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 as an understanding of some common drivers of purchase behavior. Differences between consumers in India and “western” countries will be studied. 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 from: consumer packaged goods, healthcare, two-wheelers, large and small household appliances, retailing, consumer packaged goods, media and entertainment.

Required Book

1. Marketing White Book 2015-2016 (provided free of cost to students, please download from the link sent)

Additional Suggested Books

1. 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.
2. SupermarketWala: Secrets to Winning Consumer India by Damodar Mall (available on Kindle) Written by one of our speakers.
3. The Secret Politics of our Desires: Innocence, Culpability and Indian Popular Cinema Innovation, Culpability and Indian Popular Cinema by Ashis Nandy (available on Amazon - pricey if new but very affordable used) An apposite look, through the prism of Bollywood, at Indian social and cultural evolution.
Readings

1. Please read the relevant chapters from the latest version of the Marketing Whitebook. PDFs of an older version are uploaded on Canvas. These will come handy 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.
3. There are also required open source readings and media (“Assigned Preparation”) linked to under most Modules.

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 two mandatory site-visits (Byculla and Colaba Markets) planned, and optional opportunities might arise.

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 three hours long. In addition to the guest lecturers listed below, there will be additional guest speakers to 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, 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 Matt McGuire by March 25, 2016. The final paper should be submitted through CANVAS by April 15, 2016.
Course Schedule

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

MONDAY, MARCH 7, 2016

8:30–10 AM  INTRODUCTION AND COURSE OBJECTIVES, PROFESSOR RAJU

10:30-Noon  MODULE 1: Building a New Category

Assigned Preparation: From Sweet Moments to Magic Moments: Cadbury 2009

Guest Speaker: Mr. Chandramouli Venkatesan, Managing Director. Mondelez India

Lunch*  Trident Hotel

1–3:00 PM  MODULE 2: Overview of the Indian Consumer

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

Suggested Background Readings:
1. Banerjee and Duflo (2008), “What is Middle Class about the Middle Class around the World,” Journal of Economic Perspectives. [CANVAS - Files:Preparation]

3:00-4:30 PM  MODULE 3: Launching a Radical Innovation

Assigned Preparation:
1. Godrej Chotukool [CANVAS - Files:Preparation]
2. The Fixer [CANVAS - Files:Preparation]

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

5-5:45 PM  Recap from Prof Raju

Evening:  Dinner at Amadeus, the cafe at NCPA
TUESDAY, March 8, 2016

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

9:30-10:30 AM  MODULE 4: Launching a New Venture in India

 Assigned Preparation:
1. You Scream, We Scream, Lets All Scream Hokey Pokey Ice Cream [CANVAS - Files:Preparation]
2. Drums Food Raises $635K [CANVAS - Files:Preparation]

 Guest Speaker: Rohan Mirchandani, Founder, Drum Foods

10:30-12 PM  MODULE 5: The Indian Health Care Consumer

 Assigned Preparation: 2015 health care outlook India [CANVAS - Files:Preparation]

 Guest Speaker: Dr. Ajay Bakshi, CEO, Manipal Hospitals

Lunch*  Trident Hotel - Neeraj Kakkar of Paperboat will speak on VC

1-2:30 PM  MODULE 6: Media and Entertainment Industry

 Assigned Preparation:
1. Media and Entertainment Industry, Marketing White Book Chapter
2. Indian Premier League [CANVAS - Files:Preparation]

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

3-4:30 PM  MODULE 7: Digital Marketing in India

 Guest Speaker: Mr. Aashish Midha, GM Marketing, Hero Motocorp

 Assigned Preparation: Digital Marketing Hero [CANVAS - Files:Preparation]

4:30-5:15 PM  Review of the Day: Professor Raju

Evening Activity: Visit to Colaba Market
WEDNESDAY, MARCH 9, 2016

8- 9:00 AM  Reflections on Market Visits and Sessions on Day 2, Professor Raju

9- 10:30 AM  MODULE 8: The Evolving Newspaper Industry

Assigned Preparation: TBD

Guest Speaker: Mr. Shrijeet Misra, Times of India

11- 12:30 PM  MODULE 9: Retail in India

Suggested Readings:

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

Lunch*  Trident Hotel

2- 3:30 PM  MODULE 10: Launching a New Venture

Guest Speaker: Greg Moran, Co-Founder and CEO, ZoomCar

Assigned Preparation:
1. Quick Video: What’s It Like to Work at ZoomCar?
2. Zoomcar Founder Interview
3. Long Video: Greg Moran on Disruption through Technology and Consumer Experience

3:30-5:00 PM  Closing Session/Discussion/Feedback

Course concludes at 5 PM.