



# Executive MBA Program

## NYU/Stern Executive MBA Program

**COR1-GB.2310.86: Marketing**  
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### Course Objectives

As the core Marketing course in the EMBA program, the objectives of this course are:

1. To introduce you to the role of marketing in organizations;
2. To teach the basic concepts and tools used in marketing, including:
  - Elements of marketing analysis: customers, competition, company
  - Elements of the marketing mix: the 4 P's;
3. To assist in learning how to apply these concepts and to practice making decisions through:
  - In-class case analyses (exposing you to examples of successful and unsuccessful marketing applications in the first part of the course)
  - Final Project
4. To improve presentation and writing skills and provide opportunities to articulate and defend positions via written individual assignments and a group project and presentation.

The overall theme of the course is to emphasize the process of thinking: qualitatively, quantitatively, and strategically, using concrete, real-life practical examples as specific exemplars, drawing from both traditional areas of marketing as well as newer areas including online social media and pharmaceutical marketing.

### Course Materials

Reference Text: Winer and Dhar, *Marketing Management*, 4th ed., Prentice Hall (2010).

The text is provided as a reference for students. The course consists primarily of case discussions and lectures. The cases and lectures will complement the text and will not attempt to cover all points raised in the text.

### **Course Grading**

Group Case write ups (3 x 10%)	30%
Mid-Term	30%
Final group project	20%
Class participation	20%

Guidelines for Case Analyses and the Group Project are appended. Use Turn it in on NYU Classes for Case write ups and the Mid-Term and turn in hard copies of your final group project in class at the time you present.

### ***Class Participation.***

Participation enriches the quality of our classroom and your learning experience, and also makes up a significant portion of your grade. For effective class participation you need to have read the assigned materials before the class session. Case discussions are a critical component of the learning process for this course. I might "cold call" on you, asking you questions about the assigned material and your opinions. You should be prepared to contribute to every case discussion.

Note that the **quality** of your participation is what counts, not the amount you participate in each class. Effective class participation includes your 1) asking questions about concepts you have either not understood from the book or agree or disagree with; 2) sharing your experience or point of view with the class; 3) building on points raised by others; 4) relating topics discussed to previous class discussions, particularly lectures based on the topics, or previous case analyses.

Class attendance is mandatory. Regular and punctual attendance is a necessary but not a sufficient criterion for high class participation grades. Please do not come to class late as this distracts other class members and me. Once you are in class, please do not leave the class for any reason. Switch off all cell phones, pagers etc. before you enter the classroom.

The course outline is attached. It may change during the course of the term. It is your responsibility to follow class announcements.

## Course Outline

### SECTION 1: MARKETING STRATEGY: 3 Cs: Company, Customer, Competition and STP: Segmentation, Targeting and Positioning

- 1. Introduction to Course, Case Analyses, and Marketing Math** **August 25<sup>th</sup>**  
Winer and Dhar,  
Case: Clean Edge Razor: Splitting Hairs in Product Positioning  
Note: Basic Quantitative Analysis for Marketing  
Chapters # 1 and 2  
HBS 4249-PDF-ENG  
HBS 9-584-149

#### CLASS OBJECTIVES:

1. 3C FRAMEWORK: COMPANY, COMPETITION, CUSTOMER
2. CUSTOMER: SEGMENTATION, TARGETING, POSITIONING
3. POSITIONING: 4 P'S
4. PROBLEM DEFINITION AND DELINEATING DECISION ALTERNATIVES
5. QUANTITATIVE & QUALITATIVE ANALYSES FOR DECISIONS
6. INTRODUCE MARKETING PROBLEMS: BRANDING, PRODUCT RANGE, PRICING
7. INTRODUCE USEFUL MARKETING FRAMEWORKS: BCG, PLC, PRODUCT-MARKET GRID

