

Number of ECTS credits : 4

Course language : Anglais

Course leader : ROUX Michaël

≡ COURSE DESCRIPTION

This module is delined in two courses:

- **Developing a marketing strategy** (16 hours). This course is based on a one week 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
- **Project management and skills' portfolio** (14 hours). This course will run throughout the semester and give students the opportunity to learn key project management tools and skills essential for product managers. They will have the opportunity to put these concepts into practice in real life projects. Students will also have the opportunity to reflect on the needed skills for their future job and assess their own appropriation.

≡ COURSE OBJECTIVES

- **Developing a marketing strategy:** having completed this course, student are expected to demonstrate an understanding of the key concepts in marketing and to be able to implement them in order to propose marketing strategy answering a real life marketing question.
- **Project management and skills' portfolio:** having completed this course, students are expected to demonstrate their ability to manage a real life marketing project and their appropriation of key product managers' skills.

≡ LEARNING GOALS

LG01 - Analysis : Make use of critical analysis/critical thinking skills

LG07 - Entrepreneurship and Innovation : Identify needs and draw up an appropriate offer

LG14 - Cooperation : Work effectively in a team

≡ TACKLED CONCEPTS

- **Developing a marketing strategy:** market analysis, segmentation, targeting, positioning, consumer insight, brand strategy
- **Project management and skills' portfolio:** project management tools & skills, agile thinking, creative design, leadership, team management

≡ LEARNING METHODS

Lectures

One week professional real life project (Developing a marketing strategy)

Fil rouge real life professional project (Project management and skills' portfolio)

Team work

Coaching & feedback sessions

≡ ASSIGNMENTS

- **Developing a marketing strategy:** as a team, propose a marketing strategy answering the company's question. Pitch.
- **Project management and skills' portfolio:** team work throughout the semester on the professional projects. Reflecting about the skills acquired during the semester vs the expectations of the recruiters.

≡ BIBLIOGRAPHY

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

≡ EVALUATION METHODS

Number of ECTS credits : 4
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≡ COURSE DESCRIPTION

Developing Value Proposition is the main purpose of marketing activities (Vargo and Lusch, 2004). How to deliver value? This module addresses the key main issue related to the value proposition: innovation. Product and service innovation are regarded as central to firms' competitiveness and profitability. Evidence suggests that innovating firms grow faster, achieve higher productivity and generally are more profitable than non-innovators. Innovation is however a challenging management process which requires a set of management skills and knowledge. This course adopts a marketing perspective to New Product Development and product diffusion. It draws on contemporary management practices and analytical tools that can aid managers in maximising the effects of innovation by successfully creating and matching products to markets. It also draws on business models innovation.

≡ COURSE OBJECTIVES

Having completed this course, students are expected to demonstrate an understanding of :

- the logic and applications of contemporary management models of innovation
- the elements of the new product development process in manufacturing and in service industries
- the management implications of product diffusion and the product life-cycle
- undertake in a professional manner a coherent and in-depth market analysis with reference to subsequent management decision making
- analyse real-life case studies working effectively in teams
- Strategic options the firm is facing to develop a coherent pricing strategy.

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG04 - Action : Make proposals, take initiatives

LG09 - Entrepreneurship and Innovation : Develop innovative solutions and test them

≡ TACKLED CONCEPTS

Typologies of innovation
Management models of innovation
Types of NPD processes
New product diffusion and product life cycle management
Value creation

≡ LEARNING METHODS

Lectures
Real life professional project
Project launch, workshops, meeting points, project innovation conference

≡ ASSIGNMENTS

Propose a marketing innovation answering the company's question. Pitch.

≡ BIBLIOGRAPHY

Mooradian, T., Matzler, K. and Ring, L. (2014) Strategic Marketing, Pearson
Jobber, D. and Ellis-Chadwick, F. (2012) Principles and Practice of Marketing, Seventh Edition, McGraw-Hill Education
Spinelli, S. and McGowan, H. (2014) Disrupt Together: How Teams Consistently Innovate, 1/E, Pearson
Trott, P. (2012) Innovation Management and New Product Development, FT, Prentice Hall, 5th Edition
Iannuzzi, A. (2012) Greener Products: The Making and Marketing of Sustainable Brands, Taylor and Francis Group
Crawford, C. Merle, Di Benedetto and C. Anthony (2011) New Products Management, McGraw-Hill, 10th Edition

Number of ECTS credits : 4

Course language : Anglais

Course leader : ROUX Michaël

≡ COURSE DESCRIPTION

This module is declined in 2 courses:

- **Marketing plan (15 hours):** This course follows the "Marketing of innovation course". Students will continue to work on the project and the aim of this course is to bring the new value proposition successfully to the market. Students will have to build an operational launch marketing plan.
- **B-to-C trade marketing (15 hours):** this course aims to give students tools and skills to successfully manage their future relationship with retailers and to build a retail strategy online and in store.

