Course Case Map for

MARKETING MANAGEMENT

Mapping for
MARKETING MANAGEMENT
by Philip Kotler | Kevin Lane Keller | Abraham Koshy | Mithileshwar Jha

www.etcases.com
Marketing as a DISCIPLINE

Marketing has always been the most sought-after specialization in MBA programs across the world not without reason. Largely, it is as Peter Drucker rightly said decades ago “…and business has only two functions – Marketing and Innovation. All the rest are costs”. Marketing is the engine that provides the requisite steam for any organization to continue its long journey. Marketing as a Discipline encompasses several courses (as listed below, definitely not an exhaustive list) and the synthesis of all these courses can be captured in a simple acronym – CAMP.

- **C** - Identifying the target customers and serving their potent and latent needs effectively
- **A** - Reaching the target customers in the most effective manner through integrated communication
- **M** - Identifying the appropriate and potential markets for growth
- **P** - Designing and innovating products that match customers’ said and unsaid needs
<table>
<thead>
<tr>
<th>MARKETING: SCOPE OF ENGAGEMENT</th>
<th>MARKETING: AREAS OF ENGAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> How to create a unique and distinguishable corporate identity and sustain the same undiluted over long time horizons?</td>
<td>Strategic Marketing, Strategic Brand Management, Integrated Marketing Communication, Brand Management</td>
</tr>
<tr>
<td><strong>2.</strong> How does a company identify its market and potential opportunities for growth?</td>
<td>International Business, International Marketing, Strategic Marketing, Rural Marketing, Services Marketing, Consumer Behavior</td>
</tr>
<tr>
<td><strong>3.</strong> On what basis do companies identify their customers or target audience and design an appropriate product for the identified target market.</td>
<td>Market Research &amp; Analytics, Advanced Market Research, Consumer Behavior, Product Management, New Product Strategy, B2B Marketing</td>
</tr>
<tr>
<td><strong>4.</strong> How should companies communicate effectively about their products' customer value proposition?</td>
<td>Integrated Marketing Communication, Advertising and Sales Promotion, e-Marketing, Digital/Internet Marketing</td>
</tr>
<tr>
<td><strong>5.</strong> What are the best (cost-effective, communication-effective, with high brand recall value and mind share) ways to reach the target customers?</td>
<td>Sales and Distribution, Retail Management, Logistics, SCM</td>
</tr>
<tr>
<td><strong>6.</strong> What should companies do to sustain their continued market leadership fending off all the possible competitive threats both from immediate and remote environments?</td>
<td>Customer Relationship Management, Market Research and Data Analytics, Strategic Marketing</td>
</tr>
<tr>
<td>Must-Read Article / Background Notes’ Inventory</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>• &quot;Exploit The Product Life Cycle&quot;, HBR, 1965</td>
<td></td>
</tr>
<tr>
<td>• &quot;Forget The Product Life Cycle Concept&quot;, HBR, January–February 1976</td>
<td></td>
</tr>
<tr>
<td>• &quot;Link Manufacturing Process and Product Life Cycles&quot;, HBR, January–February 1979</td>
<td></td>
</tr>
<tr>
<td>• &quot;Dynamics of Process Product Life Cycles&quot;, HBR, March–April 1979</td>
<td></td>
</tr>
<tr>
<td>• &quot;Break Free From The Product Cycle&quot;, HBR, May 2005</td>
<td></td>
</tr>
<tr>
<td>• Theodore Levitt, &quot;Marketing Myopia&quot;, HBR, July –August 2004</td>
<td></td>
</tr>
<tr>
<td>• &quot;Marketing is Everything&quot;, HBR, January–February 1991</td>
<td></td>
</tr>
<tr>
<td>• &quot;Basic Quantitative Analysis for Marketing&quot;, HBS Note, September 1986</td>
<td></td>
</tr>
<tr>
<td>• &quot;Borden's Hieroglyphics Marketing Strategy&quot;, Darden's Note</td>
<td></td>
</tr>
<tr>
<td>• &quot;Competitive Positioning&quot;, HBS Note, September 1994</td>
<td></td>
</tr>
<tr>
<td>• &quot;Market Segmentation, Target Market Selection and Positioning&quot;, HBS Module Note, April 2006</td>
<td></td>
</tr>
<tr>
<td>• &quot;New Criteria For Market Segmentation&quot;, HBR, March–April 1964</td>
<td></td>
</tr>
<tr>
<td>• &quot;Discovering New Points of Differentiation&quot;, HBR, July–August 1997</td>
<td></td>
</tr>
<tr>
<td>• &quot;Marketing Success through Differentiation&quot;, HBR, January–February 1980</td>
<td></td>
</tr>
<tr>
<td>• &quot;Ending the War Between Sales and Marketing&quot;, HBR, July–August 2006</td>
<td></td>
</tr>
<tr>
<td>• &quot;Marketing Strategy – An Overview&quot;, HBS Note, March 2003</td>
<td></td>
</tr>
<tr>
<td>• &quot;Analyzing Consumer Perceptions&quot; HBS Note, December 2001</td>
<td></td>
</tr>
<tr>
<td>• &quot;Market Selection and Direction: Role of Product Portfolio Planning&quot;, HBS Note, November 1984</td>
<td></td>
</tr>
<tr>
<td>• &quot;From Segments to Target Segments&quot;, Book Chapter from Marketing as Strategy</td>
<td></td>
</tr>
<tr>
<td>• &quot;Pulling Away from Push Marketing &quot;, HBR, March–January 1987</td>
<td></td>
</tr>
<tr>
<td>• &quot;Can Marketing and Manufacturing Co-Exist&quot;, HBR, September–October 1977</td>
<td></td>
</tr>
<tr>
<td>• &quot;Good Product Support is Smart Marketing&quot;, HBR, November–December 1983</td>
<td></td>
</tr>
<tr>
<td>• &quot;Creating Value&quot;, HBR, October 2000</td>
<td></td>
</tr>
<tr>
<td>• &quot;Eager Sellers and Stony Buyers&quot;, HBR, January 2006</td>
<td></td>
</tr>
<tr>
<td>• &quot;Why Consumers Don’t Buy? The Psychology of New Product Adoption&quot;, HBR, April 2004</td>
<td></td>
</tr>
<tr>
<td>• &quot;The Sales Learning Curve&quot;, HBR, July–August 2006</td>
<td></td>
</tr>
<tr>
<td>• &quot;Avatar-Based Marketing&quot;, HBR, June 2006</td>
<td></td>
</tr>
<tr>
<td>• &quot;Masterly Marketing&quot;, HBR OnPoint Collection</td>
<td></td>
</tr>
<tr>
<td>• &quot;Making The Perfect Marketer&quot;, s+b</td>
<td></td>
</tr>
</tbody>
</table>

| - "The Perfect Message for the Perfect Moment", HBR, November 2005 |
| - "Channel Management", HBS Note, October 1989 |
| - "Winning the Multi-Channel Challenge", Booz, Allen & Hamilton |
| - "Pricing and the Psychology of Consumption", HBR, September, 2002 |
| - "In Praise of Honest Pricing", Sloan Management Review, Fall 2003 |
| - "How To Acquire Customers on the Web", HBR, May–June 2000 |
| - "Strategy And The Internet", HBR, March 2001 |
| - "Uncovering Patterns in Cyber Shopping", California Management Review, Summer 2001 |
| - "Branding.com: How Bricks-and-Mortar Companies Can Make It On the Internet", s+b, October, 1999 |
| - "Branding On The Internet", MM Summer 2000 |
| - "Serving The Low Income Consumer: How To Tackle This Mostly Ignored Market", A T Kearney |
| - "Retail In India: Getting Organized To Drive Growth", CII-A T Kearney Report |
| - "The Fall and Rise of Strategic Planning", HBR, January–February 1994 |
| - "Crafting Strategy", HBR, July–August 1987 |
| - "Customer Value Propositions in Business Markets", HBR, March 2006 |
| - "How Strategy Shapes Structure", HBR, September 2009 |
| - "Creating Competitive Advantage", HBS Note (9-798-062) |
| - "Gaining Strategic Marketing Advantage", Business Horizons, September-October, 1988 |
| - "Making Your Marketing Strategy Work", HBR, March–April 1984 |
| - "Masterly Marketing", HBR OnPoint Collection |
| - "When Do Private Labels Succeed", Sloan Management Review, Summer 1993 |
### Hollywood Classics

