MKTG 611- Marketing Management
The Wharton School, University of Pennsylvania
Fall 2016
Sections MKTG 611-017, -019, -021, -023
Professor Patti Williams

COURSE COORDINATOR
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INTRODUCTION

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

1.   To help you understand how organizations benefit by creating, delivering and communicating superior value to their customers and other stakeholders.

2.   To help you develop analytical skills, apply decision tools, and learn frameworks that will discipline your approach to market analysis.

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 communication* (case write-ups).

- Make *cross-functional connections* between marketing and other areas of business.

The skills you acquire in MKTG 611 will be useful regardless of the industry or geography in which you decide to pursue your career.

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.

There is no required text. The following books are recommended marketing textbooks.

- *Strategic Marketing Management*, Alexander Chernev, 8th Edition (https://www.amazon.com/Strategic-Marketing-Management-Alexander-Chernev/dp/1936572192)
- *Marketing Management,* Philip Kotler and Kevin Lane Keller (15th edition) (https://www.amazon.com/Marketing-Management-15th-Philip-Kotler/dp/0133856461)

LEARNING SUPPORT

Teaching Assistants (TAs) are second-year MBA students who performed exceptionally well in MKTG 611 last year. They will be available to review course materials and concepts. You will be introduced to your cohort's TA on the first day of class. Their background and contact information will be provided in class and included in a document on Canvas. Teaching Assistants will each hold two office hour sessions. Details (dates, times, location) regarding office hours for all of the TAs for Sections 017, 019, 021 and 023 will be posted to 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. Posting course-relevant materials and offering thoughtful comments will count toward the class participation grade.

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% combined; 5% attendance, 10% participation)

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 also a good listener). Class participation will account for 10% of the final grade. Students can be awarded a maximum of 3 points for participation each day that class meets, based on the overall quality (not quantity) of their contributions to the class discussion. The TA will make recommendations to Professor Williams regarding class participation grades each day, however, Professor Williams will make the final decisions regarding daily grades. Participation in discussion on Canvas will count for a maximum of 5 class participation points in total.

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% of the final grade. 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 detailed instructions and due date information on page 9-10 of this document.

Final Examination (45%)

The exam is scheduled for *Thursday, October 20, 2016* and will be a timed 4-hour open-note take-home case analysis. The exam will be made available to students via Canvas. Students will have 4 hours to complete the exam and will then upload their exam, in Microsoft Word or PDF Format, to Canvas. 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. There is no word or length limit for the final exam, however, the 4-hour time limit will be strictly enforced. 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 Professor Williams and grades will be posted to Canvas. 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.

1. Calculation errors will be corrected immediately.

2. 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 Information for Course-Work

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, other students/people, 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
Session 1: 8/31/2016 (Wednesday)	**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.	1. A Note on Positioning
No Class 9/5; Labor Day Holiday **Session 2: 9/7/2016 (Wednesday)**	**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 Break-Even Analysis 3. A Note on Chain Models of Segment Value 4. A Note on Customer Lifetime Value (CLV)
Session 3: 9/12/2016 (Monday)	**Unilever Brazil Case** **Preparation Questions:** 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. A Note on Break-Even Analysis
Session 4: 9/14/2016 (Wednesday)	**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.	

Session 5: 9/19/2016 (Monday)	**Starbucks: Delivering Customer Service Case** **Preparation Questions:** 1. What was the Starbucks value proposition in the early 1990s? Who did this value proposition appeal to and why? What was the essence/meaning of Starbucks brand at that time? 2. How is the Starbucks of 2002 similar to and different from that of 1992? (And today?) 3. Does Starbucks have a customer satisfaction problem at the time of the case? Why or why not? 4. Consider the "ideal" Starbucks customer from a profitability perspective (Hint: CLV). 5. Should Starbucks invest the $40 million in labor in the stores as outlined in the case? Why or why not? If not, be prepared to offer an alternate solution to the issues from the case.	
Session 6: 9/21/2016 (Wednesday)	**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 7: 9/26/2016 (Monday)	**Case Write-up** **Red Lobster** Red Lobster, after launching a 10-year major brand-repositioning plan, has completed some market research revealing an opportunity to reconsider their target customer segment. In your write-up, you should review the company's strategic position and provide specific recommendations about whether or not the company should pursue the "Experientials" segment. You may have to make some assumptions and estimates in developing your plan. Those assumptions and estimates should be clearly articulated and defended. You should defend your full set of recommendations using appropriate qualitative and quantitative analyses and you should make clear what this choice would mean for the rest of the marketing plan. Would the marketing plan have to change to serve the Experientials? If so, how? Throughout, you should address the risks and uncertainties of	

