Course Outline

Course Code : MKT4761A
Course Title : SIM: Growing the Next On-Demand Unicorn
Semester : Semester 2, AY2024/2025
Faculty : Mr Kelvin Koh
Department : Marketing
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Course introduction

The "Unicorn" module is back. Taught by the Group Head of Strategy of a leading Southeast Asian technology company, this class will cover core skills that technology/on-demand giants value – basic understanding of network effects, unit economics, product differentiation, marketing strategy, analytics and more! This knowledge will be valuable for any career – even if you do not intend to work in the tech industry or venture out with your own start-up.

Why should this matter to you?

Marketing and scaling a service/product that may not have existed is essentially what marketers in the new economy need to do. Getting people to jump into the cars of strangers for their work commutes, vacation in a stranger's home in a foreign land and making sure they prefer it to the previous status quo, is a challenge.

The nature of such businesses is different. Marketing is changing to keep pace with business needs and your professional career will be shaped by these trends. Understanding how to leverage the immense volume of data, identify growth issues, and scale quickly is critical to remain relevant. This class will equip you with the fundamentals to tackle these demands.

This course aims to accomplish the following:
1. Acquaint students with marketing in the technology & on-demand space
2. Expose students to all aspects of marketing and growing an on-demand business
3. Give students the opportunity to develop a business idea, create a strategic marketing plan, and pitch the idea

General Guide & Reading

No textbooks will be required for the course. You will be required to read and come prepared to discuss assigned handouts and readings. Reading materials will be provided. You will be expected to actively participate during class sessions and you may be called upon to share your thoughts.

Assessment

Assessment Components	Weightage
Class Participation	20%
Group project proposal	15%
Test 1	15%
Test 2	15%
Group project presentation & submission	35%

Group project

Every student is expected to be part of a group that will ideate, develop, and create a business plan that will be later presented to the class. This project should cover the growth of a business from ideation with accompanying 2-year financial projections.

Each group must have 4-5 students per group. You can form your own groups, but everyone must belong to a group. If you don't have a group, one will be assigned to you. Groups will be confirmed by the end of the 2nd class.

Group project proposal
Each group will prepare a project proposal to be submitted by the end of the 4th week. This proposal is a proxy for a real-world investor pitch document. It must contain the business idea, value proposition and proposed investment amount. The success of your proposal will determine your budget and investor's expectations.

For the grading of your submission, weight will be applied on both the quality of the submission and the context behind the "why" for the business idea. It will be graded on a group basis.

Group project presentation & submission
The group project submission will count towards 35% of your total grade and will be graded on a group basis. For the grading of your submission, weight will be applied on the depth of your analysis, integration and application of classroom materials, and the "soundness" of your proposal. The presentation will be augmented by a written proposal – either in the form of a document or a full presentation deck. This needs to be submitted prior to the presentation / final lecture.

Groups will be allocated 20-30 minutes for their presentation (dependent on class size) and the presentation should cover all aspects of growing an on-demand business.

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/administrative-policies-procedures/acceptancerecord#NUSCodeofStudentConduct
- http://nus.edu.sg/osa/resources/code-of-student-conduct

ABOUT KELVIN KOH

Kelvin has over 17 years of experience across technology and public sectors. He is the Group Head of Strategy at Grab and leads the Corporate Strategy, Growth (including performance marketing, CRM, marketing technology functions) and Financial Planning & Analysis (FP&A) teams. Kelvin joined Grab in 2016 to lead its Special Projects department incubating new business units and debottlenecking growth. He also previously headed Marketing Strategy, Demand Planning, Market Analytics and Research teams as well as helming the internal investments committee for new businesses.

Prior to Grab, Kelvin worked in McKinsey & Company, assisting companies & governments around the world with large scale strategic transformations. He also spent 6 years in public service where he started his professional career as an Armed Forces scholar and held leadership positions in strategic planning and operational functions.

Kelvin holds an MBA, a MA in Strategy & Policy & a Bachelor of Arts in Linguistics.

COURSE SCHEDULE

Lesson Week	Topic	INDUSTRY / COMPANY EXAMPLE
1	• Course Introduction, Project Overview • *Lesson 1: On-Demand Economy 101*	Umbrella-sharing
2	• *Lesson 2: Ideation stage– Value proposition, scaling & network effects* • Confirmation of project groups	Ride-hailing
3	• *Lesson 3: Hype, AI & Value propositions* • *Project and Tech AMA*	Various industry examples
4	• *Lesson 4: Pre-launch stage – Unit Economics*	Bike-sharing
5	• *Lesson 5: Launch stage – Targeting & Segmentation* • Group Project proposal submission	Food Delivery
6	• *Lesson 6: Post-launch iteration – Analytics: What does the data tell you?* • Project proposal feedback review • Confirmation of business budgets	Netflix
	Recess week	
7	• *Lesson 7: Post-launch iteration – Issues and pitfalls* • Test 1 – Unit Economics & Growth	WeWork Honestbee
8	• *Lesson 8: Post-launch iteration – Market Research*	Lemonade
9	• *Lesson 9: Scale – Scale or perish*	Airbnb
10	• *Lesson 10: Sustain – It's 2025, did AI chase away the Tech Winter?* • Test 2 – Understanding your Market Research	Various industry examples
11	• *Lesson 11: Sustain – Expanding your portfolio & longer term strategic decisions* • Group Presentation consultations	Sea Group, GoJek
12	• *Lesson 12: Group Presentations Part 1* • Submission of group presentation	-
13	• *Lesson 13: Group Presentations Part 2* • *Wrap-up: Why do Giants fall?*	-