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MSC_DM511

STRATEGIC MARKETING

Number of ECTS credits : 3

Course language : English

Course leader : PINEAU Jean-Christophe , ROUX MICHAEL

Speakers : ROUX MICHAEL

Term: FALL

≡ COURSE DESCRIPTION

This course is an immersive experience based on a real business case. Students will work in groups to develop a marketing strategy. After a market diagnosis, students will have to make brand positioning decisions in order to strengthen the brand in its market. Students will learn about the specifics of sustainable consumption, positioning and tactics in sustainable markets. Students will learn how to create and pre-test a claim.

≡ COURSE OBJECTIVES

On completion of this course, students will be expected to demonstrate the ability to develop a strong brand positioning and key recommendations to strengthen this positioning, taking into account the specifics of the market, particularly sustainable markets.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	L02 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	L07 - Identify needs and draw up an appropriate offer
Outcomes	Lev. 2 - Compare a market's different offers and the feasibility of a new offer

≡ TACKLED CONCEPTS

Brand positioning, sustainable consumer markets, consumer insight, brand strategy

≡ LEARNING METHODS

The course will systematically alternate between classroom teaching, coaching and workshops. This will enable students to assimilate the concepts taught in class.

≡ EXPECTED WORK AND EVALUATION

Students will work in team on a case study. The majority of the work is done in class. Continuous assessments (40%) is a team oral presentation in class.

Final exam: 60% based on a case study and MCQ.

≡ BIBLIOGRAPHY

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

Recommended textbook: Dekhili, Merle, Ochs (2021), Marketing Durable, Pearson.

≡ EVALUATION METHODS

40 % : Continuous assessment

60 % : Final exam

≡ SESSIONS

1 Introduction and presentation of the project

LECTURE : 02h00

Course objectives and organization.

Presentation of the case study. Methodology and agenda. Expected deliverables. Teams

2 Marketing strategy framework

LECTURE & CASE STUDIES & EXERCISES : 02h00

Appropriation of the 5Cés ans STP through case studies. Quiz in class, discussion with peers, votes

3 Sustainable consumption

LECTURE : 02h00

Green gap, green consumers

SHIFT model towards sustainable consumption

4 Workshop

INDIVIDUAL OR GROUP WORK : 02h00

Market analysis and diagnostic

5 Workshop

INDIVIDUAL OR GROUP WORK : 02h00

Brand positioning , customer benefit, claim, persona

6 Creative session

INDIVIDUAL OR GROUP WORK : 02h00

From positioning statement to concept

7 Intermediary presentation

MEETING POINT : 04h00

Team meeting points : presentation of the market diagnostic and recommended brand positioning. Feedback.

8 Sustainable marketing mix

LECTURE : 02h00

Sustainable communication

Faire pricing

What about demarketing?

9 Workshop

INDIVIDUAL OR GROUP WORK : 02h00

Marketing mix recommendations

10 Final presentations

ORAL PRESENTATION : 02h00

Final team presentations : diagnostic, recommendation : brand positioning, marketing mix

Feedback session

MEETING POINT : 02h00

Feedback to students

Feedback from students

Number of ECTS credits : 3

Course language : English

Course leader : PINEAU Jean-Christophe

Speakers : PINEAU Jean-Christophe

Term: FALL

≡ COURSE DESCRIPTION

This course is designed to provide students with a comprehensive understanding of digital marketing strategies, focusing on the critical areas that drive sustainable business growth.

Throughout 12 sessions, students will delve into the intricacies of **owned media**, **e-commerce**, **SEO**, and the **basics of web technology**.

The course also emphasizes the importance of understanding and optimizing the **customer journey**.

While advertising and social media are important aspects of digital marketing, this course will prioritize foundational elements that offer **long-term value** and control over marketing efforts.

