



<b>Sem:</b> SP20	<b>Class Day/Time:</b> Wednesday, 1:50–3:10/3:25–4:45 Wednesday, 5:30–6:50	<b>Room:</b> Schoenbaum Hall 319 Schoenbaum Hall 220
<b>Instructor:</b>	Maria Landekhovskaya	<b>E-mail:</b> Landekhovskaya.1@osu.edu
<b>Office Hours:</b>	Wednesdays, 4:50–5:20	<b>Location:</b> Fisher Hall 305 (office)

**Course Description:** 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.

**Course Format:** There are 14 class sessions in this course. Class sessions will include a combination of lectures, case analysis, discussion of assigned articles and current marketing trends/events, simulation exercise and teams presentations. Please refer to Course Schedule on pages 6-8 of this syllabus for details about topics and required reading for each session.

**Course Materials:**

- You can purchase the CoursePack from Harvard Business School Publishing (HBP) using the link:  
<https://hbsp.harvard.edu/import/687494>
- PharmaSim Simulation: Access details provided to each student by the simulation supplier the first week of classes

**Evaluation Criteria:**

Graded Components	% of Total	Type
Group Final Paper (Apr 15, 11:59 pm)	20%	📄
Progress Report (March 25, 11:59 pm)	12%	📄
Final Video (April 14, 11:59 pm)	15%	📄
Simulation Presentation (by March 3, 11:59pm)	20%	📄
Simulation Result (see class schedule)	10%	📄
Attendance (all classes: 2 free classes)	10%	↑
Class Contribution (all classes except speakers)	10%	↑
TopHat Quizzes (random)	3%	↑

**Requirements for each form of graded component.**

Failing to follow these will represent academic misconduct. See below.

**Independent Work [N ↑]:** Strictly non-collaborative, original individual work. You may discuss this assignment with your instructor only. Discussions with other individuals, either in person or electronically, are strictly prohibited.

**Collaboration Required [C 📄]:** An explicit expectation for collaboration among students either in class or outside of class (i.e. group work).

**Collaboration Optional [O 📄]:** Students are permitted, but not required, to discuss the assignment or ideas with each other. However, all submitted work must be one's original and individual creation.

**Academic Conduct.**

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\(A\)](#)

**Grading Scale**

Letter	A	A-	B+	B	B-	C+	C	C-	D+	D	E
(Points)	(4.0)	(3.7)	(3.3)	(3.0)	(2.7)	(2.3)	(2.0)	(1.7)	(1.3)	(1.0)	(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%



## Learning Goals and Outcomes

Course Goals	Course Outcomes
<b>Goal #1</b>  Students will understand key aspects of marketing strategy	a) Students will perform an analysis of the environment using 5C, 5Fs and SWOT tools b) Students will gain insights from research c) Students will determine/ marketing goals/objectives d) Students will identify different consumer segments and prioritize the target market based on the most relevant criteria e) Students will be able to apply 4Ps to make effective marketing decisions f) Students will be able to design a comprehensive marketing strategy
<b>Goal #2</b>  Students will appreciate marketing and will build on marketing theories learned in related classes	a) Students will integrate knowledge from other marketing courses b) Students will explain how various components of marketing interact
<b>Goal #3</b>  Students will comprehend current marketing trends and apply marketing strategy creatively in the real world	a) Students will formulate key marketing trends b) Students will experience working as a marketer in different roles and will be able to practice marketing decision-making skills c) Students will be able to understand the importance of creativity in marketing and practice their skills while completing the video assignment
<b>Goal #4</b>  Students will appreciate effective collaboration and the value of good communication skills	a) Students will be able to work effectively in teams b) Students will be able to tailor oral communications skills

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## Graded Component Details

### Group Activities:

**Group Formation:** Working effectively in teams is incredibly important for the success of any business. You will need to form groups of 5 members. Please provide names of your group members by the end of our first class (write the names on paper with your group's 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 and receive the same grade for the group assignment. In case of significant conflict, it is the responsibility of the group members to let the instructor know early on, so that expectations can be managed. If at least three group members believe a particular individual is not contributing in a satisfactory manner to the group assignments, please draft a joint memo and an Individual Contribution form on Carmen providing details about the issues faced and provide it to the instructor for further action. Individual grades to the group assignment components will be adjusted downwards according to the Individual Contribution form on Carmen if there is evidence of lack of contribution.

