MSc Business Development & Growth hacking

September 2024 – April 2025

growth hacking

CODE: Tbc
Course title: Business Strategy: from innovation to change management

Term : FALL

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: Jean-Michel Moutot in Nantes, Stephane Eard in Paris

≡ COURSE DESCRIPTION

This introductory module enables students with different backgrounds to refresh their past experiences or acquire a complete vision of business development stakes to better leverage further courses.
This course aims at developing a global understanding of the strategic approach of business. It describes a complete architecture of strategy, marketing and sales management.
Participants start discovering strategic analysis methods to move to strategy development and innovation development approaches to end with sales and marketing methods to enable operational go to market.

≡ COURSE OBJECTIVES

After following this course, Participants are able to develop a complete framework starting with strategic analysis and ending with marketing and sales management plans. Particular attention is paid to the fine bridging between the different steps of the framework.

≡ TACKLED CONCEPTS

- Strategic analysis
- Design thinking
- Marketing plan
- Sales management plan
- Change management framework

≡ LEARNING METHODS

Presentation of key concepts, methods and tools associated with the different steps of the framework. Application to a case consisting of a real company. Course ends with final presentation of the case by students

≡ ASSIGNMENTS AND EXPECTED WORK

The students work in groups and have to complete a complete strategic business development framework for one company.

≡ BIBLIOGRAPHY – COURSE MATERIAL

Business Strategy Essentials You Always Wanted To Know (Second Edition), Callie Daum (Self-Learning Management Series) Vibrant Publishers 2020
Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers Alexander Osterwalder, Yves Pigneur Pearson 2010
Strategic Marketing Management, 9Th Edition, Alexander Chernev Parlux 2005

≡ NECESSARY SOFTWARE – HARDWARE

No software needed. One company per year should volunteer to fill the case need. Company can be brought by professors or the school in case of partnership.

≡ EVALUATION METHODS

Exam: 50%
Continuous assessment: 50% (company case)

≡ SESSIONS

- **SESSION 1: introduction**
  - LECTURE: 02h00
  - Presentation of complete business development framework, from strategic analysis to sales and marketing operation

- **SESSION 2: Strategic analysis**
  - LECTURE: 02h00
  - Presentation of strategic analysis methods and tools and launching of company case

- **SESSION 3: design thinking workshop ½**
  - LECTURE: 02h00
  - Workshop focused on innovation applied to one company

- **SESSION 4: design thinking workshop 2/2**
  - LECTURE: 02h00
  - Workshop focused on innovation applied to one company

- **SESSION 5: innovation methods**
  - LECTURE: 02h00
  - Presentation of recent innovation methods and application to the company case

- **SESSION 6: business model canvas**
  - LECTURE: 02h00
  - Presentation of strategic canvas enabling at developing business models. Application to the company case

- **SESSION 7: Marketing plan**
  - LECTURE: 02h00
  - Presentation of a marketing plan. Application to the company case

- **SESSION 8: Sales management plan**
  - LECTURE: 02h00
  - Presentation of a sales management plan. Application to the company case

- **SESSION 9: strategy implementation and change management stakes**
  - LECTURE: 02h00

    - Presentation of challenges and pitfalls of a strategy implementation. Introduction to associated change management issues and levers.

- **SESSION 10: change management methods**
    - LECTURE: 02h00
    - Presentation of change management method & tools. Application to company case

- **SESSION 11: Groups final presentation ½**
    - LECTURE: 02h00
    - Restitution of participants group work on the company case

- **SESSION 12: groups final restitution 2/2 and course wrap up**
    - LECTURE: 02h00
    - Restitution of participants group work on the company case and course wrap up

CODE: Tbc
Course title: Business Plan & Financial approach of Business Development

Term: FALL

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: to be determined

≡ COURSE DESCRIPTION

The creation of a business plan is one of the essential, if not indispensable, steps in creating or taking over a business or developing a business project within an existing company.
You will need this document to better manage your project, secure the necessary funds to deploy your strategy, or convince your future strategic partners.
Therefore, any strategic analysis approach leads to the development of a business plan. This document must be designed according to a specific methodology and must necessarily contain a certain amount of information and quantitative data.

≡ COURSE OBJECTIVES

The objectives of the course are threefold:
• To gather the necessary data for the development of the business plan
• To make the right strategic, administrative, and financial decisions
• To present the business development project in a convincing manner.

≡ TACKLED CONCEPTS

Business plan
Income statement
Working capital
Financing plan

≡ LEARNING METHODS

Presentation of key concepts, methods and tools associated with the different steps of a Business Plan. Application to a case consisting of a project supported by the participants.
Course ends with final presentation of the business plan by students

≡ ASSIGNMENTS AND EXPECTED WORK

The students work in groups and have to Business Plan for one project.

≡ BIBLIOGRAPHY – COURSE MATERIAL

Business Strategy Essentials You Always Wanted To Know (Second Edition), Callie Daum (Self-Learning Management Series) Vibrant Publishers 2020
Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers Alexander Osterwalder, Yves Pigneur Pearson 2010
Strategic Marketing Management, 9Th Edition, Alexander Chernev Parlux 2005

- ## EVALUATION METHODS

Exam: 50%
Continuous assessment: 50% (company case)

- ## SESSIONS

  - **SESSION 1: introduction**
    - LECTURE: 02h00
    - The form and content of the business plan
    - The genesis of the project, the company, and the team carrying the project

  - **SESSION 2: Strategic analysis & Value proposition**
    - LECTURE: 02h00
    - Synthesis of the strategic analysis (external and internal) and value proposition
    - Launching the case by the students and defining their project in terms of value proposition..

  - **SESSION 3: Marketing Strategy**
    - LECTURE: 02h00
    - Marketing strategy : Strategic marketing refers to the process of developing a comprehensive plan that outlines how an organization will achieve its marketing goals and objectives in a way that aligns with its overall business strategy.
    - Strategic marketing involves analyzing the market, competition, and target audience to identify opportunities and develop a unique value proposition.

  - **SESSION 4: launch plan**
    - LECTURE: 02h00
    - A launch plan is a strategic plan that outlines the steps and tactics required to successfully introduce a new product, service, or business to the market. It includes a timeline of activities and resources needed to support the launch, as well as measurable goals and objectives to evaluate the success of the launch. Application to the students case

  - **SESSION 5: Project organization**
    - LECTURE: 02h00
    - Description of the organization of the project; roles and responsibilities of stakehoders involved. Instances and governance rules to manage the project.
    - Application to the students case

  - **SESSION 6: financial aspect ½**
    - LECTURE: 02h00
    - Sales forecasting, Expenses evaluation, Profit and loss statement, Initial financing plan, Cash flow plan, Projected balance sheet, Working capital requirement.

- **SESSION 7: financial aspect 2/2**
    - LECTURE: 02h00
    - Sales forecasting, Expenses evaluation, Profit and loss statement, Initial financing plan, Cash flow plan, Projected balance sheet, Working capital requirement.
    - Application to the students case

- **SESSION 8: Financing ½**
    - LECTURE: 02h00
    - Financing refers to the process of obtaining funds or capital to support a business or project. This can include obtaining loans from banks or other financial institutions, issuing stock or other securities to investors, or using personal funds or savings to invest in the venture.
    - The financing plan outlines how the business will obtain the necessary funds to support its operations, including the initial startup costs and ongoing expenses. This may involve developing a detailed budget and financial projections, identifying potential sources of funding, and determining the best mix of debt and equity financing to support the business Application to the students case.

