



**BUSML 4203: MARKETING STRATEGY**  
**Autumn 2018**

**Professor:** Maria Landekhovskaya      **Class Time:** Monday, 1:50-3:10 pm & 3:25 – 4:45 pm

**Office:** 305 Fisher Hall      **Classroom:** Campbell Hall 100

**Email:** landekhovskaya.1@osu.edu      **Office Hours:** Wednesday, 5:30 pm – 6:00 pm or by appointment

**Course Overview:**

Marketing strategy plays a very important role in any business situation. In order to perform and advance in a marketing profession, you must understand the influence of environmental factors, recognize potential opportunities and threats in the marketplace and use marketing tools, research, and planning to create successful marketing strategies. This course aims to give students the necessary skills to pursue a career in marketing through a combination of case discussions, article discussions, learning from real businesses and a simulation experience.

<b>Course Goals:</b>	<b>Course Outcomes:</b>
Students will learn the key aspects of marketing strategy and will get familiar with related marketing tools and skills	Students will be able to effectively perform internal and external analysis to identify the best opportunities
	Students will be able to identify different consumer segments and prioritize a target market based on the most relevant criteria, including preparing a positioning statement
	Students will be able to apply the 4Ps to determine which marketing strategy will gain a sustainable advantage
	Students will be able to design an action plan to implement and evaluate their strategy
Students will learn how to apply the marketing strategies in the real/business world	Students will be able to formulate key marketing trends and recognize the complexity of applying marketing strategy to application in the real world (including international marketing)
	Students will experience working as a marketer in different roles and develop marketing decision making skills
Students will practice communicating their strategy effectively, clearly and persuasively	Students will be able to communicate clearly and persuasively relevant information and adjust communication based on the target audience (be concise, coherent, logical and anticipate questions)
Students will work collaboratively in a team-driven environment	Students will be able to communicate respectfully with team members and practice/enforce working in teams
Students will be able to build on and relate to the marketing theories	Students will be able to integrate experiences from other classes

learned in related classes	
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**Course Format:**

Most of our class time will be spent on discussions related to the application of marketing strategy concepts, occasionally focused on specific articles and cases. Most of your learning will occur in preparation for and participating in the case/article discussions. The entire class learning experience relies on each student taking responsibility for contributing to the discussion. In order to do so, it is imperative that each of you is present and fully prepared for every class. If you cannot attend class regularly, you should not plan on taking the course this semester. Not only will your lack of attendance affect your grade, you will not gain anything from this experience. Your attendance and active participation in discussions are critical to your learning and success in this course.

In order to make the learning experience more closely aligned to the real world, you will work in teams of 6 people on a simulation game to explore key marketing strategy concepts. You and your teammates will be responsible for the key aspects of your company's marketing activities.

**Course Materials:**

The required materials and readings include a CoursePack and the PharmaSim simulation.

- CoursePack: You can purchase the CoursePack from Harvard Business School Publishing using the link below: <https://hbsp.harvard.edu/import/559971>
- PharmaSim Simulation: Access details provided to each student by the simulation supplier on September 4<sup>th</sup>.

**Technology:**

**The use of laptops, smartphones and other electronic devices are not allowed in class.** While there are benefits to their use, they have considerable negative externalities that outweigh their advantages.

**Please install the TopHat app on your smartphone prior to our first class.** Please make sure that you register as a student of the Ohio State University. I expect that when not using Top Hat, neither your phone nor any other device will be in use.

**Grading Scale:**

<b>A</b> = 93 – 100%	<b>C</b> = 73 – 76.9%
<b>A -</b> = 90 – 92.9%	<b>C -</b> = 70 – 72.9%
<b>B +</b> = 87 – 89.9%	<b>D +</b> = 67 – 69.9%
<b>B</b> = 83 – 86.9%	<b>D</b> = 63 – 66.9%
<b>B -</b> = 80 – 82.9%	<b>D -</b> = 60 – 62.9%
<b>C +</b> = 77 – 79.9%	<b>F</b> = below 60%

**Grading:**

Your grade will be based on the below components:

Graded component		Weight (%)
A. Group Activities (75%)	A.1 Case/Article Presentation	30
	A.2 Simulation Final Presentation	25
	A.3 Simulation Result	20
B. Individual Activities (25%)	B.1 Attendance	10
	B.2 Contribution to discussion in class	10
	B.3 TopHat Quizzes	5

### A. Group Activities – 75 % of final grade

**Group Formation:** Working effectively in teams is incredibly important for the success of any business. You will need to form groups of 6 members (there will be total of 10 groups). Please provide names of your group members by the end of our second class (write the names on paper with your group's 6 names and turn it to me). Please also choose a team leader who will be responsible to advance the simulation – note who is designated as the team leader on the paper turned into me.