≡ COURSE OBJECTIVES

By the end of this course, students will:

1. Understand the key components and strategies of digital marketing
2. Understand the importance of owned media.
3. Gain insights into e-commerce strategies and best practices.
4. Develop a strong foundation in SEO techniques and their application.
5. Learn the basics of web technology, including front-end and back-end development and data management.
6. Apply funnel approaches to analyze and optimize the customer journey.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	L02 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
C4B learning goal	LG2 - Action
C4B learning objective	L04 - Make proposals, take initiatives
Outcomes	Lev. 3 - Support and argue new proposals in a context where they were not envisaged
C4B learning goal	LG5 - Cooperation
C4B learning objective	L015 - Act with flexibility, adaptability and intellectual curiosity
Outcomes	Lev. 3 - Confront several points of view and incorporate external opinions

≡ TACKLED CONCEPTS

- Digital Marketing Strategies
- Online presence analysis
- Digital Marketing KPIs
- Customer journey
- Digital marketing channels and tools
- Paid/Owned/Earned Model
- Cross Media
- E-Commerce fundamentals
- Web technology essentials
- Search Engine Optimisation
- Content Marketing Strategy
- Data Management
- Customer Relationship Management

≡ LEARNING METHODS

- > Lectures
- > course co-creation
- > case studies
- > group work

≡ EXPECTED WORK AND EVALUATION

Group Work
Personal evaluation (MCQ, Case studies...)

≡ BIBLIOGRAPHY

No required textbook.

However, students may refer to:

"Digital Marketing Strategy: An Integrated Approach to Online Marketing", by Simon Kingsnorth
"Digital Marketing: Strategy, Implementation, and Practice" by Dave Chaffey and Fiona Ellis-Chadwick
"Marketing 4.0: Moving from Traditional to Digital" by Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan

Also read recent articles from **AdAge**, **Marketing Land**, **Search Engine Journal**, **Content Marketing Institute**, **Econsultancy**, **Digiday**

≡ EVALUATION METHODS

100% : Continuous assessment

≡ SESSIONS

1

Session 1: Introduction to Digital Marketing Strategy

LECTURE : 02h00

- Overview of digital marketing + importance in the modern business environment
 - Key concepts and terminology
 - Importance of a strategic approach + definition of strategy
 - Definition of a company's goals (branding / relationship / transactions)
-

2

Session 2: Analyse a company's online presence

LECTURE : 02h00

- Analysing consumer behaviour online
 - Understanding target audiences + working with personas
 - Main digital marketing KPIs
 - Tools for digital marketing analytics: Google Analytics, SimilarWeb
-

3**Session 3: Customer Journey Mapping**LECTURE : 02h00

- Understanding the customer journey
- Identifying touchpoints and pain points
- Tools and techniques for customer journey mapping

4**Session 4: Digital Marketing Channels and tools**LECTURE : 02h00

- Overview of major digital marketing channels (Display, Social Advertising, SEO, SEA, Social Media, E-mail, Retargeting)
- Identifying the right channel for the right goal (branding/relationship/transaction)
- Importance of a multi-channel strategy: towards cross-media
- Definition of Paid/Owned/Earned Model

5**Session 5: Owned Media Strategies**LECTURE : 02h00

- Definition and importance of owned media
- Types of owned media (websites, blogs, email newsletters)
- Developing and managing owned media assets

6**Session 6: E-commerce Fundamentals**LECTURE : 02h00

- E-commerce business models
- Key components of an e-commerce strategy
- User experience and conversion optimization
- Affiliate marketing

7**Session 7: Web Technology Basics**LECTURE : 02h00

- Overview of front-end development
- Key technologies (HTML, CSS, JavaScript)
- Importance of responsive design and user experience
- Overview of back-end development
- Server-side technologies and databases
- Integration of front-end and back-end
- Mobile technology basics

8**Session 8: Search Engine Optimisation**LECTURE : 02h00

- Introduction to SEO
- On-page and off-page SEO techniques
- Keyword research and optimization
- Technical SEO
- SEO tools and analytics
- Building a long-term SEO strategy
- Voice search / Image search

9**Session 9: Content Marketing Strategy**LECTURE : 02h00

- Importance of content marketing in digital strategy
- Developing a content strategy
- Content creation, curation, and distribution
- Creating content in a sustainable era
- Measuring content effectiveness

10

Session 10: Data Management in Digital Marketing

LECTURE : 02h00

- Importance of data in digital marketing
- Data collection and analysis tools
- Data privacy and ethical considerations

