

MSc BRAND STRATEGY

September 2024 – April 2025



CODE: Tbc
Course title: **MARKETING STRATEGY**

Term: FALL

Heures d'enseignement /Teaching hours: 24 hours

Crédits /Number of credits: 3

Langue d'enseignement /Teaching language: ☒English ☐French

Responsable de cours /Course leader: Celine Del Bucchia, Michael Roux

Enseignants /Speakers: Celine Del Bucchia, Michael Roux and Company Managers

≡ **COURSE DESCRIPTION**

This course is an immersive experience based on a 10-day full-time marketing project, built up in partnership with a company. Students will work in groups in order to answer the marketing strategy question asked by the company. It is ideal to introduce an MSc in a marketing program to train students from various backgrounds to use appropriate key marketing tools and methods

≡ **COURSE OBJECTIVES**

Having completed this course, students are expected to demonstrate an understanding of the key concepts in marketing and to be able to implement them in order to propose a marketing strategy to answer a real-life marketing question.

≡ **TACKLED CONCEPTS**

Market analysis, segmentation, targeting, positioning, consumer insight, brand strategy

≡ **LEARNING METHODS**

Company project – workshops – quizzes

≡ **TRAVAIL ATTENDU /ASSIGNMENTS**

The pedagogical method is adapted to the question asked by the company. Usually, students have to perform a market analysis, go on the field to test or explore hypotheses and pitch their recommendations to the company

≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

Required Reading: Dolan, R. (2000) Note on Marketing Strategy.

Recommended textbook: Mullins J., Walker J.R. and Orville C (2013), Marketing Management, a strategic decision-making approach, Mc Graw Hill, 8th Edition

≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

Continuous assessment: group assessment 50%

Final exam: 50%

≡ **SESSIONS**

○ **SESSION 1: Introduction**

- LECTURE: 02h00
- Course objectives and organization. Teams.

- **SESSION 2: Project**
 - Presentation of the project. Assignment. The deliverables and the expectations for each coaching session. Q&A
- **SESSION 3: Marketing strategy framework**
 - LECTURE: 02h00
 - Appropriation of the 5C's and STP through case studies.
 - Animation: Quiz in class. Discussion with peers. Debates, votes.
- **SESSION 4: Marketing strategy framework**
 - LECTURE: 02h00
 - Appropriation of the concepts of customer insight, positioning, sustainable positioning, and claims.
 - Animation: Exercises in class. Discussion with peers. Debates, votes.
- **SESSION 5: Coaching 1**
 - LECTURE: 02h00
 - Students work in teams and prepare a diagnostic of the brand, using 5C's and STP.
 - Animation: Meeting with your professor. Coaching, feedback from your professor.
- **SESSION 6: Coaching 1**
 - LECTURE: 02h00
 - Students work in teams and prepare a diagnostic of the brand, using 5C's and STP.
 - Animation: Meeting with your professor. Coaching, feedback from your professor.
- **SESSION 7: Prepare your fieldwork**
 - LECTURE: 02h00
 - Workshop to prepare your fieldwork.
 - Presentation of tools. Exercises in class to appropriate tools.
 - Guidelines on how to analyse data.
- **SESSION 8: Coaching 1**
 - LECTURE: 02h00
 - Students work in teams and prepare strategic recommendations and tactics.
 - Animation: Meeting with your professor. Coaching, feedback from your professor.
- **SESSION 9: Coaching 2**
 - LECTURE: 02h00
 - Students work in teams and prepare strategic recommendations and tactics.
 - Animation: Meeting with your professor. Coaching, feedback from your professor.
- **SESSION 10: Final presentation 1**
 - LECTURE: 02h00
 - Students presentations. Oral presentations in teams. Q&A.
- **SESSION 11: Final presentation 2**
 - LECTURE: 02h00
 - Students presentations. Oral presentations in teams. Q&A.

- **SESSION 12: Feedback session**
 - LECTURE: 02h00
 - Feedback on the project, do's, don't, best in class. How to use the marketing strategy framework in a professional context. Conclusion of the course.

CODE: Tbc
Course title: CONTEMPORARY CONSUMER BEHAVIOR

Term: FALL

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒ English ☐ French
Course leader: Matthieu Mifsud
Speakers: Matthieu Mifsud

≡ COURSE DESCRIPTION

Academics and marketing experts have recently stressed the complexity (and the richness) of what we can call “the contemporary consumer”. Consumers have indeed drastically changed: they are now more unstable, more changeable, active, knowledgeable, demanding, channel-hopping and, above all, experience-seeking. Some experts have grouped these new trends under labels and concepts such as consumer-actor, prosumer or post-consumer, that is to say, a consumer actor of his destiny, of his choices, of the products that he imagines, that he criticizes and of which he makes, or not, the success. In such a context, this course provides insights into consumer psychology and the means by which consumer behaviour can be understood and explained in our contemporary world. The course has both theoretical and practical objectives in that we will: (1) explore theory, models and research that are relevant to comprehend consumer psychology, and (2) apply these theories and insights to generate innovative ideas for effective marketing strategies and tactics. By illuminating the psychological underpinnings of consumers' motivation, attitudes, preferences, and decision-making patterns, this course will help students not only be familiar with a large body of consumer behaviour literature but also be able to identify theories as they play out in the real world and make more insightful and effective marketing decisions.

≡ COURSE OBJECTIVES

- Identify the major patterns and trends in consumer behaviour.
- Establish the relevance of consumer behaviour theories and concepts to marketing decisions.
- Implement appropriate combinations of theories and concepts.
- Identify, describe, and analyse future consumer behaviour trends

≡ TACKLED CONCEPTS

- Consumer behaviour
- Consumer psychology
- Consumer attitudes
- Consumer funnel

≡ LEARNING METHODS

Methods used in the course include lectures; class discussions based on case studies, a group project and presentations based on current consumer behaviour research.

≡ ASSIGNMENTS AND EXPECTED WORK

Independent learning with a reading schedule combined with group work in relation to the course and the presented in the course case studies.

≡ BIBLIOGRAPHY – COURSE MATERIAL

Audencia Business School – MSc Brand Strategy – September 2024 / April 2025

Solomon, M. R. (2006). Consumer Behavior, Prentice Hall International Edition, 7th edition
Reyes, M. (Ed.). (2020). Consumer Behavior and Marketing. BoD-Books on Demand.
Journal of Consumer Behavior - <https://onlinelibrary.wiley.com/journal/14791838>
Sherry, J. F. (1995). Contemporary Marketing and Consumer Behaviour: an anthropological sourcebook. Sage Publications

≡ **NECESSARY SOFTWARE – HARDWARE**

Access to the knowledge hub and key academic journals in the field of consumer behaviour will be required.

≡ **EVALUATION METHODS**

Exam: 50%

Continuous assessment: 50%

≡ **SESSIONS**

- **SESSION 1: BUYING, HAVING AND BEING: AN INTRODUCTION TO CONSUMER BEHAVIOR**
 - LECTURE: 02h00
 - This introductory session provides an overview of the field of consumer behaviour. We look at how consumers influence the field of marketing and at how marketers influence us. We describe the discipline of consumer behaviour and some of the different approaches to understanding what makes consumers tick.
- **SESSION 2: CONSUMER & SOCIAL WELL BEING**
 - LECTURE: 02h00
 - In this session, we look at the broad issue of well-being, at both the positive and negative ways the products/services we use affect us and we'll also focus on the central role of ethics in marketing decisions.
- **SESSION 3: INTERNAL INFLUENCES ON CONSUMER BEHAVIOR**
 - LECTURE: 02h00
 - In this session, we focus on the internal dynamics of consumers. Although “no man is an island,” each of us are to some degree “self-contained” in terms of receiving information about the outside world. We are constantly confronted by advertising messages, products, services and other people not to mention our own thoughts about ourselves - that affect how we make sense of the world and of course what we choose to buy. We shall look at some aspect that may be “invisible” to others but is important to understand how consumers make choices.
- **SESSION 4: CONSUMER CHOICE-MAKING**
 - LECTURE: 02h00
 - In this class, we look at how consumers think about products/services, the steps they use to choose one, and what happens after we buy something. We focus on how we form feelings and thoughts about products and how marketers influence us. Then, we look at the steps we use to identify the best solution to a consumption problem. Finally, we highlight how factors at the time of purchase influence our choices and then what happens after we buy.

- **SESSION 5: CONSUMER CULTURE**
 - LECTURE: 02h00
 - This class deals with the external factors that influence our identities as consumers and the decisions we make. We provide an overview of group processes and the role that social media plays in consumer decision-making. We then focus on the ways our income and social status relative to others helps to define who we are. Finally, we discuss the subcultures that help to determine how we buy and consume and dive into broad yet powerful cultural influences on consumer behaviour.
- **SESSION 6: CONSUMER BEHAVIOR & POST PURCHASE BEHAVIOR**
 - LECTURE: 02h00
 - This class focus on the post-purchase consumer behaviors. We especially discuss the concepts of satisfaction and loyalty and word of mouth and their importance in our contemporary world.
- **SESSION 7: CONSUMER BEHAVIOR HOT TOPICS WORKSHOP PRESENTATION**
 - LECTURE: 02h00
 - This session will present the interactive workshop on Consumer Behavior hot topics. Using academics research and other resources, students will have to identify some of the key current and future consumer behaviour trends and specificities. Four main topics will be proposed: Health and consumer behaviour, Consumer Paradox and Privacy, Green Consumers and Consumers in the Metaverse. In this session, the project and the methodology will be presented to the students.
- **SESSION 8: CONSUMER BEHAVIOR HOT TOPICS WORKSHOP (PART 1)**
 - LECTURE: 02h00
 - During the sessions 8, 9, 10 and 11, students will work on their project. They will have to choose one of the four consumer behaviour topics. Then, using research articles and other resources, they will have to find a problematic, identify the main specificities and issues of this topic, as well as give practical implications for marketing.
- **SESSION 9: CONSUMER BEHAVIOR HOT TOPICS WORKSHOP (PART 2)**
 - LECTURE: 02h00
 - During the sessions 8, 9, 10 and 11, students will work on their project. They will have to choose one of the four consumer behaviour topics. Then, using research articles and other resources, they will have to find a problematic, identify the main specificities and issues of this topic, as well as give practical implications for marketing.
- **SESSION 10: CONSUMER BEHAVIOR HOT TOPICS WORKSHOP (PART 3) – MID-TERM COACHING SESSION**
 - LECTURE: 02h00
 - In this session, students will present to the professor the current state of their work. A discussion will be made and professors will give feedback to students to help them conduct their work.
- **SESSION 11: CONSUMER BEHAVIOR HOT TOPICS WORKSHOP (PART 4)**
 - LECTURE: 02h00
 - During sessions 8, 9, 10 and 11, students will work on their project. They will have to choose one of the four consumer behaviour topics. Then, using

research articles and other resources, they will have to find a problematic, identify the main specificities and issues of this topic, as well as give practical implications for marketing.

○ **SESSION 12: CONSUMER BEHAVIOUR HOT TOPICS WORKSHOP PRESENTATION**

- LECTURE: 02h00
- In this session, students will present the work coming from the workshop. A class discussion will be organized. Key students' findings will be underlined.