- **SESSION 9: Financing 2/2**
    - LECTURE: 02h00
    - Financing refers to the process of obtaining funds or capital to support a business or project. This can include obtaining loans from banks or other financial institutions, issuing stock or other securities to investors, or using personal funds or savings to invest in the venture.
    - The financing plan outlines how the business will obtain the necessary funds to support its operations, including the initial startup costs and ongoing expenses. This may involve developing a detailed budget and financial projections, identifying potential sources of funding, and determining the best mix of debt and equity financing to support the business Application to the students case.

- **SESSION 10: Risk Analysis and pitch preparation**
    - LECTURE: 02h00
    - Identifying, assessing, and mitigating potential risks and uncertainties that may impact the success of a business or project. This can include external factors such as market volatility, competition, and regulatory changes, as well as internal factors such as operational inefficiencies, financial risks, and personnel issues.
    - The risk analysis process typically involves identifying potential risks and their likelihood and impact, assessing the potential consequences of those risks, and developing strategies to mitigate or manage the risks. This may involve implementing risk management policies and procedures, developing contingency plans, and creating risk mitigation strategies to address specific risks.
    - Application to the students case
    - Preparation to the final presentation

- **SESSION 11: Groups final presentation ½**
    - LECTURE: 02h00
    - Restitution of participants group work on the students projects

- **SESSION 12: groups final restitution 2/2 and course wrap up**
    - LECTURE: 02h00
    - Restitution of participants group work on the students projects and course wrap up

CODE: Tbc
Course title: UX design & customer centric approaches

Term : FALL

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: to be determined

COURSE DESCRIPTION

The concept of customer journey has evolved significantly in recent years. From a very transactional vision, the stakes are now both functional (meeting the customer's needs/desires) and emotional (providing them with a rich and positive experience). User Experience (UX) design has thus developed to reach a real level of maturity. UX deals with the customer relationship strategy (digital or not) and of course not only with digital interface issues (User Interface), which are also addressed in this module.

At the core of UX lies the question of designing offers based on the customer's needs (and not only on the company's know-how).

COURSE OBJECTIVES

The course objectives are threefold:
• Develop truly customer-centric value propositions while leveraging the company's know-how
• Understand the challenges of customer relationships: complexity of customer interactions, omnichannel, "coldness" of digital...
• Master the variables of customer satisfaction and the levers to improve it
• Master the "suite" of UX Design tools and apply them to a real case.

TACKLED CONCEPTS

- UX design
- Voice of customer
- NPS, CES
- Omnichannel
- Customer centricity

LEARNING METHODS

Presentation of key concepts, methods and tools associated with the different steps of a satisfying customer journey. Application to a case consisting of a project supported by the participants. Course ends with final presentation of an analysis and recommendation plan for a case study.

ASSIGNMENTS AND EXPECTED WORK

The students work in groups and have to design a new UX for one project.

≡ **BIBLIOGRAPHY – COURSE MATERIAL**

- Laws of UX: Using Psychology to Design Better Products & Services de Jon Yablonski | 1 mai 2020
- Customer Satisfaction Is Worthless, Customer Loyalty Is Priceless: How to Make Customers Love You, Keep Them Coming Back and Tell Everyone They Know de Jeffrey Gitomer | 12 juin 1998

≡ **EVALUATION METHODS**

Exam: 50%
Continuous assessment: 50% (company case)

≡ **SESSIONS**

- **SESSION 1: introduction**
  - LECTURE: 02h00
  - Issues and perspectives of customer relationships. Fundamental theories: customer satisfaction, critical incidents, resilience, etc.
  - Presentation of multi-sector best practices.

- **SESSION 2: Customer centricity ½**
  - LECTURE: 02h00
  - Trends in purchasing behavior and adapted sales processes.
  - Models for developing customer-centered offers: Customer Experience canvas.

- **SESSION 3: Customer centricity 2/2**
  - LECTURE: 02h00
  - Application exercise of the Customer Experience canvas to a business case.

- **SESSION 4: Voice of customer**
  - LECTURE: 02h00
  - Presentation of the levers of customer satisfaction. Surveys and satisfaction measures: NPS, CES, etc.

- **SESSION 5: UX Design concepts and tools**
  - LECTURE: 02h00
  - Presentation of the fundamentals of UX design and the sequence of UX design tools. This includes:
    - Understanding the user's needs and desires
    - Creating user personas and scenarios
    - Defining the user journey and touchpoints
    - Creating wireframes and prototypes
    - Conducting user testing and feedback analysis
    - Iterating and refining the design based on feedback
    - Implementing the final design and continuously improving it.

- **SESSION 6: UX design exercise**
  - LECTURE: 02h00
  - Exercise applying the sequence of UX design to a case

- **SESSION 7: Case study presentation**
  - LECTURE: 02h00
  - Presentation of a business case. Q&A session

- **SESSION 8: Coaching session for the case: analysis phase**
  - LECTURE: 02h00
  - Analysis of the business case. Analysis of qualitative/quantitative data.

- **SESSION 9: Coaching session for the case: solutions brainstorming**
  - LECTURE: 02h00
  - Once the problem has been well understood, students develop a proposal for a digital communication strategy using ideally all the levers presented throughout this module. Use of problem-solving techniques.

- **SESSION 10: Coaching session for the case: final presentation preparation**
  - LECTURE: 02h00
  - Finally, the students prepare their module presentation during which they must present their digital communication plan to the company in an impactful manner

- **SESSION 11: Groups final presentation ½**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals

- **SESSION 12: groups final restitution 2/2 and course wrap up**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals
  - Final course wrap up

CODE: Tbc
Course title: Complex selling & negotiating

Term : FALL

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: to be determined

≡ COURSE DESCRIPTION

A fundamental course for all, the Complex Selling & Negotiating module provides the foundations for any sales career. Far from being limited to negotiation, complex selling is above all an exercise in listening and analysis that should allow for a better understanding of the customer's needs. The discovery and qualification phases must be perfectly mastered. As a technical teaching by definition, it is conducted through numerous practical situations, from the stages of discovery and qualification to the presentation of offers, handling objections, and final negotiation.

≡ COURSE OBJECTIVES

The course objectives are threefold:
• Understand the challenges of a complex sale
• Master key techniques for the different stages of a complex sale
• Be able to adapt one's selling approach based on the actual situation.

≡ TACKLED CONCEPTS

- complex selling
- Qualification
- Negotiation
- CAP

≡ LEARNING METHODS

Presentation of key concepts, methods and tools associated with the different steps of a complex selling. Exercises to develop the mastery of selling techniques and persuasion power

≡ ASSIGNMENTS AND EXPECTED WORK

The students work in groups through many exercices leveraging the key milestones of complex selling

≡ BIBLIOGRAPHY – COURSE MATERIAL

- Gap Selling: Getting the Customer to Yes: How Problem-Centric Selling Increases Sales by Changing Everything You Know About Relationships, Overcoming Objections, Closing and Price – November 3, 2019 by Keenan

≡ EVALUATION METHODS

Exam: 50%
Continuous assessment: 50% (company case)

≡ SESSIONS

- **SESSION 1: introduction**
  - LECTURE: 02h00
  - The 5 key stages and challenges of complex selling.

