Course Outline

Course Code : MKT4761F
Course Title : SIM: Disruption and Marketing
Semester : Semester 2, AY 2024/2025
Faculty : Mr Daniel J Buenas
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Office Hours : Virtual and by appointment
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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 mindset.

Course 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 (e.g. Case preparation guide, project report guide, main textbook & supplementary materials, etc)

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

Moore, G. A. (1991). Crossing the chasm: Marketing and selling disruptive products to mainstream customers [Harvard Business Review].

Hagiu, A. (2014). The incumbent's dilemma: How to survive when the rules of the game change [Harvard Business Review].

Raynor, M. E. (2004). The innovator's solution: Creating and sustaining successful growth [Harvard Business Review].

Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses [Crown Business].

Cusumano, Michael A., Annabelle Gawer, and David B. Yoffie, ``Platform versus Non-Platform Company Performance: Some Exploratory Data Analysis, 1995-2015," Working paper.

Wu, Andy, David R. Clough and Sasha Kaletsky, ``Nascent Platform Strategy: Overcoming the Chicken-or-Egg Dilemma," Harvard Business School notes 9-719507, May 2, 2019.

On Platforms and Ecosystem, Harvard Business School Publishing (2021) [HB]

Assessment

Assessment Components	Weightage
Class participation	20%
Individual Assignment 1	20%
Individual Assignment 2	20%
Final Presentation (Group)	40%
Consisting of:	
Presentation	20%
Content	20%

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 on digital marketing

All assignments are to be in report format, no more than 2 pages long, single spacing, excluding charts, tables, references and appendices. Assignments should be submitted before the case discussion in class.

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 proposing a disruptive product or service and developing a marketing strategy for it. 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 doubts, 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 business planning and integration at SPH Media. He was previously director of Strategic Projects and Communications in the Founders' Office at Carousell, and spent five years at Google as APAC head of competitive and market intelligence and head of operations for Recruiting Enablement.

Daniel also spent over a decade in strategy, corporate development and analytics roles. He began his career as a business journalist covering economics and politics.

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

Schedule and Outline (Subject to change)

Week 1	**Defining Disruption**
	What is Disruption? How have companies been disrupted in the past?
Week 2	**The Startup Process: User Problems, Design Thinking and Product Market Fit**
	Why is it so important to identify user problems at the start? What is design thinking and how is it used to solve user problems? How does a business case and Product Market Fit come together?
Week 3	**No Class due to Public Holiday**
Week 4	**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 5	**A Study in Disruption - The fall of Newspapers**
	How have the principles of disruption impacted the field of marketing? An in-depth analysis of the newspaper industry's decline and the rise of digital media. Identify key forces that led to this transformation.
Week 6	**Disruption and Innovation - Two Sides of the Same Coin**
	What is the relationship between disruption and innovation? What frameworks can we use to define and explore innovation?
Recess week	
Week 7	**Guest Speaker and Case Study 1**
	Guest speaker: Business Leader from a disrupted/disruptive industry
Week 8	**The Old Guard Disruptors**
	We look at the original disruptors that have defined our generation. How did these companies disrupt their respective industries?
	What are the key lessons that can be learned from the Old Guard disruptors?
	Group Consultation (Part 1)
Week 9	**The New Disruptors**
	A deep dive into the strategies of the new disruptors (Instagram, TikTok, and others). How are the new disruptors disrupting the Old Guard?
	What are the key lessons that can be learned from the new disruptors?
	Group Consultation (Part 2)

Week 10	**Guest Speaker and Case Study 2**
	Case Study 2 Discussion
	Guest speaker: Speaker from a disrupted/disruptive industry
Week 11	**Class Activity + The Future of Marketing**
	What does the future of marketing look like?
Week 12	**Final group presentations - Part 1**
	All groups to hand in reports and presentations by Wed 6.30 pm
Week 13	**Final group presentations - Part 2**