CODE: Tbc
Course Title: ADVANCED MARKETING RESEARCH

Term: FALL

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒English ☐French
Course leader: Matthieu Mifsud **Speakers:** (Name of teacher(s) TBA)

≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

Marketing research is crucial to marketing managers, as it helps answer key marketing and managerial questions using data. In this course, we introduce advanced quantitative marketing research techniques in conjunction with marketing concepts. Each student is introduced to the global design, implementation and interpretation of quantitative market research and consumer data projects. Relying on various approaches coming from psychology, psychometry, statistics, machine learning or text mining, the students will learn how to efficiently collect and use data to better manage decisions in a marketing context. Ethical issues in marketing research, going beyond its technical aspects, will also be covered in this course.

≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

After successful completion of this course, students should be able to:

- Conduct in-depth quantitative data collection and analysis
- Use the main statistical operations and tests
- Master univariate statistics and methods, bivariate statistics, correlation, linear regression, conjoint analysis, web analytics and text mining
- Translate a management decision problem into a marketing research problem and study design

≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Quantitative data analysis
- Statistical modelization
- Univariate analysis
- Bivariate analysis
- Decision trees
- Conjoint analysis,
- Web analytics
- Text mining

≡ LEARNING METHODS

Expert guest talk, site visit, and learning by doing; collective reflective discussion; case study; narrative analysis

≡ ASSIGNMENT

Group project

≡ BIBLIOGRAPHY – COURSE MATERIAL

Malhotra, N., Hall, J., Shaw, M., & Oppenheim, P. (2006). Marketing research: An applied orientation. Pearson Education Australia.

Waters, D. (2011). Quantitative Methods for Business Paperback, (5th edition)

Brandimarte, P (2011). Quantitative Methods: An Introduction for Business Management

≡ EVALUATION METHODS

50 % group project (case study)

50% individual exam

≡ SESSIONS :

- **SESSION 1 - INTRODUCTION: DEMYSTIFYING QUANTITATIVE CONSUMER RESEARCH**
 - What is consumer Research (CR)?
 - Who conducts it?
 - What are the pros and limitations of CR? What are the existing methodologies? What is quantitative CR?
 - What can we do with it?
 - What is a database, a dataset, a variable?
- **SESSION 2 - HOW TO DESCRIBE YOUR DATA?**
 - What is data description?
 - Why is it crucial for business?
 - How can we describe one qualitative variable? How can we describe on quantitative variable?
- **SESSION 3 - HOW TO FIND RELATIONSHIPS IN YOUR DATA? (PART 1)**
 - Finding relationships in a database, what does it mean? What are the different types of relationships that we can find?
 - The concept of statistical tests
 - How to search for associations in a database? (khi square, correlation)
- **SESSION 4 - HOW TO FIND RELATIONSHIPS IN YOUR DATA? (PART 2)**
 - How to search for causal relationships in a database? (regression, ANOVA)
 - What is an experiment and how to do it?
- **SESSION 5 - PRACTICAL EXERCISE**
 - Students will work on a concrete case study in order to apply the previous courses knowledge and skills.
- **SESSION 6 - PRACTICAL EXERCISE CORRECTION & DISCUSSION**
 - Students present their results.
 - Feedback is given by the professor and the class.
- **SESSION 6 –TEXT MINING & SENTIMENT ANALYSIS**

- Principles of Sentiment Analysis
 - Sentiment Analysis
 - Thematic Analysis
 - Word Cloud Development
 - Word Tree Classification
 - Social Network Analysis (SNA)
- **SESSION 7 – CONJOINT ANALYSIS** (survey-based marketing analytics)
 - Online surveying: Qualtrics
 - Types of conjoint analysis and relevance
 - Hands-on application: creating conjoint analysis study and analyzing conjoint analysis survey results
 - **SESSION 8 - WEB ANALYTICS** (digital marketing analytics)
 - Defining, types, case studies
 - The PIMAOR framework: planning, implementing, measuring, analyzing, optimizing, repeating
 - Hands-on application: Google Analytics for conversion optimization, user experience and content optimization and traffic channel optimization
 - **SESSION 9 - GROUP PROJECT PRESENTATION & WORK**
 - Presentation of the group project (case study).
Students work as a team during the entire session.
 - **SESSION 10 – COACHING SESSION**
 - Each team will have a face-to-face (or online) coaching time with the professor to help them with their projects.
 - **SESSION 11 – GROUP PROJECT PRESENTATION**
 - Each team will present their work and results.
 - Professor will challenge their work and give feedback.
 - **SESSION 12 – FINAL EXAM REVISIONS**
 - Students will work on a set of exercises to revise the final exam.

CODE: Tbc

Titre du cours /Course title: SUSTAINABLE MARKETING OF INNOVATION

Term: FALL

Heures d'enseignement /Teaching hours: 24 hours

Crédits /Number of credits: 3 ECTS credits

Langue d'enseignement /Teaching language:

☒English

☐French

Responsable de cours /Course leader: Latchezar Hristov

Enseignants /Speakers: Latchezar Hristov

≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

Innovation and creativity are central to the success and brand desirability of firms. Firms need to address the contemporary challenges of sustainable development, where innovation has to provide answers not only to economic but also to environmental and social issues. Sustainable innovation requires not only an understanding of new market drivers but also the advancement of new competencies, practices and governance that deliver sustainable value creation.

The course reflects on contemporary theories and models of product and service innovation through a sustainability lens and explores novel practices of sustainable value creation, which blend economic, social, ethical and environmental considerations.

≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

On completing the module, students would be able to:

- Understand and critically evaluate economic and management models of innovation and new product development across industries
- Understand and influence directions of innovation, and the governance of sustainable new product development
- Understand the logic and applications of contemporary management models of sustainable innovation
- Explore new circular models of sustainable product innovation
- Understand patterns and models of new products and services development across industries
- Undertake in a professional manner coherent market analyses in reference to subsequent marketing of innovation decision making

≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Typologies of innovation and value co-creation
- Economics and management models of innovation
- The product architecture
- Circular new product design
- Sustainable new product/service development and introduction
- The customer journey
- Customer experience design
- Service blueprint
- Lean, agile innovation and design thinking

- Brand innovation

≡ **METHODES PEDAGOGIQUES /LEARNING METHODS**

The course will be intensive and highly interactive, making use of examples and case studies from a wide range of organisations and markets.

The teaching strategy will encourage students to adopt a critical and reflective approach to the course content. This will be achieved by using a variety of learning approaches including an innovation project, lectures, group discussions, case studies, company visits and practitioner master classes.

The lectures and the practitioner workshops are designed to introduce the students to innovation and marketing theories, concepts and analytical tools.

The interactive elements of the course will provide students with an opportunity to reflect on novel innovation practices, to present their own ideas and views, and will help them develop their analytical and problem-solving competencies.

≡ **TRAVAIL ATTENDU /ASSIGNMENTS**

Independent learning with a reading schedule from the course textbooks, and articles, combined with group work in relation to a retail marketing project and the case studies.

≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

Crawford, M. and Di Benedetto, A. (2020). New Products Management, McGraw-Hill, 12th Edition.

Diazhong, S. (ed.). (2020). Sustainable product Development: tools, methods and examples, Springer.

Kotler, P and Armstrong, G. (2021). Principles of Marketing, Pearson, 18th Global Edition.

Trott, P. (2017). Innovation Management and New Product Development, Prentice Hall, 6th Edition.

≡ **MODALITES D’EVALUATION /EVALUATION METHODS**

The course will be evaluated by means of group coursework (50%) (e.g., innovation project) and an exam (50%).

≡ **SEANCES /SESSIONS**

- **SESSION 1:**
 - Introduction of the course and a sustainable marketing innovation project.
- **SESSION 2:**
 - Customer-centred value definition and creation across industries (course delivery and group activity: 2H00)
 - The session provides an overview of the concepts of value co-creation and customer-centred value in marketing. It highlights the importance of those in

defining the core benefits of a new product offering and the subsequent architecture of a new product or service.

- **SESSION 3:**
 - Understanding markets; blending economic, social, ethical and environmental considerations (course delivery and group activity: 2H00)
 - The session examines the importance of understanding markets in terms of market structure, market change, sustainability and profitability. It will examine trends towards sustainable consumption and the emergence of sustainable technologies as catalysts for new product innovation.
- **SESSION 4:**
 - Economic and management models of innovation across industries (course delivery and group activity: 2H00)
 - This session will centre on economic and management models of innovation. It will also examine typologies of innovation through examples from various industries, of how emerging technologies and inventions could translate into product or service innovations.
- **SESSION 5:**
 - Sustainable innovation project: a new product pitch event, a forum where marketing project teams will be pitching their new product or service ideas (2H00)
- **SESSION 6:**
 - The circular economy and innovation (course delivery and group activity: 2H00)
 - The main themes in this session include principles and models of a circular economy and practices of innovation in circular business models.
- **SESSION 7:**
 - New product/service development models across industries (Topic 1) (course delivery and group activity: 2H00)
 - The session will be reflecting on the types of product development processes, methods and techniques. It will also be examining the role of marketing in new product development.
- **SESSION 8:**
 - New product/service development models across industries (Topic 2) (course delivery and group activity: 2H00)
 - Here the product development process (involving idea generation and management, product development and commercialisation) will be examined in more detail through paradigms of product innovation, including lean, agile and design-based innovation.
- **SESSION 9:**
 - Circular new product design across industries (course delivery and group activity: 2H00)
 - This session will be reflecting on new methodologies, technologies and management tools for circular new product development.
- **SESSION 10:**
 - New product introduction and brand innovation (course delivery and group activity: 2H00)

- The session will centre on the role of marketing in the introduction and management of new products or services. It will also reflect on the nature, types and practices of brand innovation.
- **SESSION 11:**
 - Meet marketing practitioners' masterclass (workshop and group activity: 2H00)
- **SESSION 12:**
 - Innovation project presentations conference (group activity: 2H00)

CODE: Tbc

Titre du cours /Course title: CREATING SUSTAINABLE BRANDS

Term: FALL

Teaching hours: 24 hours

Number of credits: 3

Teaching language: ☒English ☐French

Course leader: Catherine MOREL

Speakers: Catherine MOREL

≡ COURSE DESCRIPTION

The aim of the module is to introduce students to the principles and methods by which design and 'design thinking' can help new brands to maximise their chance of success within the market, and to understand the value of visual and physical prototyping as a means of testing, honing and evaluating concepts during the development process.

To introduce the various means by which design can be deployed within the development and management of a new brand, the challenge for this project is to develop the proposition for a new **sustainable brand**, whose focus will serve the needs of a clearly identified market.

Students are asked to locate the fictional brand in the near future (10-15 years), and to identify & visualise not only **who** the brand is aimed at and **what** the brand will do/make, but also to communicate the **value** of this brand for the users.

Responding to emerging & predicted social, technological, political, economic and above all, environmental trends, the new brand will anticipate new concerns, desires and behaviours to reveal a business opportunity within a specific market sector.

At the end of the module, together with their team, students will present their very own 'sustainable brand of the near future'. A personal process journal will help students reflect on concepts and the processes used to design such a brand.

≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

At the end of this module, students should be able to:

- Describe and critically comment on what a brand is (and what it is not) and its management by brand-led sustainable organisations
- Understand the components of the brand relationships with consumers and other stakeholders
- Imagine the future of brands in a more sustainable world (if brands are part of the problem, can they be part of the solution?)
- Design a sustainable brand for the near future using design processes
- Reflect on the process of using design thinking tools to develop a brand

≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

Sustainable brands; designing a brand; brand communities; brand fiction; brand storytelling

≡ METHODES PEDAGOGIQUES /LEARNING METHODS

The whole module is based on a mix of lectures that will introduce and critically discuss theoretical brand concepts and practice-based design-inspired workshops. The aim is to create a 'studio-based' approach in a management setting (Barry and Meisiek, 2015) in which lecturers, guest speakers, and peers will enable students to develop their sustainable brand projects.

≡ TRAVAIL ATTENDU /ASSIGNMENTS

Each week students will be given tasks to perform in order to advance their brand project. During the following session, they will report and share their progress with the whole class in order to get tutors and peer feedback.

During the final week, students will be asked to present the final outcome of their project and to hand out their personal process journal (individual) in which they will comment and reflect on the concept of sustainable brands and the design process used during the module to design such a brand.

≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

Gillibert, S., Cassagnol F., Creusy O. (2016). Design branding : (re)penser les marques par le design thinking Paris: Dunod

Neumeier, M. (2005). The brand gap: how to bridge the distance between business strategy and design, NY: New Riders

Slade-Brooking, C. (2016). Creating a brand identity: a guide for designers, London: Laurence King Publishing

≡ MODALITES D'EVALUATION /EVALUATION METHODS

Presentations and report on the brand designed by the **team** (50 %)

Personal process journal. **Individual** (50 %)

≡ SEANCES /SESSIONS

- **SESSION 1: Introduction to the module, teams onboarding, brief for the project**
 - LECTURE: 02h00
 - The overall programme for the module will be introduced and teams will be built through different exercises. The brief for the project will be introduced.
- **SESSION 2: Decoding brands**
 - LECTURE and workshop: 02h00
 - Students in their teams will be asked to decode some existing brands as a way of understanding how they are put together and how they establish and maintain a relationship with consumers who, in turn, will help co-creating the brand.
- **SESSION 3: A brand is what others say it is**
 - LECTURE: 02h00
 - The lecture will introduce theory about brands and their management and focus on the role of brand communities.
- **SESSION 4: Designing a brand**
 - LECTURE: 02h00

- Students will be introduced to the ways designers look at brands and their role in helping design sustainable brands.
- **SESSION 5: Exploring the (sustainable) future**
 - LECTURE: 02h00
 - Students will commence the project with a group exploration of emerging trends and phenomena across society, technology, economy and politics etc. with an eye on the near future: how might these trickle down into domestic life, and therefore present opportunities for the development of new brands and products?
- **SESSION 6: Exploring Opportunities & Defining The Drivers For the New Brand**
 - LECTURE: 02h00
 - Each team will present all the various opportunities which emerged from their initial research enquiry, and identify the final direction which the team has decided to focus. What are the emerging phenomena it responds to, who is it for, why do they care?
- **SESSION 7: What is the new sustainable Brand DNA?**
 - LECTURE: 02h00
 - Through mood boards and other visual tools, students will endeavour to communicate the differentiating elements of their new brand.
- **SESSION 8: The sustainable users**
 - LECTURE: 02h00
 - Students will have to present the potential users/members of their brand community. Personas and moments of encountering the brand.
- **SESSION 9: Imagining brand moments**
 - LECTURE: 02h00
 - During this week's workshop, students will envisage and illustrate a series of hypothetical 'brand moments' as a way of exploring scenarios in which their brand will add value to the users' life (to be defined). When, where, and how will the brand make a difference to the projected users' lives? What does it do, and how is this meaningful?
- **SESSION 10: Developing the Brand's Look & Feel**
 - LECTURE: 02h00
 - Having established the DNA of their brand and agreed upon the key scenarios of use which students will use to communicate their brand narrative, their next challenge is to translate these 'feelings' into a set of 2D & 3D design 'ingredients', which can then be applied to the various brand touchpoints.
- **SESSION 11: Communicating about the brand**
 - LECTURE: 02h00
 - Students present a scenario for the prototype of a 60-second (max) video which clearly articulates the brand's purpose and value.
 - The film should be a 'stand-alone' piece of communication, in other words, it should not require any explanation to convey the message of the VALUE PROPOSITION.
- **SESSION 12: Final team presentations**
 - LECTURE: 02h00
 - Final team presentations and final version of the teams' films

CODE: Tbc

Course title: PRODUCT OWNER AND STAKEHOLDER ENGAGEMENT

Term : FALL

Teaching hours: 24 hours

Number of credits: 3

Teaching language: ☒ English ☐ French

Course leader: Bhupesh MANOHARAN

Speakers: Bhupesh MANOHARAN

≡ COURSE DESCRIPTION

The concept of a product owner was initially coined in software product development and project management. Product owners are the centrepiece of any product organization by providing and maintaining a product vision throughout its lifecycle, developing features corresponding to evolving customer needs, designing great customer experiences, and using marketing tools to promote its adoption. A successful product owner also understands, connects and brings together the various stakeholders to effectively manage the product.

This advanced product ownership and stakeholder management course will allow students a deep insight into how to come up with a vision of a product, build a viable executable strategy, get the first hires as product owners right and finally manage the various stakeholders to effectuate product growth. The course focuses on advanced product ownership fundamentals like building your first MVP, setting metrics for the MVP, doing a detailed discovery process for the right hypothesis, and then launching it in a scrappy manner to get the demand right.

≡ COURSE OBJECTIVES

The course will allow students to learn and understand the tools which are used in the process of building the MVP, do a cohort-level analysis of different types of users, understand the leading and lagging metrics and do origin traffic testing to bifurcate the traffic based on intent. It will also allow the users to build the right GTM strategy for the course and build the right business model for the MVP, do A/B testing on your product and how to drive growth as a growth PM and design Product led growth.

By the end of this course, students will master the core disciplines and tools that constitute Agile Product Ownership: Product Strategy or finding what is the problem to solve using a test & learn approach. Product Design, or knowing the users and designing the best experience for them. And finally, Product Growth, in other words growing a user base thanks to data and a ROI approach to marketing.

≡ TACKLED CONCEPTS

- Product Strategy (Market Scanning, Stakeholder Analysis, Business Models)
- Design Thinking (UI/UX Design, Impact Mapping, Story Mapping)
- Agile Method (Roadmapping, SCRUM, Kanban, DevOps)
- Growth Hacking (Data Analytics, AARRR funnel)

≡ LEARNING METHODS

The course will be taught using real-world applications, case study discussions and working on a group project with close assistance provided by the teacher/instructor

≡ **ASSIGNMENTS AND EXPECTED WORK**

Continuous assessment 50% Group presentation of a project

Exam 50% Individual quiz: multiple choice 40 questions on the full module

≡ **BIBLIOGRAPHY – COURSE MATERIAL**

McGreal, Don, and Ralph Jocham. (2018). The professional product owner: Leveraging scrum as a competitive advantage. Addison-Wesley Professional

Dolan, R. J., (2019). Framework for Marketing Strategy Formation, Harvard Business Review, (8153- PDF-ENG) December 2019 Updated version.

Corey R. E., (1981) Marketing Strategy – an Overview, Harvard Business Review (9-500-005)

Wind Y. & Mahajan V. (1981) Designing Product & Business Portfolios, Harvard Business Review, January 1981

Levitt, T., Exploit the Product Life Cycle, Harvard Business Review, Nov-Dec 1965.

Dhalla N., K. & Yuspeh, S. Forget the Product Life Cycle Concept!, Harvard Business Review, January-February, 1976.

Levitt, T., Marketing Intangible Products and Product Intangibles, Harvard Business Review, May-June 1981.

Case Study :

MicroFridge: The Concept (2002) HBR Case: 9-599-049

Dave McClure “Startup metrics for Pirates: AARRR”

Eric Ries “The Lean Startup”

Nir Eyal “Hooked, how to build habit-forming products”

Don Norman “The design of everyday things”

Various articles and news from tech websites will be discussed at each class
(TheNextWeb, TechCrunch, TechNewsWorld)

Additional material and case studies will be uploaded by the faculty before every session if required.

≡ **EVALUATION METHODS**

Final Exam – multiple choice questions (30%)

Group assignment (20%)

Individual assignment (50%)

≡ **SESSIONS**

- **SESSION 1:** Course introduction and stakeholder analysis

Overview of how can product firms successfully create and deliver value to them. A successful product owner would first understand customers’ needs, and then fulfil

these needs by designing and offering products at prices that provide 'value' to customers. The session challenges the traditional assumptions of marketing, especially product marketing and focuses on how various stakeholders come together to deliver value to customers.

○ **SESSION 2:** Product ownership and management

A broad summary of what is considered a product and what are its lifecycle phases. Introduction to the « Product Management » approach and the role of a Product Owner/Manager in an organization. Interesting stories and case studies based on companies such as GAFAM and other companies of the Tech ecosystem.

Topics Tackled :

- Product 101: Scope of Product in today's world
- Product Lifecycle: Stages and Strategies
- Product Variations and Extensions
- Decoding the Digital Product Space

○ **SESSION 3:** Product ownership: product planning and strategy

The session takes an eagle eye view of what product strategy is and how product owners should understand, develop and execute a product strategy. Using multiple frameworks, the session uncovers the product planning process for the long-term sustainability of an organization.

Topics Tackled

- Product Planning – Existing and New Markets
- Market Penetration & Market Development
- Product Development & Diversification

○ **SESSION 4:** Product ownership: the voice of the customer

The session marks the transition of the course from product strategy to tactics. The first step in the life of a product is knowing the users and the other stakeholders. By combining user research methods and market analysis, product managers must uncover a problem worth solving with any product. This represents the quest for a business/feature opportunity.

○ **SESSION 5:** Product discovery and roadmaps

This session focuses on how product owners use their insights from the user and market research to construct the 3V Framework (vision, value and validation). The comprehensive framework will help students to understand how product owners can initiate, develop and evaluate a product roadmap.

Topics Tackled

- 3V - Vision, Value and Validation Framework of Product Discovery and Roadmapping
- Agile road-mapping using Vision and OKRs
- Review and feedback processes for product discovery and roadmaps

○ **SESSION 6 :** Test and learn approach

Inspired by the Lean Startup method, the next phase consists in experimenting the idea or opportunity with an MVP until the product manager finds a Problem-Solution fit. It will define the product vision and shape it on a technical level.

Topics Tackled

- Concept of MVP
- Breaking requirement into Epics; Stories & Prioritization
- Managing Sprints (Scrum / Jira / Asana)
- Kanban approach to Product Development

○ **SESSION 7:** Product Design & Metrics

When a product vision has been validated through experimentation, it is time to lay out a customer experience by defining the main features and the user journeys, highlighted by the best user interface.

Topics Tackled

- Product Design Introduction (Usability & Aesthetics)
- Design Systems; Design decisions
- How to better tie metrics to product strategy
- Leading vs lagging metrics; Metrics by Cohort

○ **SESSION 8:** Agile Product Development

After designing the product comes the time to develop it. The product manager can construct a roadmap. This will define the time when each main feature will be available to users until their needs change. This go-to-market strategy is possible thanks to agile development.

Topics Tackled

- Agile Product Development
- Product Solutioning Process – Creating User flow
- Developing Information Architecture
- Wireframing and Validation of Hypothesis

○ **SESSION 9:** Taking the Product to the Market (GTM)

This session focuses on how product owners should make their offerings conveniently accessible to customers, clearly communicate their value proposition to customers and enable differentiation from competitive offerings.

