

BUSML 4203 - Marketing Strategy

Sem: Spring 2020 **Class Day/Time:** Tuesdays 355-515pm @ Schoenbaum Hall 209
& Tuesdays 605-725pm @ Gerlach Hall 315

Instructor:	Christine Bunker Deye	E-mail:	deye.14@osu.edu
Office Hours:	By appointment	Location:	Fisher Hall 050

Course Description

Marketing Strategy is the culmination of all learnings from your undergraduate marketing classes. In order to perform and advance in a marketing profession, you must understand the influence of environmental factors and recognize potential opportunities and threats in the marketplace. You must also be able to apply and use marketing tools, research, and planning to create a successful marketing strategy.

Course Format








There are 14 class sessions in this course. We will use a combination of lectures, case studies, article discussions, current marketing trends/events, real-world experiences, simulation experience, and team presentations.

Required Texts/Materials

The required materials and readings include a CoursePack articles and a simulation.

- You can purchase the CoursePack from Harvard Business School Publishing using the link:
<https://hbsp.harvard.edu/import/692281>

EVALUATION CRITERIA

Graded Components	% of Total	Type	Due Date
Final Marketing Plan	25%		Monday, March 2
Simulation Result	15%		Monday, March 30
Report to Board	15%		Monday, April 6
Video Report	15%		Monday, April 13
Attendance	10%		All classes
Class contribution	10%		All classes
Case & Article Prep Papers	10%		Day of class discussion

LEARNING GOALS & OUTCOMES

Course Goals	Course Outcomes
Students will understand key aspects of marketing strategy	<ul style="list-style-type: none">• Students will perform an analysis of the environment using 5Cs & SWOT tools• Students will gain insights from research• Students will determine/marketing goals/objectives• Students will identify different consumer segments and prioritize the target market based on the most relevant criteria• Students will be able to apply 4Ps to make effective marketing decisions• Students will be able to design a comprehensive marketing strategy
Students will appreciate marketing and will build on marketing theories learned in related classes	<ul style="list-style-type: none">• Students will integrate knowledge from other marketing courses• Students will explain how various common events of marketing interact
Students will comprehend current marketing trends and apply marketing strategy creatively in the real world	<ul style="list-style-type: none">• Students will formulate key marketing trends• Students will experience working as a marketer in different roles and will be able to practice marketing decision-making skills• Students will be able to understand the importance of creativity in marketing and practice their skills while completing the video assignment
Students will appreciate effective collaboration and the value of good communication skills	<ul style="list-style-type: none">• Students will be able to work effectively in teams• Students will be able to tailor oral communication skills

ACADEMIC CONDUCT & OSU POLICIES

If a student is suspected of, or reported to have committed, academic misconduct in this course, I am obligated by University Rules to report my suspicions to COAM. If you have questions about the above policy or what constitutes academic misconduct in this course, please contact me. See OSU Prohibited Conduct – [Section 3335-23-04\(A\)](#)

University Policies, Services
and Resources
(go.osu.edu/UPolicies)



Fisher Undergraduate
Handbook and QuickLinks
(www.bsbalinks.com)



Fisher Navigator
Resource Portal
(www.nav-1.com)



Grading Scale

Letter (Points)	A (4.0)	A- (3.7)	B+ (3.3)	B (3.0)	B- (2.7)	C+ (2.3)	C (2.0)	C- (1.7)	D+ (1.3)	D (1.0)	E (0.0)
Range	100 - 93	93 - 90	90 - 87	87 - 83%	83% - 80%	80% - 77	77 - 73%	73% - 70%	70% - 67%	67% - 60%	60% - 0%

GROUP WORK

Group Activities

Working effectively in teams is a daily need in almost any business. Practicing and refining this skill is an important part of your college education. This class will provide ample opportunity to practice.

It is expected that all group members will contribute equally to all the group assignments. As in the real world, team members may experience disagreement in completing the assignment. As long as this discussion is kept professional, it can be a valuable learning experience. In case of significant conflict, it is the responsibility of the group members to bring the issue to me before February 18. At least half of the group should agree on the issue. Documentation will need to be presented that is based on objective facts (i.e. missing meetings, not submitting assigned work, etc.) rather than relying on subjective items. Please ensure that attempts have been made to manage any conflict internally prior to bringing the issue forward. I reserve the right to adjust any group member's individual grade up or down based on evidence presented.

