

MKTG 611- Marketing Management

The Wharton School, University of Pennsylvania

Fall 2014

FACULTY

Professors Jagmohan Raju, Jason Riis, Patti Williams

COURSE COORDINATOR

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INTRODUCTION

The first-quarter marketing core 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 5 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 TA ahead of time explaining why. Absences must be excused 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 9-10 of this document.

Final Examination (45%)

The exam is scheduled for Monday, October 13, 2014, from 3 p.m. to 7 p.m., and will be a timed 4-hour open-note take-home case analysis. The exam will be made available to students via Canvas at 3 p.m. Students will have 4 hours to complete the exam and will then upload their exam, in Microsoft Word or PDF Format, to Canvas by 7 p.m. Excel spreadsheets may be used for calculation purposes but cannot be submitted. Any tables must be presented in Word or PDF and included as exhibits in the completed exam document. Students must work individually and may refer to course materials when completing the exam but should not use or access any outside materials during the exam period. Additional details regarding downloading the exam and uploading answers will be provided. TAs and faculty will be available via email during the exam period to answer student questions.

All submitted exams will be processed via Turnitin. The University of Pennsylvania is using Turnitin originality reporting services designed by iParadigms, LLC. Your exam submission will be processed through Turnitin only to compare against other papers submitted for this assignment, along with Turnitin's database and other Internet sources. Your exams will not be retained by iParadigms. The Turnitin service does not assess whether a paper has been plagiarized, but instead provides instructors with a

report regarding how similar your text is to other sources. Your privacy is protected under the agreement between the University and iParadigms.

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, producing written case analyses or completing the final exam. Outside sources of information include the library, the mass media, the Internet, and, on group-based assignments, 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
	<p style="text-align: center;">How to Prepare a Marketing Case: Kodak FunTime Case</p> <p>This class session will provide students with insights regarding how to prepare for cases in MKTG 611 and other courses, will provide a glimpse of what a typical in-class case discussion might look like and will illustrate some simple but useful quantitative methods that can be used to improve case analysis.</p> <p style="text-align: center;">Preparation Questions:</p> <ol style="list-style-type: none"> 1. Why is Kodak losing market share in the case? 2. What might be some short-term options available to Kodak (at the time of the case) to prevent market share loss? 3. Evaluate the viability of the following options: <ol style="list-style-type: none"> a. a 15% reduction in the price of Gold b. Doubling advertising expenditures to \$100million 4. A brand like Funtime is often referred to as a “fighting” or “flanker” brand. What issues should a major brand like Kodak be sensitive to when it launches such a flanker brand? 	<ol style="list-style-type: none"> 1. A Note on Break-Even Analysis 2. . A Note on Contribution Analysis
Session 1: 8/27/2014 (Wednesday)	<p style="text-align: center;">Introduction, Analyzing Markets & Customers (I)</p> <p>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.</p>	<ol style="list-style-type: none"> 1. A Note on Positioning
<p>No Class 9/1; Labor Day Holiday</p> <p>Session 2: 9/3/2014 (Wednesday)</p>	<p style="text-align: center;">Analyzing Markets & Customers (II)</p> <p>This class explores more detailed approaches to market analysis, including models of customer decision making and customer lifetime value (CLV).</p>	<ol style="list-style-type: none"> 1. A Note on Contribution Analysis 2. A Note on Customer Lifetime Value [CLV]
Session 3: 9/8/2014 (Monday)	<p style="text-align: center;">Unilever Brazil case</p> <p style="text-align: center;">Preparation Questions:</p>	<ol style="list-style-type: none"> 1. A Note on Break-Even Analysis

	<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? 	
Session 4: 9/10/2014 (Wednesday)	<p style="text-align: center;">Branding</p> <p>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.</p>	<ol style="list-style-type: none"> 1. A Note on the Financial Approach to Brand Valuation
Session 5: 9/15/2014 (Monday)	<p style="text-align: center;">Bank of America: Mobile Banking Case</p> <p>This case provides an opportunity to apply many of the concepts covered to date in MKTG 611 such as positioning, customer decision-making processes and CLV. While the immediate decision in the case pertains to the design of a mobile app, the main purpose of the case is to examine how deep customer analysis can guide a company to better understand, respond to and capitalize on an emerging business opportunity.</p> <p style="text-align: center;">Preparation Questions:</p> <ol style="list-style-type: none"> 1. What should BofA's mobile banking strategy be? <ol style="list-style-type: none"> a. Should BofA offer multiple apps for different lines of business? If so, which new apps would you develop and in which order? b. Should BofA offer a single app with enhanced features? If so, which new features would you add and in what order? c. Should BofA keep the current app as is? 2. How should BofA's mobile banking be positioned in the long run? 3. What factors should be considered when making these decisions? 	