Topics Tackled

- Designing GTM for different types of business models
- Doing A/B testing on GTM
- How does a Growth PM drive GTM
- Designing you own GTM

○ **SESSION 10:** Product growth

The session will focus on how by constantly collecting and analyzing data, a product manager can optimize the AARRR funnel, and develop new features that will help optimize it to enable product growth in the market. It will also cover the various growth hacking tactics to do so at a lesser cost.

Topics Tackled

- Optimization using AAARR funnel
- Leveraging Data for Product Growth
- Release process - Testing, CI / CD; Controlled Release - Scaling up & Roll backs
- Product Analytics tools - Google analytics, Redash, Sql
- Growth Hacks – Types and Outcomes
- Creating your Growth Hacking Framework

○ **SESSION 11:** Becoming the right Product Managers / Owners

An introduction to what makes great Product Managers: a set of particular soft skills and hard skills. Then a focus on how to land a Product Manager position in a company.

Topics Tackled

- Hiring the right PMs
- Fundamental attributes of a great PM
- What to cover in 1 on 1s in a PM interview
- Building the right product culture

○ **SESSION 12 :** Presentations

Each group will present their work during this 2-hour session. A Q&A will follow each presentation.

CODE: Tbc

Titre du cours /Course title: RETAILING AND E-COMMERCE

Term : FALL

Heures d'enseignement /Teaching hours: 24 hours

Crédits /Number of credits: 3 ECTS credits

Langue d'enseignement /Teaching language: ☒English ☐French

Responsable de cours /Course leader: Latchezar Hristov

Enseignants /Speakers: Latchezar Hristov

≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

Retailing figures among the biggest business-to-consumer sectors, where many modern retailers co-create value with their consumers and their retail ecosystems, leveraging new technologies and multiple channels to market.

This course is designed to provide students with an understanding of retailing, and of the change shaping its value-creation practices and application of novel technologies. The course will also reflect upon contemporary theories, tools and practices of designing retail experiences that enhance the relationship between retailers and their customers and could aid managers in sustainably innovating their retail offerings in physical and virtual retail environments internationally.

≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

- To understand the nature and implications of the retail environment and markets
- To reflect on contemporary retail models (store-based and e-commerce), strategies and practices
- To define, conceptualise and reflect upon the retail customer experience
- To reflect upon the importance of ethical, sustainable and conscious consumption journeys
- To define and reflect on meanings, typologies, and practices of innovation in retailing
- To reflect on digital transformation in retailing and its impact on the customer experience

≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Models of retailing
- Retail strategies and retail mix
- Experiential marketing in retailing
- Models of retail innovation
- Digital transformation, e-commerce and omnichannel retailing
- Experiential and conscious consumption
- The brand experiences

≡ **METHODS PEDAGOGIQUES /LEARNING METHODS**

The course will be intensive and highly interactive, making use of examples and case studies from a wide range of retail organisations and markets.

The teaching strategy will encourage students to adopt a critical and reflective approach to the course content. This will be achieved by using a variety of learning approaches including an innovation project, lectures, group discussions, case studies, company visits and practitioner master classes.

The lectures and the practitioner workshops are designed to introduce the students to contemporary retail marketing concepts and analytical tools.

The interactive elements of the course will provide students with an opportunity to reflect on novel retail practices, to present their own ideas and views, and will help them develop their analytical and problem-solving competencies.

≡ **TRAVAIL ATTENDU /ASSIGNMENTS**

Independent learning with a reading schedule from the course textbooks, and articles, combined with group work in relation to a retail marketing project and the case studies.

≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

Kingsnorth, S. (2022). Digital Marketing Strategy: an integrated approach to online marketing, (3 edition) Kogan Page.

Pennington, A. (2016). The Customer Experience Book: how to design, measure and improve customer experience in your business, Pearson.

Goworek, H. and McGoldrick, P. (2015). Retail Marketing Management: Principles & Practice: Principles and Practice, Pearson.

Hristov, L. and Reynolds, J. (2015). Perceptions and Practices of Innovation in Retailing: challenges of definition and measurement, International Journal of Retail and Distribution Management, Vol. 43(2).

Batat, W. (2019). Experiential Marketing: consumer behaviour, customer experience, Routledge

≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

The course will be evaluated by means of group coursework (50%) (e.g., retail marketing project) and an exam (50%).

≡ **SEANCES /SESSIONS**

○ **SESSION 1:**

- The retail environment: understanding markets; structure, drivers, trends and retail models (lecture and group activity: 2H00)
- The session examines the nature and direction of retail change, reflected in the structure of retail markets, emerging technologies, new retail eco-systems and business models.

- **SESSION 2:**
 - Experiential and conscious consumption (course delivery and group activity: 2H00)
 - The session reflects on the concepts and trends towards experiential and conscious consumption in retailing. It explores the impact of the changing nature of consumption on retailers, their value propositions and changing practices.
- **SESSION 3:**
 - Developing a retail strategy (course delivery and group activity: 2H00)
 - The session centres on the main considerations and stages of a strategic planning process in retailing. It will also discuss various sustainable strategic growth vectors for retail organisations.
- **SESSION 4:**
 - Innovation and value creation in retailing: typologies and areas of application (course delivery and group activity: 2H00)
 - The session examines the meanings, typologies and management practices of retail value creation and innovation. It will also examine more closely innovation process models relevant to retailers.
- **SESSION 5:**
 - Segmentation and positioning of the retail offer (course delivery and group activity: 2H00)
 - The topic discusses the process of strategic positioning of a retail organisation and its retail offerings. It also examines the importance of the retail image, its components and the various options for retail positioning.
- **SESSION 6:**
 - Meet retail practitioners' masterclass (workshop and group activity: 2H00)
- **SESSION 7:**
 - Store location, architecture, layout and operations (course delivery and group activity: 2H00)
 - The session examines store location, retail format, store architecture, and layout as important pillars of a retail positioning strategy with a strong impact on the retail mix.
- **SESSION 8:**
 - The retail product offer and store merchandising (course delivery and group activity: 2H00)
 - The session examines the management of the retail offer (including the retail product range, the retail brand and the private label portfolio) The topic also examines retail branding and brand innovation.
- **SESSION 9:**
 - Experiential marketing in retailing (course delivery and group activity: 2H00)
 - The session discusses topical concepts of experiential marketing and reflects upon how retailers design and integrate in-store and online experiences for their customers.
- **SESSION 10:**
 - Digital transformation, e-commerce and the omnichannel retail experience (course delivery and group activity: 2H00)

- The session examines in more detail the nature and practices of digital transformation in retailing, and the impact of digital transformation on e-commerce and omnichannel retailing.
- **SESSION 11:**
 - Meet retail practitioners', a store visit (workshop and group activity: 2H00)
- **SESSION 12:**
 - Future trends in retailing (workshop and group activity: 2H00)
 - The session reflects on the future of retailing, regarding retail innovation, new technologies and business models.

CODE: Tbc

Titre du cours /Course title: EXPERIENTIAL MARKETING AND THE BRAND ECOSYSTEM

Term: FALL

Heures d'enseignement /Teaching hours: 24 hours

Crédits /Number of credits: 3

Langue d'enseignement /Teaching language: ☒English ☐French

Responsable de cours /Course leader: Michaela Merk

Enseignants /Speakers: Michaela Merk

≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

This course will allow students to explore the complexity, facets, and concepts of experiential marketing both looking into product and service-based examples, including offline and online channels.

Based on this knowledge students will then learn about Brand Ecosystems and their strategic significance for successful brand growth. At the example of numerous business cases, students will discover and understand how powerful brands managed to expand globally thanks to systematic implementation and measurement of their own Brand Ecosystem.

≡ OBJECTIFS DU COURS /COURSE OBJECTIVES

At the end of this course, students should be able to

- Understand how experiences emerge
- Distinguish various forms of Experiential Marketing
- Discover measurement strategies for marketing experience
- Analyse the specificities of offline and online experience channels
- Analyse company Brand Ecosystems and expansion strategies
- Discover tools and channels to build Brand Ecosystems

≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- Experiential Marketing
- Experiential Consumption
- Customer Experience
- Brand Experience
- Experiential Dimensions
- Brand Ecosystems

≡ METHODES PEDAGOGIQUES /LEARNING METHODS

Lectures and master classes, visits, workshops, case studies.

High interactivity and teamwork.

≡ TRAVAIL ATTENDU /ASSIGNMENTS

Homework/exercises/readings asked to students to prepare the session or in-class exercises

≡ BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL

Aaker, D. A. (2012). *Building strong brands*. Simon and Schuster.

aakkola, E., Helkkula, A., & Aarikka-Stenroos, L. (2015). Service experience co-creation: conceptualization, implications, and future research directions. *Journal of Service Management*.

Atwal, G., & Williams, A. (2017). Luxury brand marketing—the experience is everything! In *Advances in luxury brand management* (pp. 43-57). Palgrave Macmillan, Cham.

Bakker, I., Van Der Voordt, T., Vink, P., & De Boon, J. (2014). Pleasure, arousal, dominance: Mehrabian and Russell revisited. *Current Psychology*, 33(3), 405-421.

Brakus, J. J., Schmitt, B. H., & Zhang, S. (2008). Experiential attributes and consumer judgments, in handbook on brand and experience management, Bernd H. Schmitt and David Rogers, eds. Northampton, MA: EdwardElgar.

Chebat, J. C., & Michon, R. (2003). Impact of ambient odors on mall shoppers' emotions, cognition, and spending: A test of competitive causal theories. *Journal of business research*, 56(7), 529-539.

Darmody, A., & Kedzior, R. (2009). Production and reproduction of consumer culture in virtual communities. *Advances in Consumer Research*, 36, 20-26.

Holbrook, M. B., & Hirschman, E. C. (1982). The experiential aspects of consumption: Consumer fantasies, feelings, and fun. *Journal of consumer research*, 9(2), 132-140.

Honea, H., & Horsky, S. (2012). The power of plain: Intensifying product experience with neutral aesthetic context. *Marketing Letters*, 23(1), 223-235.

Mathwick, C., & Rigdon, E. (2004). Play, flow, and the online search experience. *Journal of consumer research*, 31(2), 324-332.

Massara, F., Liu, S. S., & Melara, R. D. (2010). Adapting to a retail environment: Modeling consumer–environment interactions. *Journal of Business Research*, 63(7), 673-681.

Novak, T. P., Hoffman, D. L., & Yung, Y. F. (2000). Measuring the customer experience in online environments: A structural modeling approach. *Marketing science*, 19(1), 22-42

Pine, B. J., Pine, J., & Gilmore, J. H. (1999). *The experience economy: work is theatre & every business a stage*. Harvard Business Press.,

SOLIHA, E., AQUINIA, A., HAYUNINGTIAS, K. A., & RAMADHAN, K. R. (2021). The influence of experiential marketing and location on customer loyalty. *The Journal of Asian Finance, Economics and Business*, 8(3), 1327-1338.

Urdea, A. M., Constantin, C. P., & Purcaru, I. M. (2021). Implementing experiential marketing in the digital age for a more sustainable customer relationship. *Sustainability*, 13(4), 1865.

Wiedmann, K. P., Labenz, F., Haase, J., & Hennigs, N. (2018). The power of experiential marketing: exploring the causal relationships among multisensory marketing, brand experience, customer perceived value and brand strength. *Journal of Brand Management*, 25(2), 101-118.