#### Case Questions for discussion:

1. *What changes are occurring in the category?*
2. *How is the market segmented?*
3. *What is the P&L under the two scenarios?*
4. *Should Paramount launch Clean Edge as a Niche or a Mainstream brand?*
5. *What brand name do you recommend?*

- 2. Customer Analysis: Segmentation, Targeting and Positioning** **August 26<sup>th</sup>**, Ch. 4 and 5  
Note: "Rediscovering Marketing Segmentation," Daniel Yankelovich  
and David Meer, HBR, February, 2006, pages 2-12  
Case: Metabical: Positioning and Communications Strategy  
for a New Weight-Loss Drug  
R0602G-PDF-ENG  
HBS 4240-PDF-ENG

#### OBJECTIVES:

- INTRODUCE
  - HIERARCHY OF EFFECTS,
  - DECISION MAKING PROCESS, AND
  - DECISION MAKING UNITS
- KEY ASPECTS TO CONSIDER IN
  - SEGMENTATION,
  - TARGETING AND
  - POSITIONING

- 3. Product Management: Demand Forecasting** **August 28<sup>th</sup>**, Ch. 7  
Case: Metabical: Pricing, Packaging, and Demand Forecasting  
for a New Weight-Loss Drug  
HBS 4183-PDF-ENG

## CLASS OBJECTIVES

- INTRODUCE DIFFERENT PRICING APPROACHES
  - COST-BASED,
  - DEMAND ORIENTED
  - COMPETITIVE ORIENTED
  - TARGET RETURN
- EXAMINE METHODS FOR FORECASTING DEMAND FOR A NEW PRODUCT AND ESTIMATING PROFITABILITY
- EXAMINE THE INTERPLAY OF PRICING AND PACKAGING DECISIONS WITH CONSUMER BEHAVIOR, COMPETITIVE OFFERINGS, AND COMPANY GOALS

### **Assignment #1:**

- How would you estimate demand for Metabical?
  - What is the worst case scenario? Best case scenario? Which method do you favor?
- What pricing strategy do you recommend? Why?
- What packaging option do you recommend?
- What are the implications of your recommendations for Metabical's goals of ROI?

## SECTION 2: POSITIONING USING THE MARKETING MIX VARIABLES: 4Ps

### 4. Product Management

September 11<sup>th</sup>, Chapter 3

Case: TiVo in 2002: Consumer Behavior

1. *TiVo appears to have a business problem.*
2. *What could be possible marketing problems?*
3. *What research could be done to identify what is going wrong with TiVo adoption?*

- OBJECTIVES:
- A. ISSUES IN MANAGING A PRODUCT LINE
  - B. MANAGING A PRODUCT AT DIFFERENT STAGES OF ITS LIFE CYCLE
  - C. HIGH TECH MARKETING
  - D. MANAGING THE PLC FOR A HIGH TECH PRODUCT: HOW TO CROSS THE CHASM

### **Assignment #2:**

1. *What are the key insights gained from the research conducted (exhibits 3-8)?*
2. *Given the information you currently have about TiVo, recommend what TiVo should do going forward. Remember to start with a strategic plan (Target Segment and Position) and then translate the position into its four tactical components (e.g., recommendations for pricing, channels, promotional media, promotional message etc.).*

### 5. Promotions: Channels, Communication and Advertising Strategy September 26<sup>th</sup>, Chapter 10

OBJECTIVES:

- THE PROMOTIONAL MIX: PUSH VERSUS PULL
- COST, CONTROL AND CREDIBILITY IN PUBLIC RELATIONS VS ADVERTISING
- NON-TRADITIONAL METHODS OF MARKETING
- DIFFERENT FUNCTIONS OF ADVERTISING
- ADVERTISING APPEALS

**6. Branding and Market Research Methods**

**October 9<sup>th</sup>**, Chapter 8  
HBS 9-500-067

Case: Introducing New Coke

OBJECTIVES:

- A. MARKET RESEARCH
  - i. WHEN AND WHY TO CONDUCT MARKET RESEARCH
  - i. PROCESS OF MARKET RESEARCH: PROBLEM DEFINITION TO CONCLUSION
  - ii. PROS AND CONS OF DIFFERENT PRIMARY DATA COLLECTION METHODS
- B. WHAT IS A BRAND?
  - i. HOW CAN ONE MEASURE BRAND VALUE?
  - ii. FUNCTIONAL AND EMOTIONAL ROLES PLAYED BY A BRAND
  - iii. CHOICE OF A BRAND NAME
  - iv. MANAGING A BRAND NAME
  - v. BRAND EQUITY
  - vi. BRAND DILUTION

**Assignment #3:**

*What were some of the limitations of the research process that compromised the validity and the reliability of Coke's research process?*

**7. Pricing: Cost, Competition and Customer related Bases for Pricing**

**October 10<sup>th</sup>**

Winer and Dhar

Chapters 9 and 11

Case: Groupon

HBS 511094-PDF-ENG

Articles:

1. Raghubir, Priya, J. Jeffrey Inman, and Hans Grande (2004), "The Three Faces of Price Promotions: Economic, Informative and Affective," *California Management Review*, 46 (4), Summer, 1-19.
2. Raghubir, Priya (2006), "An Information Processing Review of the Subjective Value of Money and Prices," *Journal of Business Research*, 59, 10-11, 1053-1062

OBJECTIVES:

1. PRICE SETTING
  - i. COSTS AS A PRICING FLOOR
  - ii. CUSTOMER VALUE AS A PRICING CEILING
  - iii. REFERENCE PRICING EFFECTS OF CUSTOMERS ATTITUDES TOWARDS PRICING
  - iv. GAME THEORETIC EFFECTS OF COMPETITIVE RETALIATION
  - v. PRICE DISCRIMINATION
2. PRODUCT SERVICE DIFFERENCES AND THEIR IMPLICATIONS

**Case Questions for Discussion:**

*What are the pros and cons of being a Groupon supplier from a retailer's point of view? What kinds of retailers are likely to most benefit from a Groupon drop? What are the pros and cons of using Groupon's for consumers? Given this analysis evaluate Groupon's business model (whether it can provide long term value given competitive considerations).*

--- Take Home Mid-Term ---

**8. International Marketing Strategy and Customer Lifetime Value**

**October 23<sup>rd</sup>**, Ch. 6, 14

Case: Bajaj Automobiles Limited

1. *What were BAL's Strengths and Weaknesses?*
2. *Who are Bajaj's competitors and what is their Competitive Strategy?*
3. *What are Bajaj's strategic options in this environment?*
4. *What are the key criteria you would use to evaluate these options?*

**OBJECTIVES:**

1. IDENTIFYING STRENGTHS AND WEAKNESSES OF COMPANY/ COMPETITION
2. IDENTIFYING LAYERS OF COMPETITION
3. IDENTIFYING TYPES OF OPPORTUNITIES AND THREATS: POTENTIAL/ REALIZED.
4. OFFENSIVE VS. DEFENSIVE MODES OF COMPETITION.