<table>
<thead>
<tr>
<th>Movie Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Damned United</td>
<td>The Man and His Dream</td>
</tr>
<tr>
<td>Tucker</td>
<td></td>
</tr>
<tr>
<td>The Corporation</td>
<td></td>
</tr>
<tr>
<td>The Hudsucker Proxy</td>
<td></td>
</tr>
<tr>
<td>Gladiator</td>
<td></td>
</tr>
<tr>
<td>Super Size Me</td>
<td></td>
</tr>
<tr>
<td>Will Success Spoil</td>
<td></td>
</tr>
<tr>
<td>Rock Hunter</td>
<td></td>
</tr>
<tr>
<td>An Inconvenient Truth</td>
<td></td>
</tr>
<tr>
<td>Fahrenheit 451</td>
<td></td>
</tr>
</tbody>
</table>

---

**Course Case Map for Marketing Management**

[www.etcases.com](http://www.etcases.com)
## Hollywood Classics

- **Cast Away**
- **Wall Street**
- **Minority Report**

## Widely-used Books for Marketing Management

- The Anatomy Of Buzz: How To Create Word Of Mouth Marketing by Emanuel Rosen
- Selling The Invisible: A Field Guide To Modern Marketing by Harry Beckwith
- Ogilvy On Advertising by David Ogilvy
- All Marketers Are Liars: The Power Of Telling Authentic Stories In A Low-Trust World by Seth Godin
- The Greatest Salesman In The World by Og Mandino
- Humble Inquiry: The Gentle Art Of Asking Instead Of Telling by Edgar H. Schein
- Simple: Conquering The Crisis Of Complexity by Alan Siegel, Irene Etzkorn
- Romancing The Brand: How Brands Create Strong, Intimate Relationships With Consumers by Tim Halloran
- Connected By Design: Seven Principles For Business Transformation Through Functional Integration by Barry Wacksman, Chris Stutzman
- Tilt: Shifting Your Strategy From Products To Customers by Dawar
- Odyssey: Pepsi To Apple : A Journey Of Adventure, Ideas, And The Future by John Sculley, John A. Byrne
- Positioning: The Battle For Your Mind by Al Ries, Jack Trout
- Differentiate or Die: Survival In Our Era Of Killer Competition by Jack Trout, Steve Rivkin
- Purple Cow, New Edition: Transform Your Business By Being Remarkable—Includes New Bonus Chapter by Seth Godin
- Confessions of an Advertising Man by David Ogilvy
- The Unpublished David Ogilvy by David Ogilvy
- Contagious: How to Build Word of Mouth in the Digital Age by Jonah Berger
- Permission Marketing: Turning Strangers Into Friends And Friends Into Customers by Seth Godin
- Influence: The Psychology of Persuasion by PhD Cialdini Robert B.
- Little Red Book Of Selling: 12.5 Principles Of Sales Greatness by Jeffrey Gitomer
- Never Eat Alone, Expanded and Updated: And Other Secrets to Success, One Relationship at a Time [Kindle Edition] by Keith Ferrazzi, Tahl Raz
- Grindng It Out: The Making Of McDonald's Mass Market by Ray Kroc
- Marketing as Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation by Nirmalya Kumar
- The End Of Marketing As We Know It by Sergio Zyman
- The Mind Of The Strategist: The Art of Japanese Business by Kenichi Ohmae
- E-marketing Intelligence: Transforming Brand & Increasing Sales Using Digital Channels by Noman Rana
- E-Promotions : The Value of E-Mail Marketing by Gerardo Giannoni
- How Dell Does It by Steven Holzner
- Direct From Dell by Michael S. Dell
- “The Real Thing – Truth and the Power at Coca-Cola Company”, Constance L. Hays
- “Rising Tide : Lessons from 165 Years of Brand Building at Procter & Gamble”, Davis Dyer, Frederick Dalzell and Rowena Olegario
- “Sneaker Wars”, Barbara Smit
- “Why We Buy – The Science of Shopping”, Paco Underhill
- “The Art of War (Sun Tzu)”, James C. Clavell
- 22 Immutable Laws of Marketing – Al Ries & Jack Trout
<table>
<thead>
<tr>
<th>S. No.</th>
<th>Chapter</th>
<th>Case Study/Case Spot Case Flyer/Casbrief</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chapter I: Defining the Brand</td>
<td>Business Dilemmas of a Mobile Food Joint; ‘Parathawalas and Grills’</td>
<td>Strategic Positioning; Product Positioning; Business Model; Revenue Model; Operations and Business Strategy; Mobile Food Business; Food Business; Entrepreneurship; Business Planning; Scaling up; Business Expansion; Business Architecture; Small-Scale / Large-Scale Business</td>
</tr>
<tr>
<td>2</td>
<td>Chapter II: Developing Marketing Strategies and Plans</td>
<td>Walgreens; Differentiating to Lead with Walgreens</td>
<td>Differentiation; Sustainability; Competitive Advantage; Business Model; Operating Model; Rite Aid; Patient Protection and Affordable Care Act/Affordable Care Act; US President Barack Obama; Barack ObamaCare; Critical Success Factors; US Healthcare Industry; Customer Service; Health and Wellness Services in the US; Retail Drug Chains in the US; Walgreens</td>
</tr>
<tr>
<td>3</td>
<td>Chapter III: Scanning the Marketing Environment, Forecasting Demand and Conducting Market Research</td>
<td>Gillette Guard in India – Customizing a Product with Customer Insights</td>
<td>Innovation; Product Innovation; Customer Centric Innovation; Market Research; Rural Markets; Gillette Guard</td>
</tr>
<tr>
<td>4</td>
<td>Chapter IV: Creating Customer Value and Customer Relationships</td>
<td>HUL’S TRESemme; Creating Customer Value through Premiumization and Salomonization</td>
<td>Customer Value; Customer Value Proposition; Customer Perceived Value; Customer Satisfaction; Premiumization and Salomonization; Premiumization Strategy; Mascot Brands; Tressme in India; Tressme’s Premiumization Strategy</td>
</tr>
<tr>
<td>5</td>
<td>Chapter V: Analyzing Consumer Markets</td>
<td>Gillette Guard in India – Customizing a Product with Customer Insights</td>
<td>Innovation; Product Innovation; Customer Centric Innovation; Market Research; Rural Markets; Gillette Guard</td>
</tr>
<tr>
<td>6</td>
<td>Chapter VII: Identifying Market Segments and Targets</td>
<td>Fogg’s Fragrance in Indian Deodorant Market: Category Challenger with Unique Marketing Mix</td>
<td>Product Differentiation; Marketing Mix; Segmentation; Target Market and Positioning; Differentiation; Unique Value Proposition; Category Creator; Category Killer; Category Challenger; Indian Deodorant Market; Fogg; Spinz; Axe; Wild Stone</td>
</tr>
<tr>
<td>7</td>
<td>Chapter VIII: Competitive Dynamics</td>
<td>Cadbury India: Product Life Cycle Management</td>
<td>Competitive Strategies; Competitive Dynamics; Market Extension; Kraft is the World’s Largest Snack Creator; Category Creator; Category Killer; Category Challenger; Indian Deodorant Market; Fogg; Spinz; Axe; Wild Stone</td>
</tr>
<tr>
<td>8</td>
<td>Chapter IX: Crafting the Brand Positioning</td>
<td>TVS 50 (Moped!): with 100% Market Share, 0% Growth Rate: TVS Motor’s Mojo?</td>
<td>Segmentation; Target Customers and Positioning; TVS 50’s STP; STP in Indian Two-Wheeler Industry; STP in Moped; STP in Scooter Bikes; Product Life Cycle Strategies; STP and PLC; Blue Ocean Strategy</td>
</tr>
<tr>
<td>9</td>
<td>Chapter X: Crafting the Brand Positioning</td>
<td>Brand Mascots: The Caskets of Brand Values?</td>
<td>Brand Identity; Brand Personality; Brand Positioning; Mascots; Mascots and Marketing; Mascots and Branding; Points of Difference; Mascots and Metaphors</td>
</tr>
<tr>
<td>10</td>
<td>Chapter XI: Creating Brand Equity</td>
<td>Film Merchandizing in India: Dhoom 3’s Boom</td>
<td>Film Merchandizing; Film Merchandizing in India; Global Film Industry; Indian Film Industry; Hollywood; Bollywood; Netflix; Blockbuster; Indian Film Production House; Film Promotion Tool; Revenue Model; Domestic Theatre Sales; Overseas Releas; Home Videos</td>
</tr>
<tr>
<td>11</td>
<td>Chapter XII: Setting Product Strategy</td>
<td>Allen Solly: Product Differentiation Strategy</td>
<td>Differentiation; Supply Chain Efficiency; Reverse Supply Chain; Supply Chain - Led Innovation; Customization of Product; Critical Success Factors of the Indian Branded Apparel Market; Color Lab Application</td>
</tr>
</tbody>
</table>