### **1. Group Final Paper (20 % of final grade)**

**Purpose:** To apply key marketing aspects in application to the real business

**Task:** The team will prepare a written company analysis, strategic plan, and implementation plan for a “client” firm. This report is due on Wednesday, April 15th.

The client can be a firm that is either already in the market or considering market entry. You may choose a client with whom you can have contact. This may be useful for gathering information. However, you do not need to have any contact with the client. In either case, you should not let the client direct your analysis, your evaluation of strategic alternatives, or your implementation plan. The company should be different from the cases discussed in this class.

A client firm and industry should be selected for which information is available, preferably in trade magazines and business publications like Business Week and Fortune as well as on the internet. Possible industries include gourmet or other specialty frozen foods, wine, retail banking, a software area, a retail segment, a type of restaurant, a type of sports equipment, etc. You may consider a competitive industry that exists completely within a local market, if appropriate.

Please note that this assignment is a research report. It is to be based on multiple information sources of various types. It is not simply a restructuring of information from one or two key sources. As a benchmark, your report should be based on a minimum of **five different information sources**. Further, your sources should include items from the business press, such as WSJ, Business Week, Forbes, etc.

**Due Dates:**

- The group term project is due in the dropbox by Wednesday, April 15 11:59PM, no exceptions.
- Please provide the name of the company your group chooses for the final group project by the end of the class on February 5 (write your team # and information about the client firm and industry selected on Carmen discussion). Two teams within our class will not be allowed to write a report on the same company. Companies are chosen on a first-come first-serve basis.

**Project guidelines:**

- The strategy term group project should be a maximum of 7 pages of text, using 12-point font and 1.5-line spacing with one inch margins.
- Please include at least 3 exhibits, graphs and/or other supporting materials (additionally to 7-page limit). All exhibits should be referenced in the text and displayed in order at the end of the report. Please do not use more than 5 pages for all the supporting material. Exhibits and references can be single-spaced.
- Thus the entire report is a maximum of 12 pages + title page that lists the name of the company analyzed and the names of all team members.
- All external material used in your analysis should be cited in the text and citations should appear at the end of the document and should follow a consistent format (of your choice).
- The outline of structure of your final paper is presented in Appendix I.

**Criteria of success:** The Group Strategy Project Rubric is published on Carmen and will highlight the key components for evaluation.

## **2. Progress Report for the Final Group Paper (12 % of final grade)**

**Purpose:** To make sure that your final project is progressing and you are applying material learned in classes by the middle of semester.

**Task:** Please submit outline/bullet points for the final project including Situation Analysis, research you used, goals/objectives, STP (please see the outline of structure of your final paper in Appendix I)

**Due Dates:**

- The progress report for the final paper is due in the Carmen dropbox by Wednesday, March 25, 11:59PM, no exceptions.

**Project guidelines:**

- Create an outline for the key findings you did related to Situation Analysis, Research, Goals/Objectives, STP (1-2 pages)
- All external material used in your analysis should be cited in the text and citations should appear at the end of the document and should follow a consistent format (of your choice).
- The outline of structure of your final paper is presented in Appendix I.

**Criteria of success:**

- Includes outline for analysis of your firm (5Fs, PESTEL, 5Cs): 3 points

- Include outline for SWOT (connected and based on 5Fs, PESTEL, 5Cs): 3 points
- SMART marketing goals/objectives are set: 3 points
- Outline for STP: 3 points

### 3. Final Video (15 % of final grade)

**Purpose:** To practice a creative approach in creating marketing materials.

**Task:** The team will prepare a video of up to 3 minutes in length, related to marketing strategy of the company you chose for the final project. We will review it together in class.

**Due Dates:**

- Your video should be submitted on Carmen dropbox or you can provide the link to your YouTube video on Carmen dropbox by Wednesday, April 14, 11:59PM, no exceptions. Please remember that video files are usually very large; so give extra time to submit your assignment by the deadline.

**Project guidelines:**

- I would like you to think out of scope and brainstorm with your team how you can do a creative video that will be related to marketing strategy (whole marketing strategy process or one of the steps) of the company you chose for the final paper, will be memorable and interesting for your target audience. In this case your target audience will be me and other students in the class who will watch your video during our class on April 14.
- No more than 3 minutes
- Please make sure that you use the format of your video that can be easily played at Fisher classroom (no videos made via powerpoint are allowed).

