



**MBA 6253 – Marketing Management
Autumn 2018**

Professor: Scott LaCross **Class Time:** Mondays, 6:15pm – 9:30pm
Office: 356B Fisher Hall **Classroom:** Gerlach Hall 375
Email: lacross.2@osu.edu **Office Hours:** <http://u.osu.edu/lacross.2/office-hours>

Course Overview

In the most general sense, the success of any organization depends largely on how well it can attract and retain customers, in order to achieve its goals. To attract customers, the organization must have something of value to offer to them. The central premise of marketing, therefore, is all about understanding, creating, communicating and delivering that value to customers.

This core course is designed to provide future managers and decision makers an appreciation of the role of marketing in an organization. Like any core course, it emphasizes breadth over depth. This course aims to help you develop a keen sense of marketing curiosity and broad-based marketing know-how, so that you can ask the right questions and provide insightful solutions for any marketing related business problem.

Course Goals	Student Outcomes
Students will learn the key aspects of marketing 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 understand the main activities of marketing including identifying a target segment and leveraging the “4P’s” to reach and influence that core target to achieve your business goals.
Students will learn how to apply the marketing strategies in the real/business world.	Students will be able to recognize and navigate the complexity of applying marketing strategy in the real world. 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 communications 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/re-enforce working in teams.



Course Materials

The required materials are included in course pack from Harvard Business Publishing available at: <https://hbsp.harvard.edu/import/560261>. Each student is required to purchase their own course pack.

Course Expectations

In this class, it is expected we will treat each other with the professionalism and respect required in any working environment. In other words, make sure your documents show pride in your work (rewrite them, edit them, proof them, then do it all again). Students are expected to attend every class unless there are emergencies or unavoidable circumstances. Be sure to send notification to the professor ahead of time if you are not going to be in class on a given day. Additionally, I will be accessible for questions outside of the classroom when you need assistance.

Grading

Your grade will be based on the below components:

<u>Graded Component:</u>	<u>% of Final Grade</u>
<i>Group Graded Components (60% of total grade)</i>	
1. Company Analysis Report*	25%*
2. Marketing Plan Presentation*	25%*
3. Marketing Trend Discussion Lead	10%*
<i>Individual Graded Components (40% of total grade)</i>	
4. Carmen-submitted Assignments	25%
5. Peer Evaluation*	15%*

***Individuals who receive less than 75% Peer Evaluation (as an average of all evaluations) will receive only 80% credit of the Group Project grades.**

The grading scale that will be utilized for the final grade are as follows:

A = 93.0 – 100%	C = 73 – 76.99%
A- = 90.0 – 92.99%	C- = 70 – 72.99%
B+ = 87.0 – 89.99%	D+ = 67.0 – 69.99%
B = 80.0 – 82.99%	D = 63.0 – 66.99%
C+ = 77.0 – 79.99%	

Company Analysis Report – 25% of final grade

You will work in **teams of six** that will be formed during the first week (you will form your own teams). Each team will select a company for which you will perform an in-depth, external analysis of their business and marketing strategies (see company criteria below). Teams must provide their selection (in Carmen Assignment) to the professor by **EOD, September 3rd**.



Company Criteria:

- 1) Cannot be a company any group member works for (but can be a competitor).
- 2) Cannot be the same company as another group. Companies will be assigned on a first-come basis according to submission time in Carmen (in Assignments section)
- 3) Should be a company & industry that have available secondary sources (i.e. articles, reports, studies, etc.) that you can use for an in-depth analysis.

Your final deliverable will be a written report **between 10 - 20 pages in length** (1" margins, 12pt font, 1.5 spacing). The paper is expected to be presented in a professional form. Spelling errors or grammatical mistakes will be penalized severely. The final deliverable should follow the below outline.

- 1) Executive Summary (1-page maximum)
- 2) Situation analysis
 - a. Perform an in-depth assessment of the company's overall business situation utilizing Porter's 5-Forces and a 5C Analysis.
- 3) Description and analysis of current marketing strategies employed
 - a. Overview of the company's marketing activities and core messaging. Based on what you have seen, what are the company's core marketing strategies (what are they trying to accomplish in the marketplace?)
- 4) Marketing- decision or issue you expect the company to face in the next 6 – 12 months
 - a. Include background and rationale for why you see this decision / issue approaching, core objectives the company should focus on and main criteria that should be considered for making the decision.
- 5) Evaluation of alternative marketing strategies the company should consider in lieu of the upcoming decision / issue.
 - a. Include implementation details and considerations in your evaluation (are there any operational, financial, company culture impacts that are significant?)
- 6) Expected/anticipated competitive reactions
 - a. What are the potential responses of key competitors?