11

Session 11: Customer Relationship Management

LECTURE : 02h00

- What is CRM?
- How to integrate CRM in a digital marketing strategy
- CRM and e-mail marketing
- CRM and social media marketing
- Personalisation
- Marketing Automation

12

Session 12: Final Project Presentation and Course Review

LECTURE : 02h00

- Presentation of final projects
- Feedback and discussion
- Course review and key takeaways

Number of ECTS credits : 3**Course language** : English**Course leader** : PINEAU Jean-Christophe **Speakers** : GEX Nicolas**Term**: FALL

≡ COURSE DESCRIPTION

This course introduces the key concepts, issues, and frameworks that help strategize and operationalize the firm's digital transformation and omnichannel marketing. Today's developments in digital technology are reshaping the process and the strategy of marketing: firms now highlight the importance of using digital technologies to create a "digital relationship" with customers at any online and offline "touchpoints". The course will cover the study of activities, institutions, and processes facilitated by digital technology for creating, communicating, and delivering value for customers along their omnichannel journey. The course will integrate the latest technological developments and include forecasted effects of Metaverse, Artificial Intelligence, Blockchain, and Web 3 on digital transformation and omnichannel marketing.

The first part of the course will aim at understanding, assessing, and strategizing the digital transformation of a firm. The effects of digital transformation on the firm's environment, marketing strategy, and capabilities will be reviewed. As the massification of digital technologies has led to the emergence of online channels, brands and retailers are building omnichannel strategies, integrating both online and offline channels along the customer journey omnichannel strategies. The second part of the course will cover these omnichannel marketing strategies. We will pay strong attention to the firm's capabilities to implement profitable and sustainable omnichannel marketing strategies. Lastly, we will equip course participants with tools and frameworks to define relevant KPIs to evaluate the omnichannel marketing performance.

≡ COURSE OBJECTIVES

Having completed this course students should be capable of:

- Defining the key notions and trends that shape the digital transformation and omnichannel marketing (e.g.: online vs offline channel; customer journey; customer data privacy; big data).
- Analyzing/identifying digital transformation and omnichannel marketing strategies through key practical frameworks and decision-making tools.
- Assessing and structuring digital transformation of a firm.
- Building omnichannel marketing strategies and plans.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO3 - Use cross-disciplinary approaches
Outcomes	Lev. 3 - Provide analysis from new frameworks of reference and develop/criticize previous frameworks

C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	LO9 - Develop innovative solutions and test them
Outcomes	Lev. 3 - Design an experimental protocol. Organize feedback to improve the process/product/service

≡ TACKLED CONCEPTS

Digital transformation components, steps of the digital transformation

- Digital transformation capabilities
- Digital marketing
- Platform, social media, User-generated content, search engines, platform
- Omnichannel vs multichannel, online vs offline.
- Distribution channel, communication channel
- Omnichannel customer journey
- Marketing cross effect
- Omnichannel profitability
- Research shopping
- Omni channel strategy
- Big data in an omnichannel context
- 4P marketing strategy in an omnichannel context
- KPIs in the omnichannel setup

≡ LEARNING METHODS

Methods used in the course include **lectures**, **class discussions** based on academic and business articles readings, **business cases**, **managers' intervention** and **in-class exercises**.

≡ EXPECTED WORK AND EVALUATION

ASSIGNMENTS

Compulsory HBR-like and business press articles readings. Each student prepares a report on one business press article and one HBR-like article. Preparation of a comprehensive case study analysis on digital transformation and omnichannel marketing.

EVALUATION METHODS

Individual exams consist of mini-essays.

Case study presentation on digital transformation and omnichannel marketing of a firm using the concepts and frameworks presented during the sessions

≡ BIBLIOGRAPHY

≡ EVALUATION METHODS

50 % : Continuous assessment

50 % : Final exam

≡ SESSIONS

1

SESSION 1 : AN INTRODUCTION TO DIGITAL TRANSFORMATION AND OMNICHANNEL MARKETING.

LECTURE : 02h00

- Introduction to digital transformation and its effects on the marketing strategy.
- Presentation of the course objectives and evaluation method.

RSE Focus: Discuss the ethical implications of digital transformation, including digital inclusion and equitable access to technology.