≡ MODALITES D'EVALUATION /EVALUATION METHODS

Group Case study: 50%

Individual grade: 50% (class participation and class work presentation)

≡ SEANCES /SESSIONS

○ SESSION 1: Introducing Experience

- LECTURE: 02h00
- Defining experience: What is it? How do experiences emerge? Which factors impact a consumption experience?
- **SESSION 2: Dimensions of Marketing and Brand Experiences**
 - LECTURE: 02h00
 - Learn about the main forms of marketing and brand experiences and be able to distinguish the difference between consumer, product and service experiences.
- **SESSION 3: Direct and indirect Product Experiences**
 - LECTURE: 02h00
 - Understand the difference between physical and mediated product experiences as well as the indirect impact of advertisement on consumers.
- **SESSION 4: Service Experiences**
 - LECTURE: 02h00
 - Discover the various perspectives and practices of service-based experience in Marketing.
- **SESSION 5: Offline Experience in Marketing and Retail**
 - LECTURE: 02h00
 - Learn about various retail channels to arouse offline shopping experiences and understand the factors that impact the sensation of customer experiences.
- **SESSION 6: Generating Online Consumer Experiences**
 - LECTURE: 02h00
 - Examining online platforms and ways brands use them in order to create consumer experiences virtually.
- **SESSION 7: Consumer Experiences through Instore Digitalization**
 - LECTURE: 02h00
 - Discover ways technology augments the shopping journey and arouses new forms of in-store consumer experiences as 'phygital' sensations.
- **SESSION 8: The Impact of Experience on Consumer decision making**
 - LECTURE: 02h00
 - Understand how experience-felt situations impact consumers' decision-making processes.
- **SESSION 9: Measuring Experience and its impact**
 - LECTURE: 02h00
 - Learn about various tools to measure customer experience and its impact on customer satisfaction and loyalty.
- **SESSION 10: Understanding the complexity of Brand Ecosystems**
 - LECTURE: 02h00

- What is a brand ecosystem? Why are they important for companies and consumers?
- **SESSION 11: Strategies for building sustainable Brand Ecosystems**
 - LECTURE: 02h00
 - Learn about the steps to build strong and sustainable brand ecosystems. Analyse the touchpoints that make ecosystems powerful.
- **SESSION 12: Powerful Brand Ecosystems to maximize consumer experiences**
 - LECTURE: 02h00
 - Analyse companies which successfully built brand ecosystems and rose to global company networks, able to generate powerful consumer experiences.

CODE: Tbc

Course title: INTEGRATED MARKETING COMMUNICATIONS IN THE DIGITAL AGE

Term : FALL

Teaching hours: 24 hours

Number of credits: 3

Teaching language: ☒English ☐French

Course leader: Vincent Balusseau

Speakers: Vincent Balusseau

≡ COURSE DESCRIPTION

This course introduces the key concepts, issues, and frameworks as well as the key channels/disciplines that shape the Integrated Marketing Communications landscape for B2C brands. Today's context makes the art and science of Marketing Communications particularly challenging: Marketers are under great pressure to demonstrate the effectiveness and efficiency of their MarComs efforts, whilst, at the same time, being asked to reduce some of the negative impact of their campaigns (think carbon footprint of digital advertising) or even use advertising as a force for Good.

Although the main Paid, Owned and Earned Media/Assets marketers can resort to are defined and illustrated, the course focuses on the advertising side of Marketing Communications, hence on Paid Media and its associated disciplines. Traditional and digital channels and tactics are discussed. However, digital channels and tactics constitute the core of the course, as the related knowledge and expertise are highly sought after on the job market. Last, the course embraces both the creative and the data-driven/automated dimensions of the practice of Marketing Communications today, particularly as it pertains to Paid Media. Doing so, the course tries to explain and illustrate the roles played by "Magic" (creativity, intuition, craft) and by "the machines" (AdTech, notably) in advertising and MarComs success.

≡ COURSE OBJECTIVES

Having completed this course students should be capable of :

- Defining the key notions and trends that shape the current advertising and Marcoms landscape (e.g. : Full-funnel marketing ; Digital advertising in the privacy age; Greenhouse gas « advertised emissions »; Goodvertising).
- Analyzing/identifying MarComs issues through key practical frameworks and decision-making tools, such as the funnel and its various applications.
- Selecting the right key paid disciplines and tactics available to today's marketers, in the Branding as well as in the Performance space.

≡ TACKLED CONCEPTS

- Marcoms and advertising.
- Paid, Owned, Earned Media.
- Branding vs Performance objectives, long-term and short-term, effectiveness vs efficiency.
- Advertising fundamentals: Media strategy and Creative strategy; How advertising works.
- The different applications of the marketing funnel : Brand funnel (w/ Brand health trackers), Conversion funnel, Growth funnel, Consumer journeys.

- The key objectives at each stage of the funnel & the associated tactics and KPIs in the branding space as well as in the performance space : Mass-media advertising , SEO/SEA, Retail media, (Programmatic) Display, Social Ads, Online video advertising, Content marketing (including influencer marketing).
- Focus on key Branding issues : Awareness, Mental availability and Image.
- KPIs in the branding and in the digital performance space (CAC/CPA, ROAS/ROI...).

≡ **LEARNING METHODS**

Methods used in the course include lectures, class discussions based on video case studies from award-winning marketing campaigns, as well as in-class exercises for both branding campaigns and performance campaigns.

≡ **ASSIGNMENTS AND EXPECTED WORK**

Recent articles from the trade press (e.g. Adage, Marketing Week, Adweek...) or online videos are handed out throughout the course and are required readings.

≡ **BIBLIOGRAPHY – COURSE MATERIAL**

Juska, J. M. (2017). Integrated Marketing Communication: Advertising and Promotion in a Digital World, Routledge

≡ **EVALUATION METHODS**

An individual exam consisting of mini-essays.

≡ **SESSIONS**

- **SESSION 1 : AN INTRODUCTION TO MARCOMS.**
 - An introduction to the MarComs landscape and its key issues.
 - Presentation of the course objectives and evaluation method.
- **SESSION 2 : DEFINING AND PUTTING TO WORK DIFFERENT MARKETING COMMUNICATIONS DISCIPLINES**
 - Defining the key MarComs disciplines.
 - How to drive and convert qualified traffic to an E-Commerce website (case study 1)
 - How to use mass-media to drive awareness and trial for a consumer product launch (case study 2).
 - How a brand can promote a social cause through activism (case study 3).
- **SESSION 3 : ADVERTISING BUILDING-BLOCKS (1)**
 - The basics of creative and media strategies.
 - Focus on the creative strategy (target audience, insight, message, creative concept, creative executions)
 - Group assignment : designing a creative strategy for a consumer good company.
- **SESSION 4 : ADVERTISING BUILDING-BLOCKS (2)**
 - Presentation of the group assignment.
 - Focus on the media strategy (from the Media plan to the Media buy).

- **SESSION 5 : ADVERTISING BUILDING-BLOCKS (3)**
 - How (digital) advertising is bought and sold.
 - Introduction to Programmatic advertising and AdTech.
 - Data and privacy in digital advertising.
- **SESSION 6 : DEFINING OBJECTIVES AND SETTING PRIORITIES (1)**
 - An introduction to the marketing funnel.
 - Focus on different applications of the marketing funnel : Brand health trackers (brand funnel data).
- **SESSION 7 : DEFINING OBJECTIVES AND SETTING PRIORITIES (2)**
 - Focus on different applications of the marketing funnel : Growth funnels, Conversion funnels, and Consumer journeys.
- **SESSION 8 : KEY ISSUES IN THE BRANDING SPACE (1)**
 - Defining and measuring Awareness, Mental availability and brand Image.
- **SESSION 9 : KEY ISSUES IN THE BRANDING SPACE (2)**
 - Creative best practices for upper and mid-funnel (Branding) strategies.
 - Media best practices for upper and mid-funnel (Branding) strategies.
- **SESSION 10 : KEY ISSUES IN THE PERFORMANCE SPACE**
 - Defining Performance objectives and the related KPIs, with a focus on digital advertising
 - tactics and KPIs (such as ROAS or CPA).
 - Achieving Performance objectives through SEA, Social ads and Display advertising.
- **SESSION 11 : ADVERTISING FOR GOOD (1)**
 - Reducing the carbon footprint of (digital) advertising
 - Inclusivity and Representations in advertising.
- **SESSION 12 : ADVERTISING FOR GOOD (2)**
 - Promoting behavioural change and sustainable practices through advertising.
 - Advertising in a finite world : a conundrum.

CODE: Tbc

Course title: DATA MARKETING AND THE MARTECH STACK

Term : SPRING

Teaching hours: 24 hours

Number of credits: 3

Teaching language: ☒English ☐French

Course leader: Pierre-Eric Beneteau

Speakers: Marie Jansen, Pierre-Eric Beneteau, Louis Dauchy

≡ COURSE DESCRIPTION

Marketers now have access to a wealth and variety of consumer and customer data, that open up the possibilities for re-shaping and adapting consumers' journeys. Following the data lifecycle, this course focuses on the presentation of the main methods and purposes for data collection, processing, activation and measurement.

The objective of the course is twofold: it aims to provide a complete overview of data flows that you could face while working on digital marketing projects. Besides, it will introduce the most common and important tools as well that are used by marketers and that constitute the so-called "MarTech Stack".

The animation approach is hybrid and will include tools presentations associated with their use cases, while involving students as well in the discovery, to test technologies and experience their potential.

The expected outcome for students is a global understanding of the digital marketing environment, with its privacy regulations, and technological challenges. It should provide a pragmatic comprehension of available tools as well, regarding their purposes and potential. And business insights will be tackled all along the course to cover performance and steering notions.

