



MKTG 893: Understanding and Marketing to the Indian Consumer (0.5CU)

INSTRUCTOR: Professor Jagmohan S. Raju
Joseph J. Aresty Professor; Vice Dean, Wharton Executive Education
Vice Dean, Executive Education
Executive Director, Wharton Co-Sponsorship of Indian School of Business
Professor Raju's Contact for emergencies in India: **+91 98487 77052**
Professor Raju's mobile number in the US: +1 856 905 1550

TAs: Divya Saxena (MBA 19), divyasa@wharton.upenn.edu
Ankit Sirohi (MBA 19), sirohi@wharton.upenn.edu

DATES: January 7 – January 9, 2019

LOCATION: The Lotus Room, Trident Hotel; Nariman Point, Mumbai 400021
Hotel Phone Number: **+91 22 66324343**

The objectives of this course are to provide:

1. A critical understanding of the Indian consumer;
2. Available and emerging distribution channels to access this consumer;
3. Media available to influence this consumer;
4. Through this knowledge, 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 what influence family, religion, income and other demographic characteristics have 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. 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 including: consumer packaged goods, healthcare, large and small household appliances, retail, media and entertainment.

Required Book (Made Available at No-Cost to Registered Students):

Marketing White Book 2018-2019 (pdf version posted on CANVAS. DO NOT DUPLICATE OR SHARE WITH ANYONE)

Suggested Books:

***Consumer India: Inside the Indian Mind and Wallet* by Dheeraj Sinha** (available on Kindle) A useful guide to Indian consumers that adroitly merges data and cultural understanding.

***SupermarketWala: Secrets to Winning Consumer India* by Damodar Mall** (available on Kindle)
Written by one of our speakers.

Readings:

1. Please read the relevant chapters from the latest edition of the Marketing Whitebook. PDF's of older editions are uploaded on Canvas. Each chapter in these books highlights a particular sector of the Indian Consumer Economy and is easy to read. These readings will also be very useful when you work on your projects.
2. The journal articles (also on CANVAS) are also useful background reading, especially if they relate to your chosen topic for the course term paper.

Course Format:

The course is taught over three days and is split into several modules. Most modules will also include one or more guest speakers from a related industry. As of now, there are two mandatory site-visits (Byculla Vegetable Market, and Colaba Market) planned. Optional opportunities might arise. A Course Dinner is planned on January 7, 2019. More details will follow.

Evaluation:

Class Participation and Preparation (30%): Students are expected to attend ALL sessions and activities over the three days. The course consists of several in-class modules. Each module is typically 1.5 hours long. In addition to the guest lecturers listed below, there may be additional guest speakers who might 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.

The speakers are very accomplished people - the highest business leaders in the largest democracy in the world. The TAs will favorably grade students who represent Wharton positively by asking intelligent questions that demonstrate preparation, analysis, and engagement.

Term Paper (70%): After the completing the course, students are expected to write a paper on a topic of their choice drawing on course concepts. The paper should be no more than 15 pages in length (not including Exhibits). You may choose from one of the following options.

1. Write a report exploring what you learned from this 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. Based on lessons from the course, the paper should advise 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 on how you incorporate course content to come up with your recommendations.

You should submit a short paragraph describing your choice of topic to Divya Saxena/Ankit Sirohi by January 15, 2019. The final paper should be submitted through CANVAS by February 15, 2019.

Tentative Course Schedule

*All times subject to change. *Lunch sessions may include special guests and lunch timings might vary slightly to accommodate speaker schedule.*

DAY 1: JANUARY 7, 2019

8:30-10:00 AM Introduction and Course Objectives: Prof. Raju

10:15-Noon **MODULE 1: Building a New Category**

Guest Speaker: Mr. Chandramouli Venkatesan, Former CEO, Mondelez India (Cadbury India)

Noon-1 PM Lunch – Trident Hotel (Possible Guest Speaker at Lunch)

1:00-2:30 PM **MODULE 2: Overview of the Indian Consumer**

Guest Speaker: Mr. Shripad Nadkarni, Founding Director, MarketGate Consulting

Suggested Background Research Papers on CANVAS:

1. Banerjee and Duflo (2008), "What is Middle Class about the Middle Class around the World," **Journal of Economic Perspectives**.
2. Kopalle, Lehmann, and Farley," Consumer Expectations Satisfaction and and Culture, The Role of Karma in India," **Journal of Consumer Research**.

2:45-4:00 PM **MODULE 3: Providing Healthcare to Billions of Consumers**

Guest Speaker : Mr. Nilesh Gupta, Managing Director, Lupin Labs, WG'02

4:00-5:30 PM Recap of the Day, Prof Raju

6:30PM- **Course Dinner (Location TBD)**

DAY 2: Tuesday, January 8, 2019

6:15-8:30 AM Depart for field visit to Byculla wholesale vegetable market (board bus from hotel lobby)

9:30-10:30 AM Review session by Prof Raju

10:30-Noon **MODULE 4: Launching a Radical Innovation for Rural India**

Guest Speaker: Mr. G. Sunderraman, VP Corporate Development, Godrej Industries

Noon-1:00 PM Lunch – Trident Hotel

1:00-2:30 PM **MODULE 5: Retail in India**

Guest Speaker: Mr. Damodar Mall, CEO, Reliance Retail; Author - Supermarketwala

Suggested Research Papers on Canvas:

1. V. Singh, K. Hanssens and R. Blattberg (2006), "Market Entry and Consumer Behavior: Case of Wal-Mart Supercenter", **Marketing Science** 25(5), 457-476.
2. Ailawadi, Kusum, Jie Zhang, Aradhna Krishna and Mike Kruger, "When Wal-Mart Enters: How Incumbent Retailers React and How this Affects their Sales Outcomes", forthcoming, **Journal of Marketing Research**.

3:00-4:30 PM **MODULE 6: Leading a Global Consumer Company in India**

Guest Speaker: Nisa Godrej, Chairman Godrej Industries, W'00

4:30PM Recap by Professor Raju

5:00 PM **Leave for Colaba Market Visit, Dinner on your own.**

DAY 3: WEDNESDAY, JANUARY 9, 2019

8:00-9:00 AM Recap by Professor Raju

9:00-10:30 AM **MODULE 7: Innovating in the Foods Business in India**

Guest Speaker: Hemant Malik, Divisional Manager, ITC Foods Division

10:45-Noon **MODULE 8: Providing Housing to the Rural Poor**

Guest Speaker: Anuj Mehra: Head of Rural Housing at Mahindra Group

Noon-1PM Lunch- Trident Hotel

1:00-2:30 PM **MODULE 9: Media and Entertainment Industry**

Guest Speaker: Mr. Vikram Malhotra, Abundantia Entertainment, former CEO Viacom 18, COO Balaji Telefilms

1:00-2:30 PM **MODULE 10: Launching a New Venture in India**

Guest Speaker: Neeraj Kakkar, Founder, Hector Beverages (Paperboat), WG'10

4:30-5:30PM Course Summary and Concluding Remarks, Professor Raju

Course concludes at 5:30 PM