2**SESSION 2 : IMPACT OF DIGITAL TRANSFORMATION ON FIRM'S ENVIRONMENT**LECTURE : 02h00

- Understanding in-depth how digital technologies transform customer decision-buying processes as well as marketing practices and theories.
- Changes in consumers' buying process (prepurchase, purchase consummation, and post-purchase stages).
- The effect of Social media and user-generated content (role of e-WOM).
- The role of the platform and two-sided markets (network effects, information asymmetry).
- Search engines to acquire free information on products and services.

RSE Focus: Examine the sustainability of digital supply chains and the environmental impact of digital infrastructure.**Case Study:** Analyze the digital transformation of a leading company like Tesla, focusing on its environmental and social impact.**3****SESSION 3 : EFFECTS OF DIGITAL TRANSFORMATION ON MARKETING MIX DRIVERS**LECTURE : 02h00

- The reinvention of 4P model (product, price, promotion, place) in a digital and automation context.
- The revised concept of products (core product augmentation with digital services, use of digital technologies, and morphing products into digital services).
- Pricing challenges in a personalized digital context.
- Rise of new channels (including the emergence of the metaverse).

RSE Focus: Discuss the role of digital transformation in promoting sustainable consumption and production patterns.**Case Study:** Explore the digital marketing strategies of a company like Patagonia that emphasizes sustainability.**4****SESSION 4 : DIGITAL TRANSFORMATION, VALUE CREATION AND MARKETING STRATEGY**LECTURE : 02h00

- Capture the value for the customers (value equity, brand equity, relationship inquiry, and customer satisfaction).
- Capture the value for the firm (profit, volume sales).
- Brand management strategy in the context of digital transformation.

RSE Focus: Evaluate how companies can create value while maintaining social and environmental responsibilities.**Case Study:** Assess Unilever's digital transformation and its alignment with the company's Sustainable Living Plan.**5****SESSION 5 : WHAT IS OMNICHANNEL?**LECTURE : 02h00

- The many ways customers might interact with a company (in physical stores, by surfing the web, on social media, and in emails, apps, SMS, and other digital spaces).
- Meet customers where they are, providing them with good service in line with their preferences and needs. Role of IA and automation.
- Omnichannel, customer-centric approach, vs multichannel, product-centric approach (CX could be different for each channel).

RSE Focus: Consider how omnichannel strategies can be designed to be inclusive and accessible to diverse customer groups.**Case Study:** Analyze the omnichannel strategy of a company like IKEA (or Décathlon), focusing on inclusivity and customer experience.**6****SESSION 6 : BUILD AN OMNICHANNEL MARKETING STRATEGY (brand's perspective)**LECTURE : 02h00

- Communication channel and distribution channel (incl. social selling, or metaverse).
- Personalization focus: tailored, targeted, and relevant cross-channel engagement at scale.
- Ecosystem focus: rich cross-channel platforms integrated with consumer needs and lifestyles.
- Predictive analytics taking advantage of AI and machine learning.

RSE Focus: Explore the ethical considerations of personalization and data privacy.**Case Study:** Investigate how Lucky Cart uses predictive analytics and the ethical implications involved.

7**SESSION 7 : BUILD AN OMNICHANNEL MARKETING STRATEGY (retailer's perspective)**LECTURE : 02h00

- Commerce focus: cross-channel shopping experience both in-store and online.
- How is Retail Media transforming the relationship of brands and retailers with consumers?
- Emergence of apps in retailing (Alipay, WeChat Pay, Amazon Go).

RSE Focus: Discuss the environmental impact of omnichannel retailing and how to mitigate it.

Case Study: Examine Carrefour's omnichannel strategy, focusing on sustainable retailing practices.