**Individual contribution to group exercises:** It is expected that all group members will contribute equally to all the group assignments. In case of significant conflict, it is the responsibility of the group members to let the recitation instructors know early on, so that expectations can be managed. If at least half the group members believe a particular individual is not contributing in a satisfactory manner to the group assignments, please draft a joint memo providing details about the issues faced and provide it to the recitation instructor for further action. *Individual grades to the group assignment components may be adjusted downwards if there is evidence of lack of contribution.* Similarly, they may be adjusted upwards, if the group congratulates a specific member for stellar contribution. Thus, it is possible not all group members receive the same grade for the group assignments.

#### A.1 Case/Article Presentation (30%)

One of the most important competencies of an effective marketer or leader is the ability to review data and articulate a point of view on a specific issue. Each team will be assigned a case study or article and will develop a presentation that will be presented to the class. The days of presentation will be assigned and are indicated in class schedule table. Each group will have 20 minutes to present, including Q&A (plan for around a 15 minute presentation and the rest for Q&A). On the day you present, have one of your group members post the presentation in the assignment area. Please note that this is a team grade.

Case presentation will be graded based upon the following set of criteria (RUBRIC):

- a. Summary of Problem – 10 points Identifies and clearly demonstrates a strong understanding of the main issues/problems in the case study
- b. Analysis of the Situation – 20 points Presents an insightful and thorough analysis of all identified issues/problems; includes all relevant details and any necessary calculations (please remember to discuss the 5Cs)

- c. Evaluation of Available Options – 20 points Presents a comprehensive list of available strategies and actions that can be taken with relevant pros & cons of each option
- d. Selection & Justification of Decision – 20 points Supports the recommended decision with strong arguments of why that is the better option over the alternatives
- e. Recommended Implementation Plan – 20 points Proposes detailed plans of action; action plans are realistic and contain thorough and well-reasoned justifications
- f. Communication Effectiveness – 10 points Clearly and persuasively communicates information; effectively presents to audience rather than screens or monitors; utilized time effectively.

**Article** presentation will be graded based upon the following set of criteria (RUBRIC):

- a. Identification of key facts – 20 points Identifies and covers key facts discussed in article
- b. Supporting Information – 25 points Effectively incorporates supporting details and/or real world examples (please provide your own examples outside of those in the article)
- c. Material Incorporation: - 25 points Includes and clearly relates to the material previously discussed in the class
- d. Simulation Considerations – 20 points Discuss how information from the article will affect/relate to the simulation
- e. Communication Effectiveness- 10 points Clearly and persuasively communicates information; effectively presents to audience rather than screens or monitors; utilized time effectively.

### **A.2 PharmaSim Final Simulation Presentation (25%)**

Once all six rounds of play have been completed, all groups will prepare a presentation (PPT slides).

Presentation materials should include:

- Introduction of team members and roles
- Overview of the key project details
  - Strategic Decisions / Rationale
    - Target Audience
    - Positioning
    - Pricing Strategy
    - Distribution Strategy
    - Integrated Marketing Communications
    - Social Media Implications
  - Summary of the game results by round
- Strategic market opportunities pursued
- Critical success factors identified
- Key lessons learned / what would you do differently next time
- Recommendations for future management in the game

Simulation final presentation will be graded based upon the following set of criteria (RUBRIC):

- a. *Organization (15 out of 30)* Included here is whether the presentation is clear, well organized, and covers all the required points. Graphs and charts support the main ideas.
- b. *Content (15 out of 30)* Included here is whether the content is error-free, and accurately portrays the team plans and outcomes.

### **A.3 PharmaSim Simulation Result (20%)**

The class will be broken up into a total of 10 different teams. Each team will discuss issues and strategic opportunities for an online simulation called PharmaSim. Each team will act as its own organization, free to make all decisions on pricing, product lineup, distribution, and promotional elements. A total of six rounds (i.e. years) will be played. Each student will need to get an individual access (\$39.95 per student). Everyone in the team is able to enter decisions, while only the leader can advance to the next round (please see group formation for details). After team inputs are completed for each round, results for your team will be available immediately (the deadline for submission for each round will be Sunday 11:59 pm. See class schedule for more details). The comparative results where you can see the results of other teams is updated overnight. The final round (round #6) should be submitted by 11:59 pm on Sunday, November 11. If your team missed the deadline you will lose 1 point per day after November 11.

Teams will then have the opportunity to make changes, adapt to issues in the marketplace, change pricing, add new products, purchase market research, and other strategic opportunities that may be presented in the simulation. Teams will be able to see the results for other teams, but not their inputs. At the end of the game, teams will receive simulation score based on three parameters: Manufacturer Sales (weighted score 30 %), Net Income (weighted score 40%), Stock Price (weighted score 30%).