**List of Mapped ET Cases’ Case Studies for Marketing Management**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Chapter</th>
<th>Case Study/Case Spot Case Flyer/Casbrief</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Chapter XII: Indigo Airlines: Market Leadership through Service Leadership</td>
<td>Service Leadership; Service Delivery; Service-Profit-Chain; Designing and Managing Services; Business Leadership through Service Leadership; IndiGo’s Service Leadership; Customer Service &amp; Customer Experience</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Chapter XII: Developing Pricing Strategies and Programs</td>
<td>Price Wars in Indian E-Tailing: Delightful Discounts and Dissonant Suppliers</td>
<td>Pricing Strategies; Pricing Strategies of e-Tailers; Price Discounts of Indian e-Tailers; Price Discounts of e-Commerce Companies; Preatory Pricing; Pricing on-line</td>
</tr>
<tr>
<td>14</td>
<td>Chapter XII: Designing and Managing Integrated Marketing Channels</td>
<td>Zara’s Competitive Advantage</td>
<td>Business Model/Centralized Business Model; Operating Model; Supply Chain/Centralized Supply Chain; Zara’s Business Model; Zara’s Unique Value Proposition; Zara’s Innovative Supply Chain; Core Competencies; Sustainable Competitive Advantage; Business Plan; Revenue Model; Globalization; Global Expansion; Localization; Zara’s Fast Fashion; Realized Price; Michael E. Porter’s Generic Strategies</td>
</tr>
<tr>
<td>15</td>
<td>Chapter XV: Managing Retailing, Wholesaling and Logistics</td>
<td>Cash-On-Delivery and Reverse Logistics</td>
<td>E-Commerce; E-Business; E-Commerce in India; E-Commerce Platforms; E-Commerce Feasibility in India; Logistics; Reverse Logistics; Michael Porter’s Value Chain Concept; Operational Excellence; Cash-On-Delivery RBLI; Ministry of Industry and Corporate Affairs; Flipkart/Yebhi/Myntra</td>
</tr>
<tr>
<td>16</td>
<td>Chapter XVII: Designing and Managing Integrated Marketing Communications</td>
<td>M-Commerce: Next Technological Wave For The Marketers?</td>
<td>Digital Marketing; E-Commerce; M-Wallet; Business to Business; Tele-density; Non-Banking Population; Airtel Money</td>
</tr>
<tr>
<td>17</td>
<td>Chapter XV: Managing Mass Communication</td>
<td>Online Marketing or Stalking?</td>
<td>Online marketing; Digital &amp; Social Media Platforms; Consumer Touch Points; Consumer Behavior; Brand Apostle; Stalking; Online Reviews; Product segmentation; Buzz Marketing; Viral Marketing; Google/Yahoo/MySpace/Google+; Facebook; Twitter; Instagram; YouTube; LinkedIn; Blogs/Blogging; Viral Marketing; Word-of-Mouth Marketing; Buzz Marketing; United Breaks Guitars; Social Media Communications; Branding</td>
</tr>
<tr>
<td>18</td>
<td>Chapter XVII: Managing Mass Communication</td>
<td>Social Media: Good Platform, Bad Delivery?</td>
<td>Marketing Tools; Social Media Promotions /Social Media Strategy; Social Media Platforms in India; Social Networking Platforms; Digital Marketing Media; Facebook IPO; Twitter IPO; LinkedIn; Blogs/Blogging; Viral Marketing; Word-of-Mouth Marketing; Buzz Marketing; United Breaks Guitars; Social Media Communications; Branding</td>
</tr>
<tr>
<td>19</td>
<td>Chapter XVII: Managing Personal Communications</td>
<td>Cashkaro.com: Indian Cashback Site’s Online and Offline Challenges</td>
<td>Integrated Marketing Communications; Marketing Communications Mix; Developing Effective Marketing Communications; Deciding the Marketing Communications Mix; Managing Personal Communications; Interactive Marketing; Paid Media and Earned/Free Media; Social Media and Marketing Effectiveness; Cashkaro.com; Scaling up a Startup</td>
</tr>
<tr>
<td>20</td>
<td>Chapter XVI: Introducing New Market Offerings</td>
<td>Fabindia: Reinventing with Western Wear</td>
<td>Business Model; Fabindia’s Business Model; Positioning Model; Reverse Positioning; Fabindia’s Positioning; Fabindia and Indian Apparel Market; Fabindia’s Store Experience; Fabindia and Branded Apparels</td>
</tr>
<tr>
<td>21</td>
<td>Chapter XVII: Tapping into Global Markets</td>
<td>Starbucks in India – Serving Indian Flavors with Indian Design</td>
<td>Starbucks and Coffee Shops in India; Starbucks and Localisation; Coffee Shops and Franchising; Starbucks Positioning in India; Premium Pricing; Starbucks and Customized Menus; Starbucks and Coffee Culture</td>
</tr>
<tr>
<td>22</td>
<td>Chapter XXII: Managing a Holistic Marketing Organization for the Long Run</td>
<td>India’s First F-Commerce Company: Gifting Happiness Marketing Challenges</td>
<td>F-Commerce; F-Commerce in India; India’s First F-commerce Company; Scaling up a Start-up; M-Commerce; Gifting Happiness’ Business Model; E-commerce; Gifting Happiness; Positioning; Gifting Happiness and F-Commerce; Tele-Gifting</td>
</tr>
</tbody>
</table>
Business Dilemmas of a Mobile Food Joint: ‘Parathawallas and Grills’

Abstract:
This Case Spot explores the business dilemmas of a mobile food joint ‘Parathawallas and Grills’, operating in Hyderabad, India. The business dilemmas are related to strategic positioning and product positioning, variety of product offerings, structuring of customer service operations, business planning and the feasibility and scope of scaling up the business. This case spot enables the participants to deliberate about the specific challenges faced by the ‘Parathawallas and Grills’.