≡ COURSE OBJECTIVES

At the end of this course, students should be able to:

- Navigate through the MarTech landscape, understand the value of the different data types marketers can access and the main use cases that are available
- Understand the fundamentals of AI and algorithmic-marketing
- Master the basics of Website analytics and Marketing automation
- Incorporate privacy regulations and privacy-enhancing best practices in their data-driven approaches

≡ TACKLED CONCEPTS

- Understanding data added value for marketing
- Big picture and understanding of MarTech tools associated to their purposes
- For data collection, processing and activation: purposes and methods
- Web analysis, AB Testing, Data visualisation, segmentation, personalisation, relational marketing

- For omnichannel strategies: challenges and potential
- Monitoring methods
- Privacy and GDPR main rules to work with data
- Data quality challenges and potential
- Data governance goals

≡ **LEARNING METHODS**

The course includes lectures, in-class case studies preparation and presentation, class discussion, tools discovery

≡ **ASSIGNMENTS AND EXPECTED WORK**

- Reading material (academic papers, blog posts, trade magazine publications, management literature)
- Group assignments (data analysis and using that data to inform problem-solving)
- Individual assignments data analysis and using that data to inform problem-solving)

≡ **BIBLIOGRAPHY – COURSE MATERIAL**

Palmatier, R.W., Petersen, J.A. and Germann, F. (2022). Marketing Analytics, Bloomsbury Academic

Hartman, K. (2020). Digital Marketing Analytics

Grigsby, M. (2018). Marketing Analytics, Kogan Page

≡ **EVALUATION METHODS**

Final Exam – multiple choice questions (30%)

Group assignment (20%)

Individual assignment (50%)

≡ **SESSIONS**

PART 1 - Collecting data is meaningful for marketing purposes

- **SESSION 1 - DATA OFFER TREMENDOUS OPPORTUNITIES FOR MARKETING STRATEGY AND OPERATIONS**
 - Presentation of the case study that will be a common thread for all the lessons
 - Introduction to the topic: Why is data so important in marketing? What are the main data collection purposes? What are the mandatory privacy notions to consider while working with data?
 - Presentation of the various data sets that a digital marketer could face all along the customer journey
 - Overview of collection operation for each data type (methods and tools)

- Overview of the MarTech stack: how to build a 360° view of the customer

PART 2 - Processing data to get insights and support decision making

- **SESSION 2: DATA ANALYSIS - MAKE THE MOST OF QUANTITATIVE DATA WITH WEB ANALYTICS**
 - Overview of the main web analytics solutions (with assets and limits) and how they collect data
 - How to analyse customer journeys: deep dive on Google Analytics
 - How the “raw data” is used for other purposes (links with Platforms-as-a-Service)
- **SESSION 3: DATA ANALYSIS - INVESTIGATE ON USERS' BEHAVIOURS WITH QUALITATIVE DATA**
 - Overview of the main Customer Experience management tools of the market (benefits and limitations)
 - Representing insights with data visualisation tools
- **SESSION 4: SEGMENTATION - CREATING A SEGMENTATION TO ADDRESS GROUPS OF CUSTOMERS BASED ON THEIR SPECIFICITIES**
 - Introduction to segmentation (purposes, methodologies, expected outcomes)
 - Focus on the Customer Data Platform, a method for segmentation (and presentation of all the other use cases of the tool)
 - Overview of the main market's solutions (with assets and limits)
- **SESSION 5: DATA SCIENCE - WHAT DOES AI ENABLE?**
 - Machine learning, AI, and algorithms: added value and limits
 - Presentation of projects based on these technologies to highlight their potential (clustering, prediction, scoring, personalization etc)

PART 3 - Activating data for a dynamic and contextualised animation of audiences

- **SESSION 6 : PERSONALISATION - TARGETING CUSTOMERS AND PROSPECTS WITH THE RIGHT MESSAGE AT THE RIGHT TIME AND THE RIGHT PLACE**
 - Presentation of AB Testing: methods and potential
 - Data is an opportunity for media strategy (display, RTB, search)
 - Data is an opportunity for relational marketing: introduction to CRM
 - Challenges and limits: the technical complexity to recognize and identify a single user
 - On-site personalisation methods and tools
- **SESSION 7: ADVERTISING - OVERVIEW OF THE ADVERTISING ECOSYSTEM (DSPS, ADSERVERS, ETC.)**
 - The role of data in the advertising ecosystem
 - Overview of the tech stack: DSPs (key tools for online media buying), Ad servers (measuring the performance of media campaigns)
- **SESSION 8: SOCIAL MEDIA - IMPROVING BRAND AWARENESS AND CONSIDERATION THANKS TO SOCIAL MEDIA MANAGEMENT**
 - Overview of social media platforms and their media options available
 - Activating campaigns on social media and measuring performances
 - Challenges and limits

- **SESSION 9: RELATIONAL MARKETING - INDUSTRIALISING AND AUTOMATING THE RELATIONSHIP WITH PROSPECTS AND CUSTOMERS**
 - Marketing Automation: definition and overview of the main market's solutions (with assets and limits)
 - Links with CRM and customer service
 - Deep dive on Hubspot
- **SESSION 10: OMNICHANNEL - RECONCILING PHYSICAL AND DIGITAL ENVIRONMENTS**
 - Presentation of the potential synergies, web to store and store-to-web mechanisms
 - Cross-channel activation
 - The complexity of measuring online channels' contribution to offline sales (ROPO effect)

PART 4 - Once you have activated your data: measurement is key to monitoring your activity, improving its efficiency, and adjusting budgets allocation

- **SESSION 11: MONITORING OVERALL PERFORMANCE**
 - Global business performances monitoring
 - Media performances analysis: an overview of different methods (deterministic KPIs, attribution methods, customer Lifetime Value concept)
 - Introduction to Marketing Mix Modelling: a system analysing the impact of marketing investments on business

PART 5 - Other notions to steer business

- **SESSION 12: DATA QUALITY AND DATA GOVERNANCE - ESTABLISH A LONG-TERM STRUCTURE**
 - Introduction to data quality: what is at stake, and main methods' presentation.
 - Establishing data governance (quality, readiness, and compliance) principles, to structure, unify and share the data knowledge for all collaborators
 - Perspectives for the future of the industry

CODE: Tbc

Course title: DIGITAL TRANSFORMATION AND MARKETING

Term: SPRING

Teaching hours: 24 hours

Number of credits: 3

Teaching language: ☒English ☐French

Course leader: Matyas Schegerin

Speakers: Matyas Schegerin

≡ DESCRIPTION DU COURS /COURSE DESCRIPTION

Digital transformation is no longer a question of 'if' but rather 'how fast?' In an era of heightened uncertainty and urgency around disruption, digital transformation has become a global priority on leadership agendas.

Organizations are now transformed in fundamental ways across a broad spectrum of industries – from manufacturing, education and retailing to finance and healthcare. New disruptive technologies, e.g., IoT, Cloud, Blockchain, Big Data and Artificial Intelligence, in isolation or jointly, provide new capabilities and change how organizations create value. To succeed, businesses need to be data-driven and digitally optimized, generate new digital capabilities and integrate them intelligently.

Inside organizations, Digital Transformation is revolutionizing the way we do business, impacting all departments; this is particularly true for the marketing function, significantly expanding opportunities to better know and serve customers, improve time-to-market, and monitor marketing actions.

However, in a world where everything is connected, this is important to consider the potential negative aspect of Digital Transformation and to find relevant ways to limit this negative impact.

≡ COURSE OBJECTIVES

This course will specifically provide students with knowledge and skills to initiate and execute digital transformation projects, with a strong focus on the marketing function. Upon completion of this course, participants will be able to:

- Identify and analyze digital disruption drivers impacting the business ecosystem
- Define the main pillars of Digital Transformation applied to Marketing
- know how digital strategies can be set up, executed, and communicated, within marketing departments
- Analyze how digital technologies can be used in brand strategy and product management and explore their role in obtaining a strategic competitive advantage.

Main course topics:

- Digital transformation definition and pillars
- How to build a data-driven organization to support a best-in-class New Product Development
- How Artificial Intelligence (AI) expands possibilities in Marketing
- Digital Transformation and strategic agility
- New Digital business models
- Using Digital Transformation to strengthen Lead Generation Marketing Automation, CRM and Lead Nurturing tools and concepts
- Case studies on digital transformation

≡ CONCEPTS ENSEIGNES /TACKLED CONCEPTS

- The main pillars of Digital Transformation: Artificial Intelligence, the Internet of Things, Big Data, Cloud Computing, Mobility and Social Media
- How AI expands possibilities in Marketing: in New Product Development, Pricing, place and promotion strategies, Customer Experience and Service
- How to build a data-driven organisation: collecting and analysing the right data to make better decisions
- How marketers can use technology to better monitor and address customers' needs
- How IoT combined with big data can help improve Consumer Knowledge and Time-to-Market
- The social and environmental impact of Digital Transformation
- How to deliver outstanding customer experience thanks to Digital Transformation
- Digital Transformation and agility

≡ **METHODES PEDAGOGIQUES /LEARNING METHODS**

The course will be highly interactive making use of examples and case studies from a wide range of organisations and markets.

The teaching strategy will encourage you to adopt a critical and reflective approach to the course content. This will be achieved using a variety of resources including lectures, group discussions and multimedia.

≡ **TRAVAIL ATTENDU /ASSIGNMENTS**

Group project focusing on Digital Transformation use case applicated to Marketing

≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

Kotler P. et al. (2021), Marketing 5.0: Technology for Humanity

≡ **MODALITES D’EVALUATION /EVALUATION METHODS**

Individual assessment: 50%

Group project: 50%

≡ **SESSIONS**

- **SESSION 1: Introduction to the course**
 - LECTURE: 02h00
 - Introduction to the course
 - Defining Digital Transformation
 - How Digital Transformation is impacting organizations
- **SESSION 2: How Digital Transformation is revolutionizing Marketing**
 - LECTURE: 02h00
 - The 6 pillars of Digital Transformation: Internet of Things, Big Data, Artificial Intelligence, Cloud Computing, Mobility and Social Media
 - How Digital Transformation is revolutionizing Marketing
 - Marketing 5.0: definition, scope and cases
 - Why and how AI can help make better decisions
- **SESSION 3: How AI expands possibilities in Marketing**
 - LECTURE: 02h00
 - Applications of AI in Marketing
 - Improving consumer knowledge thanks to AI
 - Using AI to monitor market and competition

- Finetune, execute and monitor pricing strategy thanks to AI
- AI, Machine Learning and Deep Learning
- **SESSION 4: Digital Transformation and New Product Development**
 - LECTURE: 02h00
 - How marketers can use technology to better monitor and address customers' needs
 - How to use Digital Transformation to improve time to market, and reduce risks and costs all along the New Product Development process
- **SESSION 5: How IoT is revolutionizing our daily lives**
 - LECTURE: 02h00
 - How IoT is revolutionizing our daily lives
 - Key data, figures and trends regarding IoT
 - How IoT combined with big data can help improve Consumer Knowledge and reveal megatrends
 - Collecting and assessing relevant information and data through IoT to take better decision
- **SESSION 6: Masterclass: Digital Transformation Practitioner workshop**
 - LECTURE: 02h00
 - 1 hour to 1h30 session with Digital Transformation Specialist
 - 30 minutes Q&A and discussion
- **SESSION 7: Building a data-driven organization**
 - LECTURE: 02h00
 - The key role of data, how to build a data-driven organization
 - Using Big data to expand business opportunities through best-in-class segmentation and target
 - Defining and executing a powerful lead generation and lead nurturing strategy to grow business
 - CRM: from Customer Service to Customer Success thanks to AI and data management
 - KPI in Marketing
- **SESSION 8: Digital Transformation and New business models**
 - LECTURE: 02h00
 - The SaaS Model – technical case: car industry & Tesla
 - The DNVB model – Digitally Native Vertical Brands
 - Market Places
- **SESSION 9: Customer Experience and Digital Transformation**
 - LECTURE: 02h00
 - How to deliver outstanding customer experience thanks to Digital Transformation
 - From ROI to ROX (Return on Experience)
 - The route to omnichannel for a best-in-class customer journey
- **SESSION 10: Digital Transformation and agility**
 - LECTURE: 02h00
 - How Digital Transformation expands opportunities to experiment
 - Design Thinking, MVP and Test and Learn Approach
 - A/B Testing
- **SESSION 11: The social and environmental impact of Digital Transformation**

- LECTURE: 02h00
 - Digital Transformation and Sustainability
 - Limits and risks of Digital Transformation
 - Digital Transformation and Ethics
 - Data protection and cyber security
-
- **SESSION 12: Group project presentation**
 - Session dedicated to group project presentations by students
 - LECTURE: 02h00

CODE: Tbc
Course title: WEB AND SOCIAL MEDIA ANALYTICS

Term : SPRING

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒English ☐French
Course leader: Koen De Bock
Speakers: Koen De Bock

≡ COURSE DESCRIPTION

The domain of digital marketing is nowadays largely driven by performance measurement and data analytics. This course focuses on the usage of data and analytics to evaluate and optimize online traffic generation channels on the one hand, and companies' digital presence, i.e. their website and social media accounts, on the other. This course provides a thorough introduction to the field of web analytics which focuses on measuring user behaviour on owned channels, i.e., first and foremost, the company website, but also mobile apps and social media profile pages. The focus of this course lies in website analytics and social media analytics. Methods and frameworks for planning, implementation, measurement, analysis and optimization will be discussed. Moreover, the following major optimization application domains are tackled: web user profiling and traffic reporting, conversion rate optimization, traffic channel optimization, UX optimization, social media profile management and social listening applications.