≡ COURSE OBJECTIVES

Having completed this course, students are expected to:

- Understand how to build a marketing launch plan (promotion & retail strategy)
- Understand how to design concrete marketing actions according to the marketing plan with given budget and objectives
- Provide professional deliveries and work effectively in teams
- Understand B-to-C trade marketing, with a focus on e-commerce and build up a retail strategy

≡ LEARNING GOALS

LG03 - Analysis : Use cross-disciplinary approaches

LG07 - Entrepreneurship and Innovation : Identify needs and draw up an appropriate offer

LG10 - CSR : Identify and understand stakeholder interests

≡ TACKLED CONCEPTS

- **Marketing plan:** retail and communication strategy, pricing, business plan, return on investment, sales potential
- **B-to-C trade marketing:** trade marketing, merchandising, sales management, omnichannel retail strategy, e-commerce

≡ LEARNING METHODS

Lectures

Real life professional project

Project launch, workshops, meeting points, marketing plan conference

≡ ASSIGNMENTS

Propose a marketing launch plan for a new value proposition.

Teamwork, case studies

≡ BIBLIOGRAPHY

To be completed

≡ EVALUATION METHODS

Number of ECTS credits : 4
Course language : Anglais
Course leader : ROUX Michaël

≡ COURSE DESCRIPTION

The Marketing priorities for the next coming years, according to the Marketing Science Institute, refer to getting a better understanding and getting closer to customers.

On the one hand there is a need to develop a better understanding of how people consume and how consumption is part of their life. This implies having a more in depth understanding of consumer subjective experience. One of the challenges of companies is to design experiences, not only products. And understand which experiences make a difference for customers and which are not worth the investment.

On the other hand the explosive growth in sources and quantity of data available to firms is leading them to develop new tools to analyse market and customer data. How to they integrate multiple data sources, and use the wealth of information to come up with better insights?

≡ COURSE OBJECTIVES

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

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

Use the data analysis software such as Rapidminer, EXCEL / XLSTAT to conduct statistical analyses

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG03 - Analysis : Use cross-disciplinary approaches

LG09 - Entrepreneurship and Innovation : Develop innovative solutions and test them

≡ TACKLED CONCEPTS

Data science, data mining, machine learning, data types, big data, supervised learning, unsupervised learning, clustering, similarity measures, correlation, regression, classification, logistic regression, decision trees, conjoint analysis, web analytics, text mining

≡ LEARNING METHODS

The courses will be taught using a combination of lecture, short exercises in class, and case studies.

The programme will be intensive and highly interactive, making use of a number of case studies, as well as a using series of examples from a wide spectrum of industries. The teaching strategy will encourage the students to adopt a critical and reflective approach to course content. The group discussions and presentations and real-life projects will be used to provide the students with a forum where they will be presenting their views and exploring a wide range of marketing and innovation issues and topics.

≡ ASSIGNMENTS

Individual and team work

≡ BIBLIOGRAPHY

Recommended Readings:

- Managing the Customer Experience: Turning customers into advocates, B. Schmitt, FT Press.
- Pine B. J., Gilmore J. H., The experience economy, Harvard Business Press 2011.
- How to conduct surveys – a step by step guide, A.Fink 2013 (5th edition)
- Quantitative Methods: An Introduction for Business Management, [P.Brandimarte](#) 2011
- Quantitative Methods for Business Paperback, D Waters 2011(5th edition)
- Quantitative Methods for Decision Makers, [Mik Wisniewski](#) 2009 (5th Edition)

Number of ECTS credits : 4

Course language : Anglais

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≡ COURSE DESCRIPTION

This course introduces the key stakes, trends, frameworks, as well as the key channels, tactics and disciplines pertaining to Integrated Marketing Communications for a digital age. Although the main Paid, Owned and Earned Media/Assets marketers can put to work are defined and illustrated, the course tends to focus on the advertising side of Marketing Communications, hence on Paid Media and its associated disciplines. Traditional channels and tactics, as well as digital ones, are discussed. However, digital channels and tactics constitute the core of the course, as the related expertises are highly sought after on the job market.

≡ COURSE OBJECTIVES

Having completed this course, students are expected to have:

- A good understanding of the key dynamics at work in the current advertising and Marcoms landscape (such as the growing role of automation and data in digital advertising).
- An ability to tackle digital and integrated communication issues through key practical frameworks and decision-making tools, such as the brand funnel, the consumer journey, the growth funnel or the Paid-Owned and Earned Media framework.
- A good understanding of all the key paid disciplines and tactics available to today's marketers, at every stage of the marketing funnel.
- An understanding of the role of both data (Maths) and creativity (Magic) in advertising.

≡ LEARNING GOALS

LG03 - Analysis : Use cross-disciplinary approaches

LG07 - Entrepreneurship and Innovation : Identify needs and draw up an appropriate offer

LG15 - Cooperation : Act with flexibility, adaptability and intellectual curiosity

≡ TACKLED CONCEPTS

- Marcoms and advertising, Martech and Adtech.
- Paid, Owned, And Earned Media.
- Key principles of the Marketing funnel
- Advertising fundamentals
- Branding basics
- The different applications of the marketing funnel: brand funnel, conversion funnel, growth funnel, consumer journeys. The key objectives at each stage of the funnel, the associated KPIs and major advertising and non-advertising channels/levers: mass-media advertising; SEO/SEA, display (including social ads and video), email marketing, content marketing.
- Rise of data and automation in marcoms
- Focus on the role of data and automation in advertising today: A focus on targeting options within the "walled-gardens" (Facebook, Google) and the "open web". An introduction to the role of algorithms in programmatic advertising campaigns.
- The "big idea": a framework for building an integrated campaign geared at branding objectives.