I have already lost touch with a couple of people I used to be. - Joan Didion

Group Formation

Groups will be self-selected and need to be determined by the end of our first class. Each group should include 5 students. When forming your group, keep in mind that each person on the team will have an assigned role in the simulation. A team made up of various skill sets and strengths will be of benefit.

You will turn in a list of group members before you leave the first class. This will be your group for the entirety of our class, which includes the simulation assignments and video.

GROUP PROJECT DETAILS

BIKE SIMULATION GROUP PROJECT OVERVIEW

Purpose: To experience working as a marketer in different roles and to practice decision-making skills

Your group project will be an online simulation called Strategic Marketing - Bikes. You will be graded on results of the simulation, your marketing plan, and your report to the board.

***Each student will need to purchase individual access to the simulation through the HBS coursepack**

Each team will act as its own company. You will make decisions on pricing, product lineup, distribution, and promotional elements.

- Every week, teams will play a new round. Each round is equal to one quarter.
- There are 8 quarters for a total elapsed game time of 2 years.
- During each round, teams will make decisions based on information presented in the simulation.
- Each round builds on the decisions of the previous rounds.
- All team results are available the day after submission. Teams will be able to see the results of other teams in the class, but no team can see the actual decisions and inputs of another team.

- This is a group project and is to be completed together. Work should be divided among the team members. See the class handout for more details on division of work.
- While works will be divided up among team members, all should understand the decisions.

Simulation Completion & Results (15%)

Task:	Teams will discuss issues and strategic opportunities every week and submit decisions.
Due Dates:	Submission for all round will be due on Mondays at 1145pm. If your team misses the final deadline, the team will lose one point per day until submitted. Final decision is due March 30.
Class Time:	Time will be provided when possible for teams to work together at the end of class. There may be weeks when time is limited, so expect to meet and work on this project outside of class as well.
Grading Criteria/ Rubric:	The team's total business performance will be based upon its financial performance, market effectiveness, marketing performance, investments in the firm's future, and creation of wealth. A total score will be computed for each firm competing in Marketplace on the Balanced Scorecard. The final score is based quarters 5-8.

Simulation Marketing Plan (25%)

Purpose:	To think through and organize a comprehensive strategic plan that incorporates high-level strategic thinking plus tactical and financial details
Task:	Submit a written marketing plan that clearly articulates you market analysis, strategic plan, and tactical decisions for the final year of the simulation.
Due Date:	March 2, 1159pm through Carmen dropbox
Guidelines:	Using the outline provided in Appendix A, the following guidelines must be followed: <ul style="list-style-type: none"> • Your audience is the C-suite executives of your bike company. • It must include a title page, seven pages for the report, and no more than 5 pages of supporting material. NO MORE THAN 13 TOTAL PAGES. • Submit as a PDF. • Use 12 point font, 1.5 line spacing with one inch margins, & page numbers. • Title page should include the name of company, class name/time, and names of all team members • All external material used in analysis should be cited in the text and citations should appear at the end of the document. They should be in order and follow a consistent format of your choice. • More details in class handout.

Report to Executive Board (15%)

Purpose:	To review and understand the reasoning behind how well the decisions and strategies in your Marketing Plan played out.
Task:	Submit a slide deck directed to the company's executive board. It should address the required points found in Appendix B.
Due Dates:	The file should be uploaded to Carmen on April 6, at 1159pm. It should be a pdf or a ppt file.
Guidelines:	You will present a summary of the original plan, departures from plan, justification for departures, team's performance since the plan was presented, and how well your company is set up to compete in future. This will not be presented in class, but will be used for a class discussion.

VIDEO PROJECT OVERVIEW

The purpose of the video project is two-fold.

1. We have many articles throughout the class. This project is directly related to these readings and lectures.
2. One of the best parts of working in marketing is the ability to be creative. Many times, especially in small agencies or companies, you will be asked for your creative ideas and suggestions. This project allows you that same freedom and will give you some practice thinking outside the proverbial box.