The dilemmas explored in this case spot would sensitize the students to the basic building blocks of a business. Ideally, this case spot can be taken up as the introductory case for the first semester of the General Management program (Business Basics course/module) to sensitize students to basic building blocks of operating a business. It also offers the scope to recognize and debate about the challenges that could come up in any business irrespective of the scale of business.

Pedagogical Objectives
- To develop a sense of appreciation and build a need analysis for the basic building blocks of running any business
- To understand the business architecture/business elements of a mobile food business and juxtapose the learnings thereof for a large-scale business
- To discuss and debate on the challenges faced by T J Singh and Jagjit Singh’s venture – the ‘Parathawallas and Grills’

Key Concepts/Keywords
Strategic Positioning; Product Positioning; Business Model and Revenue Model; Business Strategy; Operations and Business Strategy; Food Business; Mobile Food Business; Entrepreneurship; Business Planning; Scaling up/Business Expansion; Business Architecture; Small-scale Business/Large-scale Business

Chapter Reading/Background Material:

Walgreens: Differentiating to Lead

Abstract:
This case study enables an interesting analysis of the Critical Success Factors (CSFs) and the building blocks of the serving business model of Walgreens and its new differentiated business model. With the US President Barack Obama signing the Patient Protection and Affordable Care Act (PPACA) and instituting it into the federal law on March 23rd 2010, significant changes were expected in the healthcare system of the country. Apart from introduction of mechanisms to ensure that healthcare is driven by quality and affordability parameters, the law was also expected to increase pressures on the pharmacies as they were the front-end keepers of the value chain. Walgreens, the US’ largest retail pharmacy chain, known for its customer service and innovative merchandise, as of 2013, was redesigning its stores and adding primary-care facilities, selling groceries, serving more economically strapped customers, and taking up many more initiatives in its stores to differentiate itself from its competitors. However, would Walgreens be able to create a competitive advantage with this differentiation? Will it be able to stay ahead of the pack? Will the new ‘differentiated’ model be sustainable?

Pedagogical Objectives
- To understand Walgreens’ serving business model/operating model during the last 112 years and illustrate the building blocks of its continued performance i.e., the CSFs of its enduring success
- To discuss and debate on the external business environment or forces those have either prompted/compelled Walgreens to alter its business/operating model
- To analyze the new ‘Differentiated’ business model and debate on the sustainability of its new model

Key Concepts/Keywords
Differentiation; Sustainability; Competitive Advantage; Business Model; Operating Model; Patient Protection and Affordable Care Act (PPACA)/Affordable Care Act (ACA); US President Barack Obama; ObamaCare; Critical Success Factors; US Healthcare Industry; Customer Service; Health and Wellness Services in the US; Retail Drug Chains in the US; Walgreens; CVS Caremark; Rite Aid

Chapter Reading/Background Material:
Gillette Guard in India – Customizing a Product with Customer Insights

Abstract:
This case study enables a discussion on how to develop a new and successful product, especially for an emerging market like India. After having been in India for decades, Gillette (acquired by Procter&Gamble in 2005) focused its attention on market penetration, especially the BOP (Bottom of the Pyramid) market. After having been tested with MIT students, Gillette launched Vector in 2002, Gillette launched Vector to enter into the Indian BOP market but it was given a cold shoulder. Baffled by the Indian market response Alberto Carvalho, Vice President, Global Gillette, conducted an India-centric study (with 20 people ranging from engineers to developers, from Gillette’s headquarters) that resulted in a game changing product, ‘Gillette Guard’. By 2013, Gillette’s razors ruled the Indian market as out of every three razors sold, two were Gillette, especially Gillette Guard. This case study not only offers insights into developing and distributing a new product in an emerging market like India but also on how to sustain the newly acquired market position.

Pedagogical Objectives
• To understand the importance and operationalization of customer-centric product innovation
• To examine the factors that have contributed to Gillette Guard’s phenomenal success in India’s BOP market
• To discuss and debate what it takes for Gillette India Limited to sustain its winning streak

Key Concepts/Keywords
Innovation; Product Innovation; Customer Centric Innovation; Market Research; Rural Markets; Gillette Guard

Chapter Reading/Background Material:
• In addition, the CR (Class Representative) was asked to arrange for different shaving products (Razors, double-edge blade razors, etc.) to be arranged for the classroom discussion. This was to highlight the importance of the science and art of getting to know the innate customer needs
• Elie Ofek and Peter Wickersham “Forecasting the Adoption of a new product”, Harvard Business School Note, March 2005

HUL’S TRESemmé: Creating Customer Value through Premiumization and Salonization

Abstract:
TRESemmé, the premium hair care brand, from Hindustan Unilever Limited (HUL), launched in India in October 2012 became a ₹100 crore brand within a year. With its premiumization approach and focused target on urban women, TRESemmé positioned itself for salon-frequenting consumers, currently available within a price range of ₹60–₹1000, aiming to penetrate the market through masstige products. Sold through high-end beauty stores and modern trade outlets, TRESemmé’s success in India seems to prove that a differentiated product (with a clear and focused customer value) can garner sufficient traction. Promoted by actor and model Diana Penty, along with international hair stylist Marcus Francis, TRESemmé’s association with style and fashion intentions are abundantly clear. Would the rivals (especially L’Oreal and P&G) savor TRESemmé’s success? How would TRESemmé gear up for the imminent rivalry in this category? What would it take for TRESemmé to become a ₹500 crore brand or a ₹1000 crore brand?

Pedagogical Objectives
• To understand how HUL’s women hair care brand TRESemmé could become a ₹100 crore brand within a year of its launch
• To discuss and debate on the way TRESemmé’s value proposition has been structured to create a better customer value
• To examine whether TRESemmé’s premiumization (through salonization) would enable the brand to grow to be a ₹500 crore or ₹1000 crore brand club within HUL’s brand stable

Key Concepts/Keywords
Customer Value; Customer Value Proposition; Customer Perceived Value; Customer Satisfaction; Premiumization and Salonization; Premiumization Strategy; Masstige Brands; TRèSemmé India; TRESemmé’s Premiumization strategy

Chapter Reading/Background Material:
  “Chapter 5 – Analysing Consumer Markets – Consumer Behavior”
  “Chapter 7 – Identifying Market Segments – Segmenting, Targeting and Positioning”
  “Chapter 4 – Creating Customer Value and Customer Relationships – Customer Value and Customer Relationships”
Gillette Guard in India – Customizing a Product with Customer Insights

Abstract:
This case study enables a discussion on how to develop a new and successful product, especially for an emerging market like India. After having been in India for decades, Gillette (acquired by Procter&Gamble in 2005) focused its attention on market penetration, especially the BOP (Bottom of the Pyramid) market. After having been tested with MIT students, Gillette launched Vector in 2002, Gillette launched Vector to enter into the Indian BOP market but it was given a cold shoulder. Baffled by the Indian market response Alberto Carvalho, Vice President, Global Gillette, conducted an India-centric study (with 20 people ranging from engineers to developers, from Gillette’s headquarters) that resulted in a game changing product, ‘Gillette Guard’. By 2013, Gillette’s razors ruled the Indian market as out of every three razors sold, two were Gillette, especially Gillette Guard. This case study not only offers insights into developing and distributing a new product in an emerging market like India but also on how to sustain the newly acquired market position.