8**SESSION 8: BUILD FIRM CAPABILITIES (1/2)**LECTURE : 02h00

- Focus 1: the informational challenge.
 - Omnichannel marketing success rests on the firm's ability to access, integrate, and exploit data (including machine learning, AI), to determine the marketing attribution by channel, and to protect consumer privacy.
 - Share of use cases.
 - **RSE Focus:** Highlight the importance of data ethics and privacy in building firm capabilities.
 - **Case Study:** Analyze Pernod Ricard's approach to data integration and privacy protection (Matrix)
-

9**SESSION 9: BUILD FIRM CAPABILITIES (2/2)**LECTURE : 02h00

- Focus 2: omnichannel corporate culture, financial resources, KSA.
 - **RSE Focus:** Explore the role of corporate culture in promoting ethical behavior and sustainability.
 - **Case Study:** Assess how companies like Danone integrate sustainability into their corporate culture and omnichannel strategies.
-

10**SESSION 10: OMNICHANNEL STRATEGY: PERFORMANCE ASSESSMENT**LECTURE : 02h00

- Defining omnichannel objectives and the related KPIs.
 - Assessing the digital transformation of a firm and action plans to progress.
 - **RSE Focus:** Evaluate how sustainability metrics can be integrated into performance assessment.
 - **Case Study:** Analyze how a company like Nike measures and reports on the performance of its omnichannel strategy, including sustainability KPIs.
-

11**SESSION 11: CASE STUDY PRESENTATIONS (1/2)**LECTURE : 02h00

- Student presentations on selected case studies.
-

12**SESSION 12: CASE STUDY PRESENTATIONS (2/2) + SEMINAR WRAP-UP**LECTURE : 02h00

- Final student presentations and course wrap-up discussion.
 - **RSE Focus:** Reflect on the overall role of digital transformation and omnichannel marketing in promoting sustainable and ethical business practices.
-

MSC_DM521

INTEGRATED MARKETING COMMUNICATIONS

Number of ECTS credits : 3

Course language : English

Course leader : BALUSSEAU VINCENT , PINEAU Jean-

Christophe **Speakers :** BALUSSEAU VINCENT

Term: FALL

≡ COURSE DESCRIPTION

In today's ever-evolving consumerscape and mediascape, the practice of Marketing Communications is getting more challenging, but also more exciting, than ever.

Marketing-communication specialists need to be able to demonstrate their contribution to the company's growth and bottom line. They have to achieve more, and often with less budget, particularly in difficult economic contexts. But they have way more options than before to reach their objectives. Sure, viewership for linear TV is slowly but surely declining, impacting marketers's ability to reach their desired audiences. But new digital advertising opportunities arise, such as those provided by Retail Media Networks and Streaming platforms, offering marketers additional options to reach consumers at the moment that matter in their journeys. Beyond advertising, organic Social and Influencer marketing strategies are also getting more elaborate, with more platforms, influencers, creators and tactics to choose from for brands trying to engage various communities of interest or even niche communities. AI and Gen AI also promise greater efficiencies, and even greater impact, whether through fully-automated digital advertising campaigns or the automation of content creation. Last, new platforms or technologies (from TikTok to Faux Out Of Home, etc.) introduce innovative and creative ways to better engage audiences, leading to a redefinition of creative codes, notably in advertising.

Perhaps more importantly, Marketing-communication experts are now expected to play a significant role in the sustainability transformation of their organization by, in particular, minimizing the negative impact of their campaigns, such as the carbon footprint of their digital advertising campaigns, or by using advertising as a force for positive societal change.

All of this forces them to be very creative, and, at the same time, capitalize on the new opportunities provided by digital channels, platforms and technologies. « Magic AND machines », « stories AND spreadsheets » - call it what you like - : Marketing communications, and advertising in particular, are truly a blend of art and science. One that requires marketers to understand both consumers and algorithms.

Throughout this course, students will learn how to navigate the complexity of today's Marketing Communications landscape for B2C brands. They will gain an understanding of the different objectives that marketing managers working for small or big brands may pursue, from long-term brand-building campaigns to short-term performance-driven initiatives

The course will introduce the main disciplines that make up the field of Marketing Communications, including influencer marketing, CRM, and more. However, the course will focus on advertising and Paid Media, as they often remains the biggest MarComs budget for B2C brands. They will learn about the creative, media and data side of the business, and about the best practices involved in the design of effective « full-funnel » advertising approaches and campaigns.