- **SESSION 2: client discovery and need qualification: fundamentals**
  - LECTURE: 02h00
  - Key first stages of a successful complex selling, qualification is a critical component of complex selling because it allows the salesperson to understand the needs and priorities of the prospect, as well as to identify potential challenges and obstacles that may arise during the sales process.
  - During the qualification stage, the salesperson gathers information on the prospect's budget, decision-making process, timeline, and any other factors that may impact the sale. He should also discover the personality of his customer. This information is then used to tailor the sales approach and proposal to the prospect's specific needs and preferences.

- **SESSION 3: client discovery and need qualification: exercise**
  - LECTURE: 02h00
  - Role-plays on the stages of discovery and qualification.

- **SESSION 4: cold calling: fundamentals**
  - LECTURE: 02h00
  - Cold calling is the process of contacting potential customers who have not expressed any prior interest in the product or service being offered. Here is a general method for cold calling:
  - Prepare a list of potential prospects: Create a list of potential customers based on the target market, Do some research on each prospect to gather information about their business, industry, and potential needs, Craft a compelling pitch and Practice the pitch until it feels natural and confident.

- **SESSION 5: cold calling: exercise**
  - LECTURE: 02h00
  - Role play on cold calling situations

- **SESSION 6: pitch**
  - LECTURE: 02h00
  - Technics to present your offer to a client with impact. CAP approach (Characteristics, Advantage, Proof).

- **SESSION 7: pitch: exercice**
  - LECTURE: 02h00
  - Preparation and hands-on training on offer presentation techniques.

- **SESSION 8: Handling objections**
  - LECTURE: 02h00
  - How to effectively handle objections. Presentation and hands-on exercises.

- **SESSION 9: Negotiation strategy and fundamentals**
  - LECTURE: 02h00
  - A negotiation strategy should enable to achieve goals while maintaining a positive relationship with the other party. Key elements that we should learn from a negotiation strategy include:
    - Understanding our own goals and priorities
    - Understanding the other party's goals and priorities
    - Knowing the available resources
    - Identifying potential obstacles
    - Choosing the negotiation approach among collaborative, competitive, or compromising.
    - Developing a plan for communication

- **SESSION 10: negotiation techniques and practice**
  - LECTURE: 02h00
  - Discovery of several techniques that can influence a decision in a negotiation: Framing, Anchoring, Mirroring, Escalation, Building coalitions, Creating urgency, Building trust … Students then practice these techniques by roleplaying various negotiation situations.

- **SESSION 11: Feedback session with senior negotiators**
  - LECTURE: 02h00
  - This session is the opportunity to interact with several experienced sales people having strong skills in negotiation. Each is presenting experience and answering to students questions.

- **SESSION 12: course wrap up**
  - LECTURE: 02h00
  - The last session is the opportunity to practice complete roleplays of complex selling situations and clarify leading takeaway from this course.

CODE: Tbc
Course title: Key account management

Term: FALL

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: to be determined

≡ COURSE DESCRIPTION

The key account manager position crystallizes many critical issues for a company. Its postures and relational modes are often very different from those of a sales profile in charge of prospecting. The key account manager is responsible for the sustainability and development of the commercial activity for the most important clients. This module addresses the different facets of this profession, both technical and behavioral. This module also addresses the organization of this part of a sales force.

≡ COURSE OBJECTIVES

The objectives of the course are as follows:

Understand the challenges of the key account management profession
Master the techniques associated with the role of key account manager:
Better understand the logic of customer account segmentation
Optimize the sales organization to better address key accounts
Build your customer base "Key Accounts"
Establish account plans, manage and retain key accounts

≡ TACKLED CONCEPTS

-Account plan
-Account maturity pyramid
-Sales organization

≡ LEARNING METHODS

Presentation of key concepts, methods and tools associated with the different steps of key account management. Application to a case study. Course ends with final presentation of an analysis and recommendation plan for a case study.

≡ ASSIGNMENTS AND EXPECTED WORK

The students work in groups and have to develop an analysis and recommendation for the case study.

≡ BIBLIOGRAPHY – COURSE MATERIAL

Key Account Management: The Definitive Guide – 21 janvier 2011 de Diana Woodburn (Auteur), Malcolm McDonald (Auteur)

- **EVALUATION METHODS**

Exam: 50%
Continuous assessment: 50% (company case)

- **SESSIONS**

  - **SESSION 1: introduction to key account management**
    - LECTURE: 02h00
    - Key account management refers to the process of managing and building strong relationships with a company's most important customers, or key accounts. Key insights to consider for successful key account management include:
      - Understanding the customer's business and needs
      - Building strong relationships
      - Developing a strategic account plan
      - Providing exceptional customer service
      - Measuring and tracking performance

  - **SESSION 2: Key account segmentation**
    - LECTURE: 02h00
    - Segmenting key accounts typically involves grouping them based on common characteristics such as revenue potential, profitability, strategic importance, product usage patterns, and service needs. Here are some steps to follow:
      - Identify the criteria for segmentation
      - Gather data
      - Analyze the data
      - Create segments

  - **SESSION 3: Key accounts and sales organization**
    - LECTURE: 02h00
    - Managing properly key accounts requires to adapt traditional sales organizations, synchronize it with other resources, including non-sales teams. Roles and responsibilities have to be defined.

  - **SESSION 4: Building your customer base "Key Account"**
    - LECTURE: 02h00
    - To build a successful key account program, businesses must first identify and prioritize their most valuable customers based on factors such as revenue potential, growth potential, and strategic fit. Once these key accounts have been identified, businesses must develop a customized account plan for each account that outlines the specific goals, strategies, and tactics for building and maintaining the relationship.
    - Key account management requires a deep understanding of the customer's needs, preferences, and business objectives, and a focus on delivering personalized solutions and exceptional service. This involves building strong relationships with key stakeholders within the account, regularly communicating and collaborating with them to understand their evolving needs and challenges, and proactively developing solutions that address their specific business goals.

- **SESSION 5: Account plans and key account managements**
  - LECTURE: 02h00
  - Establishing account plans, Managing and retaining key accounts. An account plan is a detailed plan of action designed to achieve a set of specific objectives for a particular account. It includes identifying key decision-makers, understanding their business needs, developing strategies to meet those needs, and identifying opportunities for growth.
  - To establish effective account plans, strategic account managers need to have a deep understanding of their clients' businesses, including their products, services, markets, and competition. They must also have a good understanding of their clients' key decision-makers and stakeholders, including their needs, goals, and pain points.

- **SESSION 6: Feedback session with senior key accounts executives**
  - LECTURE: 02h00
  - This session is the opportunity to interact with several experienced sales people having strong skills in key account management. Each is presenting experience and answering to students questions.

- **SESSION 7: Case study presentation**
  - LECTURE: 02h00
  - Presentation of a business case. Q&A session

- **SESSION 8: Coaching session for the case: analysis phase**
  - LECTURE: 02h00
  - Analysis of the business case. Analysis of qualitative/quantitative data.