Why We're Doing This:

Marketing professionals can contribute to company decisions by analyzing markets for opportunity and developing marketing strategy to convert that opportunity into sales and profits. Because environmental forces influence opportunity, marketing strategy development must be based on a sound understanding of the market arena in which the company competes. Thus, analysis and strategy development/implementation are complementary parts of the overall product and market planning process. All marketing professionals, as well as those from other functional areas (including finance, operations, R&D, sales, etc.), must be proficient in applying this process.



Marketing Plan Presentation – 25% of final grade

An effective marketing plan is not simply executing every marketing program available. It takes into consideration the purpose and effectiveness of various marketing tactics in delivering a unique and compelling message to your target audience. In short, it is about delivering the *right message to the right people at the right time*. Students will work with the same groups as the Company Analysis project to develop a Marketing Plan for a company or brand of their choice. The company or brand will be assigned on a first-come basis and cannot be the same as any used for the Company Analysis project (by any group) and also cannot be the company of anyone in the group. Groups can choose the context for their marketing plan – support the company/brand as a whole, support a specific product, or support a new product (that group can create).

Each group will present their recommended Marketing Plan to the class on November 19th (refer to course schedule). Your presentation target time is **15 minutes** and groups are responsible for planning and managing their presentation time. Ending significantly early (i.e. less than 12 minutes) or running out of time (i.e. past 16 minutes) will negatively affect the presentation grade.

The presentation should include the following elements:

- 1) Company & Category Landscape
 - a. Introduce the company
 - b. Provide relevant context for the company and category utilizing the situation assessment tools discussed in class
- 2) Overview of company's target customer
 - a. Who are they trying to reach and influence with their marketing efforts?
 - b. Include both demographics and psychographics
- 3) Overview of past / current promotional programs
 - a. What has company done in the past? What has been their key messaging?
 - b. What have been key vehicles for advertising & promotions?
- 4) New Campaign & Messaging Overview
 - a. Develop a new messaging campaign that the company should implement to influence their target audience (or to reach a new audience). What is the core message you want the audience to take away?
- 5) Advertising & Promotional Support Plan
 - a. 12-month tactical execution of the new campaign
 - b. Detailed tactical examples of how the campaign will be executed across the recommended marketing vehicles
 - c. Plan should include broad-reaching awareness tactics + more engaging purchase-driving tactics



Why We're Doing This:

Like many things, Marketing is a combination of both art and science. While analysis and logic are important for effective strategic planning, data can only take you so far. It must be combined with unique and creative ideas that help a company or brand stand apart from everyone else. That's part of what makes Marketing fun!!

This project is meant to help explore your creative side and experience the power of brain-storming and collaboration. I encourage you to be bold with your ideas. Grading will be based on how well the information fits together and follows a logical tie throughout. I will not be grading on whether I personally "like" the creative ideas presented. No matter what the ideas actually are, they should fit logically with the information presented throughout the presentation.

Marketing Trend Discussion Lead – 10% of final grade

One of the most important competencies of an effective marketer or leader is to stay aware of the market trends. We will begin most classes with discussion of recent news in the marketing world.

Each team will select a current marketing trend and lead a discussion in the classroom about this trend. The days are assigned and are indicated in the course schedule. Each group will have 20 - 30 minutes to lead the discussion. Groups can utilize any tools they choose to present and facilitate discussion (i.e. presentation slides, white board, handouts, etc.).

NOTE: The marketing trend does not need to be related to the topic of discussion on your day.

This assignment will be graded based upon the following set of criteria (each worth 20% of grade):

- 1) Summary of Trend – Identifies and clearly demonstrates a strong understanding of the trend (must use at least three (3) references).
- 2) Analysis of the Situation – Presents an insightful and thorough analysis of all identified issues/problems; includes all relevant details and any necessary calculations.
- 3) Discussion Facilitation – effectively creates insightful discussion from the class using thought-provoking questions. Teams need to develop at least three (3) questions for discussion.
- 4) Conclusion/ Wrap up – Summarizes main points and relevance to course.
- 5) Communication effectiveness – Clearly and persuasively communicates information; effectively engage audience.

Why We're Doing This:

An important competency of an effective marketer or leader is to stay aware of the market trends. It is easy to get completely caught up with your day-to-day activities and overlook the importance of monitoring what is happening outside of your company and situation. This exercise will allow groups to utilize external resources



Online Carmen Assignments – 25% of final grade

Topical One-pagers

In order to deepen understanding and also spur meaningful discussion throughout the semester, students will complete one-page analyses of their company or organization on core marketing topics including 1) market analysis, 2) brand positioning, 3) pricing, 4) marketing communications, and 5) innovation.

