

**Department of Marketing
NUS Business School**

MKT4421 Marketing Practice & Impact (MPI)

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COURSE DESCRIPTION

The tenets of Classical Marketing starts with identifying the needs of the consumer followed by the creation of products and services to satisfy the needs. Framework and tools including Research, Branding, Positioning, Segmentation, Strategy and Tactics are then carefully weighed to arrive at the optimal marketing plan.

***Marketing Practice & Impact** module acknowledge the fact that marketers are tasked to perform in a more constrained work place. Marketers are often hired into established companies, legacy industries and tasked to solve problems of growth and demand specific to a given business with an established customer base, channel mix, partner eco-system within the constraints of P&L. This module assumes you have had prior exposure or experience classical marketing in theory and/or practice. This course aims to provide you with a diagnostic framework to better understand the broader business context confronting the company before you can effectively apply your marketing tool-kit.*

*It seeks to arm the marketer with the lens of a Business Stakeholders and helps anchor marketing solutions and proposals on solving the top priorities of the company as oppose to pursuing its silo metrics and goals. Just as Market Research help define the consumer, competitive and channel landscape. **Marketing Practice & Impact** enable the marketer to map the company's priorities, pressure point and legacy to incorporate into a more impactful marketing value proposition and solutions.*

*As this is a Post Graduate course, it is assumed that student join this class with some industry internship or work experience. Students having been exposed to industry and business will enjoy a richer experience connecting practice with **Marketing Practice & Impact** concepts through active sharing and cross-learning. Students are expected to apply concepts early in the course to specific industry/company they have previously experienced or select one where they have deeper interest to research. They will then present to the class over the course of this module and will be graded as part of their class participation score*

LEARNING OUTCOMES

The structure and content of this course pivots to those who are seeking to be a marketing leader in the near future. It aims to provide a 'topographical' navigation of the 'terrain' you are entering as well as arm you with tools to advance your marketing agenda through the corporate jungle. As a 'Team' we will explore concepts that are sometimes unique or most often universal across industries.

1. Provide a road map for marketing leaders to create favourable condition for success when stepping into new roles or new organizational environment.
2. Introduce a systematic framework of thinking through marketing decisions in the context of broader corporate goals and organizational realities.
3. Invite students to 'put on the hat' of a marketing leader and work through the pressure points that is expected of this role.
4. Provoke students to reflect on their own career journey, interfaces with marketing and distil lessons that contribute to this learning experience.

LEARNING PRIORITIES

Geography: The marketing role enjoy the biggest stage and spotlight in markets that represent its biggest opportunity. The cases and articles to be discussed lean towards higher growth and larger population market (China, India, Emerging SEA)

Consumer Centricity: The centrality of the marketing function tend towards consumer-centric categories. Most (if not all) cases we will be exploring are related to consumer categories.

Practice Orientation Theories have value only when you are able to demonstrate how it work in practice. You are expected to prepare and share how concepts discussed can apply at companies you have interned/work for or one where you have conducted deeper research.

Success: There are no right or wrong answers. However visible evidence of preparation, well-articulated position and perspective that are grounded on rigorous analysis and concise explanation are the basic expectation.

READINGS & REFERENCE

This course does not require students to refer to any textbook. Readings will be provided for every sessions from different sources. Below are some of the cases and articles which we will cover in our course. They are not in any particular order and may be changed and updated.

- HBS Case Study: The Rise & Fall of Nokia
- Kellogg Case Study: Kindle Fire: Amazon's Heated Battle for the Tablet Market
- HBS Case Study: Samsung Electronics Company: Global Marketing Operations
- HBS Case Study: Netflix – Business Model Transformation
- Ivey School of Business: Apple iPad in India: was there a way out?
- Ivey School of Business: Selling Ready-To-Drink tea in South East Asia: C2 Green Tea in The Philippines.
- Asia Case Research Centre: Shanghai Volkswagen: Time for a radical shift of gears
- Asia Case Research Centre: Haier in India: Building presence in a mass market beyond China

PREREQUISITE

It is advisable that students signing up for this module have taken Principles of Marketing (MKT1003/MKT1705; MKT1003X/MKT1705X) as understanding of basic marketing concepts and theories are assumed with lecture and discussions build upon basic marketing knowledge.