- **SESSION 9: Coaching session for the case: solutions brainstorming**
  - LECTURE: 02h00
  - Once the problem has been well understood, students develop a proposal for a digital communication strategy using ideally all the levers presented throughout this module. Use of problem-solving techniques.

- **SESSION 10: Coaching session for the case: final presentation preparation**
  - LECTURE: 02h00
  - Finally, the students prepare their module presentation during which they must present their digital communication plan to the company in an impactful manner

- **SESSION 11: Groups final presentation ½**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals

- **SESSION 12: groups final restitution 2/2 and course wrap up**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals
  - Final course wrap up

CODE: Tbc
Course title: Sales Organization and Management

Term : FALL

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: to be determined

≡ COURSE DESCRIPTION

A commercial organization is primarily created to support a commercial strategy. Commercial organizations differ widely from one sector to another, from one company dynamic to another, and from one company size to another... Commercially organizing a company requires managing many parameters such as human resources (the challenge of recruitment), digital tools that revolutionize the function, budget, types of roles (hunting vs farming, "sitting" sales vs itinerant sales, lead generation vs lead nurturing vs key account...). Good synchronization with the rest of the organization is also a major challenge. All of these elements are covered in this module, allowing for an understanding of the fundamental structural questions and how to manage them.

≡ COURSE OBJECTIVES

The objectives of the course are as follows:
-Understand the key dimensions of a good commercial organization
-Identify and master the levers of commercial organization
-Manage commercial organizations

≡ TACKLED CONCEPTS

Commercial Action Plan
Commercial Strategy
Commercial Organization
Commercial Management

≡ LEARNING METHODS

Presentation of key concepts, methods and tools associated with the different steps of sales organization and management. Application to a case study. Course ends with final presentation of an analysis and recommendation plan for a case study.

≡ ASSIGNMENTS AND EXPECTED WORK

The students work in groups and have to develop an analysis and recommendation for the case study.

≡ BIBLIOGRAPHY – COURSE MATERIAL

Sales Force Management: Leadership, Innovation, Technology (English Edition) 13e

Édition, Mark W. Johnston (Auteur), Greg W. Marshall (Auteur)
Blueprints for a SaaS Sales Organization: How to Design, Build and Scale a Customer-Centric Sales Organization Jacco Van Der Kooij, Fernando Pizarro , et al. | 14 mars 2018

- **EVALUATION METHODS**

Exam: 50%
Continuous assessment: 50% (company case)

- **SESSIONS**

  - **SESSION 1: introduction to commercial organization**
    - LECTURE: 02h00
    - From strategy to commercial organization: the different components of a commercial organization depending on the company's marketing strategy.
    - Study of 3 examples: a B2B service company, an FMCG player, and a SAAS startup.

  - **SESSION 2: sales profiles**
    - LECTURE: 02h00
    - Sales profiles and types of sales roles.
    - Impact of digitization on sales professions.

  - **SESSION 3: Territorialization of sales teams**
    - LECTURE: 02h00
    - How to allocate territories in order to effectively cover target markets.

  - **SESSION 4: team skills**
    - LECTURE: 02h00
    - Key skills of salespeople and how to recruit and/or develop them

  - **SESSION 5: Challenges of managing sales teams**
    - LECTURE: 02h00
    - Setting objectives, establishing a performance monitoring and evaluation system, providing sales support tools and materials, encouraging communication and collaboration, motivating and rewarding performance.

  - **SESSION 6: Conducting a performance review and leading a sales meeting**
    - LECTURE: 02h00
    - How to conduct an individual performance review for a salesperson. Leading a sales team meeting.

  - **SESSION 7: Case study presentation**
    - LECTURE: 02h00
    - Presentation of a business case. Q&A session

  - **SESSION 8: Coaching session for the case: analysis phase**
    - LECTURE: 02h00
    - Analysis of the business case. Analysis of qualitative/quantitative data.

- **SESSION 9: Coaching session for the case: solutions brainstorming**
  - LECTURE: 02h00
  - Once the problem has been well understood, students develop a proposal for a digital communication strategy using ideally all the levers presented throughout this module. Use of problem-solving techniques.

- **SESSION 10: Coaching session for the case: final presentation preparation**
  - LECTURE: 02h00
  - Finally, the students prepare their module presentation during which they must present their digital communication plan to the company in an impactful manner

- **SESSION 11: Groups final presentation ½**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals

- **SESSION 12: groups final restitution 2/2 and course wrap up**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals
  - Final course wrap up

CODE: Tbc
Course title: Social selling and Growth hacking

Term : FALL

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: to be determined

≡ COURSE DESCRIPTION

The main objective of this module is to master the techniques of social selling and growth hacking. These new digital tools aim to develop lasting relationships with prospects and customers by using professional social networks. This is a modern approach to sales that involves using social media to build relationships, develop opportunities, and close deals.

≡ COURSE OBJECTIVES

The objectives of the course are as follows:
-Understand the techniques and associated issues of social selling.
-Attract customers by enhancing one's image on social networks.
-Use outbound marketing tools to generate strong growth through largely automated prospecting

≡ TACKLED CONCEPTS

- Inbound marketing
- Outbound marketing
- Growth hacking

≡ LEARNING METHODS

Presentation of key concepts, methods and tools associated with the different steps of social selling and growth hacking. Application to a case study. Course ends with final presentation of an analysis and recommendation plan for a case study.

≡ ASSIGNMENTS AND EXPECTED WORK

The students work in groups and have to develop an analysis, recommendations for finally implementing them on a real case study.

≡ BIBLIOGRAPHY – COURSE MATERIAL

Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success – 27 avril 2017
de Morgan Brown (Auteur), Sean Ellis (Auteur)

≡ NECESSARY SOFTWARE – HARDWARE

Growth Hacking suite / 1 solution for scraping / 1 solution for enrichment / 1 solution for campaigns
Estimated budget: 30 to 50 euros par student

≡ EVALUATION METHODS

Exam: 50%
Continuous assessment: 50% (company case)

≡ SESSIONS

- **SESSION 1: introduction**
  - LECTURE: 02h00
  - Social selling, growth hacking: definitions, scope, and integration of these digital methods into traditional sales models.

- **SESSION 2: possible use of social media**
  - LECTURE: 02h00
  - Understanding professional social networks: study of different professional social networks such as LinkedIn, Twitter, Instagram, and Facebook, and how they can be used for sales activities.
  - Developing a social selling strategy: how to develop an effective social selling strategy using professional social networks.

- **SESSION 3: Content creation and customer engagement**
  - LECTURE: 02h00
  - Content creation for social selling: how to create and share relevant content for prospects and customers via professional social networks.
  - Engagement with prospects and customers: how to engage prospects and customers using professional social networks to build lasting relationships.

- **SESSION 4: data analytics**
  - LECTURE: 02h00
  - Data analysis and results tracking: how to measure the results of your social selling strategy and use data to improve your sales efforts.

- **SESSION 5: growth hacking approaches**
  - LECTURE: 02h00
  - Typical sequence of a growth hacking approach. Details of the steps of scraping-enrichment-campaign.