Students will submit a document (up to one-page in length) analyzing their company / organization in each of those areas. Specific questions for each will be included in the Assignments on Carmen. Documents must be submitted **in Carmen prior to the start of class** on their assigned days. If students are having difficulty finding information on a specific topic for their current company or organization, they can use a previous employer for that topic. Students are not expected to know all of the answers from their own experiences, but rather should seek out colleagues within their company who would have that knowledge.

Why We're Doing This:

One of the goals of this course is to make sure that you learn from each other. The class as a whole has access to a wealth of knowledge about marketing through the various organizations represented. While the course content will expose you to core concepts of marketing, students can learn a great deal about marketing from those within in their own organizations who make marketing decisions every day.

Online Quizzes

We will be utilizing many Harvard Business Publishing Core Curriculum articles to help facilitate our discussions and learning. Prior to each class, students will complete a short online “quiz” related to these articles. These will be “open note” so students can utilize the HBP articles to complete these quizzes.

Why We're Doing This:

While we will not utilize exams in this course, it is still important for students to be able to identify and retain key concepts. These short quizzes will also help focus in on the elements from the articles that will be most relevant to our class discussions.

Peer Evaluations – 15% of final grade

Team collaboration and participation is an important element of this class and will affect the quality of final deliverables. Each team member will provide a performance evaluation of the other members. Lack of effort and contribution to the project by a team member will be reflected in the individual peer evaluations and will negatively affect that individual's overall grade for the course. **Individuals who receive less than 75% Peer Evaluation (as an average of all evaluations) will receive only 80% credit of the Group Project grade.**



It is important that Peer Evaluation scores are determined based on objective criteria rather than personal opinion. It is normal for group members to have different approaches, personalities, and opinions so your group will need a clear framework for how you will work together and the expectations of performance. One of the first tasks your group will have will be to develop and submit a **Team Charter**. The performance expectations laid out in this charter will be the basis for your Peer Evaluation scores at the end of the session.

The template for the Team Charter is posted on Carmen in the Course Documents Module. An electronic version of the completed Charter must be submitted in Carmen and a printed & signed version must be turned in to the instructor by the second class meeting.

Honor Code

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, 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. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "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, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.



Professor Bio

Scott LaCross
Senior Lecturer
Department of Marketing & Logistics
Fisher College of Business

Scott LaCross joined the Fisher Marketing & Logistics faculty team in Spring 2013 as an Adjunct Lecturer to teach the Marketing Projects course. For the next three years he taught in an adjunct role while also managing his own business, The Speiro Group, a Columbus-based consulting firm serving companies in the areas of strategic planning, marketing execution, and leadership development.

Scott transitioned into a full-time faculty position as a Sr. Lecturer in Autumn 2016 and has taught multiple courses including Marketing Projects, Marketing Strategy, Advertising & Promotional Strategy and MBA Professional Development. He is the Faculty Director for the Consumer Packaged Goods Industry Immersion Program and a Faculty Advisor to the OSU Chapter of the American Marketing Association, Cru and Beta Upsilon Chi.

Prior to teaching and consulting, Scott held various brand management positions with Sara Lee Corporation and Abbott Nutrition. His experience includes strategic business planning, P&L management, profitability improvement, cross-functional team management, market research design, brand identity and positioning, advertising and promotions development, and new product launches.

Scott earned his MBA from Northern Illinois University and his B.S. in Marketing and Organizational Leadership from Miami University.





Detailed Course Schedule

Session 1: Monday, August 27th

Course Introduction & Marketing Overview

Key Concepts:	Overview of course and expectations What is Marketing?
Required Readings:	No required readings
Student Deliverable:	Student Information Form
Activities:	Form Groups & Develop Team Charters

Session 2: Monday, September 3rd

NO CLASS – LABOR DAY

Session 3: Monday, September 10th

Market & Situational Assessment

Key Concepts:	Understanding the Marketing Context Strategic Analysis Tools Porter's 5 Forces Model SWOT Analysis 5C Analysis
Required Readings:	Marketing Analysis Toolkit: Situation Analysis (2010). Thomas Steenburgh and Jill Avery. HBP Core Curriculum. Course Pack.
Individual Deliverable:	Market Assessment One-Pager (<i>due in Carmen before class starts</i>)
Team Deliverable:	Group 1 Lead Marketing Trend Discussion

