



**MBA 6253: MARKETING  
Autumn 2018**

**Professor:** Maria Landekhovskaya

**Class Time:** Wednesday, 6:15 pm – 9:30 pm

**Office:** 305 Fisher Hall

**Classroom:** Gerlach Hall 375

**Email:** landekhovskaya.1@osu.edu

**Office Hours:** Wednesday, 5:30 pm – 6:00 pm or by appointment

**Course Overview:**

“Marketing is not a function. It is the whole business seen from the customer’s point of view.” – Peter F. Drucker

In the most general sense, the success of any organization – either for-profit or non-profit – 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.

<b>Course Goals:</b>	<b>Course Outcomes:</b>
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 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
	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/enforce working in teams
---	---

### Course Format:

Most of our class time will be spent on discussions related to the application of marketing 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 fully prepared for every class. Your attendance and active participation in discussions are critical to your learning and success in this course.

### 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/561814>
- 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. 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.** For more information how to install TopHat, please use this link:

<https://email.osu.edu/owa/redir.aspx?C=Cdo5LIcl5SuikOH9RiyCc3ekzP9Si7SnZ32Dktj7cLdmj0v-owfWCA.&URL=https%3a%2f%2fresourcecenter.odee.osu.edu%2ftop-hat%2fusing-top-hat-students> (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.

### 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 (80%)	A.1 Group Final Paper	25
	A.2 Group Final Presentation	20
	A.3 Marketing Trend Discussion Lead	15
	A.4 Simulation Final Presentation	10
	A.5 Simulation Result	10
B. Individual Activities (20 %)	B.1 Contribution to discussion in class	10
	B.2 Special topic half pager	10

### A. Group Activities – 80 % 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 4-5 members (there will be a total of 9 groups). 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. 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 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 Group Final Paper (25%)

The team will prepare a written company analysis, strategic plan, and implementation plan for a “client” firm. This report is due on Wednesday, December 5th. (Each team will also present its report in a formal 20-minute presentation to the class, please see A.3).

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.

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 seven different information sources. Further, your sources should include items from the business press, such as WSJ, Business Week, Forbes, etc., in addition to those you might find through an electronic search such as Google.

### **Project guidelines**

- The strategy term group project should be a maximum of ten pages of text, using 12-point font and 1.5-line spacing with one inch margins.
- All exhibits, references, and other supporting material are not part of the 10-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 15 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 II. The Group Strategy Project Rubric will be published on Carmen and will highlight the key components for evaluation.

### **Due Dates:**

- The group term project is due in the dropbox by Wednesday, December 5 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 October 3 (write your team # and information about the client firm and industry selected on paper and turn into me). 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.

### **A.2 Company Analysis/ Group Presentation (20%)**

The oral report will consist of a 20 minute presentation that is polished, professional, rehearsed, interesting, and useful to your client. You should regard it as an excellent opportunity to improve or refine your presentation skills. Everyone should present. During the presentations by the other groups you will be asked to provide written comments on the presentation skills of each speaker (not the content) and make suggestions for improvement. A set of these comments will be copied and returned to you. The goal is not only to provide feedback but also to sensitize you to presentation skills.

Members of a group may receive different grades based upon their oral presentation, their section in the report (if it is well defined), and their role in the group.

### **A.3 Marketing Trend Discussion Lead (15%)**

One of the most important competencies of an effective marketer or leader is to stay aware of the market trends. We will start every class with discussion of the most recent news in the marketing world. Additionally each team needs to choose a current marketing trend and lead discussion in the classroom about this trend. The days of your “presentation” are assigned and are indicated in the class schedule table. Each group will have 20 minutes to lead the discussion. This is totally up to you if you would like to do slides, use TopHat or just talk. Please make sure that you use at least 3 business/research resources while preparing for discussion. Please note that this is a team grade.

This assignment will be graded based upon the following set of criteria (RUBRIC):

- a. Summary of Trend – 5 points Identifies and clearly demonstrates a strong understanding of the trend (please use 3-5 business resources).
- b. Analysis of the Situation – 5 points Presents an insightful and thorough analysis of all identified issues/problems; includes all relevant details and any necessary calculations.
- c. Communication Effectiveness – 5 points Clearly and persuasively communicates information; effectively engage audience.
- d. Conclusion/ effective wrapping up – 5 points Summarizes discussion and did good connection to class materials.

### **A.4 PharmaSim Final Simulation Presentation (10%)**

Once all six rounds of play have been completed, all groups will prepare a presentation for submitting but will not give a formal presentation in the class.

Presentation content 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

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

- a. *Organization (5 out of 10)* 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 (5 out of 10)* Included here is whether the content is error-free, and accurately portrays the team plans and outcomes.

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

The class will be broken up into a total of 9 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. 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 Friday 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 Friday, October 26. If your team missed the deadline you will lose 1 point per day after October 26th.

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.

## **B. Individual Activities – 20% of final grade**

### **B.1 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.

I understand that due to time constraints, it may not be possible to speak in every class. 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.

