

## Module Outline

**Module Code** : MKT3401B/MKT3701B  
**Module Title** : Marketing Strategy: Analysis & Practice  
**Semester** : Semester II, AY20/21  
**Faculty** : Mr Lai Wai Kit  
**Department** : Marketing  
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### Overview

*“The way to get started is to quit talking and begin doing” – Walt Disney*

NOTE: The class schedule is tentative and may change depending on the schedules of guest lecturers, current events and other things. Please also note format of classes updated based on latest covid guidelines at point of writing. If the schedule/class format changes, I will notify registered students via email.

### Module Objectives

One of the shortest definitions of marketing is “meeting needs profitably” – and in this century, firms have been challenged to prosper and even survive in the new realities. We have seen some corporate giants disappear, and unicorn start-ups take over the world. A lot of it comes down to good marketing strategy and the impact that firms see in both the short and long run.

In the first half of our course, we will be exposed to different frameworks to marketing, brought to life by guest speakers who have “been-there-done-that”. In the second half of our course, we will also get into practice – so we can draw upon

### General Guide & Reading

Pre-reading and cases for each class are described below. There is no need to purchase a textbook.

### Assessment

The best way to achieve the objectives laid out above is through case studies and actual business settings. We will work through case discussions and dialogues with guest speakers. There will also be a real “live” case problem to solve. This will allow you to deep dive into real-world problem solving in a safe environment.

You will be assessed both on individual as well as group work:

Components	Weight
In-class attendance/activity (individual)	15%
Class reflections (individual) – inspired from classes 3-5	20%
Group project (group) – presented in classes 10 and 11	30%
End-of-term case (group) – conducted in class 12	20%
Peer evaluation (individual) – conducted in class 13	15%

### **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 doubt, you should consult your instructor.

### **Additional guidance is available at:**

- <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct>
- <http://nus.edu.sg/osa/resources/code-of-student-conduct>

### Schedule and Outline

Class	Date	Topic	Milestones
1	Week 1 11 to 15 Jan	- Analysis: <b>Basics Revisited</b>	<b>Optional Pre-reading</b> – Creating Blue Oceans, by W. Chan Kim and Renée Mauborgne
2	Week 2 18 to 22 Jan	- Analysis: <b>Competitive Advantage</b>	<b>Pre-reading (case)</b> – Banyan Tree Resorts and Hotels
3	Week 3 <sup>1</sup> 25 to 29 Jan	- Analysis: <b>International Expansion (core competencies)</b>	<b>Guest speaker, Ruangguru:</b> Driving global expansion In marketing ed-tech (soon-to-be) unicorn <b>Optional Pre-reading</b> – Competing Globally, by Juan Alcacer
4	Week 4 <sup>1</sup> 01 to 05 Feb	- Analysis: <b>International Expansion (market assessment)</b>	<b>Guest speaker, lawyer-turned-property developer:</b> Overseas foray into Bali hotel development
5	Week 5 (re-scheduled to 09 Feb due to CNY) <sup>1</sup>	- Analysis: <b>Services and Comms</b>	<b>Guest speaker, Finexis Exo:</b> Marketing services in an uphill environment <b>Optional Pre-reading</b> – Marketing Communications, by Jill A. and Thales S. T.
6	Week 6 15 to 19 Feb	- Analysis: <b>Strategy Execution</b>	<b>Optional Pre-reading</b> – Leading Change, by John P. K.
7	Week 7 01 to 05 Mar	- Practice: <b>Pyramid thinking</b>	<b>In-class activity</b> – Art of MECE analysis
8	Week 8 08 to 12 Mar	- Practice: <b>Syncing strategy with numbers</b>	<b>Optional Pre-reading</b> – Acquiring First Thousand Customers, by Thales S. T. and Morgan B. <b>In-class activity</b> – Value creation model
9	Week 9 15 to 19 Mar	- Practice: <b>Benchmarks – application and uses</b>	<b>Pre-reading</b> – Balanced Scorecard Report, by Anne Field <b>In-class activity</b> – Drawing apples to apples
10	Week 10 22 to 26 Mar	- Project presentation	<b>Project presentation</b> (group)
11	Week 11 (class falls on Good Friday) <sup>3</sup>	- N/A	<b>N/A</b>
12	Week 12 <sup>2</sup> 10 Apr 6.30pm	- Module assessment	<b>End-of-term case</b> (group)
13	Week 13 12 to 16 Apr	- Module recap - Peer evaluation	<b>Optional Video</b> – How Will You Measure Your Life, by Clay Christensen

<sup>1</sup> Note: Please note that there are 3 joint classes (in Weeks 3, 4, 5) in this course due to guest speakers. These joint sessions will take place either on Tues 0830-1130, Tues 1200-1500 or Fri 0830-1130 – specific date will be shared in the week preceding the class. These classes will be conducted over Zoom. If you cannot make the class, there is a recording of the class that you can review. Your individual assignment is based on these guest speaker reflections.

<sup>2</sup> Note: Please note that end-of-term case (Week 12) falls on 10 Apr 6.30pm. The paper will be conducted online, group-based and open-book. You may meet with your group mates to discuss it in-person but the distribution and submission of end-of-term case will be done over Zoom.

<sup>3</sup> Note: Please note that Week 11 falls on Good Friday. As such, all presentations will take place on Week 10 (groups will be requested present their “elevator pitch” Group Project presentation and they will be engaged in “rapid fire” Q&A). Details in their Group Project will be submitted via PPT prior to Week 11.