Guidelines for this project will be as follows:

- The group is to work together to complete this project (although the 2 practice rounds are completed individually).
- Groups are free to divide up the work in any manner they deem appropriate.
- I will make every effort to give your teams time at the end of class periods to meet and catch up on planning and/or address any issues. You should also plan to meet outside of class time to complete this assignment.

## **B. Individual Activities – 25% of final grade**

### **B.1 Attendance/Presence (10%):**

I will track your attendance in class using Top Hat. Please make sure that you install Top Hat for our class. This portion of your grade will be calculated as the total number of classes attended divided by the total number of classes in the semester. Additionally, you will receive two free classes where even if you miss class these will not be counted against your attendance grade – any classes missed after the two free classes that are not an excused absence will lower your attendance grade. For example, if you attend 7 of a possible 10 classes, you will receive 90% (because of the 2 free classes) of this component (10%) for a total impact to your grade of 9% -

including the two free classes. Please review your attendance on TopHat after our class to validate that they are accurate. There will be **NO** adjustments to attendance scores for classes that took place over 2 weeks ago; thus, you have 2 weeks to call my attention to mistakes for adjustment.

**B.2 Contribution/Participation (10%):**

An extremely important part of the class will involve your contributions to case discussions. There are at least a couple of reasons why class participation is weighted 10% in this class. First, those who prepare the most outside of class and participate most actively in class will be likely to learn the most from the class. Second, they will also contribute greatly to the learning of other students in the class by encouraging thorough discussion of important case-related marketing concepts and issues. To do well in class participation, students must regularly contribute to class discussion by making insightful comments that reflect a careful analysis of assigned material. It is expected that all students will carefully read and analyze each case and article prior to coming to class. I reserve the right to call on students if no one is volunteering and in case it is apparent the student did not read the case and/or article based on the answer, I will not award any contribution credit.

Contribution will be tracked by a set of peer students during the class. Due to the lack of opportunities for contribution, I will not track your contribution during the classes with speakers (please see schedule for the details). I will periodically post the contribution scores to date and will give you time to review them to validate that they are accurate. Once this period has closed, there will be **NO** adjustments to contribution scores (i.e. no adjustments for week 2 activity after the end of class).

I understand that due to time constraints, it may not be possible to speak in every class when the contribution is tracked. Thus, to achieve the full 10% for contribution, you only need to participate by speaking in 50% of the classes (classes when contribution is tracked). However, for those who will contribute more in these classes I will add extra 0.25 point up to a maximum of 11% on this portion of your grade (essentially earning 1% extra credit). Participating in class can be an intimidating experience, so I will try to help you in any way that I can. Some of our classes will incorporate initial questions that are essentially polls in TopHat. These activities are aimed to initiate discussion and will not go toward your contribution grade. Please make sure you note there is a difference in between the quizzes in TopHat (which could have an impact on your grade) and discussion starter questions (which will not have any impact on your grade).

**B.3. TopHat Quizzes (5%)**

Five random classes with cases/articles discussion will incorporate quizzes in TopHat. These activities are aimed to make sure that each of you is fully prepared for discussion. For a response where 40% or more of the questions are answered incorrectly, 1% will be removed from your contribution score due to not being prepared. If you answer 60% or more correctly, you will receive credit.

**Course Schedule**

Date	Topics/Case	Assignments/Deliverables	Simulation Progress	Presenting Group
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08/27/18	Course Introduction/Syllabus Review/ Simulation introduction	<b>Due (Group):</b> Provide names of group members by the end of the class (write names on paper and turn into me). Please indicate who is the team leader (responsible for advancing simulation)		
09/03/18	Labor Day –no classes			
<b>Situation Analysis</b>				
09/10/18	Article Discussion “Framework for Marketing Strategy Formation”	Prepare to discuss article	2 Practice Rounds with 120 replays per period (done individually). Available Sep 4 -Sep.23	Group 5
09/17/18	Case Discussion for PharmaSim	Prepare to discuss case		Group 4
<b>Segmentation, Targeting and Positioning</b>				
09/24/18	Article Discussion “Brand Positioning”		Simulation Round 1 Inputs due by 11:59 PM on 09/30 (Available on Sep 24 at 1 pm)	Group 1
10/01/18	Case Analysis “Red Lobster “	Prepare to discuss case and article	Simulation Round 2 Inputs due by 11:59 PM on 10/07	Group 7
10/08/18	Guest Speaker to be announced			
<b>Marketing Mix (4 P’s)</b>				
10/15/18	Case Analysis “Lululemon Athletica”	Prepare to discuss case	Simulation Round 3 Inputs due by 11:59 PM on 10/21	Group 9
10/22/18	Article Discussion “Pricing Strategy”		Simulation Round 4 Inputs due by 11:59 PM on 10/28	Group 8
10/29/18	Case Analysis: The London 2012 Olympic Games	Prepare to discuss case and article	Simulation Round 5 Inputs due by 11:59 PM on 11/04	Group 2
<b>Other Topics</b>				
11/05/18	Article Discussion “Global Marketing”		Simulation Round 6 Inputs due by 11:59 PM on 11/11	Group 3

