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# MKTG 611

## Marketing Management

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Fall 2019

Professor: Raghu Iyengar

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Teaching Assistants:

9:00 am - Dana Kim

10:30 am - Justine Huang

1:30 pm - Elizabeth Bernhard

3:00 pm - Charles Leobovitz

Course Coordinator: Karen Ressler

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### Objectives

This course will help you understand how organizations benefit by creating and delivering superior value to their customers and other stakeholders. You will develop analytical skills, apply decision tools, and learn frameworks that will refine your approach to market analysis.

### Description

You will learn 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. **Marketing Communications.** How to develop an effective mix of communication efforts.
4. **Go to Market Strategy.** How to understand the role of distributors, retailers, and other intermediaries in delivering products, services and information to customers.
5. **Pricing.** How to set prices that capitalize on value to customer and capture value for the firm.

In addition, the course also helps you develop the following important skills:

- Make and defend marketing decisions in the context of real-world problem situations with incomplete information (case studies).
- Improve your skills in *group problem-solving* and in written *communication*
- Make *cross-functional connections* between marketing and other business areas.

The skills you acquire will be useful regardless of industry or geography.

### Course Materials

Cases and reading materials are **available through Study.Net**.

Canvas will be used as the source for additional readings, case discussion questions, class handouts, and other materials including Marketing Math Essentials. Reading assignments for different days of class are highlighted.

There is **no required text**. For those who would like a general marketing textbook [\*Strategic Marketing Management\*](#) and [\*Marketing Management\*](#) are two recommended texts.

These **optional** books were written by members of the marketing department and touch on various aspects of the course.

- [Contagious: Why Things Catch On](#)
- [The Shopping Revolution](#)
- [Customer Centricity](#)

## Learning Support

Teaching Assistants (TAs) are second-year MBA students who performed exceptionally well in MKTG 611. 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 and their contact information as well as details of their office hours will be included on Canvas.

## Electronics

The MBA program disapproves the use of electronic devices during any class. Such use significantly disrupts learning, both for the students using the device and for other in the class. Phones must be turned off and put away. If a student must keep a phone on for a personal emergency, the student must inform the instructor before class begins. Laptops and tablets are not allowed unless permitted by the instructor.

## Policy on Using Outside Sources of Information for Course Work

Do not use any outside information (e.g., Internet, library, and, for group-based assignments, anyone outside of your learning team) when preparing for case discussions, producing written case analyses, completing the final exam, or any other graded exercise. To learn more about course topics you are obviously welcome to use outside sources to expand your knowledge.

## Assessment

- Participation and exercises 20%
- Case write-up (lower score) 15%
- Case write-up (higher score) 25%
- Final examination 40%

## Participation and Exercises (20%)

Constructive participation is based on analysis rather than opinion and builds on the discussion flow (a good participant is also a good listener). Participation and the short exercises due on different days of class (see the last page of the syllabus) will account for 15% of the final grade. The TA will make recommendations, but the Professor will make the final decision. Feel free to post articles in the Canvas Discussion section that apply what we have covered in class or provide updates on examples discussed. Strongly course-relevant materials and offering thoughtful comments will count toward the class participation grade.

Attendance is required for every class session. Use the class check-in feature in the Wharton Connect mobile app to indicate attendance. Students who come more than 3 minutes late will not receive attendance credit for that class session. Class attendance will account for 5% of the final

grade. Contact the MBA Program Office regarding missing class. Absences must be excused by the MBA Program Office. Two or more unexcused absences will result in zero for class participation and attendance.

## Case Write-Ups (40%)

Case write-ups provide experience: (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. More detail is available on canvas.

Two case writeups are graded:

**Mountain Man Brewing (due: Wednesday 9/18/2019)**  
**Cree, Inc (due: Monday 10/7/2019)**

A single Word (.docx) 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 Mountain\_TeamXX.docx and Cree\_TeamXX.docx with XX replaced by your cohort letter and team number (i.e., Mountain\_A1.docx)

## Final Examination (40%)

The exam is scheduled for Tuesday, October 15, 2019 and will be a timed 4-hour open-note take-home available via Canvas. You may choose your own start time, between 10am ET and 6pm ET, however you must upload your answer file within 4 hours of downloading the exam, and no later than 10pm ET. 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. 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.