Session 6: 9/17/2014 (Wednesday)	Case Write-up and Presentation Citibank India Credit Cards: Strategy for Profitable Growth Each team should upload a docx or PDF copy of its case write up by 8:00am to Canvas. <u>Only even numbered</u> learning teams will present this case; these teams should also upload a pptx or PDF file for its presentation to Canvas by 8:00am. More details are available on pages 9-10 of this syllabus.	
Session 7: 9/22/2014 (Monday)	Pricing In this session we will discuss assessing customers' willingness to pay (economic value to the customer), measuring price sensitivity, and psychological aspects of pricing.	1. A Note on Economic Value to the Customer [EVC]
Session 8: 9/24/2014 (Wednesday)	Rohm and Haas Case Preparation Questions: 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: 9/29/2014 (Monday)	Live Case Discussion Neil Blumenthal Co-Founder and Co-CEO, Warby Parker	
Session 10: 10/1/2014 (Wednesday)	Distribution This session examines how to design and coordinate distribution channels.	
Session 11: 10/6/2014 (Monday)	Case Write-Up and Presentation TaKaDu	

	Each team should upload a docx or PDF copy of its case write up by 8:00am to Canvas. <u>Only odd numbered</u> learning teams will present this case; these teams should also upload a pptx or PDF file for its presentation to Canvas by 8:00am. More details are available on pages 9-10 of this syllabus.	
Session 12: 10/8/2014 (Wednesday)	<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>	
TAKE HOME FINAL EXAMINATION 10/13/2014 3-7pm	<p align="center">Final Exam Review Sessions</p> <p>The faculty will conduct final case exam review sessions. Details regarding dates, times and locations of these review sessions are TBA and will be updated on Canvas, on the calendar at the end of this syllabus, and announced in class.</p>	

LEARNING TEAM CASE WRITE UPS

1. Case Citibank India Credit Cards: Strategy for Profitable Growth (Wednesday 9/17/2014)

2. Case: TaKaDu (Monday 10/6/2014)

Objective

Case write-ups provide students 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 1,500-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 prepare the exhibits while others do the writing without coordinating the two typically lead 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").

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 Word or PDF 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 **Citibank_TeamXX.docx** and **TaKaDu_TeamXX.docx** (i.e., **Citibank_A1.docx**) with XX replaced by your cohort letter and team number. Presenting teams must also upload Powerpoint or PDF presentation files; **Citibank_TeamXX.pptx** and **TaKaDu_TeamXX.pptx**.

Class Presentations and Discussion

Presenting teams should be prepared to give a 5-minute presentation plus Q&A that covers only their recommendations and a concise rationale for those recommendations.

- One of the slides in the presentation should be a sample television, magazine, or online advertisement or other type of marketing communications example that conveys to customers the product **positioning** that you intend with recommended strategy. 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.

Non-presenting teams should be prepared to ask questions in class of the presenting teams. These questions will often seek clarification on a team’s reasoning behind a specific point in their plan. The tone of these questions should be one of curiosity and engagement, not interrogation.

Important Note: There should be only **two** files submitted on Canvas: the write-up you are submitting and the presentation slides.

Oral Presentation and the Write Up

Because only ½ of the learning teams present each case, your team’s case write-up grade will be based on the written paper you submit.

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
<i>Professors</i>	<i>Fall 2014</i>
Homework & Problem Sets	
Working with Learning Team	Not Applicable (NA)
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	NA
Working with Other Classmates	
Discussing with Other Classmates	

Ethics Matrix	MKTG 611
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	NA
Using an Approved Calculator	NA
Other:	
Take-Home Tests & Exams	
Working with Learning Team	No
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
Consulting Textbook / Class Notes	Yes
Using a Formula Sheet / Note Sheet (consult syllabus or professor for size/format/source req'ts)	Yes
Using an Approved Calculator	Yes
Using a Computer / Programmable Device	Yes
Saving a Copy	Yes
Other:	

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

AUGUST 2014C


Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
24	25	26	27	28	29	30
			SESSION 1 Introduction, Analyzing Markets and Customers I			

SEPTEMBER 2014C

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
31	1	2	3	4	5	6
	LABOR DAY No Classes		SESSION 2 Analyzing Markets and Customers II			
7	8	9	10	11	12	13
	SESSION 3 Unilever Brazil Case	Case Review Session Unilever 4:30-6 pm JMHH F85 Case Review Session Unilever 6-7:30 pm JMHH F85	SESSION 4 Branding Case Review Session Unilever 4:30-6 pm JMHH F95	Case Review Session Unilever 6-7:30 pm JMHH F95		
14	15	16	17	18	19	20
	SESSION 5 Case: Bank of America: Mobile Banking	Case Review Session BofA Mobile Banking 4:30-6 pm SHDH 351 Case Review Session BofA Mobile Banking 6 - 7:30 pm SHDH 351	SESSION 6 Case Write Up & Presentation: Citibank India Materials are DUE via Canvas by 8:00 am	Case Review Session BofA Mobile Banking 6-7:30 pm SHDH 350	Case Review Session BofA Mobile Banking 4:30-6 pm JMHH G06	