The course balances theory and practice. Students will learn to use software platforms commonly used for web and social media analytics

≡ COURSE OBJECTIVES

After successful completion of this course, students should be able to:

- Understand the concepts, opportunities and limitations and added value of web analytics and social media analytics for companies with a form of online presence (website, apps, and social media accounts)
- Gain insights into the different types of web analytics and social media analytics
- Understand the importance of measurement planning in web analytics and social media analytics
- Know how to create a measurement plan and implementation plan
- Understand different types of online goals
- Understand key metrics in web analytics and social media analytics
- Master basic and advanced functionalities of Google Analytics or other platforms to analyze data and answer questions

≡ TACKLED CONCEPTS

- Web analytics
- Social media analytics
- Social media listening
- Conversion rate optimization
- User experience optimization

- Traffic channel optimization
- Web user profiling and traffic reporting

≡ **LEARNING METHODS**

The course depends on a mix of several learning methods. The focus is on learning-by-doing. Specifically, it consists of interactive class lectures with many in-class exercises and discussions, software tutorials, online learning, group work and an individual assignment

≡ **ASSIGNMENTS AND EXPECTED WORK**

Students will be graded based on assignments where learnt concepts are applied in a practical manner, using exercises and cases. Group assignments account for 50% of students' final grades, while an individual assignment counts for another 50%.

≡ **BIBLIOGRAPHY – COURSE MATERIAL**

No required textbook or mandatory readings. Optional readings:

Ahlou, F., Asif, S. and Fettman, E., (2016) Google Analytics Breakthrough: From Zero to Business Impact, Wiley.

Loban, M. and Yastrebenetsky, A., (2020) Crawl, Walk, Run: Advancing Analytics Maturity with Google Marketing Platform, Lioncrest.

≡ **EVALUATION METHODS**

50 % : Individual exam

50 % : Group assignments

≡ **SESSIONS**

- **SESSION 1: Introduction to Web and Social Media Analytics**
 - LECTURE: 02h00
 - In this session, we will provide a formal definition of web analytics, the types of web analytics, main software vendors/platforms. Introductory case studies that illustrate the main applications of web analytics are discussed.
- **SESSION 2: Measurement planning**
 - LECTURE: 02h00
 - Measurement planning is central to any web analytics effort. In this session, students are taught a structured approach to creating a measurement plan, including the definition of objectives, strategies and tactics, choosing comprehensive and complementary sets of KPIs and metrics, setting associated targets and predefining segments of interest.
- **SESSION 3: Web analytics: implementation**
 - LECTURE: 02h00
 - Implementing web analytics, with a focus on Google Analytics page tagging.
- **SESSION 4: Web analytics: advanced tracking and measuring**
 - LECTURE: 02h00

- Advanced tracking and measurement: setting goals, tracking e-commerce, event tracking, and site search tracking. These concepts are then illustrated through an in-class assignment.
- **SESSION 5: Web analytics: standard reports, metrics and dimensions**
 - LECTURE: 02h00
 - An introduction to traffic and audience reporting by focusing on the standard reports and reporting concepts, discussing conventional metrics and available dimensions for segmenting traffic.
- **SESSION 6: Web analytics: methods for analyzing and visualising data**
 - LECTURE: 02h00
 - An overview of more advanced tools and techniques for analyzing and visualizing data in Google Analytics: advanced table filters, advanced segments, custom reports, plot rows function, etc. Students tackle an in-class exercise to master these techniques.
- **SESSION 7: Web analytics: applications**
 - LECTURE: 02h00
 - An overview of the main application domains in web analytics (beyond traffic & audience reporting): conversion rate optimization and traffic channel optimization.
- **SESSION 8: Web analytics: cases**
 - LECTURE: 02h00
 - A more elaborate team assignment on advanced web analytics applications related to CRO and traffic channel optimization.
- **SESSION 9: Web analytics: team presentations of assignments**
 - LECTURE: 02h00
 - Team presentations in which teams present their conclusions of the previous assignments.
- **SESSION 10: Social media analytics: social presence analytics**
 - LECTURE: 02h00
 - In this session, we will provide a formal definition of social media analytics, the types of social media analytics, main software vendors/platforms. Introductory case studies that illustrate the main applications of social media analytics are discussed.
- **SESSION 11: Social media analytics: social listening**
 - LECTURE: 02h00
 - An in-depth overview and demonstration of social listening tools and practical team assignment
- **SESSION 12: Team presentations of assignments**
 - LECTURE: 02h00
 - Team presentations of social media analytics group work.

CODE: Tbc
Course title: BRAND HEALTH AND PANEL ANALYSES
Term : SPRING

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒English ☐French
Course leader: Wiemer Snijders
Speakers: Wiemer Snijders

≡ COURSE DESCRIPTION

There is now an abundance of data and technology available to better understand the people to whom we are selling our products and services. However, they are rendered useless if we don't know how to use them effectively. Unfortunately, this is all too often the case. And herein lies the objective of this course: not only to counter some of the hype and nonsense in the industry, but also to provide perspectives on how marketing can better itself, inspired by the advances in evidence-based marketing science.

The course is broadly structured in two parts:

Part 1a: patterns in buyer behaviour and their implications marketing strategy

Part 1b: Implication for brand tracking and marketing planning

Part 2: panel data analysis

During part 1 students will learn to spot well-established, recurring patterns in buyer behavior such as the Negative Binomial Distribution (NBD), Double Jeopardy (DJ) and Duplication of Purchase (DoP), why they exist and how to use them to fuel brand growth, whatever the product or service category. These three patterns, also known as the laws of buyer behaviour and brand growth, form the foundation for marketing strategy and -planning. They also inform brand health monitoring/ brand-tracking research to assess (past) brand performance. During this course, students will therefore also learn how to analyse and interpret such data in the context of the aforementioned patterns and how they impact the main levers marketers have at their disposal to influence buyer behaviour in their favour.

Part 2 of the course will be focused on Consumer and Retail panel data analysis for FMCG brands and will provide students with the key techniques allowing them to evaluate the performance of their brand in its category.

≡ COURSE OBJECTIVES

Having completed this course students should be capable of :

- Explaining the difference between fact-based and evidence-based knowledge/research
- Spot and make sense of the key empirical laws in buyer behaviour, such as NBD (Negative Binomial distribution of a brand's buyers base), Double Jeopardy and Duplication of Purchase,

- Build upon these laws to make decisions on how to most effectively grow a brand (strategy), and
- How this translates to a brand's main levers for profitable volume growth (tactics/planning) in three main areas: mental availability, physical availability and value
- Analyse Panel data and present recommendations based on their analysis.

≡ **TACKLED CONCEPTS**

- Principles of building evidence-based knowledge (replication, multiple sets of data, and generalization)
- Negative Binomial Distribution, Double Jeopardy and Duplication of Purchase
- Data Reduction
- Correlation and Regression analysis

≡ **LEARNING METHODS**

- Lectures where students are continuously challenged and asked to interact and express their opinion/point of view
- Interaction and active participation between students and lecturer and amongst students
- Students need to present findings and articulate their thinking
- Students will also work on assignments during and outside of classes
- Students will be asked to prepare and read materials running up to and after classes

≡ **ASSIGNMENTS AND EXPECTED WORK**

- Reading material (academic papers, blog posts, trade magazine publications, management literature)
- Group assignments (data analysis and using that data to inform problem-solving)
- Individual assignments data analysis and using that data to inform problem-solving)

≡ **BIBLIOGRAPHY – COURSE MATERIAL**

Various trade magazine publications/blog posts (e.g. MarketingWeek, Campaign, thought leaders from the industry)

Snijders, W. (2018) Eat Your Greens, APG.

Snijders, W. and Balusseau, V (2022) Mange Ta Soupe, Dunod.

Sharp, B., (2010), How brands grow. South Melbourne: Oxford University Press.

Binet, L., and Field, P (2013), The Long and the Short of It: Balancing Short- and Long-Term Marketing Strategies. Institute of Practitioners in association with Thinkbox.

Binet, L., and Field., P (2017), Media in Focus: Marketing Effectiveness in a Digital Era, London: Institute of Practitioners.

Ehrenberg, A., Barnard, N., Kennedy, R. and Bloom, H. (2002). Brand Advertising as Creative Publicity Journal of Advertising Research, July-August 2002, 7-18.

Ehrenberg, A.S.C., Uncles, M.D., Goodhardt, G.J., (2003). Understanding Brand Performance Measures: Using Dirichlet Benchmarks. Journal of Business Research.

Romaniuk, J. and Sharp, B. (2012). How Brands Grow (part 2). Oxford University Press.

Sharp B., Wright M. & Goodhardt G., (2002) Purchase loyalty is polarised into either repertoire or subscription patterns. Australasian Marketing Journal; 10 (3): 7-20.

≡ **EVALUATION METHODS**

Final Exam – multiple choice questions (30%)

Group assignment (20%)

Individual assignment (50%)

≡ **SESSIONS**

○ **SESSION 1: (Evidence-based science)**

- LECTURE: 02h00
- Students will be introduced to the main concepts that underpin evidence-based science:
 - Facts versus Evidence
 - Data collection and reduction
 - The value of generalization and replication
 - Use of prior knowledge
 - Looking for patterns and commonalities v.s. differences
 - Descriptive vs Prescriptive research

○ **SESSION 2: (Patterns in buyer behaviour part 1a)**

- LECTURE: 02h00
- The Negative Binomial Distribution (lecture)
- Students will be introduced to the first, most fundamental pattern in buyer behaviour: the distribution of buyers across purchase occasions and/or weight of purchase. The work pioneered by Andrew Ehrenberg c.s. – dating back as far as 1959 - has found that buying/the customer base (on both the category as the brand level) follows a statistical distribution, the negative binomial distribution (NBD) where there are many light buyers and fewer heavier ones. This pattern has been well documented for hundreds of categories and thousands of brands in various conditions, industries – and over time.

○ **SESSION 3: (Patterns in buyer behaviour, part 1b)**

- LECTURE: 02h00
- The Negative Binomial Distribution (group work/ assignment)
- Students will have to complete a group assignment where they will have to analyse (panel) data and draw conclusions on the basis of their findings – and discuss the implications for marketing practice.