Pedagogical Objectives
• To understand the importance and operationalization of customer-centric product innovation
• To examine the factors that have contributed to Gillette Guard’s phenomenal success in India’s BOP market
• To discuss and debate and what it takes for Gillette India Limited to sustain its winning streak

Key Concepts/Keywords
Innovation; Product Innovation; Customer Centric Innovation; Market Research; Rural Markets; Gillette Guard

Chapter Reading/Background Material:
• In addition, the CR (Class Representative) was asked to arrange for different shaving products (Razors, double-edge blade razors, etc.) to be arranged for the classroom discussion. This was to highlight the importance of the science and art of getting to know the innate customer needs
• Elie Ofek and Peter Wickersham “Forecasting the Adoption of a new product”, Harvard Business School Note, March 2005

Fogg’s Fragrance in Indian Deodorant Market: Category Challenger with Unique Marketing Mix

Abstract:
This case study enables a discussion on how marketing mix can be tweaked to create a differentiated and a market challenger product like Fogg. A late entrant into the Indian deodorant market, Fogg has created quite a stir. With disruptive instinct, Fogg identified a latent gap and created a product to fill the gap. Darshan Patel (Patel), the quintessential Founder CEO of Vini Cosmetics Pvt. Ltd., has redefined the rules of the game with his category challenger, ‘Fogg’. In his earlier avatar, as the Founder CEO of Paras Pharmaceuticals, too he disrupted the Indian FMCG, especially with the OTC (Over-the-Counter) personal care products like Moov, ItchGuard, D’Cold, etc. How could Fogg become a ₹200 Crore brand in 2 years? How long would this winning streak continue? Would Patel be able to recreate the Paras’ magic at Vini Cosmetics?

Pedagogical Objectives
• To understand how the marketing mix can be tweaked to offer a differentiated product
• To examine how Fogg could undermine the Indian deodorant market’s incumbents and became a ₹200 crore brand in 2 years or how a disruptor can dislodge the entrenched players
• To discuss and debate on the measures that Fogg should undertake to increase and sustain its market position
• To understand how Darshan Patel’s products have been category challengers with unique customer value propositions

Key Concepts/Keywords
Product Differentiation: Marketing Mix; Segmentation, Target Market and Positioning; Differentiation; Unique Value Proposition; Category Creator; Category Killer; Category Challenger; Indian Deodorant Market; Fogg; Spinz; Axe; Wild Stone

Chapter Reading/Background Material:
• Miklos Sarvary and Anita Elberse, “Market Segmentation Target Market Selection and Positioning” (Module Note), Harvard Business Review, April 17th 2006
### Cadbury India: Product Life Cycle Management

**Abstract:**
This case study enables an interesting analysis of how a category’s product life cycle can be managed over its product value chain using a set of competitive strategies (for protecting and increasing market share). Cadbury India, present in India since independence, July 1948, had been reinventing itself over the last seven decades by making itself relevant AIDed by its Advertisements, Innovation and Distribution. Having about 70% of market share in Indian chocolate market, Cadbury faces a major challenge: what should it do to increase Indian per capita chocolate consumption levels (at ₹80 per year currently) to UK (₹10,000 per year) and US (₹5,000 per year) consumption levels? AIDed (Advertisements, Innovation and Distribution) by its multi-pronged approach of changing consumption behavior of Indians in general and rural Indians in particular, would it be able to stay ahead of the pack?

**Pedagogical Objectives**
- To understand how product life cycle (of a product category) can be managed through its product value chain through a firm’s competitive strategies
- To understand how Cadbury India stayed relevant and stayed ahead of competition with continuous innovation through its product value chain
- To examine how Advertising, Innovation and Distribution (AID) channels can be used to manage/extend the product life cycle more effectively
- To discuss and debate on what would it take for Cadbury India to increase the per capita chocolate consumption level in India from ₹50 per year to either ₹10,000 a year or ₹5,000 a year

**Key Concepts/Keywords**
- Competitive Strategies; Competitive Dynamics; Market Extension; Category Extension; Product Life Cycle; Product Value Chain; Cadbury’s Market Extension; Cadbury India; Mondelez International; Kraft Foods; PLC Management; Advertising; Distribution Channels; Product Innovation; Product Category Extension; Cadbury Dairy Milk; Consumer Behavior

**Chapter Reading/Background Material:**
- "Exploit The Product Life Cycle" Note), Harvard Business School, April 17 2006

### TVS 50 (Mopeds!) with 100% Market Share, 0% Growth Rate: TVS Motor’s Mojo?

**Abstract:**
This case study enables a discussion on how to revive once-upon-a-time category killer, TVS 50 Moped, given the market and innovation potential. Although it was Kinetic that launched India’s first ever moped (motor + pedal), with its single-seater Luna, it was TVS 50 that made the category popular with its cult-like following in 1980s. However, with liberalization and lifestyle changes, TVS 50 Moped’s brand is in danger of becoming a relic. Should it stay relevant or should it become a relic? Should TVS Motor Company Limited (TVS) plan to extend the lifecycle of the moped by appropriate repositioning? Should it be repositioned more for young women from urban areas? In pure numbers, TVS 50 family (TVS XL, TVS Champ, TVS Superchamp, TVS XL Super and TVS XL Super Heavy) accounts for almost 40% of total sales of TVS with no new plans to increase the penetration. Can TVS 50 be a game changer for TVS? With 100% market share in mopeds, should TVS reposition its mopeds to reinvent itself?

**Pedagogical Objectives**
- To understand the evolution of TVS 50 (Mopeds!) as a category killer in moped segment in Indian two-wheeler industry and analyze the factors that contributed to its success
- To review TVS 50 moped’s product life cycle and brand building strategies and analyze the efficacy of those strategies with the help of PCDL model
- To discuss and debate on whether it is economically viable for TVS 50 moped to reposition itself to make the brand relevant to the changing times. Is there a latent blue ocean for mopeds in the Volatile Uncertain Complex Ambiguous (VUCA) times? How to create a blue ocean strategy for a semi-retired brand?

**Key Concepts/Keywords**
- Segmentation, Target Customers and Positioning; TVS 50’s STP; STP in Indian Two-Wheeler Industry; STP in Mopeds; STP in 50cc Bikes; Product Life Cycle Strategies; STP and PLC; Blue Ocean Strategy

**Chapter Reading/Background Material:**
- "Market Segmentation Target Market Selection and Positioning"
Brand Mascots: The Caskets of Brand Values?

Abstract:
This case study enables a discussion on how mascots can be deployed for effective brand positioning. Air India’s mascot indicated the royal treatment that customers would receive or experience on board. Amul Butter’s mascot, through the ads featuring it, gave the message that the brand cared about the issues affecting Indians. Asian Paints’s mascot helped the company to be etched in the minds of consumers at large. Onida’s mascot drove home the point that the Onida television was a valuable possession that would be envied by others. McDonald’s mascot indicated the fun that one could have at the company’s restaurants. The mascot of Kellogg’s frosted flakes brand indicated the energy obtained by consuming the food. How did entities such as Air India, Amul, McDonald’s and Kellogg Company ensure that the aforementioned mascots continued to serve their brands? What could companies such as Asian Paints and Mirc Electronics (the owner of the Onida brand) have done to prevent their mascots from being phased out?