SEPTEMBER/OCTOBER 2014C						
Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
21	22	23	24	25	26	27
	SESSION 7 Pricing		SESSION 8 Rohm and Haas Case Distribution	Case Review Session Rohm & Haas 4:30-6pm JMHH G06 Case Review Session Rohm & Haas 6-7:30pm JMHH G06	Case Review Session Rohm & Haas 4:30- 6pm SHDH 351	
28	29	30	1	2	3	4
	SESSION 9 Live Case Discussion Warby Parker ALL SECTIONS MEET IN Hall of Flags (HHG26) in Houston Hall	Case Review Session Rohm & Haas 6-7:30pm JMHH F85	SESSION 10 Distribution			
5	6	7	8	9	10	11
	SESSION 11 Case Write-Up and Presentation: TaKaDu Materials are DUE via Canvas by 8:00 am		SESSION 12 Marketing Communications <i>Last day for Q1 core classes</i>	<i>Fall break</i> Final Exam Review Session 5-6:30pm JMHH G06 (Riis)	<i>Fall break</i> Q1 CORE EXAMS	Final Exam Review Session 12noon- 1:30pm JMHH G06 (Raju)
12	13	14	15	16	17	18
Final Exam Review Session 11 am - 12:30 pm JMHH G06 (Williams)	Q1 CORE EXAMS MKTG 611 FINAL EXAM 3pm – 7pm	Q1 CORE EXAMS	Q1 CORE EXAMS	Q1 CORE EXAMS	Q1 CORE EXAMS	

Course Instructors/Coordinator

 <p>Jason Riis Sections 001, 007, 009, 011</p>	 <p>Jagmohan Raju Sections 003, 013, 015, 017</p>	 <p>Patti Williams Sections 005, 019, 021, 023</p>	 <p>Karen Ressler Course Coordinator</p>
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Teaching Assistants

 <p>Katherine Feeney (MKTG 611-007, 9:00 am)</p>	 <p>Sebastien Arnold (MKTG 611-013, 9:00 am)</p>	 <p>Michael Kress (MKTG 611-019, 9:00 am)</p>
 <p>Clayton Crooks (MKTG 611-009, 10:30 am)</p>	 <p>Pamela Geist (MKTG 611-015, 10:30 am)</p>	 <p>Chandni Chopra (MKTG 611-021, 10:30 am)</p>
 <p>Rachel Friedstein (MKTG 611-011, 1:30 pm)</p>	 <p>Bahaa Naamani (MKTG 611-017, 1:30 pm)</p>	 <p>Jayson Tischler (MKTG 611-023, 1:30 pm)</p>
 <p>Christina Ward (MKTG 611-001, 3:00 pm)</p>	 <p>Andrew Dugan (MKTG 611-003, 3:00 pm)</p>	 <p>Matthew Bressler (MKTG 611-005, 3:00 pm)</p>

MKTG 611 TAs & FACULTY - FALL 2014

Teaching Assistant Name	Section Assignment	Class Meeting Time (M/W)	TA E-mail	Mobile Phone	Faculty
Katherine Feeney	MKTG611007 Cohort B	0900AM-1030PM	feeneyka@wharton.upenn.edu	201.655.0830	Riis
Clayton Crooks	MKTG611009 Cohort L	1030AM-1200PM	wcrooks@wharton.upenn.edu	203.253.8998	Riis
Rachel Friedstein	MKTG611011 Cohort G	0130PM-0300PM	frache@wharton.upenn.edu	631.241.2840	Riis
Christina Ward	MKTG611001 Cohort E	0300PM -0430PM	chriward@wharton.upenn.edu	917.837.1654	Riis
Sebastien Arnold	MKTG611013 Cohort K	0900AM-1030PM	sdarnold@wharton.upenn.edu	617.959.6135	Raju
Pamela Geist	MKTG611015 Cohort C	1030AM-1200PM	pangeist@wharton.upenn.edu	650.380.1458	Raju
Bahaa Naamani	MKTG611017 Cohort D	0130PM-0300PM	bnaamani@wharton.upenn.edu	203.606.3319	Raju
Andrew Dugan	MKTG611003 Cohort I	0300PM -0430PM	dugana@wharton.upenn.edu	513.805.1666	Raju
Michael Kress	MKTG611019 Cohort H	0900AM-1030PM	mkress@wharton.upenn.edu	412.298.5934	Williams
Chandni Chopra	MKTG611021 Cohort F	1030AM-1200PM	cchopra@wharton.upenn.edu	605.431.6066	Williams
Jayson Tischler	MKTG611023 Cohort J	0130PM-0300PM	jaysont@wharton.upenn.edu	631.220.6038	Williams
Matt Bressler	MKTG611005 Cohort A	0300PM -0430PM	mbre@wharton.upenn.edu	410-440-1212	Williams

Faculty Contact Information:	E-mail address	Office Phone	Sections/Cohorts
Jason Riis	jriis@wharton.upenn.edu	215-898-7777	MKTG611-001, 007, 009, 011 (Cohorts E, B, L, G)
Jagmohan Raju	rajuj@wharton.upenn.edu	215-898-1114	MKTG611-003, 013, 015, 017 (Cohorts I, K, C, D)
Patti Williams	pattiw@wharton.upenn.edu	215-898-0670	MKTG611-005, 019, 021, 023 (Cohorts A, H, F, J)