- **SESSION 6: growth hacking practice**
  - LECTURE: 02h00
  - Exercises to apply the growth hacking approach to real-life business cases. Demonstration of digital solutions supporting the growth hacking process (scraping-enrichment-campaign) and learning how to use them on various exercises.

- **SESSION 7: Case study presentation**
  - LECTURE: 02h00
  - Presentation of a business case. Q&A session

- **SESSION 8: Coaching session for the case: analysis phase**
    - LECTURE: 02h00
    - Analysis of the business case. Analysis of qualitative data. Identification of use cases and initiation of the scraping phase.

- **SESSION 9: Coaching session for the case: campaign preparation**
    - LECTURE: 02h00
    - Data enrichment and preparation of automated prospecting campaign scripts. Creation of landing pages.

- **SESSION 10: Coaching session for the case: campaign launch and final presentation preparation**
    - LECTURE: 02h00
    - Campaign launch and monitoring of results.
    - Finally, the students prepare their module presentation during which they must present their complete work plan to the company in an impactful manner

- **SESSION 11: Groups final presentation ½**
    - LECTURE: 02h00
    - Restitution of participants group work on the students projects. Evaluation by professionals

- **SESSION 12: groups final restitution 2/2 and course wrap up**
    - LECTURE: 02h00
    - Restitution of participants group work on the students projects. Evaluation by professionals
    - Final course wrap up

CODE: Tbc
Course title: CRM systems: Salesforce expertise

Term : FALL

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: to be determined

≡ COURSE DESCRIPTION

The Customer Relationship Management (CRM) software systems have become an essential part of the sales function. The second generation of these systems has had a significant impact on sales performance. This module allows a deep understanding of these tools, their impact on the sales profession, and mastery of the current leader, Salesforce, both as a user and a configurator of this cutting-edge solution. This highly professionalizing module enables learners to proficiently use Salesforce in a sales position and consider a career in CRM system consulting, particularly in Salesforce.

≡ COURSE OBJECTIVES

The objectives of the course are as follows:

Understand the key functionalities of a CRM system
Master the basics of configuring the leading tool Salesforce
Understand the impacts of a CRM system on sales performance.

≡ TACKLED CONCEPTS

- CRM
- Salesforce
- Sales automation

≡ LEARNING METHODS

Presentation of key concepts, methods and tools associated with the different functionalities of a CRM system. Application to Salesforce: certification on Salesforce badges.

≡ ASSIGNMENTS AND EXPECTED WORK

The students work individually and have to develop expertise badges on Salesforce. A final exam validates the skills acquisition.

≡ BIBLIOGRAPHY – COURSE MATERIAL

CRM For Dummies by Lars Helgeson
Salesforce CRM - The Definitive Admin Handbook: Build, configure, and customize Salesforce CRM and mobile solutions, 5th Edition, by Paul Goodey

≡ **EVALUATION METHODS**

Exam: 50%
Continuous assessment: 50%

≡ **SESSIONS**

- **SESSION 1: introduction to CRM systems**
  - LECTURE: 02h00
  - Commercial strategy and CRM systems. What impact on commercial performance.

- **SESSION 2: Impact of CRM solutions**
  - LECTURE: 02h00
  - Overview of CRM players. Main functionalities and impact on sales activity. Business transformation through the use of automated salesforce systems.

- **SESSION 3: introduction to Salesforce**
  - LECTURE: 02h00
  - Présentation of Salesforce software. Salesforce is the leading cloud-based customer relationship management (CRM) software that helps businesses manage their customer interactions, sales, marketing, customer service, and analytics in one platform. It provides companies with a unified view of their customers, allowing them to streamline and automate their sales and marketing processes. Salesforce also offers a range of applications, including Sales Cloud, Service Cloud, Marketing Cloud, and Commerce Cloud, among others, that can be customized to meet the specific needs of different industries and business sizes.

- **SESSION 4 : Salesforce software certification 1/3**
  - LECTURE: 02h00
  - Developing basic skills in Salesforce configuration. Certification through official Salesforce badges

- **SESSION 5 : Salesforce software certification 2/3**
  - LECTURE: 02h00
  - Developing basic skills in Salesforce configuration. Certification through official Salesforce badges

- **SESSION 6 : Salesforce software certification 3/3**
  - LECTURE: 02h00
  - Developing basic skills in Salesforce configuration. Certification through official Salesforce badges

- **SESSION 7: Case study presentation**
  - LECTURE: 02h00
  - Presentation of a business case. Q&A session

- **SESSION 8: Coaching session for the case: analysis phase**
  - LECTURE: 02h00

- Analysis of the business case. Analysis of qualitative/quantitative data.

- **SESSION 9: Coaching session for the case: solutions brainstorming**
  - LECTURE: 02h00
  - Once the problem has been well understood, students develop a proposal for a digital communication strategy using ideally all the levers presented throughout this module. Use of problem-solving techniques.

- **SESSION 10: Coaching session for the case: final presentation preparation**
  - LECTURE: 02h00
  - Finally, the students prepare their module presentation during which they must present their digital communication plan to the company in an impactful manner

- **SESSION 11: Groups final presentation ½**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals

- **SESSION 12: groups final restitution 2/2 and course wrap up**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals
  - Final course wrap up

CODE: Tbc
Course title: International business development

Term: FALL

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: to be determined

≡ COURSE DESCRIPTION

This module offers models and techniques to achieve international market expansion for small and mid-cap companies operating and investing globally.
It develops with 4 strategic pillars to make business abroad easy:
STRATEGY for international growth (opportunities, roadmap, financing),
EXPANSION into new markets (distribution networks, business partnerships and JVs),
SET UP of employees abroad (recruitment, management...) or foreign branches (incorporation, accounting, payroll, tax...),
INVESTMENT through strategic cross-border acquisitions or industrial establishments..

≡ COURSE OBJECTIVES

Course objectives are :

-Understand levers and barriers for an international business development.

-Set up complete strategy and operations to succeed with international development.

≡ TACKLED CONCEPTS

- International business development

≡ LEARNING METHODS

Presentation of key concepts, methods and tools associated with growing international business. Application to a case study

≡ ASSIGNMENTS AND EXPECTED WORK

The students work individually and have to develop a case study. A final exam validates the skills acquisition.

≡ BIBLIOGRAPHY – COURSE MATERIAL

ISE International Business: Competing in the Global Marketplace – International Edition, February 9, 2021 by Charles Hill

≡ EVALUATION METHODS

Exam: 50%

Continuous assessment: 50%

- **SESSIONS**
    - **SESSION 1: International business challenges**
        - LECTURE: 02h00
        - Key challenges in order to succeed with international business
    - **SESSION 2: Global Growth Strategy**
        - LECTURE: 02h00
        - 360° international review
        - Growth opportunities & market prioritization
        - Financing & operational road map
        - Organization setup & development
        - International expansion engagement & monitoring
    - **SESSION 3: Market Entry**
        - LECTURE: 02h00
        - Market potential, feasibility
        - Competitor analysis & revenue projection
        - Entry & growth strategy
    - **SESSION 4: Market Expansion**
        - LECTURE: 02h00
        - Partner search, strategic alliances and Joint-venture
        - Business restructuring & Optimization
        - Interim support & BD program
    - **SESSION 5: Global HR solution & Subsidiary Management**
        - LECTURE: 02h00
        - International executive recruitment (locally & globally)
        - Visa, payroll services & HR advisory
        - International hosting solutions
        - Company formation, local domiciliation
        - Directorship, legal compliance
        - Accounting, payroll, and tax
        - Supply chain & distribution platform
    - **SESSION 6 : Cross-Border Acquisition & Manufacturing Investment**
        - LECTURE: 02h00
        - Identification of M&A targets
        - Due diligence & negotiation
        - Post-acquisition integration & steering support
        - Site selection for foreign companies
        - Operating costs, government & states incentives
        - Project Management (construction)
    - **SESSION 7: Case study presentation**
        - LECTURE: 02h00

- Presentation of a business case. Q&A session

- **SESSION 8: Coaching session for the case: analysis phase**
  - LECTURE: 02h00
  - Analysis of the business case. Analysis of qualitative/quantitative data.