Pedagogical Objectives
• To understand the reasons or the benefits of using mascots in building a brand
• To analyze and examine when it would make sense for companies to opt for and nurture mascots in their brand-building efforts in the light of evidence presented in case study through the examples of Amul, Air India, Asian Paints, Mirc Electronics and McDonald’s
• To discuss and debate whether mascots would act as intended and preferred metaphors aiding brand recall

Key Concepts/Keywords
Brand Identity; Brand Personality; Brand Positioning; Mascots; Mascots and Marketing; Mascots and Branding; Mascots and Points-of-Difference; Mascots and Metaphors

Chapter Reading/Background Material:

Film Merchandizing in India: Dhoom 3’s Boom

Abstract:
This case flyer based on an article from The Economic Times, can be used to explore the evolving concept of film merchandizing in India. Film merchandizing is still in a nascent stage in India, while Hollywood earns 5% of its revenue through merchandizing. How does the Indian film industry earn its revenue? How is its business and revenue model different from that of Hollywood? What is the merchandizing potential of Indian films? What would be the challenges for the Indian film industry to succeed in film merchandizing? The case flyer provides scope for comparing the business and revenue models of Hollywood and Bollywood. It also allows a debate on the factors that contribute towards the making and success of film merchandise. Finally, it focuses on the Indian scenario and offers the scope to debate the factors that restrain the success of film merchandizing in India. This case flyer is suitable for teaching concepts on Business Strategy, Business Model and Advertising and Promotion.

Pedagogical Objectives
• To understand the difference between the business and revenue models of Hollywood and Bollywood and the respective revenue sources and trends
• To debate when a film should opt for merchandizing and the factors that contribute towards its success
• To analyze the reasons for Indian film industry’s lagging trend in terms of merchandizing and debate the best strategies that could be taken up to improve the state of film merchandizing in India

Key Concepts/Keywords
Film Merchandizing; Film Merchandizing in India; Global Film Industry; Indian Film Industry; Hollywood; Bollywood; Film Licensing and Merchandizing; Netflix; Blockbuster; Indian Film Production Houses; Film Promotion Tool; Revenue Model/Revenue Streams; Domestic Theatre Sales, Overseas Releases, Home Videos, Cable and Satellite Rights, Music Rights; Organized Retail Sector; Directed Marketing; Licensing Industry Merchandizing Association (LIMA)

Chapter Reading/Background Material:
### Allen Solly: Customization-Based Differentiation

**Abstract:**
This case study can be used to demonstrate the importance of an efficient supply chain in branded apparel retailing and debate on the feasibility and sustainability of Allen Solly’s supply chain-led innovation. Allen Solly was the first in India to identify and tap the existing gap in the relaxed formal wear segment for the growing young working professionals. Allen Solly identified the increasing experimentation with bold colors by men for their formal wear and tried to bridge the increasing gap. The concept of Color Lab, launched in 2013, enabled Allen Solly customers to design their own shirt or trouser with their choice of color. Having introduced this application, the company also had to develop the supporting reverse supply chain to enable the timely delivery of the customized orders. Will Allen Solly be able to effectively deliver customer satisfaction with customized products? Would the model be feasible and sustainable for the company? Would it succeed in carving a niche for itself or will the competitors soon be able to replicate the model? Would its existing business architecture support this innovation?

**Pedagogical Objectives**
- To have an overview of Indian Branded Apparel market and understand the critical success factors
- To understand the role and importance of supply chain efficiency in branded apparel retailing, especially with customization value proposition
- To discuss and debate on Allen Solly’s supply chain-led innovation to customize product design and analyze the challenges in sustaining such an innovation

**Key Concepts/Keywords**
Differentiation; Supply Chain Efficiency; Reverse Supply Chain; Supply Chain-led Innovation; Customization of Product; Critical Success Factors of the Indian Branded Apparel Market; Color Lab Application; Branded Apparel Retailing: Indian Branded Apparel Market; Indian Textile and Apparel Industry; Allen Solly; Do-it-yourself (DIY) Concept; Madura Fashion & Lifestyle; Aditya Birla Nuvo Ltd.

**Chapter Reading/Background Material:**
- A conceptual knowledge and the working and business implications of the various kinds of differentiation – STP (Segmentation, Target Customers and Positioning)
- A conceptual understanding of differentiation
- A conceptual understanding of supply chain and reverse supply chain

### IndiGo Airlines: Market Leadership through Service Leadership

**Abstract:**
This case study enables a discussion on how services can be designed and delivered to gain market leadership. IndiGo, a late entrant into the Indian aviation industry – operated its first flight in 2006 – became the market leader in 2012 and had a market share of 31.6% in April 2014. IndiGo gained market share primarily on account of its stellar record of on-time performance of its flights and the efficient service of its ground staff and cabin crew. How did IndiGo design its service to ensure that it was considered reliable in terms of on-time performance? What were some of the other services provided by IndiGo that enabled its customers to have a hassle-free experience? What were the human resources practices that the airline followed for its internal customers to buy into its vision of providing consistent service? What were the other strategies followed by the airline that added to its bottom line and hence made its service delivery sustainable and market leadership possible? What would it take to sustain market leadership in the face of intense competition?

**Pedagogical Objectives**
- To discuss the acclaimed customer service strategies adopted by IndiGo to become the market leader in the Indian aviation industry
- To examine the relationship between market leadership and service leadership and analyse the differentiating factors given the same business environment to all the players in the industry
- To understand how IndiGo built a loyal customer base despite not offering loyalty or frequent flyer programs

**Key Concepts/Keywords**
Service Leadership; Service Delivery; Service-Profit-Chain; Service Leadership and Business Leadership; Business Leadership through Service Leadership; IndiGo’s Service Leadership; Designing and Managing Services; Customer Service and Customer Experience

**Chapter Reading/Background Material:**
**Price wars in Indian e-tailing: Delightful discounts and dissonant suppliers**

**Abstract:**
This case study can be used to understand the pricing dynamics (and controversies) of e-commerce/market place businesses in India. While P&G offers 13% margin on a pack of Pampers diapers, Amazon offered the same at 28% discount (of the listed price/MRP). Most of the Indian online retailers offer huge discounts in their efforts to build the necessary scale and traction for their respective site. But who would pay for the subsidized price? While Amazon, offers huge discounts to the end customers/buyers, it reimburses the merchants for the price differences (between the discounted price and the listed price). Many Indian online retailers offer steep discounts, seemingly disturbing the apple cart. What would these steep price discounts mean for the Indian online retailers, the merchants/participating companies and the consumers? What accounts for substantial price differentials for a product – offline and online? Would the price discounts tantamount to predatory prices and therefore come under the regulatory radar?

**Pedagogical Objectives**
- To understand the nature of marketplace businesses in India and analyze the business dynamics of Indian e-tailers
- To analyze the pricing dynamics/pricing pressures of Indian e-tailers and analyze the suppliers/manufacturers' challenges
- To discuss and debate on whether price discount strategies adopted by some of the Indian e-tailers can tantamount to predatory pricing approaches and understand the competitive implications of each predatory pricing approaches
- To examine the trigger points for price wars in Indian e-tailing and discuss on the possible options for countering the price-wars

**Key Concepts/Keywords**
Pricing Strategies; Pricing Strategies of e-Tailers; Pricing Strategies of Indian e-Tailers; Price Discounts of Indian e-Tailers; Price Discounts of e-Commerce Companies; Predatory Pricing; Pricing Online

**Chapter Reading/Background Material:**
- Chapter 5 - Analyzing Consumer Markets - Consumer Behavior
- Chapter 6 - Analyzing Business Markets - Business Modules
- Chapter 8 - Competitive Dynamics - Competitive Marketing
- Chapter 13 - Developing Pricing Strategies and Programs - Pricing Dynamics

**Zara’s Competitive Advantage**

**Abstract:**
This case flyer, which is based on the article from The Economic Times, discusses the Spanish fashion retailer Zara’s competitive advantage built on its deep-rooted innovative business model. Since the time it was established in 1975, Zara had a philosophy of centralized design, manufacture and distribution model. Though the company expanded globally, it never changed its centralized model. Moreover, Zara’s business model could not be duplicated by its competitors. What were the merits and demerits of a centralized business and supply chain model? Why could it not be duplicated? How does Zara achieve a competitive advantage out of this model and sustain it? What unique value proposition does Zara offer to its customers using a centralized model? This case flyer is suitable to teach concepts in the courses of Business Strategy, Business Model/Operating Model and Supply Chain Management. The case flyer also discusses Zara’s expansion in China and debates whether Zara should localize or stay centralized.

