh has also been responsible for the growth of the U.S. gift card business and the company's portfolio of prepaid products, including the American Express Prepaid Card, PASS, and Campus Edition Prepaid Card. The organization has also increased its international presence with gift cards in India and Canada, and travel cards in Australia, Brazil, India, and South Africa. Alpesh received his MBA from the Wharton School, and received dual undergraduate degrees in Electrical Engineering and Economics from the University of Pennsylvania.</p>	<ol style="list-style-type: none"> 1. Financial Technology Trends in the Underbanked Marketplace Report 2. Meet the New Middle Class: Who They Are, What They Want and What they Fear (Study.net) 3. CFSI 2011 Underbanked Market Sizing Study November 2012 4. http://economicinclusion.gov/surveys/2011bank/other-products/ 5. http://economicinclusion.gov/surveys/2011household/afs-and-prepaid-cards-findings/ 6. http://www.financialaccess.org/blog/2013/06/us-financial-diaries-launches-household-profiles 7. http://www.fdic.gov/householdsurvey/
FINAL EXAMINATION 10/11/2013 10am-1pm	<p align="center">Location TBD</p> <p>Review Sessions: The faculty 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.</p>	

CASE WRITE UPS

1. Case Cotte-Taylor: Expanding the Oral Care Group in India (9/12/2013)
2. Case HubSpot: Inbound Marketing and Web 2.0 (9/26/2013)

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 that 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").

There is no required format for the papers beyond what is described above. However, it is generally a good idea to follow the 5Cs, STP, 4Ps framework used in class when writing your papers. The best papers will also typically consider several strategic alternatives that emerge from their analyses, making a case for why their preferred course of action is the best one to pursue, and then detail that course of action in their target market choice, positioning statement and 4Ps presentation.

Paper and Presentation Submission Process

A single Microsoft Word file containing all text and exhibits should be uploaded to the assignment page on Canvas by 8:00am on the day it is due. The files should be named **CotteTaylor_TeamXX.docx** and **HubSpot_TeamXX.docx** (i.e., **CotteTaylor_A1.docx**) with XX replaced by your cohort letter and team number. You must also upload your Powerpoint presentation files; **CotteTaylor_TeamXX.pptx** and **HubSpot_TeamXX.pptx**. 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. Please do not submit PDF files.

Oral Presentation and the Write Up

Because only ½ of the learning teams present each case, 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, the sample advertisement and the calculation example detailed above. Again, however, a 5Cs, STP, 4Ps structure is often a good idea.

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 2013
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; Exam is open-book, open-note.
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

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.*

AUGUST 2013C						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25	26	27	28	29	30	31
		SESSION 1 Introduction, Analyzing Markets and Customers (I)		SESSION 2 Analyzing Markets and Customers (II)		


SEPTEMBER 2013C						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
	LABOR DAY No Classes	SESSION 3 Case: Unilever Brazil	Case Review Session Unilever 4:30-6 pm JMHH 355	SESSION 4 Branding	Case Review Session Unilever 4:30-6 pm JMHH 355 Case Review Session Unilever 6-7:30 pm JMHH 355	
8	9	10	11	12	13	14
	Case Review Session Unilever 4:30-6 pm JMHH 355	SESSION 5 Case: Bank of America: Mobile Banking	Case Review Session BofA Mobile Banking 4:30-6 pm JMHH G60 Case Review Session BofA Mobile Banking 6-7:30 pm JMHH G60	SESSION 6 Case Write Up & Presentation: Case Cotte-Taylor: Expanding the Oral Care Group in India Materials are DUE via Canvas by 8:00 am	Case Review Session BofA Mobile Banking 6- 7:30 pm JMHH 260	
15	16	17	18	19	20	21
	Case Review Session BofA Mobile Banking 4:30-6 pm JMHH 260	SESSION 7 Pricing		SESSION 8 Rohm and Haas Case	Case Review Session Rohm & Haas 6-7:30 pm JMHH 355	