**Criteria of success:**

- Within timeframe: 5 points
- Connected to the marketing strategy (whole process or one of the steps): 5 points
- Different/creative. That is hard to measure, but I would like to see that you put some thoughts to differentiate yourself and make it memorable and interesting for the target audience: 5 points.

### 4. PharmaSim Final Simulation Presentation (20%)

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

**Task:** Once all six rounds of play have been completed, all groups will prepare a presentation (PPT slides). You are NOT going to present it during our class time, but we will have a group discussion on March 4 and all students should be ready to address questions in class.

**Due Dates:** Please submit your power point presentations on Carmen dropbox by March 3, 11:59 pm.

**Project guidelines:**

Presentation materials should include (aligned with Appendix 1):

- Introduction of team members
- Overview of the key project details
  - 5 Cs analysis
  - SWOT (connected and based on 5Cs)
  - Goal/Objectives
  - Market Target Audience
  - Positioning (please include positioning statement)
  - Product Formulation
  - Pricing
  - Promotion
  - Place
  - Special decisions
- Summary of the game results by round
- Critical success factors identified
- Key lessons learned / what would you do differently next time

- Recommendations for future management in the game

### **Criteria of success:**

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

- Organization (10 out of 20)* Included here is whether the presentation is clear, well organized, and covers all the required points. Graphs and charts support the main ideas.
- Content (10 out of 20)* Included here is whether the content is error-free, and accurately portrays the team plans and outcomes.

## **5. PharmaSim Simulation Result (10%)**

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

**Task:** Using the same teams as those used for your group presentation, 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.

**Due Dates:** Submission for each of 6 rounds will be Sunday 11:59 pm (except the final round 6<sup>th</sup> round. See class schedule for more details). The final round (round #6) should be submitted by the end of our class on February 26. **If your team missed the deadline you will lose 1 point per day after February 26.**

### **Project guidelines:**

- Each student will need to get individual access (\$44.95 per student) to the simulation. The introduction email will be sent to you during the first week of classes.
- Every week team will play a new round. Each round is equal to one year.
- There are a total of six rounds beginning with period 0.
- Everyone on the team is able to enter decisions, while only the leader can advance to the next round (please see group formation for details).
- The group is to work together to complete this project (although the 2 practice rounds are completed individually). You will have an opportunity to practice the first and second week of our classes. Please take advantage of practice rounds.
- Groups can divide up work however they deem appropriate, but all should understand the decisions.
- 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 (We are going to have a guest speaker on February 12, so no time will be provided during our class that day and you need to plan in advance to work outside of our class time). You should also plan to meet outside of class time to complete this assignment when necessary.

### **Criteria of success:**

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%).

### **Individual Activities:**

## **6. 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 will lower your attendance grade (unless you can provide strong evidence that you missed three classes for an excused reasons such as a job interview, illness requiring doctor visit, etc.). 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.

## 7. Class 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 at 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).

I also would like to clarify that there are no any make up opportunities for missed classes even if you missed it for excused reason.

## 8. TopHat Quizzes (3%)

Three random classes with reading assignments will incorporate quizzes in TopHat. These activities are aimed to make sure that each of you is fully prepared for discussion. If you answer 60% or more correctly in each quiz, you will receive credit (1 % per quiz). If you have an excused reason to miss a class with a quiz you can prepare a half page paper and send it to me via email within 1 week. Please include in your email evidence of your excused absence. Since these are random quizzes I am not going to provide any information in advance about them. It is your responsibility to check with your classmates or with me right after class to determine if there was a quiz. I reserve the right to determine if a class was missed due to an excused reason or not and thus, not allow the half page paper to substitute for the quiz.

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### Class Schedule

Date	Topics	Case/Article	Assignments/activities due	Simulation Round
01/08/20	Course Introduction/Syllabus Review		<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)	
<b>Situation Analysis and Research</b>				
01/15/20	Simulation Introduction	Prepare to discuss PharmaSim Case (see it at Simulation Mode on Carmen as well as you can find it at PharmaSim Simulation).	<b>Due:</b> Read and prepare for discussion on case <b>Due:</b> Sign up for Simulation prior to our class. I will take 1 point	2 Practice Rounds with 120 replays per period (done)