**Pedagogical Objectives**
- To understand Zara’s innovative business model and supply chain
- To understand how Zara sustains its competitive advantage and consistently delivers value to its target customers
- To debate on whether Zara should localize or continue with its serving business and operating model to maintain its unique identity

**Key Concepts/Keywords**
Business Model/Centralized Business Model; Operating Model; Supply Chain/Centralized Supply Chain; Zara’s Business Model; Zara’s Unique Value Proposition; Zara’s Innovative Supply Chain; Competitive Advantage/Sustainable Competitive Advantage; Business Plan; Revenue Model; Globalization/Global Expansion; Localization; Zara’s Fast Fashion; Centralized Organization; Core Competencies; Realized Price; Michael E. Porter’s Generic Strategies

**Chapter Reading/Background Material:**
- Michael Porter’s *Value Chain concept and Generic Strategies*
Cash-On-Delivery and Reverse Logistics

Abstract:
This case flyer is based on an article from The Economic Times and discusses the concept of reverse logistics. What is the role of logistics in e-commerce? What challenges does reverse logistics pose to an e-commerce company? What should companies do to reduce reverse logistics? The case flyer is suitable for teaching courses in Business Strategy (Value Chain concept) and Logistics (Reverse Logistics). The case flyer provides scope for discussing the pros and cons of Cash-On-Delivery (COD) model in e-commerce businesses and deliberates on the issues and implications on the e-commerce companies. Finally, it enables a debate on the possible leakages that occur in the COD model and what could be done to reduce instances of reverse logistics.

Pedagogical Objectives
• To understand the concept of e-commerce, its feasibility for businesses and how they achieve operational excellence
• To understand the concept of Cash-On-Delivery and why customers prefer it compared to transactions through debit/credit cards
• To deliberate on the role of logistics and how e-commerce companies can reduce the instances of reverse logistics

Key Concepts/Keywords
E-Commerce; E-Business; E-Commerce in India; E-Commerce companies in India; E-Commerce Platforms; E-Commerce Feasibility in India; Logistics; Reverse Logistics; Operational Excellence; Michael Porter’s Value Chain concept; Cash-On-Delivery / COD; Reserve Bank of India (RBI); Ministry of Industry and Corporate Affairs (MICA); Trade Associations in India; Flipkart/yebhi/myntra; Online Payment

Chapter Reading/Background Material:
• Business Strategy (Value Chain concept)
• Logistics (Reverse Logistics)

M-Commerce: Next Technological Wave for the Marketers?

Abstract:
The case flyer enables a discussion on the growing power of M-Commerce in India. Would M-Commerce be the next big leap for the marketers in India? It orchestrates the viability of Indian companies to gear up with the gigantic shift within the limitations like – the existing technology, Government intervention, policies, etc. The base article gives an overview of businesses carried by selected companies in India using the M-Commerce platform. It also indicates M-Commerce as a breakthrough business model for effective rural reach. Can companies in India see an upsurge in the fee-based revenue in M-Commerce by 2015? This case flyer can be used in discussing the Alternate Distribution Channels, both for brick and mortar companies and e-commerce companies in Marketing Management Course.

Pedagogical Objectives
• To understand the concept of M-Commerce and discuss on its value proposition
• To understand the growing importance of M-Commerce for Indian companies – both off-line as well as online and analyse the Critical Success Factors (CSFs) for the same

Key Concepts/Keywords
Digital Marketing; E-Commerce; M-Wallet; Business to Business; Tele-density; Non-Banking Population; Airtel Money

Chapter Reading/Background Material:
• “Infosys Finacle”, www.infosys.com/finacle - To understand the CSFs and the challenges of M-Commerce in India
• www.tnsglobal.be/sites/default/files/whitepaper/TNS_In_Focus_mobile_commerce_reaches_tipping_pointv2.pdf
• G. Krishna Kumar, “Mobile commerce awaits a rural destiny in India”, Deccan Herald, July 20th 2011
Online Marketing or Stalking

Abstract:
This case flyer and the accompanying article from The Economic Times highlights the privacy threat faced by internet users due to online marketing. It tries to initiate a classroom debate on the following lines: How does online marketing and usage of social media help marketers? What are the various means through which online marketers gather consumer information? Does this consumer information mapping lead to stalking? Where should a company draw lines in terms of tracking consumer information and mapping such that the consumers’ privacy is protected? The case flyer is suitable for teaching concepts in the courses of Business Strategy, and Advertising and Promotion.

Pedagogical Objectives
- To understand the multitude of opportunities that online Digital & Social Media platforms give to marketers
- To understand the numerous ways in which companies track user information across various consumer touchpoints
- To debate on the difference between information mapping and stalking and where to draw the line

Key Concepts/Keywords
Online Marketing; Online Marketer; Digital & Social Media Platforms; Consumer Behavior; Consumer Preferences; Brand Apostle; Consumer Information Mapping; Stalking; Consumer Touch Points; Online Reviews; Product Segmentation; Buzz Marketing; Viral Marketing; Word-of-Mouth Marketing; Google/Yahoo/Vizury/OzoneMedia/Tyroo/Twitter/Facebook; PepsiCo/Bajaj Allianz/Star India/Board of Control for Cricket in India (BCCI); TED/Eli Pariser Beware Online Filter Bubbles; Influence Mix/O Continuum

Chapter Reading/Background Material:
- Eli Pariser: Beware online ‘filter bubbles’, http://www.youtube.com/watch?v=B8ofWFxS2Ss

Social Media: Good Platform, Bad Delivery?

Abstract:
This case flyer, based on an article from The Economic Times, discusses the role of social media as a platform for business opportunities to companies. How does social media help businesses grow? What is its importance in individuals’ lives/how are individuals influenced by social media? The case flyer tries to debate on these lines and is suitable for teaching concepts in the courses of Marketing, Advertising and Promotion, and Digital/Social Media Marketing. The case flyer also discusses the risks associated with social media strategies and its effect on a company/individual. Finally, it deliberates about having control mechanisms to prevent any misuse of the social media.