### **B.2 Special Topic half pager (10%):**

One of the goals of this class is to make sure that you learn from each other. I created four special topics related to marketing which will help us to better understand about companies/ organizations where you are currently working or where you worked before are doing in these four areas: marketing budgeting, marketing communication, pricing and branding. Please review with your organization how your company is currently operating in all of the below areas and prepare a half page paper (you can do bullet points) for the class discussion. Make sure that you submit your half pager into Carmen prior to your class (it needs to be done by 6 pm the day of discussion). See below the list of questions for each of the topics:

#### *Marketing budgeting (2.5 out of 10 points):*

- How is the marketing budget set?
- Do financial teams and marketing teams interact closely to set the budget?
- How are actual results tracked against the budget?
- Are there variance reviews on a regular basis to discuss differences?
- How often is the budget updated during the year (i.e. current year forecast)?
- What are the main assumptions / drivers that impact a marketing budget?
- What are the primary challenges in developing a marketing budget?
- What suggestions do you have to improve the process?

#### *Marketing Communication (2.5 out of 10 points):*

- What is the internal structure for marketing team and how are the decisions made?
- What marketing communication tools are your company using?
- What are your marketing communication goals?
- What are the primary inputs for the marketing communication strategy (research, etc.)?
- How do you identify your target audience?
- Any marketing communication specifics for your industry?
- What is the approach on Social Media?
- What are the challenges of marketing communication?
- What should be done differently?

#### *Branding (2.5 out of 10 points):*

- Who is in charge of branding?
- What is the process for branding development & review?
- What role is branding playing within your organization?
- What are the primary challenges with branding?
- What you would recommend to do differently?

#### *Pricing (2.5 out of 10 points):*

- Who is in charge of decision making on pricing?
- How is pricing set?
- What are the main drivers of pricing decisions?
- How are the decisions on pricing evaluated afterwards to identify areas for improvement?
- What are the main challenges in pricing strategy
- What you think should be done differently?

### Course Schedule

Date	Topics/Case	Assignments/Deliverables	Simulation Progress	Presenting Group
08/22/18	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>Introduction to Marketing and Marketing Strategy</b>				
08/29/18	1. Note on Marketing Strategy (2000). Robert J. Dolan.  2. When Marketing Is Strategy (2013). Niraj Dawar.  3. The Five Competitive Forces that Shape Strategy (2008).	Prepare to discuss articles		
09/05/18	1. Case Analysis: "Apple Inc."	Prepare to discuss the case	PRACTICE: Two Practice Rounds with 120 replays per period (done individually). Available Sep 4 -Sep.12	
<b>Segmentation, Targeting and Positioning</b>				
09/12/18	1. Customer Segmentation in Business-to-Business Markets (2011). Robert E. Spekman and Joshua Stein.  2. Positioning: The Essence of Marketing Strategy (2009). Moore, Marian C. Moore and Richard Helstein.	Prepare to discuss articles	PRACTICE of simulation	Group 4 (mrkt trend)
09/19/18	1. Case Analysis: "Red Lobster"	Prepare to discuss the case	Simulation Round 1 Inputs due by 11:59 PM on 09/21 (Available on Sep 13 at 1 pm)	Group 5 (mrkt trend)



09/26/18	1. Case Analysis. Nestle's Maggi: Pricing and Repositioning a Recalled Product	Prepare to discuss case and article	Simulation Round 2 Inputs due by 11:59 PM on 09/28	Group 1 (mrkt trend)
Special Topic Discussion #1				
10/03/18	Special topics for discussion: Marketing budgeting	Submit half pager by 6pm and prepare to discuss marketing budgeting based on your business experience  Due: information about the client firm and industry selected (write on paper and turn into be by the end of our class)	Simulation Round 3 Inputs due by 11:59 PM on 10/05	Group 7(mrkt trend)
Special Topic Discussion #2				
10/10/18	Special topic discussion: Marketing communication	Submit half pager by 6 pm and prepare to discuss marketing communication based on our business experience	Simulation Round 4 Inputs due by 11:59 PM on 10/12	Group 2 (mrkt trend)
Marketing Mix (4 P's)				
10/17/18	1. Case Analysis "Lululemon Athletica"	Prepare to discuss case	Simulation Round 5 Inputs due by 11:59 PM on 10/19	Group 9 (mrkt trend)
10/24/18	1. Article Discussion "Pricing Strategy"  2. Case Analysis: The London 2012 Olympic Games	Prepare to discuss case and article	Simulation Round 6 Inputs due by 11:59 PM on 10/26	Group 8 (mrkt trend)
10/31/18	No formal class. Project work for the simulation final presentation/paper	DUE: Submit you simulation final presentation/paper by 11:59 pm		
Special Topic Discussion #3 and #4				
11/07/18	Special topics for discussion: pricing	Submit half pager by 6 pm and prepare to discuss pricing based on our business experience		Group 3 (mrkt trend)
Other Topics: International Marketing/ Sustainability				
11/14/18	Article Discussion: "Global Marketing"  Case Analysis: "Alibaba Group"			Group 6 (mrkt trend)
11/21/18	Thanksgiving – no classes			
Term Project presentation				
11/28/18	Term Project Presentation			Groups 1-5

12/05/18	Term Project Presentation	DUE: Group Final Paper by 11:59 (dropbox)		Groups 6-9
----------	---------------------------	--	--	------------

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 for final project**

**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**