	your plan, as well as be clear about why your recommended plan is better than alternatives, as though you were defending your decisions to senior management. Each team should upload a docx or PDF copy of its case write up by 8:00am to Canvas. More details are available on pages 9-10 of this syllabus.	
Session 8: 9/28/2016 (Wednesday)	## Live Case Discussion ### Neil Blumenthal ### Co-Founder and Co-CEO, ### Warby Parker Location: 8th Floor JMHH	
Session 9: 10/3/2016 (Monday)	## 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 10: 10/5/2016 (Wednesday)	## Distribution This session examines how to design and coordinate distribution channels.	
Session 11: 10/10/2016 (Monday)	## Case Write-Up ## Cree, Inc.: Introducing the LED Light Bulb Cree, Inc. has created an innovative LED light bulb for the consumer market, but now must develop a marketing plan to realize the bulbs' potential. In your write-up, you should review the company's strategic position and provide specific and complete recommendations about how Cree should market its LED light bulbs in the next 3 years, and provide sales forecasts associated with your plan. You may have to make some assumptions and estimates in developing your	

	plan and forecast. Those assumptions and estimates should be clearly articulated and defended. You should defend your full set of recommendations using appropriate qualitative and quantitative analyses. Throughout, you should address the risks and uncertainties of your plan, as well as be clear about why your recommended plan is better than alternatives, as though you were defending your decisions to senior management. Each team should upload a docx or PDF copy of its case write up by 8:00am to Canvas. More details are available on pages 9-10 of this syllabus.	
Session 12: 10/12/2016 (Wednesday)	**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.	
Review Session 10/18/2016 (Tuesday)	**Final Exam Review Session** Professor Williams will conduct a final case exam review session on Tuesday 10/18/16 from 4:30-6pm. Details regarding of this review session are TBA.	
10/20/2016 (Thursday)	**Take-Home Final Exam** 4-hour take home case exam, available starting 10am, must be completed within 4 hours of downloading, no later than 10pm.	

LEARNING TEAM CASE WRITE UPS

Objective

Case write-ups provide students experience in: (1) defining marketing problems, performing appropriate analyses and crafting marketing plans, (2) developing 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 2,000 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 a separate 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 2,000-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. Quantitative and qualitative analyses should be used to analyze and support the preferred course of action.

Paper 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 **RedLobster_TeamXX.docx** and **CreeInc_TeamXX.docx** with XX replaced by your cohort letter and team number **(i.e., RedLobster_A1.docx, CreeInc_A1.docx)**.

One member of each Learning Team should submit the group's work, both to the group case-write up assignment (for grading purposes) and to the TurnItIn assignment (for originality checking).

MKTG 611 ETHICS MATRIX

Ethics Matrix	MKTG 611
Professor Williams	*Fall 2016*
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	

Ethics Matrix	MKTG 611
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	
Working with Other Classmates	
Discussing with Other Classmates	
Consulting Material from Former Students (e.g., formula sheets, solutions, old exams, etc.)	NA
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:	

MKTG 611 Calendar - August/September 2016

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
29 (Aug)	**30 (Aug)** Wharton First Day of Classes	**31 (Aug)** **Session 1** Introduction, Analyzing Markets & Customers (I)	1	2	3	4
5 Labor Day - No classes	**6**	**7** **Session 2** Introduction, Analyzing Markets & Customers (I)	**8**	**9**	**10**	**11**
12 **Session 3** Unilever Brazil Case	**13**	**14** **Session 4** Branding	**15**	**16**	**17**	**18**
19 **Session 5** Starbucks: Delivering Customer Service Case	**20**	**21** **Session 6** Pricing	**22**	**23**	**24**	**25**
26 **Session 7** Case Write-up: Red Lobster (upload to Canvas by 8:00 am)	**27**	**28** **Session 8** Live Case Discussion Neil Blumenthal Co-Founder and Co-CEO, Warby Parker Location: 8th Floor JMHH	**29**	**30**		

MKTG 611 Calendar - October 2016

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
					1	2
3 **Session 9** Rohm and Haas Case	4	5 **Session 10** Distribution	6 Fall Term Break	7 Fall Term Break	8	9
10 **Session 11** Case Write-Up: Cree, Inc.: Introducing the LED Light Bulb (upload to Canvas by 8:00 am)	11	12 **Session 12** Marketing Communication	13 Core Reading Day	14	15	16
17	18 Review Session for Final Exam (optional) Location TBD 4:30 - 6:00 pm	19	20 **Final Exam** - Take Home Case Exam, distributed and submitted via Canvas.	21	22	23
24	25	26	27	28	29	30
31						

Teaching Assistant Contact Information

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