- **SESSION 9: Coaching session for the case: solutions brainstorming**
  - LECTURE: 02h00
  - Once the problem has been well understood, students develop a proposal for a digital communication strategy using ideally all the levers presented throughout this module. Use of problem-solving techniques.

- **SESSION 10: Coaching session for the case: final presentation preparation**
  - LECTURE: 02h00
  - Finally, the students prepare their module presentation during which they must present their digital communication plan to the company in an impactful manner

- **SESSION 11: Groups final presentation ½**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals

- **SESSION 12: groups final restitution 2/2 and course wrap up**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals
  - Final course wrap up

CODE: Tbc
Course title: Industry insights

Term: SPRING

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: to be determined

≡ COURSE DESCRIPTION

This module enables participants to benefit from various feedback experiences from three companies. Each of these companies presents its activity, challenges, objectives, and strategies to achieve them. They also present their marketing and sales organization. Each company proposes a case focusing on one key performance dimension of their business.

≡ COURSE OBJECTIVES

The objectives of the course are as follows:
To discover in detail the business development organizations in the e-commerce and consumer goods sectors for Track 1 or B2B and Tech companies for Track 2. Understand key performance levers.

≡ TACKLED CONCEPTS

- Strategy
- Sales & marketing organization
- Sales & marketing data

≡ LEARNING METHODS

Presentation of 3 companies. Discussions and debate. Summary report by each student.

≡ ASSIGNMENTS AND EXPECTED WORK

Students must produce a report of surprise at the end of the presentations highlighting the key elements they perceive as performance drivers and the areas they recommend to rework.

≡ EVALUATION METHODS

Individual summary report: 100%

≡ SESSIONS

- **SESSION 1: Company 1 presentation : overview**
  - LECTURE: 02h00
  - The company, its offerings, its strategy, its customers, its ecosystem.

- **SESSION 2: Company 1 presentation : Sales & Marketing Organization**

- LECTURE: 02h00
- Its marketing and sales organization; Jobs, and roles and associated responsibilities.

- **SESSION 3: Company 1 presentation : management and steering of performance**
  - LECTURE: 02h00
  - The tools for steering commercial performance: data/indicators. The instances of performance governance. Management actions.

- **SESSION 4: Q&A, case study on Company 1**
  - LECTURE: 02h00
  - The company proposes an exercise in the form of a reflection case on one of the key levers of commercial performance. The students work on it and propose solutions in groups. Representatives from the company then debrief the case. Debriefing: what the students take away from it; their questions about the company.

- **SESSION 5: Company 2 presentation : overview**
  - LECTURE: 02h00
  - The company, its offerings, its strategy, its customers, its ecosystem.

- **SESSION 6: Company 2 presentation : Sales & Marketing Organization**
  - LECTURE: 02h00
  - Its marketing and sales organization; Jobs, and roles and associated responsibilities.

- **SESSION 7: Company 2 presentation : management and steering of performance**
  - LECTURE: 02h00
  - The tools for steering commercial performance: data/indicators. The instances of performance governance. Management actions.

- **SESSION 8: Q&A, case study on Company 2**
  - LECTURE: 02h00
  - The company proposes an exercise in the form of a reflection case on one of the key levers of commercial performance. The students work on it and propose solutions in groups. Representatives from the company then debrief the case. Debriefing: what the students take away from it; their questions about the company.

- **SESSION 9: Company 3 presentation : overview**
  - LECTURE: 02h00
  - The company, its offerings, its strategy, its customers, its ecosystem.

- **SESSION 10: Company 3 presentation : Sales & Marketing Organization**
  - LECTURE: 02h00
  - Its marketing and sales organization; Jobs, and roles and associated responsibilities.

- **SESSION 11: Company 3 presentation : management and steering of performance**
  - LECTURE: 02h00

- The tools for steering commercial performance: data/indicators. The instances of performance governance. Management actions.

- **SESSION 12: Q&A, case study on Company 3**
  - LECTURE: 02h00
  - The company proposes an exercise in the form of a reflection case on one of the key levers of commercial performance. The students work on it and propose solutions in groups. Representatives from the company then debrief the case. Debriefing: what the students take away from it; their questions about the company.

CODE: Tbc
Course title: Digital Communication

Term : SPRING

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: Eddy Cuglietta

≡ COURSE DESCRIPTION

Digital technology has revolutionized communication, not just the channels, but also the strategies. The speed and impact of communication have significantly increased. Digital communication is now a key lever for launching a new commercial offer. This module addresses the question of renewing communication strategies and includes a very operational part related to the use of SEO/SEA referencing tools.

≡ COURSE OBJECTIVES

The course objectives are as follows:

Understanding digital-enabled communication strategies
Understanding the business models of GAFAM
Designing a digital communication campaign
Knowing how to use digital communication tools.

≡ TACKLED CONCEPTS

- GAFAM
- Digital Communication
- SEO / SEA referencing
- Digital Marketing Campaign

≡ LEARNING METHODS

Presentation of key concepts, methods and tools associated with the different steps of a digital communication. Application to a case study. Course ends with final presentation of an analysis and recommendation plan for a case study.

≡ ASSIGNMENTS AND EXPECTED WORK

The students work in groups and have to develop an analysis and recommendation for the case study.

≡ BIBLIOGRAPHY – COURSE MATERIAL

Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger
"Digital Marketing Excellence: Planning, Optimizing, and Integrating Online Marketing" by Dave Chaffey
"Influence: The Psychology of Persuasion" by Robert Cialdini
"The Art of SEO: Mastering Search Engine Optimization" by Eric Enge, Jessie Stricchiola, Rand Fishkin, and Danny Sullivan

- **NECESSARY SOFTWARE – HARDWARE**

Budget to finance a real-life SEA (Search Engine Advertising) situation: 10 euros per student.

- **EVALUATION METHODS**

Exam: 50%
Continuous assessment: 50% (company case)

- **SESSIONS**

  - **SESSION 1: Digital Communication Strategies**
    - LECTURE: 02h00
    - The objectives of digital communication: how to develop a comprehensive digital communication strategy that aligns with the overall marketing and business objectives of an organization.
    - The different digital communication platforms
    - Current trends in digital communication

  - **SESSION 2: Understand Digital Customer Journey**
    - LECTURE: 02h00
    - Overall, the course provides students with a deep understanding of how digital channels have changed the way customers interact with businesses, and how businesses can leverage these channels to meet customer expectations and build long-term relationships.