Students who have had meaningful work or internship experience in a Sales or Marketing team of a consumer oriented business would have an advantage in understanding the concepts taught in this module. And students who aim to pursue a Marketing career will benefit most from the opportunity to transform Marketing Practice into real career Impact.

ASSESSMENTS

Component	Weight
Individual Class Participation	20%
Individual Assignment	40%
Team Assignment	20%
Team Presentation	20%
Total	100%

COURSE STRUCTURE

This course structure and its related topics is distilled, designed and model after real-world expectation on the Marketing Leader within a large organization. The newly appointed Marketing Director/VP/CMO is expected to bring fresh Insights & Ideas, Create visible Impact, demonstrate relentlessness in pursuit of aspiring goals and lead the way within a short timeframe.

Course Structure	Key Topics
<i>Building Intelligence & Insights</i>	<ul style="list-style-type: none">- Business Deep Dive- Stakeholder Mapping & Engagement- Grounding in Industry & History
<i>Creating Impact with Urgency</i>	<ul style="list-style-type: none">- Strategy Formulation,- Plan, Execute, Monitor, Manage
<i>Navigating the Biggest Priorities</i>	<ul style="list-style-type: none">- Product Marketing- PUSH (Channel) & PULL (Brand)- Customer Base Management
<i>Bringing Others Along</i>	<ul style="list-style-type: none">- Business Model & Partnership- Cross Functional Alignment- Pitch & Presentation

TENTATIVE COURSE OUTLINE

Week	Topic	Scope
Session 1	Course Introduction: Program & People	<ul style="list-style-type: none"> • Program Overview & Road Map • Team Overview • Get Organized • Success & Calibrating Expectation
Session 2	Strategy & Corporate Context	<ul style="list-style-type: none"> • Understanding your business: (Revenue Model, Profit Pool, Pressure points) • Assessing the competitive landscape • Interpreting history and aligning lessons
Session 3	Stakeholder Management	<ul style="list-style-type: none"> • People, Process and Partner dependencies prior to strategy formulation - Both internal and external
Session 4	Strategy Formulation Process	<ul style="list-style-type: none"> • Understanding degree of empowerment • Corporate structure and strategic alignment • Objectives – Big Bets & Go Do's
Session 5	Execution Excellence	<ul style="list-style-type: none"> • Strategy Deployment • Steering Marketing Priorities • Plan, Execute, Monitor, Manage (PEMM Model)
Session 6	Cross-Learning / Peer Assessment	<ul style="list-style-type: none"> • Mid-Module Individual Presentation/Assignment
24 Feb – 4 Mar	Recess Week	
Session 7	Brand Management	<ul style="list-style-type: none"> • Brand Development • Brand Steering Wheel • Strategic Touch Points • Observations in Brand Management
Session 8	Sales & Channel Management	<ul style="list-style-type: none"> • S&M Operating Model • Sales Model (B2B vs. B2B2C) • Channel Management • Account / Partnership Orchestration
Session 9	Product Management	<ul style="list-style-type: none"> • Case Analysis & Presentation • Packaging & Pricing • Amazon Kindle
Session 10	Customer Base Management	<ul style="list-style-type: none"> • Category Driven Dynamics • Customer Experience Journey • Cost & Mix Management • Pareto & Loyalty

Session 11	Marketing & Business Model	<ul style="list-style-type: none"> • Competing with Business Model • Examples & Learnings from Industry • Role of Government & Tax • Group Project Briefing
Session 12	Navigating Critical Intersections	<ul style="list-style-type: none"> • Marketing & Finance • Marketing & Legal Counsel • Marketing & Human Resource • Marketing & Technology (social media) • Marketing & PR • Marketing Leadership
Session 13	Pitch & Presentation	<ul style="list-style-type: none"> • Final Group Project

ACADEMIC HONESTY & PLAGIARISM

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>