

Module Outline

Module Code : MKT4415L/MKT4761F
Module Title : Disruption and Marketing
Semester : Semester I, AY2021/2022
Faculty : Mr Daniel J Buenas
Department : Marketing
Email : TBA
URL : <https://bschool.nus.edu.sg/marketing/faculty>

Overview

DISRUPTION IS THE NEW NORMAL

We live in an era of disruption: it is no longer a question of “if”, but a determination of “when” long-held business beliefs, processes or technology are replaced by innovative new approaches that threaten incumbent industry leaders.

Kodak, Nokia and Blockbuster are just a few familiar examples of disrupted firms in the past who were unable to adapt to trends and changes in consumer choice, digital technology and dynamic business models.

In this course, students will learn how disruption is impacting the field of Marketing, and what future marketers should do to prepare themselves for a world of infinite consumer choice, fragmenting media consumption and an analytics-first marketing mind set.

Module Objectives

Students who take this course can expect to:

1. Understand and identify how disruptive strategies drive value creation and growth
2. Learn about how disruption has impacted the current marketing landscape
3. Explore the key concepts around how marketing can be used as a disruptive innovator
4. Apply disruptive principles to real-life business situations

The module will primarily be lecture and discussion based, with cases and real-world examples used to anchor class discussions. Individual and group assignments will reinforce, and extend, concepts learned in class.

General Guide & Reading

Recommended reading:

The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators (Jeff Dyer, Hal Gregersen, Clayton M. Christensen)

The Four: The Hidden DNA of Amazon, Apple, Facebook, and Google (Scott Galloway)

Additional reading materials will be announced during the first lesson

Assessment

Assessment Components	Weightage
Class participation	20%
Individual Assignment 1	15%
Individual Assignment 2	15%
Final Presentation (Group)	50%
<i>Consisting of:</i>	
<i>Presentation</i>	20%
<i>Content</i>	30%

Class participation

Class participation plays an important part of demonstrating understanding and application of the core concepts of the course. The focus of class participation is on quality of discussion, not discussion for its own sake. A key element of class participation is attendance, which will be a non-trivial component of the overall score.

Individual Assignment

Assignment 1: Case study on a disrupted industry

Assignment 2: Case study on successful marketing disruption

All assignments are to be in report format, no more than 3 pages long, single spacing, excluding charts, tables, references and appendices. Assignments should be submitted before the case discussion in class.

Submit your assignments to Turnitin on LumiNUS. A folder will be created for your submission. Ensure there is no plagiarism. Anything above 20% duplication will be penalized.

Final Presentation

In Weeks 12 and 13, you and your team (about 5 students per team) will need to apply the principles learned throughout the course by picking a company, industry or process and to propose a disruptive marketing strategy to the class. You will have to prepare a report (no more than 15 pages, including charts, tables and appendices), as well as a 15 min presentation with a 10 min Q&A session. All group members need to participate, either in the presentation or the Q&A. The reports and presentations are to be submitted 3 days before the first presentation session in Week 12.

Free-riding is strongly discouraged. The University takes a stern view of such behaviour. In instances where groups report severe inequity, a peer assessment form may be used to moderate and alter the final scores of students who free-ride.

Late Submission Policy

Late submissions will be subject to a 10% grade penalty in the first 24 hours past the submission deadline, and a further 10% penalty every subsequent 24 hours. Submissions more than 3 days past the deadline will be subject to a 50% penalty.

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>

About me . . .

Daniel is currently Head of Operations for Google’s Recruiting Enablement team in APAC as part of People Operations. He was previously part of the Google APAC Corporate Strategy team leading competitive and market intelligence for the region.

Prior to joining Google, Daniel spent over a decade in corporate strategy, internal consulting and media strategy/analytics roles at Singapore Press Holdings, where he received undergraduate and graduate scholarships. He began his career as a business journalist covering economics and politics.

Daniel holds dual undergraduate degrees in computer science and management from Seattle University, and an MBA from Judge Business School at the University of Cambridge.

Schedule and Outline

Week 1 Defining Disruption

What is Disruption? How have companies been disrupted in the past?

Week 2 Disruption and the Incumbent's Dilemma

What is the Incumbent's Dilemma and why do firms find it hard to adapt to disrupting competitors?

Week 3 Disruption and Innovation - Two Sides of the Same Coin

How have firms harnessed the power of innovation to craft winning strategies to disrupt their fields? Why is disruption happening more rapidly?

Week 4 Marketing in the Age of Disruption

How have the principles of disruption impacted the field of marketing? What are the key disruptive trends and how is the industry responding from the perspective of the marketing 4Ps?

Week 5 Guest Speaker and Case Study 1

Guest speaker: Business Leader from a disrupted/disruptive industry

Groups to discuss an industry, company or process that fits into the disruption framework

Hand in Assignment 1 through Turnitin before Case Discussion

Week 6 The Old Guard (OG) Digital Channels

Understand the current state of the digital marketing ecosystem, the major players and the mainstream alternatives

Recess week

Week 7 The New Digital Part 1 + Scheduled Consultation 1

First half: Understand the opportunities presented by the rise of social media

Second half: Scheduled Consultation with groups on their final project progress

Week 8 The New Digital Part 2 + Scheduled Consultation 2

First half: Understand the challenges presented by the rise of social media

Second half: Scheduled Consultation with groups on their final project progress

Week 9

Guest Speaker and Case Study 2

Guest speaker: Business Leader from a disrupted/disruptive industry

Groups to discuss marketing disruption

Hand in Assignment 2 through Turnitin before Case Discussion

Week 10

New technologies and Marketing

How BlockChain and other emerging technologies are impacting the field of marketing

Week 11

The Future of Marketing

What could the future of marketing look like? How can we identify the key drivers and trends that can help shape our understanding of the future?

Week 12

Final group presentations - Part 1

All groups to hand in reports and presentations by Monday 6.30 pm, through Turnitin

Week 13

Final group presentations - Part 2