

International MBA – Orchid Class (209.4820)
&
Global Green MBA – Flora Class (209.8155)

Business Game

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1. Course Topics:

During this course students will use a special business/marketing web-based simulation. The business game is based on an engaging simulation set in the real-world environment of the jeans wear industry. The simulation allows the students to analyze the changing marketplace, set strategy for their company, take tactical actions and compete against other teams. To play successfully, teams must create and manage the marketing strategy of a company selling their unique brand of jeans in competition with others in their own unique marketplace. The winners are the owners of the most successful brand – based on several KPI's such as sales, profits, market share and awareness. As in the real world, any competitive strategy can lead to success, depending on the decisions teams make, and the actions of their competitors.

2. Course Objectives:

By playing the simulation and competing with other teams, students will gain a better understanding of how business and marketing theories relates to real situations and be able to critically reflect on real world decisions leading to better commercial awareness.

3. Time and Place: (participation is mandatory)

Zoom Meeting: Introduction: 23.07.20 18:00 – 21:00

In this meeting we will briefly learn the 'Playing to Win' model as a starting point for crafting a business strategy - based on a book by A.G.Lafley (P&G CEO) and Roger Martin (2012), *Playing to Win*, Harvard Business Review. Please read the article below (you can find it in the Moodle):

A.G. Lafley, Roger Martin and Jennifer Riel (2013), "A Playbook for Strategy: The Five Essential Questions at the Heart of Any Winning Strategy", Rotman Magazine.

Zoom Meeting: Business Game's Kickoff: 06.08.20 18:00 – 21:00

In this meeting I will explain about the simulation and provide teams with user names and passwords to start the business game.

Zoom Closing Meeting – Teams' Presentations 10.09.20 18:00 – 21:00

▪ **8 Virtual Quarters (deadlines for submission of your decisions):**

- **Q1 deadline 10.08.20** 23:00 – *Analyses and Objectives*
- **Q2 deadline 13.08.20** " – *Segmentation and Targeting*
- **Q3 deadline 17.08.20** " – *Positioning and Branding*
- **Q4 deadline 20.08.20** " – *Product and Price*
- **Q5 deadline 24.08.20** " – *Promotion*
- **Q6 deadline 27.08.19** " – *Place*
- **Q7 deadline 31.08.20** " – *People and Process*
- **Q8 deadline 03.09.20** " – *Physical Environment*

4. **Prerequisites:**

Introduction to marketing or marketing strategy

5. **Course type:**

Business simulation, competition between teams (**3-4** students in each team; 7-8 teams). Communication with the lecturer will be through mail and Skype.

6. **Learning Mode:**

- The simulation runs on-line, and results are automatically processed
- The simulation includes 8 rounds; each round represents one quarter of a financial year and is based around one of the 7 Ps of marketing
- Teams of 2 students will work together, brainstorm and decide on their business strategy and tactics - which will be submitted directly into the web

7. **Course Requirements and grade:**

25% of the course grade will be based on teams ranking according to the **simulation official ranking** (which includes your chosen KPIs) as follows:

- Team #1 will get 100 points
- Team #2: 90 points
- Team #3: 85 points
- Team #4: 80 points
- Team #5: 75 points
- Team #6: 70 points
- Team #7: 65 points
- Team #8: 65 points

25% of the course grade will be based on the **total sales revenue ranking in Q8** of the teams as follows:

- Team #1 will get 100 points
- Team #2: 90 points
- Team #3: 85 points
- Team #4: 80 points
- Team #5: 75 points
- Team #6: 70 points
- Team #7: 65 points
- Team #8: 65 points

25% of the course grade will be based on the **operating profits ranking in Q8** of the teams as follows:

- Team #1 will get 100 points
- Team #2: 90 points
- Team #3: 85 points
- Team #4: 80 points
- Team #5: 75 points
- Team #6: 70 points
- Team #7: 65 points
- Team #8: 65 points

25% of the course grade will be based on:

- **Submission of your marketing plan** which includes all the decisions that the team took during the simulation (print it from the simulation website and submit it with your team name and students' full details)
- **Presentation in the Closing Meeting**: your aim is to present your team strategy (high level, max 12 power point slides) at the closing meeting (presentation by all the students).

This presentation should include:

1. Your overall strategy based on:
 - Playing to Win model
2. Your two main KPIs - why you chose them?
3. The benchmarks or models that you used during the game
4. The way you worked as a team (for example, a specific role for each team member)
5. The way you monitor your competitors
6. Your **2 good decisions** (including explanations)
7. Your **2 bad decisions** (including explanations)
8. Which team was the best in your opinion (not yours 😊) –why?

Submission of the full marketing plan and your presentation (into the Moodle) by the end of the closing meeting.

8. Recommended reading and material that might support you:

- Steenkamp, Jan-Benedict E.M. (2017), Global Brand Strategy: World-Wise Marketing in the Age of Branding, New York: Palgrave MacMillan
- Strategic Brand Management, Kevin Lane Keller (2012), 4th edition, Prentice Hall
- Marketing Management (2012) – Kotler P., Keller, K. L., 14th edition Prentice Hall
- All the materials that you learned in previous marketing's courses

Good luck and enjoy the business game!

Yoel