

**The Wharton School  
Marketing Department  
MKTG 893: Understanding and Marketing to the Indian Consumer (0.5CU)**

**INSTRUCTOR:** Professor Jagmohan S. Raju  
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Executive Director, Wharton Co-Sponsorship of Indian School of Business

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**DATES:** Monday, March 7 - Wednesday, March 9, 2016

**LOCATION:** The Lotus Room, Trident Hotel; Nariman Point, Mumbai 400021  
Hotel 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. 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** 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]
2. Kopalle, Lehmann, and Farley,” Consumer Expectations Satisfaction and and Culture, The Role of Karma in India,” **Journal of Consumer Research**. [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:**

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. [CANVAS - Files:Preparation]
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**. [CANVAS - Files:Preparation]

**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.**