## Grade Disputes

If you believe there was a significant mistake in grading, contact your professor within 1 week after the grades are posted. Requests after 1 week will not be considered. In your request, please explain your reasons in detail and include your section number, Penn ID #, and – in the case of write-ups - your learning team, with your request.

- Calculation errors will be corrected immediately.
- If you are challenging the points you receive, your explanation will be examined, and if reasonable, the entire case write-up or exam regraded, not just the part you identified; therefore, your final score may go up, down, or remain the same.

## Detailed Schedule

Day	Date	Topic	Preparation for Class
1	Wed. Aug. 28	<b>Segmenting, Targeting, and Positioning</b> Role of marketing in the firm and the importance of segmenting the market and creating a clear positioning statement.	
2	Wed. Sept. 4	<b>Understanding Customers</b> Market analysis, including customer decision making and customer lifetime value (CLV).	Customer Journey Exercise
3	Mon. Sept. 9	<b>Analytic Foundations for Marketing Decisions</b> Location: JMHH 8 <sup>th</sup> Floor	Read Marketing Math Essentials Optional Exercises: <a href="http://play.wharton.upenn.edu/mme">http://play.wharton.upenn.edu/mme</a>
4	Wed. Sept. 11	<b>Case Discussion: Unilever Brazil</b>	Prepare the case based on case questions.
5	Mon. Sept. 16	<b>Branding</b> The importance of building brand equity and the risks and benefits of brand extensions.	Branding Exercise
6	Wed. Sept. 18	<b>Case Write-Up and Discussion: Mountain Man Brewing</b>	Prepare the case based on case questions.
7	Mon. Sept. 23	<b>Go-to-Market Strategy</b> How to design and coordinate distribution channels.	Go-to-Market Exercise
8	Wed. Sept. 25	<b>Case Discussion: ACCOR</b>	Prepare the case based on case questions.
9	Mon. Sept. 30	<b>Pricing</b> Customers' willingness to pay (economic value to the customer), price sensitivity, and psychological aspects of pricing.	Pricing Exercise
10	Wed. Oct 2	<b>Neil Blumenthal, Co-Founder and Co-CEO, Warby Parker</b> Location: JMHH 8 <sup>th</sup> Floor (9 & 10:30) or JMHH G06 (1:30 & 3)	Read <a href="#">this</a> in advance
11	Mon. Oct. 7	<b>Case Write-Up and Discussion: Cree</b>	Prepare the case based on case questions.
12	Wed. Oct. 9	<b>Marketing Communications</b> Different communication channels and how to use them.	Communications Exercise
	Tues. Oct. 15	<b>Final Exam</b>	Review sessions announced in class.

## Exercises

These short field exercises, due on different days of the class, are designed to help you further connect what you are learning in class to the world around you. They do not require a lot of time (15-30 min at most, though feel free to take longer if you find an exercise of interest) but will be used as a launching point for class discussion. They should be done individually, and for each, please turn them in on Canvas in the folder for that particular class day by 8a on the day it is due.

### **Customer Journey Exercise**

Reverse engineer a few purchase decisions made recently. What were the stages you went through? How might those stages vary by type of decision? Half a page should be fine for the write up, certainly no longer than a page. Feel free to create a box and arrow diagram rather than sentences is useful

### **Branding Exercise**

What are examples of strong brands? What makes those brands “strong”? What did they do to gain that perception? What actions did they take to get there? How have they leveraged that strength? Half a page should be fine for the write up, certainly no longer than a page.

### **Go-To-Market Exercise**

Apple has stores, Sony sells in BestBuy, and Dollar Shave Club skips stores altogether. Identify three distribution models and why different companies might do one vs. another. Half a page should be fine for the write up, certainly no longer than a page

### **Pricing Exercise**

Phone companies give phones away but require a 2-year contract. Razors are cheap but blades are expensive. Find three pricing approaches and think about why each approach is useful for that situation. Or, if you see examples of pricing approaches that seem incorrect, or encourage the wrong behavior, talk about why. Half a page should be fine for the write up, certainly no longer than a page

### **Communications Exercise**

Compare an ad made by a company with their social media feed. How do they use the channels similarly? Differently? Are there differences in the types of content used? Half a page should be fine for the write up, certainly no longer than a page