

National University of Singapore
NUS Business School
Department of Marketing
October 2015

MKT2401 **Asian Markets and Marketing Management**
Semester II, AY2015/2016
Class Location and Timings: To be decided

Professor: Vishal Narayan
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Office Hours: Walk-in or by appointment
Prerequisites: MKT1003 or MKT1003X

SOME IMPORTANT POINTS

1. This course does not require you to refer to any single textbook. However, readings will be provided from various sources.
2. This course requires you analyze 5-6 cases. Two of these cases will be submitted as group deliverables and will be graded. Cases will not require any data collection.
3. This course will introduce you to the most commonly used quantitative techniques in marketing. Two of the three tests will require some quantitative analysis.
4. This course does not entail any project. However, sometime in April, you will present your analysis of a case along with your group members.

OBJECTIVES OF THE COURSE

This course is designed to enable you to formulate and persuasively communicate rigorous and practical solutions to commonly faced marketing problems across industries and geographies. It aims to extend your knowledge of marketing from earlier courses in three important ways:

1. By analyzing complex, real-world marketing problems through the analysis of cases. Cases are descriptions of real-world situations that provide opportunities to evaluate various marketing strategies. Typically there is no single “correct” answer to a case, but critical thinking and analysis often leads to “better” answers. I expect that over time, and with practice, you will learn to come up with “better” answers on a regular basis.
2. By introducing you to the most commonly used quantitative techniques in marketing, including market sizing, breakeven analysis and customer profitability analysis. Marketing is increasingly becoming a more data-based discipline, and understanding how to use data for better decision making is a crucial skill for marketers.
3. By deeper discussion and analysis of specific topics which you might have already been exposed to. For example, although you know what market research is, we will discuss in detail the role of “big data” in marketing.

REQUIRED MATERIAL

Before most sessions, you will be required to do some readings which have been selected from the business press, cases and book chapters. These readings will be made available to you well in advance. You are not required to refer to any single textbook. Please ensure you do these readings *before* every session.

ASSESSMENT OF YOUR WORK

Your final grade in the course will be based on both individual and group work, as follows:

1. Class participation, individual	15%
2. Group Case Analysis Write-Up (typically due sometime in March)	15%
3. Group Case Analysis Write-up and Presentation (April)	20%
4. Test 1, individual (January)	10%
5. Test 2, individual (February/March)	15%
6. Final Test, individual (April)	25%

1. Class Participation

Attendance, Punctuality, and General Classroom Conduct

On time class attendance is mandatory. Students who must miss class should advise me of their absence by e-mail at least one hour *before* the beginning of the missed class, except in emergency situations. Lateness to class will adversely affect your grade.

Evaluating class participation

Obviously, you must be present and speak in class in order to receive class participation credit. In most sessions, I will ask several questions. Some questions are obvious and are meant to get the discussion going. Other questions require very deep understanding and thinking, and might not be easy to answer for many students. Insightful responses to the latter type of questions elicit greater credit. So it is possible and not uncommon that students speaking less frequently fare better than those who speak more frequently. Furthermore, cases offer an easy opportunity to participate; since you know the questions that will be discussed in class beforehand. Class participation is graded more on quality than on quantity. Quality is not a function of “air time”. It is evaluated as follows:

- Timing and relevance: Is the comment relevant to the discussion? Is this an appropriate time to raise this issue? Is the comment unique or an extension to a previous comment? Unique comments are typically more valuable than extensions.
- Rigor: Is your comment based on rigorous analysis? For example, “I recommend not entering the Chinese market since my analysis suggests that the firm will not break even in 5 years” is more rigorous than “I think the firm should not enter the Chinese market since I doubt it will be profitable.”
- Evidence: Can the participant support his/her point with any evidence (data based, experience based, based on business events, etc.)? For example, “since page 21 of the case states that the market has been historically growing at 8%, we assumed that this will be the future rate of growth” is rated better than “we think 8% is a reasonable rate of growth to assume”.
- Course concepts: Does the comment demonstrate an understanding of the theories, concepts, and analytical tools presented in class lectures or reading materials?

If you feel the need for feedback on class participation during the semester, you should make an appointment to see me. When we meet, I will ask you to present your own assessment of your strengths and weaknesses in class participation; and will then discuss specific areas of improvement.

2. Group Case Analysis Write-Up.

You will analyze a case in a group not exceeding five students (the group size may be adjusted based on the enrollment). You will submit a hard-copy of your case write-up on the due date in class, and will also email a copy to me (same deadline). No late submissions will be accepted. The write-up has to be stapled. Please write in prose, and do not use bullet points. The pagination and formatting requirements are listed below in the appropriate order:

- Cover sheet: includes the names of those submitting the case.
- Case analysis: **four** pages maximum of text (Times New Roman 12, double spaced, 1” margins minimum on all sides, excluding the cover sheet).
- Exhibits: **three** pages maximum of exhibits (Times New Roman 10, single spaced, 1” margins minimum on all sides) including tables, figures, additional text, and quantitative analyses. The exhibits should be clear and supportive of the analysis. They should serve to provide greater details for text presented earlier. All exhibits should be referenced in the text (e.g. “A 5% increase in prices leads to decrease in post-tax profits by 10% (Exh. 5).”) Reference case facts by page number, for example: “Pepsi adjusted prices infrequently (p. 9).”