Session 4: Monday, September 17th

Consumer Behavior & Market Research

Key Concepts:	Who are our Consumers? What is Consumer Behavior? The Consumer Decision Process
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Required Readings: Consumer Behavior and the Buying Process (2014). John T. Gourville and Micheal I. Norton. HBP Core Curriculum. **Course Pack.**

Marketing Intelligence (2015). Robert J. Dolan and Leslie K. John. HBP Core Curriculum. **Course Pack.**

Team Deliverable: Group 2 Lead Marketing Trend Discussion

Session 5: Monday, September 24th

Segmentation & Targeting

Key Concepts: What is Segmentation and why is it necessary?
Segmentation Process & Criteria
Targeting Decisions

Required Readings: Segmentation & Targeting (2014). Sunil Gupta. HBP Core Curriculum. **Course Pack.**

The Fashion Channel Case Study (2007). Wendy Stahl. **Course Pack.**

Team Deliverable: Group 3 Lead Marketing Trend Discussion

Session 6: Monday, October 1st

Brand Positioning

Key Concepts: What is a Brand?
What is Positioning?
Positioning Statement

Required Readings: Brand Positioning (2014). Jill Avery and Sunil Gupta. HBP Core Curriculum. **Course Pack.**

Individual Deliverable: Positioning One-Pager (*due in Carmen before class starts*)

Team Deliverable: Group 4 Lead Marketing Trend Discussion



Session 7: Monday, October 8th

Pricing Strategy & Analytics

Key Concepts:	The Importance and Role of Pricing Different Pricing Strategies Pricing & Margin Promotional Price Analysis
Required Readings:	Pricing Strategy (2014). Robert J. Dolan and John T. Gourville. HBP Core Curriculum. Course Pack. Culinarian Cookware: Pondering Price Promotion (2009) Case Study. John A. Quelch and Heather Beckham. Course Pack.
Individual Deliverable:	Pricing One-Pager (<i>due in Carmen before class starts</i>)
Team Deliverable:	Group 5 Lead Marketing Trend Discussion

Session 8: Monday, October 15th

Channel Strategy

Key Concepts:	The Functions of a Marketing Channel Distribution Channel Design Multi-Channel / Cross-Channel
Required Readings:	Developing and Managing Channels of Distribution (2014). V. Kasturi Rangan. HBP Core Curriculum. Course Pack. From Declining to Growing Distribution Channels (2004). Nirmalya Kumar. Course Pack.
Team Deliverable:	Company Analysis Report (<i>due in Carmen prior to class start</i>) Group 6 Lead Marketing Trend Discussion

Session 9: Monday, October 22nd

Marketing Communications

Key Concepts:	Advertising and Promotional Strategy Integrated Marketing Communications (IMC) 6M Model of Marketing Communications
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Required Readings: Marketing Communications (2016). Jill Avery and Thales S. Teixeira. HBP Core Curriculum. **Course Pack.**

Perfect Message at the Perfect Moment (2005). Kirthi Kalyanam and Monte Zweben. **Course Pack.**

Individual Deliverable: Marketing Communications One-Pager (*due in Carmen before class starts*)

Team Deliverable: Group 7 Marketing Trend Discussion

Session 10: Monday, October 29th

Strategic Planning Process

Key Concepts: Strategic Planning in Practice
Guest Speakers

Required Readings: No required readings.

Team Deliverable: Group 8 Marketing Trend Discussion

Session 11: Monday, November 5th

Innovation Strategy

Key Concepts: The Product Lifecycle
Evolutionary vs. Revolutionary Innovation
New Product Development Process

Required Readings: What is Disruptive Innovation? (2015). Clayton M. Christensen, Michael E. Raynor and Rory McDonald. **Course Pack.**

What's Next After Stage-Gate? (2014). R.G. Cooper. **Carmen Article.**

Individual Deliverable: Innovation One-Pager (*due in Carmen before class starts*)

Team Deliverable: Group 9 Marketing Trend Discussion



Session 12: Monday, November 12th

NO CLASS – VETERANS DAY

Session 13: Monday, November 19th

Group Marketing Plan Presentations – groups present in numerical order

Session 14: Monday, November 26th

International Strategy

Key Concepts: Market Assessment and Development
 Managing Global Marketing Programs

Required Readings: Global Marketing (2014). Rohit Deshpande. HBP Core Curriculum.
Course Pack.

Alibaba Group Case Study (2010). Julie M. Wulf. **Course Pack.**

Session 15: Monday, December 3rd

Course Debrief

Required Readings: No required readings.

Activity: Class Case Study Activity (no prep needed)