11/12/18	Veterans Day – no classes			
11/19/18	Guest Speaker to be announced			
11/26/18	Case Analysis “Alibaba Group”			Group 6
Final Class				
12/03/18	Final Discussion of simulation			Groups 1-9

OSU Disability Policy: The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let me know immediately so that we can privately discuss options. You are also welcome to register with Student Life Disability Services to establish reasonable accommodations. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. SLDS contact information: [slds@osu.edu](mailto:slds@osu.edu); 614-292-3307; [slds.osu.edu](http://slds.osu.edu); 098 Baker Hall, 113 W. 12th Avenue.

Academic Misconduct: The Ohio State University’s Code of Student Conduct, Section 3335-23-04 defines academic misconduct as: “Any activity that tends to compromise the academic integrity of the University, or subvert the educational process.” Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University’s Code of Student Conduct is never considered an “excuse” for academic misconduct. The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University’s Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Failure to follow the rules and guidelines established in the University’s Code of Student Conduct may constitute “Academic Misconduct.” Sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. For more information, please reference:

<http://oaa.osu.edu/coamfaqs.html#academicmisconductstatement>



## **Appendix I**

### **Maria Landekhovskaya BIO**

Maria Landekhovskaya has over 12 years experience in sport marketing. One of her most recent projects was as a consultant with the 2018 FIFA World Cup Russia™ Local Organizing Committee. She worked on different projects for the marketing department including preparation of the marketing strategy plan and being responsible for the Football Park on Red Square (organized for football fans visiting Russia during the World Cup). Prior to this role, Maria was a Senior Strategy Consultant with the Chicago Sports Commission (CSC), where she developed a strategic plan to guide CSC forward with clear goals around priority sporting market segments and strategies to continue to enhance the reputation of Chicago within the Sport Tourism Industry.

Maria has also worked at two global Olympic partners. Prior to her experience with the city of Chicago, she was the Communications Leader of Olympic Operations for The Dow Chemical Company. In her role, she was responsible for leading the communications strategy for the Carbon Partnership of Dow's Olympic Sponsorship.

Prior to her experience with Dow, Maria spent five years with Coca-Cola as an Environmental Affairs and Sustainability Manager within the Public Affairs and Communication Department (Russia, Ukraine and Belarus Division). She was responsible for developing the Corporate Social Responsibility Strategy for Coca-Cola, including the integration of sustainability projects with the sponsorship strategy of major events, such as the Sochi 2014 Olympic Winter Games and the FIFA World Cup 2010 Trophy Tour.

Maria has other diverse experiences working on major events, including the Coca-Cola hospitality program for the Vancouver 2010 Olympic Winter Games and Jet Set Sports for the London 2012 Olympic Games.

In 2004, prior to joining the sports world, Maria spent a year working in the field of waste management and recycling in the United States, gaining experience as she pursued her Master's Degree. Her work included experience at the Solid Waste Authority of Central Ohio (SWACO), the Ohio Environmental Protection Agency (Ohio EPA), and the Ohio Department of Natural Resources (ODNR).

Maria holds a Bachelor's and a Master's Degree in Environmental Science from the Russian Peoples' Friendship University and an MBA in marketing from The Ohio State University.

## **Appendix II**

### **Key Steps /Marketing Strategy**

#### **I Situation Analysis**

- A. External Analysis
  - Customer Analysis
  - Competitor Analysis
  - PESTEL/5Fs Analysis
- B. Internal Analysis
  - The Organization's Goals and Objectives
  - The Organization's Strengths and Weaknesses
- C. Identify key opportunities
  - SWOT analysis
  - Set marketing goals/objectives

#### **II Segmentation, Targeting, and Positioning**

- D. Identify Relevant Markets and Segments
- E. Select Target Markets and Target Segments
- F. Develop Positioning Strategy

#### **III. Determine Marketing Mix Alternatives**

- A. Product (Goods and/or Services)
- B. Price
- C. Place (Distribution)
- D. Promotion (Advertising and Promotion)
- E. Evaluation of Alternatives

#### **IV Implementation and Control**