  - **SESSION 3: content marketing**
    - LECTURE: 02h00
    - Students study best practices for creating and distributing high-quality, engaging content across digital channels, including social media, blogs, and email marketing. In particular, Students explore the role of social media in digital communication and learn how to develop social media strategies that engage audiences and drive business results.

  - **SESSION 4: Analytics and measurement**
    - LECTURE: 02h00
    - Students learn how to measure the effectiveness of digital communication campaigns using tools such as web analytics, social media monitoring, and email marketing analytics.

  - **SESSION 5: SEO**
    - LECTURE: 02h00
    - Students learn how to optimize website content and structure to improve search engine rankings and increase organic traffic.

  - **SESSION 6: SEA**
    - LECTURE: 02h00
    - Students study the principles of paid search advertising and how to develop effective ad campaigns that drive traffic and conversions.

  - **SESSION 7: Presentation of the business case**
    - LECTURE: 02h00

- Presentation of the business case. Question-and-answer sequence.

- **SESSION 8: Coaching session for the case: analysis phase**
  - LECTURE: 02h00
  - Analysis of the business case. Analysis of qualitative/quantitative data.

- **SESSION 9: Coaching session for the case: solutions brainstorming**
  - LECTURE: 02h00
  - Once the problem has been well understood, students develop a proposal for a digital communication strategy using ideally all the levers presented throughout this module.

- **SESSION 10: Coaching session for the case : finalization of the presentations**
  - LECTURE: 02h00
  - Monitoring the work of student groups. Use of problem-solving techniques. Finally, the students prepare their module presentation during which they must present their digital communication plan to the company in an impactful manner

- **SESSION 11: Groups final presentation ½**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals

- **SESSION 12: groups final restitution 2/2 and course wrap up**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals
  - Final course wrap up

CODE: Tbc
Course title: E-Commerce

Term: SPRING

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: Eddy Cuglietta

≡ COURSE DESCRIPTION

The e-commerce course aims to provide students with a comprehensive understanding of e-commerce and its business implications. Students will be introduced to the basics of e-commerce, how it is used to generate revenue, and how it is integrated into the marketing and sales strategies of businesses.

The course will examine different forms of e-commerce and online customer relationship management, and electronic payment systems. Students will also learn best practices for website design and e-commerce logistics management.

The course will include case studies of companies that have successfully implemented effective e-commerce strategies, as well as practical exercises allowing students to apply their knowledge in real-world contexts.

By the end of the course, students should be able to understand how businesses can leverage e-commerce to generate revenue and how to design and implement successful e-commerce strategies.

≡ COURSE OBJECTIVES

The objectives of the course are as follows:

To understand e-commerce strategies
To understand the techniques and issues associated with e-commerce
To attract customers to the website
To work on conversion
To encourage repeat purchases.

≡ TACKLED CONCEPTS

- Online marketing
- Data analytics

≡ LEARNING METHODS

Presentation of key concepts, methods and tools associated with the different steps of an e-commerce site building. Application to a case study. Course ends with final presentation of an analysis and recommendation plan for a case study.

≡ ASSIGNMENTS AND EXPECTED WORK

The students work in groups and have to develop an analysis, recommendations for finally implementing them on a real case study.

- **BIBLIOGRAPHY – COURSE MATERIAL**

"E-Commerce 2020" de Kenneth C. Laudon et Carol Guercio Traver

"The Lean Startup" de Eric Ries

- **EVALUATION METHODS**

Exam: 50%
Continuous assessment: 50% (company case)

- **SESSIONS**

  - **SESSION 1: introduction to e-commerce**
    - LECTURE: 02h00
    - To understand the foundations of e-commerce: the fundamental concepts of e-commerce, including the differences between B2B and B2C e-commerce, the various business models, and the different types of e-commerce sites.

  - **SESSION 2: E-commerce strategies**
    - LECTURE: 02h00
    - Developing an e-commerce strategy: developing an effective e-commerce strategy that takes into account key factors such as market segmentation, product and service selection, pricing, and delivery.

  - **SESSION 3: behind the UI: what's inside?**
    - LECTURE: 02h00
    - Understanding key e-commerce technologies: content management systems, e-commerce platforms, and online payment systems.
    - Supply chain management: components of the supply chain in e-commerce, including production, distribution, and product delivery.

  - **SESSION 4: Conversion Optimization**
    - LECTURE: 02h00
    - Conversion optimization: how to optimize the conversion of visitors into customers using techniques such as color psychology, site design, and A/B testing.

  - **SESSION 5: online marketing**
    - LECTURE: 02h00
    - How to use online marketing techniques to promote e-commerce websites (search engines, social media, and online advertising).

  - **SESSION 6: e-commerce data analytics**
    - LECTURE: 02h00
    - How to analyze data to measure the effectiveness of an e-commerce strategy and optimize their performance accordingly.

  - **SESSION 7: Case study presentation**
    - LECTURE: 02h00

  - Case study presentation to the students. Questions and answers

- **SESSION 8: Coaching session for the case: analysis phase**
  - LECTURE: 02h00
  - Analysis of the business case. Analysis of qualitative/quantitative data.

- **SESSION 9: Coaching session for the case: solutions brainstorming**
  - LECTURE: 02h00
  - Once the problem has been well understood, students develop a proposal for a digital communication strategy using ideally all the levers presented throughout this module.

- **SESSION 10: Coaching session for the case : finalization of the presentations**
  - LECTURE: 02h00
  - Monitoring the work of student groups. Use of problem-solving techniques. Finally, the students prepare their module presentation during which they must present their digital communication plan to the company in an impactful manner

- **SESSION 11: Groups final presentation ½**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals

- **SESSION 12: groups final restitution 2/2 and course wrap up**
  - LECTURE: 02h00
  - Restitution of participants group work on the students projects. Evaluation by professionals
  - Final course wrap up

CODE: Tbc
Course title: Sales contest

Term: SPRING

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: to be determined

≡ COURSE DESCRIPTION

This module allows for repeated sales and negotiation simulations applied to a business case in the consumer goods sector. Students will have to qualify, sell, and negotiate in various situations, allowing them to develop and demonstrate their mastery of complex sales techniques. Initially engaged in competitive pool phases, the top sellers will then compete against each other to reach the final round, where the best among them will be designated by an academic and professional jury.

≡ COURSE OBJECTIVES

Implement complex sales and negotiation techniques in a quasi-real situation. The sales situations are realized under the supervision of experienced professionals from different partnering companies.

≡ TACKLED CONCEPTS

- Complex selling
- negotiation

≡ LEARNING METHODS

Role-playing sales scenes that allow students to alternate between the roles of seller, buyer, and observer/evaluator in the form of an individual competition.

≡ ASSIGNMENTS AND EXPECTED WORK

Sales situations evaluated by professionals.

≡ BIBLIOGRAPHY – COURSE MATERIAL

- Mastering the Complex Sale: How to Compete and Win When the Stakes are High! March 8, 2010 by Jeff Thull

≡ EVALUATION METHODS

Individual oral evaluation during complex sales simulations.

≡ SESSIONS

- **SESSION 1: Presentation of the challenge**

- LECTURE: 02h00Presentation of the partner company, commercial professions, the context necessary for good simulations. Discovery of the evaluation grids for the simulations.