In fairness to all students, failure to adhere to these guidelines will affect your grade adversely.

Specific discussion questions will be provided for each case at least one week prior to the due date. In addition, a sample write-up of the Fiji Water case will be distributed in class on in January 2016, to clarify expectations from case write-ups and for you to understand the process of evaluation of case based deliverables.

3. Group Case Analysis Write-Up and Presentation

Sometime in April, you will analyze a case in the same group. You will submit a write-up (same instructions as above), and also present your case analysis in class. Each member of each group is required to present. The presentation will not exceed 20 minutes (this may be adjusted based on enrollment). Further details will be announced in class in March.

Peer Assessment: If you believe that any of your group members has not contributed his/her fair share of the two group assignments, you could send me an email no later than 11am on April 10, with the following details: the name of the group member, a quantitative assessment of how much the student has contributed to each assignment (e.g. 10% on the first assignment and 20% on the second assignment) and a qualitative assessment of what the student has contributed on each assignment (not exceeding 100 words).

Please do not send me an email if you think all group members have contributed equally. Also note that it is acceptable for some group members to contribute less to one assignment but more to the other assignment; so it is important for you to evaluate your peers’ contribution across both assignments. I will consider the assessment of your group members in assigning your final grade on group based assignments, especially if several of them report that you did not contribute sufficiently.

4, 5 and 6. Tests

Test 1 will consist solely of math questions. Test 2 will consist of multiple choice questions (no math). Each of these tests will be of 45-60 minutes duration.

The Final Test will consist of a combination of math questions, multiple choice questions, and some short answer questions. Some of the short answer questions will be based on the cases. This test will be based on the entire module. The formats of all tests will be discussed in greater detail in class. All tests will be closed book; however I might provide you with some text for your reference (e.g. formulae, excerpts of cases). Please make sure you are available on the date of the test. A make-up test will be administered only in the case of a job interview or a medical emergency (and after receiving appropriate and timely documentation).

About Me

After obtaining an MBA from the Indian Institute of Management in 1996, I worked in industry for six years, first as a marketing manager and then as a consultant. I then moved to New York in 2002 to pursue a PhD in marketing from New York University. My first academic job was at Cornell University, where I worked for six years. I joined NUS in July 2013. Other than MKT2401, I teach Marketing Management to MBA students, and Empirical Models of Marketing to PhD Students. I do research in the areas of social influence (e.g. how interacting with others on Facebook can shape our preferences), marketing of entertainment products (e.g. why most movies flop but some are huge hits), and retailing in emerging markets such as India (e.g. why consumers continue to buy from small mom-and-pop stores despite the opening of large supermarkets with wider assortments and lower prices).

Please feel free to email me if you need further details about this course. I look forward to working with you.

Academic Honesty & Plagiarism

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. **In case of any doubts, you should consult your instructor.**

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>

SAMPLE COURSE SCHEDULE

Note: A more detailed and updated version of this schedule will be shared before the first day of class.

Class 1

Topic 1: Introduction

Topic 2: Market Size, Market Share and Breakeven Analysis

Readings:

- Marketing Analysis Toolkit: Market Size and Market Share Analysis, 2010.
 - Marketing Analysis Toolkit: Breakeven Analysis, 2011.
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Class 2

Topic 1: Case on Market Size, Market Share and Breakeven Analysis (Fiji Water)

Topic 2: Marketing Research: Big Data and Experiments

Readings:

- Case: Fiji Water
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Class 3

Topic 1: Test 1

Topic 2: Consumer Behavior: Social Influence and Social Networks

Class 4

Topic 1: Customer Profitability Analysis

Topic 2: Market Segmentation

Readings

- Marketing Analysis Toolkit: Customer Lifetime Value Analysis, 2011.
 - “To Boost Sales, Wal-Mart Drops One-Size-Fits-All Approach,” *Wall Street Journal*, 2006.
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Class 5

Topic 1: Targeting and Positioning

Topic 2: Case on Customer Profitability

Readings

- “The Mac in the Gray Flannel Suit,” *Business Class*, 2008.
 - Case
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Class 6

Topic 1: Product Management

Topic 2: Brand Management

Class 7

Topic 1: Test 2

Topic 2: Channel Management

Class 8

Topic 1: Pricing Management

Topic 2: Promotions Management

Class 9

Topic 1: Case on Brand Management

Topic 2: Asian Market Entry 1

Readings:

- Case

Due:

- **Case write-up (Word file; 1 write-up per group)**
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Class 10

Topic 1: Asian Market Entry 2

Topic 2: Case on Promotions in Asia

Readings:

- Case
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Class 11

Case Presentations

Readings:

- Case

Due:

- **Case write-up (Word file) and presentation (PowerPoint file); 1 per group**
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Class 12

Topic 1: Guest Speaker (tentative)

Topic 2: Review of Classes 1-11

Class 13

Final Test

Venue and Time: to be announced