Pedagogical Objectives
- To understand the concept of social media/networking platforms and their role in improving business opportunity
- To deliberate on the risks associated with social media platforms and the need for precautionary measures
- To debate about the internal control mechanisms to prevent the possible collateral damage arising out of misusing social media platforms

Key Concepts/Keywords
Marketing Tools; Social Media Promotions/Social Media Strategy; Social Media Platforms in India; Social Networking Platforms; Digital Media Marketing; Facebook/Facebook IPO; Twitter/Twitter IPO; LinkedIn; Blogs/Blogging; Viral Marketing; Word-of-Mouth Marketing; Buzz Marketing; United Breaks Guitars; Social Media Communications; Branding/Corporate communication

Chapter Reading/Background Material:
- Sunil Gupta, et al., “Social Media” (Note), Harvard Business Review, October 4’ 2011
- United Breaks Guitars, http://www.youtube.com/watch?v=5YGc4zOqozo
Cashkaro.Com: Indian Cashback Site’s Online and Offline Challenges

Abstract:
In this Case Brief, Rohan Bhargava (Rohan) and Swati Bhargava (Swati), the husband-wife duo and Co-founders of Cashkaro.com, share five engaging challenges of their fledgling enterprise. Both, graduates from London School of Economics, had several years of experience in the financial services industry in London, before they started their entrepreneurial journey. In 2011, they started Pouringpounds.com, a cashback and coupon website in UK. The same idea was implemented in India under the name Cashkaro.com. While the journey, so far, has been exciting and encouraging for the entrepreneurial duo, they were faced with some intriguing online and offline challenges related to the firm’s marketing and other aspects. With financial as well as numerous other constraints, how should this startup firm plan its online and offline marketing activities and expand its customer base? What kind of people should it recruit and how should it incentivize and motivate them to achieve its goals? What kind of marketing communication mix must be used to garner maximum mileage?

Pedagogical Objectives

To understand the business and operating model of one of India’s happening cashback sites, Cashkaro.com
To discuss and debate on the viable and most cost-effective solutions for five of Cashkaro.com’s offline and online marketing challenges and assess them in the light of deciding appropriate marketing communication mix and personal communication/interactive communication mix
To examine, given the startup phase of Cashkaro.com, the appropriate HR mix and to debate on the ways to create an engaging and engulfing startup team

Key Concepts/Keywords

Integrated Marketing Communications; Marketing Communications Mix; Developing Effective Marketing Communications; Deciding the Marketing Communications Mix; Managing Personal Communications; Interactive Marketing; Paid Media and Earned/Free Media; Social Media and Marketing Effectiveness; Cashkaro.com; Scaling up a Startup

Chapter Reading/Background Material:

Marketing Communications Mix
Developing Effective Communications
Micromodel of Consumer Responses
Deciding on the Marketing Communications Mix

Interactive Marketing
Word-of-Mouth
Thomas Eisenmann and Alison Berkley Wagonfeld, “Scaling a Start-up: People and Organizational Issues” (Research Note), Harvard Business School, February 23rd 2012

Fabindia: Reinventing with Western Wear

Abstract:
This case flyer can be used to understand the strategic importance of positioning of both – a company and its merchandise/products. Set in the backdrop of Fabindia’s celebrated ‘social-enterprise’ model, this case flyer enables a discussion on the business model components and the need to tweak some of those components as the company evolves. Rather, should a company tweak its business model as it evolves, to stay relevant?

This case flyer, which is based on an article from The Economic Times, discusses about Fabindia’s (an ethnic wear retail chain) plans of introducing Western wear in its retail stores to attract more young Indian consumers. What is its business model? What are its critical success factors? Which innovations made it a successful niche player in the Indian apparel market? The case flyer is suitable for teaching concepts like Business Model, Reverse Positioning and Innovations in Retailing. The case flyer provides scope for debating whether Fabindia’s decision to introduce western wear is apt. The case flyer also enables to analyze the implications of introducing western wear in its stores.

Pedagogical Objectives

To understand Fabindia’s business model, examine its critical success factors and debate whether its business model can be construed as reverse positioning
To analyze how Fabindia’s retailing innovations have helped it to be a niche player
To discuss and debate on Fabindia’s decision to shift focus from ethnic wear to western wear and analyze the implications of its ‘reinvention’ on its business model

Key Concepts/Keywords

Business Model; Fabindia’s Business Model; Positioning Model; Fabindia’s Positioning; Reverse Positioning; Fabindia and Indian Apparel Market; Fabindia’s Store Experience; Fabindia and Branded Apparels

Chapter Reading/Background Material:

“Successful Innovation in Indian Retail”, www.booze.com/media/file/RAI_BoozCo_Successful-Innovations-in-Indian-Retail.pdf, February 7th 2013
Starbucks in India – Serving Indian Flavors with Indian Design

Abstract:
This case flyer enables a discussion on how price and product differentiation can create effective positioning for the brands. Many celebrated brands have carefully entwined the cultural aspects of the host country while expanding their business.

Since October 2012, Starbucks is competing with other successful coffee chains in India. In a culture-sensitive country like India, will Starbucks be successful in differentiating with its menu localization? Will Starbucks be one up to be recollected for an elite coffee drinking culture, given the fact India is a ‘tea-drinking’ country? Will Starbucks sync with the Indian culture and consumers to position itself as the ‘third place’ in consistency with its core idea? The base article holds that Starbucks is critically appraised and watched in lines of the above questions. This case flyer is suitable for teaching the concepts of Differentiation and Positioning in the Marketing Management Course.

Pedagogical Objectives
- To have an overview of Starbucks’ brand and analyze its brand rankings over the last few years
- To understand Starbucks’ brand building strategies in India and analyze its business approach
- To discuss and debate on Starbucks’ decision to localize menu and store design and analyze how would those factors affect its business prospects

Key Concepts/Keywords
- Starbucks and Coffee Shops in India; Starbucks and Localisation; Starbucks Positioning in India; Premium Pricing; Coffee Shops and Franchising; Starbucks and Customized Menu; Starbucks and Coffee Culture; Starbucks and Third; Localisation / Glocalisation / Customisation; Coffee Market in India

Chapter Reading/Background Material:
- Interbrand’s Best Global Brands 2013
- Students were encouraged to visit Starbucks, Café Coffee Day (CCD), Barista and Mocha to have an engaging experience so that they could contribute by sharing their personal experiences in drawing out and understanding the differences between the services and products.

India’s First F-Commerce Company: Gifting Happiness’ Marketing Challenges

Abstract:
In this Case Brief, Prashant Jain (Prashant), Founder and Director of Gifting Happiness (www.giftinghappiness.com), India’s first F-Commerce Company, shares five engaging and intriguing marketing challenges and decision dilemmas. Gifting Happiness was set up on July 4th 2013, with a vision of magnifying happiness. These 9 months have given Prashant and his start-up team resounding success with very impressive and diversified clientele. The growing team extended its operations to more than 300 Indian cities and having more than 10,000 Facebook likes. Organized around six revenue streams – e-commerce, f-commerce, merchandizing (licensed merchandize), corporate gifting, tele-gifting and retail stores – Gifting Happiness has been grappling with five marketing challenges. Prashant and his team are sure that if appropriate business answers can be found to these challenges, they can pave way for Gifting Happiness’ long-term prospects.

Pedagogical Objectives
- To understand Gifting Happiness’ business model, its distinctive customer value proposition and discuss on the efficacy of organizational alignment around its stated customer value proposition
- To analyze the nature of five business dilemmas – positioning, rationalization of product and revenue streams, Facebook conversions, the third screen (mobile phone, iPad, etc.) integration and content vs intent - and discuss on all the possible solutions for the same
- To discuss and debate on how F-Commerce can be an innovative business and growth driver
- To analyze the critical success factors to build the supporting architecture and the ecosystem that would enhance the business appeal of F-Commerce

Key Concepts/Keywords
- F-Commerce; F-Commerce in India; India’s First F-commerce company; Scaling Up a Start-up; M-Commerce; Gifting Happiness’ Business Model; E-commerce; Gifting Happiness; Positioning; Gifting Happiness and F-Commerce; Tele-Gifting

Chapter Reading/Background Material:
- A working knowledge and business implications of STP (Segmentation, Target Customers and Positioning), Strategic Positioning and Product-Mix