- **SESSION 2: Group Phase / Preparation**
  - LECTURE: 02h00
  - Presentation of the first simulations of the group phase. Preparation by students of sales tactics.

- **SESSION 3: Group Phase / Role Playing 1/5**
  - LECTURE: 02h00
  - The students perform sales scenes, evaluated by both professionals and their peers.

- **SESSION 4: Group Phase / Role Playing 2/5**
  - LECTURE: 02h00
  - The students perform sales scenes, evaluated by both professionals and their peers.

- **SESSION 5: Group Phase / Role Playing 3/5**
  - LECTURE: 02h00
  - The students perform sales scenes, evaluated by both professionals and their peers.

- **SESSION 6: Group Phase / Role Playing 4/5**
  - LECTURE: 02h00
  - The students perform sales scenes, evaluated by both professionals and their peers.

- **SESSION 7: Group Phase / Role Playing 5/5**
  - LECTURE: 02h00
  - The students perform sales scenes, evaluated by both professionals and their peers.

- **SESSION 8 : Announcement of the results of the qualification rounds and presentation of the simulations for the final round**
  - LECTURE: 02h00
  - Presentation of the results of the group phase and announcement of the qualifiers for the final phase. Creation of coach teams (among the non-qualified students) to support the qualifiers. Team preparation of the simulations. Dry-run simulations within the finalist teams.

- **SESSION 9 : Final Round : Role Playing 1/3**
  - LECTURE: 02h00
  - The students perform sales scenes, evaluated by both professionals and their peers.
  - Debriefing

- **SESSION 10 : Final Round : Role Playing 2/3**
  - LECTURE: 02h00
  - The students perform sales scenes, evaluated by both professionals and their peers.
  - Debriefing

- **SESSION 11: Final Round : Role Playing 3/3**
    - LECTURE: 02h00
    - The students perform sales scenes, evaluated by both professionals and their peers.
    - Debriefing

- **SESSION 12: Final between the top 2 students from the final rounds.**
    - LECTURE: 02h00
    - The students perform sales scenes, evaluated by professionals. Systematic debriefing of the simulations. Announcement of the final results and award ceremony.

CODE: Tbc
Course title: Consulting sales project

Term: SPRING

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English** ☐French
Course leader: (Filled in by Program)
Speakers: to be determined

≡ COURSE DESCRIPTION

This synthesis module of the MSc enables the implementation of a large number of acquired skills throughout various modules on a real business project. At the beginning of the module, the company presents a real and current problem that they wish to solve in the field of business development. The students, in a consulting mode, will analyze and provide solutions, constantly engaging with the client and other potentially affected stakeholders throughout the mission (customers, distributors, partners, salespeople, etc.)

≡ COURSE OBJECTIVES

Anchoring the teachings from the various modules of the program, by managing a real sales and marketing project. This allows students to select the tools/techniques/methods among those taught that will enable them to solve the case. Then, students have to make clear recommendations about how to implement those.

≡ TACKLED CONCEPTS

- Problem solving
- Brainstorming creative technics
- Design thinking

≡ LEARNING METHODS

Putting students in a real and current situation (and one that has not yet been resolved by the company).

≡ ASSIGNMENTS AND EXPECTED WORK

Case study including final presentation to the company professionals.

≡ BIBLIOGRAPHY – COURSE MATERIAL

Critical thinking, Logic & Problem Solving: The Ultimate Guide to Better Thinking, Systematic Problem Solving and Making Impeccable Decisions with Secret Tips to Detect Logical Fallacies November 15, 2022 by Bigrocks Thinking

≡ EVALUATION METHODS

Group evaluation on report and final presentation

- **SESSIONS**
  - **SESSION 1: Presentation of the company project**
    - LECTURE: 02h00
    - Definition of the students' mission, organization of working groups, and a question-answer session.
  - **SESSION 2: Coaching session for the case: analysis phase ½**
    - LECTURE: 02h00
    - Analysis of the company case, including benchmarks and feedback from similar cases.
  - **SESSION 3: Coaching session for the case: analysis phase 2/2**
    - LECTURE: 02h00
    - Analysis of the business case. Analysis of qualitative/quantitative data
  - **SESSION 4: Coaching session for the case: analysis synthesis and draft recommendations**
    - LECTURE: 02h00
    - Formalization of internal and external analysis elements and identification of solution leads
  - **SESSION 5: Intermediate presentation to the company ½**
    - LECTURE: 02h00
    - Group intermediate presentation to the company on the results of the analysis phase. Discussion around action plans to solve the problem
  - **SESSION 6: Intermediate presentation to the company 2/2**
    - LECTURE: 02h00
    - Group intermediate presentation to the company on the results of the analysis phase. Discussion around action plans to solve the problem
  - **SESSION 7: Coaching session for the case : brainstorming on recommendations**
    - LECTURE: 02h00
    - Analysis of company feedback and search for solutions. Discovery of creative brainstorming/problem-solving techniques such as design thinking/lean startup
  - **SESSION 8: Coaching for the case: field work**
    - LECTURE: 02h00
    - Field interview (with clients/partners/distributors/salespeople, etc.) to confront/elaborate on recommendation leads
  - **SESSION 9: Coaching for the case : formalization of recommendations ½**
    - LECTURE: 02h00
    - Formalization of recommendations to successfully carry out the client project and preparation for the final presentation
  - **SESSION 10: Coaching for the case : formalization of recommendations 2/2**
    - LECTURE: 02h00

- Formalization of recommendations to successfully carry out the client project and preparation for the final presentation

- **SESSION 11: Final presentation in the presence of Company ½**
  - LECTURE: 02h00
  - Group presentation in front of company professionals, followed by Q&A session and feedback from both the company and the professor.

- **SESSION 12: Final presentation in the presence of Company 2/2 and module wrap-up**
  - LECTURE: 02h00
  - Group presentation in front of company professionals, followed by Q&A session and feedback from both the company and the professor. Module synthesis and projection of project learnings.

ELECTIVES

Course title: BUSINESS CHALLENGES OF TECHNOLOGIES, IA AND ETHICS

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒English

COURSE DESCRIPTION

This course provides a framework to analyze the ethical and privacy implications of collecting and managing big data and resorting to artificial intelligence. Through this course, students will learn about data privacy, control of consumer information and best practices for responsible data and IA use. Students will also undertsand the legal frame when collecting and using data.

Course title: The art of communication: effective techniques for managers

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒English

COURSE DESCRIPTION

How to deliver the right message, to the right audience (employees, customers, media, etc.), in the right format, whether for personal or corporate branding.
Skills covered include: data storytelling, powerful writing, media training, presentations and chairing meetings.
Sessions will include a high level of practical work, replicating as far as possible real-life business applications: employee presentations, investor pitches, press conferences, public meetings and media speaking. A large part of the course will involve role-playing, which will encourage students to improve their oral and written communication skills in situations as close as possible to the reality of organisations.
The sessions will take place at the Mediacampus to organise the role-playing in the TV and Radio studios.
The use of generative AI to produce some of the deliverables is also being considered (Text > Image > Video).
The elective will be led by two people to facilitate sub-group work and feedback.