			out of your final grade for not signing on time. While signed in you can practice simulation individually until January 21, 11:59 pm	individually). Available until 11:59 pm on January 21
01/22/20	Situation Analysis	Article: Framework for Marketing Strategy Formation (HBP)	<b>Due:</b> Read and prepare for discussion on reading  Use an opportunity to practice simulation individually prior to January 21, 11:59 pm	Simulation Round 0 Inputs due by 11:59 PM on 01/26
01/29/20	Marketing Research	Article: Chapter 3/Marketing Research (HBP)	<b>Due:</b> Read and prepare for discussion on reading	Simulation Round 1 Inputs due by 11:59 PM on 02/02
02/05/20	Marketing Goals and Objectives	Article: Chapter 5/Marketing Objectives and Strategy Formation (HBP)	<b>Due:</b> Read and prepare for discussion on reading  <b>Due:</b> information about the client firm selected (publish on Carmen discussion by the end of our class)	Simulation Round 2 Inputs due by 11:59 PM on 02/09
<b>Segmentation, Targeting and Positioning (STP)</b>				
02/12/20	Guest Speaker			Simulation Round 3 Inputs due by 11:59 PM on 02/16
02/19/20	Segmentation, Targeting and Positioning	Article: Chapter 4: Consumer Behavior and Target Marketing (HBP)  Article: Positioning: The Essence of Marketing Strategy (HBP)	<b>Due:</b> Read and prepare for discussion on reading	Simulation Round 4 Inputs due by 11:59 PM on 02/23
<b>Marketing Mix (4 P's)</b>				
02/26/20	Class time for Final Simulation decision & presentation		<b>Due:</b> Completion of simulation in class  <b>Due:</b> Submit the final simulation presentation by March 3, 11:59 pm	Simulation Round 5 (final round) Inputs due by the end of our class
03/04/20	Simulation discussion		<b>Due:</b> Prepare for discussion on simulation presentation	
03/11/20	SPRING BREAK – no class			
03/18/20	Product/Promotion	<a href="https://thehustle.co/bionic-boot/?utm_medium=email&amp;utm_campaign=sumoshare">https://thehustle.co/bionic-boot/?utm_medium=email&amp;utm_campaign=sumoshare</a>  <a href="https://thehustle.co/big-mouth-billy-bass-story/?utm_medium=email&amp;utm_campaign=sumoshare">https://thehustle.co/big-mouth-billy-bass-story/?utm_medium=email&amp;utm_campaign=sumoshare</a>	<b>Due:</b> Read and prepare for discussion on reading	
03/25/20	Pricing/Placement	Articles "Pricing Strategy" (HBP)  <a href="https://thehustle.co/airport-food-expensive/?utm_medium=email&amp;utm_campaign=sumoshare">https://thehustle.co/airport-food-expensive/?utm_medium=email&amp;utm_campaign=sumoshare</a>	<b>Due:</b> Read and prepare for discussion on readings <b>Due:</b> Submit progress report by March 25, 11:59 pm	

04/01/20	Guest Speaker			
<b>Special Topic: Global Marketing</b>				
04/08/20	Global Marketing	Article: "Global Marketing" (HBP)	<b>Due:</b> Submit Final Video by April 14, 11:59 pm	
<b>Team Project presentations /Class Wrap up</b>				
04/15/20	VIDEO Viewing /Class wrap-up		<b>Due:</b> Group Final Paper by April 15, 11:59 pm (Carmen dropbox)	

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### **Additional Policies**

#### **Technology Policy:**

**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. I understand that you are working and might have an urgent need to respond emails or messages. If so, please leave the room and complete your work outside of the room to not disturb other students.

**Please install the TopHat app on your smartphone prior to our second 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 during class.

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## **Appendix 1:**

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

(See more details about appendix 1 on pages 3 and 4)

#### **I Situation Analysis**

- A. 5Fs, PESTEL & 5Cs Analysis
- B. Identify key opportunities
  - SWOT analysis
- C. Set marketing goals/objectives

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

- A. Identify Relevant Markets and Segments
- B. Select Target Markets and Target Segments
- C. Develop Positioning Statement

**III. Determine Marketing Mix Alternatives (current situation for your client is described in Analysis part. This part is your recommendations for 4Ps (based on analysis), that will help you to reach your goals and objectives**

- A. Product (Goods and/or Services)
- B. Price
- C. Place (Distribution)
- D. Promotion

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

- A. Marketing metrics (identify metrics/KPI how you are going to assess the success of your project)
- B. Timing and Next Steps

Task	Next Steps	Timing	Responsible

**I have a good example of Marketing Strategy that unfortunately I cannot publish on Carmen, but I would be happy to show it to you in our class if you are interested to see an example.**