≡ COURSE OBJECTIVES

By the end of this course, students will have the ability to define the key concepts and trends that shape the current Marcoms and advertising landscape. They will be able to analyze and identify MarComs issues through key frameworks, theoretical concepts, and decision-making tools, such as the funnel and its various applications, and pick the right mix of channel & KPIs given the communication issue at hand.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	L02 - Analyse complex situations
Outcomes	Lev. 1 - Identify and examine the various components of a complex situation
C4B learning goal	LG2 - Action
C4B learning objective	L04 - Make proposals, take initiatives
Outcomes	Lev. 2 - Construct unexpected proposals with high responsiveness

≡ TACKLED CONCEPTS

- From Segmentation-Targeting-Positioning to Marketing Communications.
- Marketing communications and its key disciplines (e.g. Advertising, PR, CRM, etc).
- The funnel and its applications (Brand funnels, Conversion funnels, Acquisition/Engagement/Conversion, etc)
- Digital advertising channels and their respective objectives.
- Data, Automation and Machine Learning in digital advertising.
- Branding vs Performance in Advertising.
- Branding campaigns: Reaching Awareness (aided and unaided), Mental availability and/or Brand image (Consideration and preference) objectives. An introduction to the key issues, channels, tactics and KPIs.
- Integrated Campaigns (or full-funnel advertising).
- Purpose-driven marketing communications, goodvertising.
- Sustainable advertising and sustainable media.

≡ LEARNING METHODS

Lectures and master classes, (video-based) case studies.

≡ EXPECTED WORK AND EVALUATION

Readings and videos handed out before key sessions.

Evaluation (individual grade) : 100% final exam

≡ BIBLIOGRAPHY

No required textbook.

However, students may refer to:

Strategic Integrated Marketing Communications, 4th edition, Percy 2023 (Routledge).

A Marketer's Guide to Digital Advertising: Transparency, Metrics, and Money, (Dhar & Thomson, 2023 (Kogan page).

A series of very recent trade press articles (e.g. Digiday, Adage, The Drum, MarketingWeek, AdWeek...) and online videos will be shared with students alongside key sessions.

≡ EVALUATION METHODS

100 % : Final exam

≡ SESSIONS

1

Digital transformation and Sustainability transformation in MarComs: an introduction

LECTURE & CASE STUDIES : 02h00

- The marketing-communication mix, a definition.
 - An overview of how digital and sustainability transformations are impacting Marketing Communications : an application to advertising.
 - Course presentation
-

2

Opening the MarComs toolbox (1)

LECTURE & CASE STUDIES : 02h00

- From Positioning to Marketing Communication, from Brand associations to Messaging.
 - The Paid/Owned/Earned Media framework and its related dynamics.
- An application to Social Media Management (Paid Social, Organic social, Influencer and Creator-driven marketing).
- An application to Paid and Organic online traffic acquisition sources.
-

3**Opening the MarComs toolbox (2)**LECTURE & CASE STUDIES : 02h00

- The different disciplines/channels available to the MarCom specialist: from (digital) Advertising to Sales promotions.
 - Building brand associations and triggering actions through a mix of Marketing-Communications channels and disciplines: An application to a new DTC eCommerce company and a mass-market consumer brand.
-

4**Identifying priorities and setting objectives (1)**LECTURE : 02h00

- The funnel (and funnel analysis) as a key diagnosis and decision-making tool.
 - The different funnels available to MarComs specialists put in perspective (e.g. Brand funnel data in Brand trackers, Acquisition/Engagement/Conversion, AARRR, Conversion funnels, Consumer journeys).
-

5**Identifying priorities and setting objectives (2)**LECTURE : 02h00

- Branding and Performance objectives/campaigns.
 - The business case for both branding-driven and performance-driven investments (aka « Full-funnel » approaches).
 - Context matters: balancing Branding and Performance investments according to the category and the company's life stage.
-

6**Fundamentals of (digital) advertising**LECTURE & CASE STUDIES : 02h00

- Creative and Media strategies using traditional media.
-

7**Digital advertising : key channels, issues and best practices (1)**LECTURE : 02h00

8**Digital advertising : key channels, issues and best practices (2)**BRIEFING : 02h00

9**A focus on Branding objectives and campaigns (1)**LECTURE & CASE STUDIES : 02h00