- **SESSION 4: (Patterns in buyer behaviour part 2a)**
 - LECTURE: 02h00
 - Double Jeopardy (brand growth): lecture
 - This lecture will build on the learnings from the NBD and the resulting second pattern in buying, Double Jeopardy, which is a result from the movements in the customer base. They will learn what the implications are for brand growth and loyalty building initiatives. It stresses the importance of gaining new customers as the most important for brand growth – in contrast to building loyalty with existing customers which is the basis for segmentation, targeting and positioning (STP) theory.
- **SESSION 5: (Patterns in buyer behaviour part 2b)**
 - LECTURE: 02h00
 - Double Jeopardy (brand growth): group assignment
 - Students will have to complete a group assignment where they will have to analyse (panel) data and draw conclusions on the basis of their findings – and discuss the implications for marketing practice and reflect on the value of the aforementioned STP theory.
- **SESSION 6: (Patterns in buyer behaviour part 3a)**
 - LECTURE: 02h00
 - Duplication of Purchase: lecture
 - This lecture further builds on the lessons learned from the NBD and Double Jeopardy and focus on the nature of competition and/or market structure by showing us patterns in the overlap between customer bases. This pattern demonstrates that brands share customers with/acquire customers from all other brands, proportional to competitor share and/or penetration. This law also reveals the source of a growing brand's new customers.
- **SESSION 7: (Patterns in buyer behaviour part 3b)**
 - LECTURE: 02h00
 - Duplication of Purchase: group assignment
 - Also here students will be asked to analyse panel data and conduct a duplication of purchase analysis and draw conclusions on the basis of it.
- **SESSION 8: Brand Tracking**
 - LECTURE: 02h00
 - Brand tracking research: analysis and interpretation
 - This lecture will focus on how companies typically track their brand performance discussing the most used methods for doing so and reflecting on them in the light of the three main patterns in buyer behaviour (NBD, Double Jeopardy and Duplication of Purchase). Brand tracking studies often include data from surveys that ask people what they associate with brands (together with traditional measures such as awareness, consideration and preference). Students will learn how to analyse and interpret this data by demonstrating that there are also patterns in this type of data, but often hidden because the data is often not analysed in a way that lays bare these patterns most effectively. This is problematic as it often leads to flawed conclusions related to a brand's performance on these metrics.
- **SESSION 9: (The levers of profitable volume growth part 1)**
 - LECTURE: 02h00
 - Linking the patterns of buyer behaviour to Mental Availability: Reach, Relevance and Recognition

- This lecture introduces the concept of mental availability and/or the importance of being well-known. Students will learn about the importance of building reach, relevance and recognition. It will discuss the scientific research in this area, its measurement and how companies apply them in daily practice.
- **SESSION 10: (The levers of profitable volume growth part 2)**
 - LECTURE: 02h00
 - Linking the patterns of buyer behaviour to Physical Availability: Suitability, Visibility and Distribution/channels
 - This lecture introduces the concept of physical availability and/or the importance of being easy to buy. Students will learn about the importance of building a suitable range of products, distribution, and visibility in the channels through which products and services. It will discuss the scientific research in this area, its measurement and how companies apply them in daily practice.
- **SESSION 11: (Panel data analysis, part 1)**
 - LECTURE: 02h00
 - During two sessions students will learn the fundamentals related to panel data analysis. They will learn what this type of data typically measures and how to analyse and interpret it to use it most effectively – incorporating the prior learnings from buyer behaviour. (part 1)
- **SESSION 12: (Panel data analysis, part 2)**
 - LECTURE: 02h00
 - During two sessions students will learn the fundamentals related to panel data analysis. They will learn what this type of data typically measures and how to analyse and interpret it to use it most effectively – incorporating the prior learnings from buyer behaviour. (part 2)

CODE: Tbc

Course title: PRINCIPLES OF LAW AND FINANCE FOR BRAND MANAGERS

Term: SPRING

Teaching hours: 24 hours

Number of credits: 3

Teaching language: ☒English ☐French

Course leader: Hitesh Vyas

≡ COURSE DESCRIPTION

This course will introduce students to topics of law and finance highly relevant to marketing professionals in brand management.

Law:

IP and Communication law related to brands and companies.

An overview of French/European legal system protection IP and immaterial assets (data, archives, etc.), cases and IP protection strategies for the benefit of the company.

Finance:

The module explores how brands create shareholder value and how brands can be used to manage a company's risk exposure. It briefly examines the question: what is the return on investment (ROI) of branding?

≡ COURSE OBJECTIVES

This element of the course will allow students to acquire notions related to IP and immaterial assets identification, protection, management, and marketing.

The course does not intend to propose an exhaustive review of IP law or asset evaluation courses, but rather provide an overview of the legal framework and management techniques, and an ability to understand and deal with the main issues related to IP and immaterial assets owned by a company, making the good decisions when such rights/assets are implied.

Finance:

This element of the course will familiarize students with how strong brands can increase returns, reduce variability in cash flows, and insulate a company from market downturns, and how the value of brand assets are calculated.

≡ TACKLED CONCEPTS

Law:

- IP law basics (protection of authors rights, trademarks, registered designs and Models, tradenames, trade secrets, data),
- Requirement for protection and steps to protect
- Cumul of protection
- Ensuring valid transfer of rights to the company packaging

- Protecting companies' DNA, archives, etc.
- Auditing the companies' IP rights / immaterial assets
- Marketing the products partnerships, influencers, license agreements, and distribution networks
- Companies' strategies to protect their image/products (legal remedies and actions, evidence infringement, opportunity to act?)
- Forum shopping and relevant authorities

Finance:

- Brand valuation methods
- Investment in brands
- Brand acquisition

≡ LEARNING METHODS

Law:

- Lectures,
- Case studies
- Workshops

Finance:

- Lectures, and case studies

≡ ASSIGNMENTS

Law:

- Readings
- searches on public legal databases for training (INPI, TMDN, LEGIFRANCE)
- case law analysis

Finance:

- Readings
- Case studies preparations, group work

≡ ASSIGNMENTS AND EXPECTED WORK

Independent learning with a reading schedule combined with group work in relation to the course and the presented in the course case studies.

≡ BIBLIOGRAPHY – COURSE MATERIAL

Law:

Statutes, case law, comments

Droit d'auteur et droits voisins Michel Vivant et Jean Michel Bruguière – 4^{ème} édition Précis Dalloz

Droit de la propriété intellectuelle – Nicolas Binctin – L.G.D.J - Lextenso

Finance:

Aker, D. (2014). Aker on Branding, New York: Morgan James Publishing

So, K. K. F. and C. King, (2010). When experience matters": building and measuring hotel brand equity: The customers' perspective. International Journal of Contemporary Hospitality Management Research News, 22(5): 589-608.

Goldfarb, A., Q. Lu and S. Moorthy, (2009). Measuring Brand Value in an Equilibrium Framework, Marketing Science, 28(1): 69-86.

Sriram, S., S. Balachander and M.U. Kalwani, (2007). Monitoring the Dynamics of Brand Equity Using Store-Level Data. Journal of Marketing, 71: 61-78

≡ EVALUATION METHODS

Law: (50% of the final grade)

- Individual assessment through QCM

Finance: (50% of the final grade)

- 25% 2 case studies, group, and individual contribution
- 25% individual exam

≡ SESSIONS

Law:

- **SESSION 1: Introduction**
 - LECTURE: 02h00
 - Purpose of IP rights: creating assets
 - Overview of IP within the company: many companies have IP rights without even knowing
 - Importance of protection: strong protection of IP rights within the company amounts to a better
- **SESSION 2: IP law basics**
 - LECTURE: 02h00
 - Authors; Design and Models rights Database, Trademarks and Patents: there are different types of IP rights. Each category has specific requirements for protection, specific duration, and specific purpose. The Company's strategy must be chosen wisely to benefit from the most efficient protection.
- **SESSION 3: IP law basics**
 - LECTURE: 02h00
 - Some rights are not considered IP rights but can nevertheless help a company to protect intangible assets, such as Company name, Family name, trade secrets, data personal and non-personal-IA, and algorithms. Those rights do not have the same requirements for protection.
- **SESSION 4: How to identify/obtain protect the company's IP rights**
 - LECTURE: 02h00
 - The Company must ensure that the IP rights created by its employees, or third parties acting on its behalf are transferred to it. Those transfers occur notably

through contracts, that must contain specific IP clauses.

- **SESSION 5: How to exploit IP rights**
 - LECTURE: 02h00
 - The Company can exploit IP rights either directly or indirectly through third-party. In order to do so, Company must license IP rights. This can be done through contracts, that must precise the scope of the rights granted and the revenues for the company.
- **SESSION 6: How to enforce IP rights**
 - LECTURE: 02h00
 - IP rights can be infringed, notably by competitors. French legal system entitles a company to take legal action to protect its IP rights, stop the infringement and obtain damages. Companies must also be aware that the defendant will challenge IP rights back and that there could be adverse effects. Therefore, decision to initiate litigation shall be made wisely.

Finance:

- **SESSION 7: Foundation**
 - LECTURE: 02h00
 - Review of pricing and basics of finance. We will also examine how a firm treats brand assets and goodwill in the financial statements.
- **SESSION 8: Measuring the Brand Value**
 - LECTURE: 02h00
 - Financial regulators in most economies do not allow brand assets to be carried on a company's balance sheet unless they have been purchased in an open-market transaction. Why is measuring brand value so difficult? Introduce different frameworks for valuing a brand.
 - Case Study: Christie's
- **SESSION 9: Investing in Brands**
 - LECTURE: 02h00
 - Within an organization Brands, as intangible assets from which profits stream over time, are difficult to understand. Investments today might not bear fruit for many years, but investments made 50 years ago may continue to yield benefits. We will demonstrate it through an example of a brand (i.e. luxury brand)
- **SESSION 10: Pricing Brands for Acquisition**
 - LECTURE: 02h00
 - How much should you pay for a brand? When should a company acquire a brand as part of a key growth strategy? This topic looks at a recent brand acquisition to determine whether its purchase price was too high or just right.
- **SESSION 11: Brand Valuation**
 - LECTURE: 02h00
 - Brand valuation is difficult and how do you assign a monetary value on an intangible asset. This requires thinking through the conceptual underpinnings of brand equity, how it is built and destroyed, and how it influences consumers' purchasing decisions.
 - Reading: Strategic Brand valuation
- **SESSION 12: Brand Write-Down**
 - LECTURE: 02h00

- This topic explores what triggers a brand write-down and the chain of events that might lead to brand devaluation (i.e. brand assets on their balance sheets, consumer goods company).
- Reading: Managing brands for the long term

ELECTIVES

Course title: TECH FOR GOOD

Teaching hours: 24 hours

Number of credits: 3

Teaching language: ☒English

COURSE DESCRIPTION

This course questions how the digital industry and technologies can serve economic and social inclusiveness and environment protection. Through this class, students will learn about carbon footprint due to use of digital technologies and explore responsible digital practices. Finally, students will learn about low tech approach for an inclusive and sustainable use of technologies.

Cultures surround and permeate organizations of all types and forms. International managers therefore need to navigate across national, organizational, industrial, and occupational cultures and create efficient work environment with satisfied multicultural teams.

Course title: COLLABORATE AND MANAGE ACROSS CULTURES

Teaching hours: 24 hours

Number of credits: 3

Teaching language: ☒English

COURSE DESCRIPTION

This advanced course helps students learn how to collaborate in multicultural environment, how to build efficient and satisfied multicultural teams, how to communicate in multicultural settings and how to manage across cultures. We study the cultural dimensions as learned stereotypes and collective values, emic and etic approach, high and low context and other differences in communication across cultures, perception and taking decisions across cultures, steps of building multicultural teams, leadership postures across the cultures, etc. Going beyond gaining knowledge, thanks to coaching techniques, students are invited to reflect on their own views and experience and to get trained on the above subjects.