≡ LEARNING METHODS

Lectures, class discussion based on video cases studies from award-winning marketing campaign, group assignment and presentation based on a real-life agency brief

≡ ASSIGNMENTS

Individual and team work. Building a digital communication campaign.

≡ BIBLIOGRAPHY

Various articles from the trade press (Advertising Age, Digiday, MarketingLand, Adweek, etc) will be handed out before each session. There is no textbook required for this class.

≡ EVALUATION METHODS

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≡ COURSE DESCRIPTION

This course aims to:

- Foster critical thinking skills of future product managers as members of their company but also as citizens: what are the links and contradictions between marketing and CSR? How to take ethical / social / environmental issues into account in marketing strategy and actions?
- Identify CSR issues linked to marketing strategy and to encourage students to defend a personal position regarding these issues
- Develop an operational approach in order to answer these questions: how to change attitudes into behaviors? How to communicate on CSR issues in the real world (ie with colleagues, with managers...)?
- Implement a debate and discussion about these issues with professionals, fostering challenge of ideas.

≡ COURSE OBJECTIVES

Having completed this course, students are expected to:

- Develop a critical approach towards marketing as citizens and future employees and managers
- Identify ethical, environmental and social issues linked to marketing strategy
- Develop an operational approach in order to answer these questions: how to change attitudes into behaviors? How to communicate about these issues in the real world (i.e. with colleagues, managers...)?
- Implement a debate about these issues with professionals, fostering challenge of ideas, without judgement and defend a personal position.

≡ LEARNING GOALS

LG01 - Analysis : Make use of critical analysis/critical thinking skills
LG10 - CSR : Identify and understand stakeholder interests
LG11 - CSR : Identify ethical issues and act on them from an ethical perspective

≡ TACKLED CONCEPTS

- Gender equity: cosmetics/fashion brands and women's' equity
- Fair trade: marketing and fair trade, greenwashing, communication, ethical and legal perspective about fair trade to consumers, ethical and legal perspective
- Environmental concerns: ethical and legal perspectives, marketing and the natural environment, branding natural resources
- Data privacy: ethical and legal perspective, consumer behavior, corporate strategy, communication

≡ LEARNING METHODS

Lectures

Production of one article per student, peer-to-peer review.

1 discussion conference per theme with stakeholders / professionals. Co-construction, co-animation and co-restitution of the conferences with students

≡ ASSIGNMENTS

Writing a short article and assessing & challenging the articles of others.
Participating to conferences: construction, animation & restitution

≡ BIBLIOGRAPHY

To be completed

≡ EVALUATION METHODS

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≡ COURSE DESCRIPTION

This module will provide students with specialized expertise on two key marketing topics:

- **Digital product value growth** (18 hours): Product Managers play a pivotal role in winning digital organizations: **they** combine creativity with data analytics to develop the product. Whether it is a website or an application, they are expected to constantly innovate at the very heart of the product's features and customer journey. This course will focus on the challenges of product management at a growing startup, driven by two major objectives: improvements to the user experience (also called UX) & conversion (percentage of users completing a desired task, i.e. subscribing). To help guide us on this journey, we will learn the tools (i.e. A/B testing, Growth Hacks) and the data-driven mindset required to quickly and cheaply jumpstart an organization's KPIs.
- **Marketing for luxury goods** (12 hours): luxury brands follow their own rules, which are different from consumer goods. Students will learn the specificities of luxury brand marketing and how to develop and implement a marketing strategy for luxury brands.

≡ COURSE OBJECTIVES

Having completed this module, students are expected to have:

- A good understanding on digital product strategy
- An ability to make recommendations based on web data
- An ability to make recommendations to increase user engagement and acquisition for digital products
- A good understanding of the specificities of luxury goods
- An ability to make recommendation to develop luxury brands
- An ability to make recommendation to improve customer experience of luxury brands

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG05 - Action : Evaluate, prevent and manage short, medium and long-term risks

LG07 - Entrepreneurship and Innovation : Identify needs and draw up an appropriate offer

≡ TACKLED CONCEPTS

- **Digital product value growth**: user conversion funnel and opportunities for optimization, executing creative 'Growth Hacks', methods of measuring and increasing user engagement and acquisition strategy, tracking, web analytics and executing A/B tests for decision making, product feature development, new feature roll-out and communication
- **Marketing for luxury goods**: customer experience, luxury branding, luxury goods lifecycle, luxury goods marketing strategy

≡ LEARNING METHODS

Lectures. Workshops. Case studies.

≡ ASSIGNMENTS

3 cases mid-term; one final company project.

≡ BIBLIOGRAPHY

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

It is highly recommended to read/watch the work of Dave McClure (2007) "Startup metrics for Pirates : AARRR"

≡ EVALUATION METHODS