**9 Group Presentations**

**October 24<sup>th</sup>**

## Course Reader Contents

<u>Case:</u> Clean Edge Razor: Splitting Hairs in Product Positioning	HBS 4249-PDF-ENG
<u>Note:</u> Basic Quantitative Analysis for Marketing	HBS 9-584-149
<u>Case:</u> Metabical: Pricing, Packaging, and Demand Forecasting for a New Weight-Loss Drug	HBS 4183-PDF-ENG
<u>Note:</u> "Rediscovering Marketing Segmentation," Daniel Yankelovich and David Meer, HBR, February, 2006, pages 2-12	R0602G-PDF-ENG
<u>Case:</u> Metabical: Positioning and Communications Strategy for a New Weight-Loss Drug	HBS 4240-PDF-ENG
<u>Case:</u> TiVo in 2002: Consumer Behavior	HBS 9-502-062
<u>Case:</u> Introducing New Coke	HBS 9-500-067
<u>Case:</u> Groupon	HBS 9-511-094
<u>Case:</u> Bajaj Automobiles Limited	HBS 9-593-097
Raghubir, Priya, J. Jeffrey Inman, and Hans Grande (2004), "The Three Faces of Price Promotions: Economic, Informative and Affective," <i>California Management Review</i> , 46 (4), Summer, 1-19.	
Raghubir, Priya (2006), "An Information Processing Review of the Subjective Value of Money and Prices," <i>Journal of Business Research</i> , 59, 10-11, 1053-1062.	

## Case Analysis Guide

How to analyze a case (Note, this is for your preparation of a case for class discussion; for Assignments you only need to answer the assignment questions that have been provided to you as they will be used as the basis for case discussion):

What's the problem? *(Common marketing problems include: Should the firm enter or not enter a business area [go-no go decisions], choice of entering one area or another area (product decisions; market decisions), which (and how many) customer group(s) to target, how to retaliate against or attack competition (proactively/ defensively), how to position a brand, whether to conduct market research, and if so what type of research to conduct, how to allocate the budget between various promotional media or sales, decisions regarding changes or continuation in distribution channels, brand names, what price(s) to charge, what type of advertising to run, media decisions, etc.)*

What are the decision alternatives? *(These are usually implicitly or explicitly provided in the case, but you should feel free to go beyond those that are given)*

What are the company's strengths and weaknesses? *(Examples of areas that could be strengths or weaknesses include: brand name, customer franchise, costs of production, experience, suppliers, distribution channels, financials, technology, and operations etc.)*

What are the environmental opportunities and threats? *(These include changes in the overall environment such as changes in the economy, socio-political climate, customer demographics, government regulations, consumer attitudes, competitive environment, technology, globalization etc.)*

How can one assess the pros and cons of each of the decision alternatives against the backdrop of company strengths/ environmental opportunities, keeping competitive considerations in mind? *These include quantitative analyses such as short-term and long-term breakeven analysis, profitability of different decisions, and sensitivity of profitability to alternate scenarios depending on assumptions about unknown variables (e.g., market size); as well as qualitative analyses such as fit with the company strengths, fit with existing opportunities, likelihood of competitive retaliation etc.*

THEN make a decision. (Justify it in terms of the analysis above – NOT the other way round). Ideally a chosen decision should be justified in terms of whether (and how) it leverages the company's strengths and environmental opportunities better than the other options available.

There are no right or wrong decisions, just incomplete or complete analyses.



## Guide for the Final Project

The final project is an attempt to apply what you have learned in the course to a product or service of your choosing. You are essentially going to analyze the current marketing strategy and implementation for a product/service and make recommendations for how it should be changed (unless you think it is perfect already, which is highly unlikely).

The tasks for this final paper are the following:

1. Choose a product or service you would like to analyze. For small companies, you may not be able to distinguish the product from the company. Please contact me as soon as possible if you have some questions about whether your “topic” product is appropriate.
2. The first part of the paper should provide a brief background of the company and a description of the product/service and its major competition.
3. The second part of the paper is *descriptive*. I would like you to describe the product’s current marketing strategy (objectives, target segment(s), value proposition) and implementation (marketing mix).
4. The third part of the paper is *diagnostic*. I would like you to evaluate the product’s current marketing strategy and implementation. Use any criteria you feel are appropriate, but at least one should be the “consistency” of the strategy/marketing mix.
5. The fourth part of the paper is *prescriptive*. Based on your evaluation, I would like you to make recommendations for “fixing” the problems you found.

The paper should be 10 pages maximum excluding exhibits. This final project should be done in the groups to which you are assigned. It is due on the day of the last day of class, on **Saturday, March 7th**.