SEPTEMBER/OCTOBER 2013C						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22	23	24	25	26	27	28
	Case Review Session Rohm & Haas 4:30-6 pm JMHH 355 Case Review Session Rohm & Haas 6-7:30 pm JMHH 355	SESSION 9 Distribution	Case Review Session Rohm & Haas 4:30-6 pm JMHH 365	SESSION 10 Case Write-Up and Presentation: HubSpot: Inbound Marketing and Web 2.0. Materials are DUE via Canvas by 8:00 am		
29	30	1	2	3	4	5
		SESSION 11 Marketing Communications		SESSION 12 Live Case Discussion: American Express Bluebird ALL SECTIONS MEET IN JMHH G06		
6	7	8	9	10	11	12
	Electives meet per normal schedule	Reading Day for Core Electives still meet Final Exam Review Session 3-4:30 pm JMHH F85 (Riis)	Reading Day for Core Electives still meet Final Exam Review Session 3-4:30 pm JMHH G06 (Williams) Final Exam Review Session 4:30-6 pm JMHH G06 (Bamosy)	Q1 CORE EXAMS Fall Break – no elective Final Exam Review Session 4:30-6 pm JMHH TBA (Raju)	Q1 CORE EXAMS Fall Break – no elective MKTG 611 Final Exam 10:00 am - 1:00 pm Location TBA	

Course TAs

 <p>Eric H. Beck (A: 9:00 am)</p>	 <p>Sonal Kalra (D: 9:00 am)</p>	 <p>Fernanda Corrales (G: 9:00 am)</p>	 <p>Yuming Chiu (K: 10:30 am)</p>	 <p>MKTG 611</p> <p>Marketing Management</p> <p>Fall 2013 Teaching Assistants</p>
 <p>Daniel S. Hung (B 10:30 am)</p>	 <p>Bryan Bentrott (E: 10:30 am)</p>	 <p>David Gallagher (H: 10:30 am)</p>	 <p>Jeremy Lemer (J: 9:00 am)</p>	
 <p>Sam McConkey (C: 1:30 pm)</p>	 <p>Kate E. Wilfert (F: 1:30 pm)</p>	 <p>Joshua Tamaroff (I: 1:30 pm)</p>	 <p>Archana Gelda (L: 1:30 pm)</p>	
				 <p>Jeffrey Zhu Faculty Support & Course Prep TA</p>

Course Faculty and Coordinator

 <p>Gary Bamossy Cohorts A, B and C</p>	 <p>Jason Riis Cohorts D, E and F</p>	 <p>Jagmohan Raju Cohorts G, H and I</p>	 <p>Patti Williams Cohorts J, K and L</p>	 <p>Karen Ressler Course Coordinator</p>
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MKTG 611 Teaching Assistant Assignments - Fall 2013

Teaching Assistant Name	Section Assignment	Class Cohort/ Meeting Time (TR)	TA E-mail	Professor	Classroom Assignment
Eric Beck	MKTG611001	A 0900AM-1030PM	ericbeck@wharton.upenn.edu	Gary Bamossy	JMHH 240
Daniel Hung	MKTG611003	B 1030AM-1200PM	danhung@wharton.upenn.edu	Gary Bamossy	JMHH 240
Sam McConkey	MKTG611005	C 0130PM-0300PM	mcconkey@wharton.upenn.edu	Gary Bamossy	JMHH 240
Sonal Kalra	MKTG611007	D 0900AM-1030PM	kalras@wharton.upenn.edu	Jason Riis	JMHH 250
Bryan Bentrott	MKTG611009	E 1030AM-1200PM	bentrott@wharton.upenn.edu	Jason Riis	JMHH 250
Kate Wilfert	MKTG611011	F 0130PM-0300PM	kwilfert@wharton.upenn.edu	Jason Riis	JMHH 250
Fernanda Corrales	MKTG611013	G 0900AM-1030PM	ferco@wharton.upenn.edu	Jagmohan Raju	JMHH 260
David Gallagher	MKTG611015	H 1030AM-1200PM	daga@wharton.upenn.edu	Jagmohan Raju	JMHH 260
Joshua Tamaroff	MKTG611017	I 0130PM-0300PM	tamaroff@wharton.upenn.edu	Jagmohan Raju	JMHH 345
Jeremy Lemer	MKTG611019	J 0900AM-1030PM	jlemer@wharton.upenn.edu	Patti Williams	JMHH 370
Yuming Chiu	MKTG611021	K 1030AM-1200PM	yumingc@wharton.upenn.edu	Patti Williams	JMHH 370
Archana Gelda	MKTG611023	L 0130PM-0300PM	archanag@wharton.upenn.edu	Patti Williams	JMHH 370