Video Report (10%)

- Purpose:** To provide an opportunity to share some aspect of your class learnings in a creative way and to learn the basics of making and sharing a video presentation
- Task:** The team will prepare a video of 3-4 minutes in length sharing some learning from class in a creative format. Your video or a link to your YouTube video needs to be submitted through Carmen dropbox. No exceptions. Please remember that video files are large, so allow for extra time to submit by the deadline.
- Due Date:** April 13, 1159pm uploaded to Carmen
- Guidelines:** This video should be a creative and interesting approach to share your learnings.
- Work with your team to find a memorable way to show what you've learned in this class.
 - Submissions should NOT be narrated PPTs or Prezi's. Be creative!
 - Your target audience is your classmates and your professor so make it entertaining.
 - It should be no more than 5 minutes.
 - Be sure your chosen format is easily played and viewed in a Fisher classroom. (No videos made with PPTs.)

INDIVIDUAL CLASSROOM WORK

There are three parts of your grade that are based on individual work: Attendance, Contribution, & Prep Papers.

Attendance (10%)

Attendance will be tracked with Top Hat. Please make sure that you are registered and the app is installed prior to our first class. Scoring for attendance will be simple: number of classes attended/number of classes in semester.

You get two freebies. These will not be counted against your attendance grade. You get two, but no more, so don't waste them. Missing more than two classes will lead to a lower attendance score. Should you have an illness or an emergency that extends past two classes and you can provide strong evidence for all of your missed classes, let's have a discussion.

Please review your Top Hat scores regularly as adjustments will not be made for classes that took place more than two weeks prior. I can barely remember yesterday, fourteen days is out of the question.

Class Contribution (10%)

This is a discussion-based class. We don't have exams, but we do have discussions - on the regular. In order to participate in the discussion, you will have to prepare before the class. Preparation and active participation heavily encourage long-term retention of knowledge. Additionally, when you prepare and bring your ideas and viewpoints to the discussion, others learn and are encouraged to speak their minds thereby raising the level of all those in the classroom.

If you want to score well, learn as much as possible, and earn these relatively easy points, you will need to regularly participate and contribute in class discussion. You need to make insightful comments that reflect a careful analysis of the assigned material. You need to be prepared and do your readings. If I call on you, and it is clear that you did not prepare, you should not expect contribution credit for that discussion. Speaking in class can be intimidating. I will do my best to create an environment that is open to everyone and will support those less comfortable as much as possible.

Contribution Guidelines

- Contribution will be tracked in class by student volunteers.
- Scores will be posted periodically. Review these and contact me if you have challenges within one week from posting.
- Full contribution will be awarded if you contribute to half of the sessions for the semester. This helps account for challenges finding opportunity to speak in every class and for the missed class allowance.
- If you are an active and productive participant, the possibility of gaining extra credit is available at my discretion.

Wise men speak because they have something to say; fools because they must say something -Plato

Article Prep Papers (10%)

Before each class, you will be required to upload a brief paper in preparation for the class discussion. We all learn differently, but preparation helps us all. Keep in mind that borrowing others words and work for this assignment may seem relatively easy, but these few points are not worth an expulsion for cheating. These are EASY points and can be gained even with a quick reading of the article.

I will publish questions on Carmen to support these prep papers. These assignments are to be submitted to Carmen before class begins.

CLASSROOM POLICIES

Technology Policy

Technology. A blessing and a curse. For this class, you'll need to **keep your laptops, smartphones, tablets, watches, and all the other clever electronic devices you own in your backpacks**. Because this is a discussion-based class, your full attention needs to be in the classroom. There will be specific times when you can use your devices - these times will be noted in class and on the class schedule.

One of these teams will be at the beginning of each class for attendance using TopHat. Be sure you are registered and the TopHat software is downloaded prior to our first class.

Participation

This class will mostly be an experiential learning environment. We will learn from readings, classroom activities, and project work, but the majority of the learning will come from engaging classroom discussions. In class, we will spend time discussing articles and cases that require you to apply marketing strategy concepts. But I can't create an engaging classroom all by myself. In order to have lively engaging discussions, you need to come to class prepared and ready. We will all benefit when each of us brings something to the group. I promise to come prepared and do my best to stimulate conversation, but I expect the same from you. So, be the grown-up your parents long for, and complete your readings, show up to class, and pay attention. Don't waste your time and talent. It's too valuable.

Grading

Grades - You need them to graduate and I need them to show you how awesome you are doing. I'm always happy to have a conversation to discuss your scores. Your voice is one of the most important assets you have. So raise your hand if you have a difference of opinion; contact me if you want to discuss your grade; let's have a conversation. BUT, also remember, that your education is your job. You will need objective facts for this conversation, your feelings won't be enough evidence. Come prepared.

Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen - Winston Churchill

CLASS SCHEDULE

Date	Topics	Article	Assignments/Deliverables	Simulation Round
WK1 01/07/20	Course Introduction & Syllabus Review		Due: Team formations by end of class	
WK2 01/14/20	Strategy Overview	Article: “Framework for Marketing Strategy Formation”	Due: Submit Article Prep Document	
WK3 01/21/20	Simulation kickoff (bring laptops)		Due: Sign up for simulation Due: Team Role Assignments	
Situation Analysis & Research				
WK4 01/28/20	Situation Analysis	Article: “Situation Analysis”	Due: Team Role Assignments	Due: Quarter 1 <i>(inputs due by 11:45 PM on Monday, 1/27)</i>
WK5 02/04/20	Marketing Research	Case: “Wrigley’s Eclipse Gum”	Due: Submit Case Prep Document	Due: Quarter 2 <i>(inputs due by 11:45 PM on Monday, 2/3)</i>
Segmentation, Targeting, and Positioning				
WK6 02/11/20	STP	Article: “Brand Positioning”	Due: Submit Article Prep Document	Due: Quarter 3 <i>(inputs due by 11:45 PM on Monday, 2/10)</i>
WK7 02/18/20	Positioning	Case: “LuluLemon”	Due: Submit Case Prep Document	Due: Quarter 4 <i>(inputs due by 11:45 PM on Monday, 2/17)</i>
WK8 02/25/20	Guest Speaker			No decision due
Marketing Mix (4 P’s)				
WK9 03/03/20	Product/Place/ Pricing/ Promotion	Case: “ClickDishes”	Due: Marketing Plan Paper (Monday, 3/2, 1159pm to Carmen) Due: Submit Case Prep Document	No decision due
WK10 03/10/20	NO CLASS - SPRING BREAK			Due: Quarter 5 <i>(inputs due by 11:45 PM on Monday, 3/9 - can be submitted one week early)</i>
WK11 03/17/20	Pricing	Article: “Pricing Strategy”	Due: Submit Article Prep Document	Due: Quarter 6 <i>(inputs due by 11:45 PM on Monday, 3/16)</i>

WK12 03/24/20	TBD		Due: Quarter 7 <i>(inputs due by 11:45 PM on Monday, 3/23)</i>
WK13 03/31/20	Guest Speaker		Due: Quarter 8 <i>(inputs due by 11:45 PM on Monday, 3/30)</i>
Simulation & Class wrap-up			
WK14 04/07/20	Simulation Discussion & Final Results	Due: Report to Board (Monday, 4/6 1159pm to Carmen)	
WK15 04/14/20	Video Viewing Day & Class wrap-up	Due: Final Video (Monday, 4/13, 1159pm to Carmen)	
Exam Week	NO CLASS - Good Luck!		

Appendix A

Marketing Plan Paper Guidelines

The Marketing Plan should include the following components:

- A. Title Page
 - B. Executive Summary
 - C. Review of financial and market performance during the past year
 - D. Assessment of current situation and the market
 - 1. Customers
 - 2. Competition
 - 3. Marketing division's strengths and weaknesses
 - 4. Major problems/opportunities to be dealt with in next year
 - D. Strategy for the next year in business (What will it take to get ahead or stay ahead?)
 - 1. Brand Strategy
 - 2. Pricing Strategy
 - 3. Advertising Strategy
 - 4. Sales Channel Strategy
 - E. Financial Request - How will you use the money infusion from Corporate Headquarters?
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Appendix B

Executive Board Report Guidelines

The Report to the Executive Board should include the following components:

- A. Review your financial, sales, and market performance during the second year
- B. Assess your business strategy and performance during the second year
 - 1. Compare actions taken versus the marketing plan strategies
 - a. Brand Strategy
 - b. Pricing Strategy
 - c. Advertising Strategy
 - d. Sales Channel
 - 2. Discuss departures from the marketing plan, justification, and outcome
 - 3. Review significant events that affected the company and/or market
- C. Explain why you were able to achieve or not achieve your goals? What were the causes of your better or weaker than expected performance? (candidness and specificity here is very important)
- D. Summarize how you have prepared your firm to compete in the future
- E. What were the lessons learned?
 - a. How did you benefit from participating in the simulation?
 - b. Are there any lessons you can take into the business world?