- Key objectives in the Branding space: awareness, mental availability and image.
 - Focus on awareness and mental availability: definitions, measurement, and best practices.
-

10**A focus on Branding objectives and campaigns (2)**LECTURE & CASE STUDIES : 02h00

- Focus on brand image: definitions, measurement, and best practices.
-

11**Sustainable Marketing Communications**LECTURE & CASE STUDIES : 02h00

- The (advertising) industry path to net-zero emissions.
 - Measuring and reducing the environmental footprint of campaign production and distribution.
 - Greenwashing and how to avoid it.
-

12**MarComs as a force for Good**LECTURE & CASE STUDIES : 02h00

- Harnessing creativity, advertising and Marketing communications to support behavior change.
 - Sustainability messaging and the importance of personal benefits.
-

Number of ECTS credits : 3

Course language : English

Course leader : PINEAU Jean-Christophe

Speakers : SARRAILLE Cristina

Term: FALL

≡ COURSE DESCRIPTION

This course introduces the key concepts, issues, and frameworks that help understand, optimise and strategise social media, content, and Creators activations in the digital marketing mix. The first currently operating social media platform was launched in 1997. Yet, it took many years until a social media platform became so big almost the entire population of the planet has created an account on it. Current technological and societal changes create new challenges for marketers to reach the right audience on these social media platforms and differentiate their proposition in an environment where everyone fights for consumers' attention.

The course will cover the study of social media platforms, the newly created Creators' economy and content makers, and what influence represents in the social media space. It will integrate the latest developments in tracking performance and ROI on social media platforms, Creators programs frameworks, monetising content and influence, and copyright and ownership challenges and solutions in AI's latest developments.

Last, we will equip course participants with tools and frameworks to define relevant KPIs to evaluate the performance of social media/content/influence strategies for a brand or organisation.

≡ COURSE OBJECTIVES

Having completed this course students should be capable of :

- Defining the key notions and trends that impact social media, content, and influence in the digital space (e.g.: *Creator economy, social media influence, social media tracking, social listening, social media/content / influence strategy*).
- Analysing/identifying opportunities for brands on social media platforms, content opportunities with Creators, AI, and influencers, and tracking their performance.
- Building social media, content, and influence strategies for a brand.

≡ TACKLED CONCEPTS

- Social media platforms
- Social media marketing
- Social media tracking / social listening / social KPIs / social commerce
- Social media planning and buying
- Social commerce
- Community building and community management
- Content marketing
- Content production: content factories, AI solutions for content production
- Content: paid/owned / organic
- Copyright for content: imagery/music for social media usage
- Influencer marketing
- Creators economy
- Creators Programs
- Influence and quality of influence
- KPIs
- Privacy and GDPR

≡ LEARNING METHODS

Methods used in the course include lectures, class discussions based on academic and business articles readings, business cases, managers' intervention, and in-class exercises.

≡ EXPECTED WORK AND EVALUATION

ASSIGNMENTS

Compulsory HBR-like and business press articles readings. Each student prepares a report on one business press article and one HBR-like article. Preparation of a comprehensive case study analysis on a social media/content or influence campaign.

EVALUATION METHODS

Individual exams consist of mini-essays.

Case study presentation on social media/content or influence brand campaign using the concepts and frameworks presented during the sessions

Exam: 50%

Group work: 50%

≡ BIBLIOGRAPHY

≡ EVALUATION METHODS

50 % : Final exam

50 % : Continuous assessment

≡ SESSIONS

1 AN INTRODUCTION TO SOCIAL MEDIA, CONTENT AND INFLUENCE

LECTURE : 02h00

An introduction to social media, the creators' economy, content, and influence on social media platforms and their effects on the marketing mix and current culture.
Social media keywords explained (e.g: reach, engagement, impressions)
Presentation of the course objectives and evaluation method.

2 IMPACT OF SOCIAL MEDIA PLATFORMS ON BRANDS AND ENTERPRISES

LECTURE : 02h00

Understanding in-depth how social media platforms work, the Big Ben of social media platforms, their economic model, and the societal changes they drive.
Changes in consumers' buying process (prepurchase, purchase consummation, and post-purchase stages) through social media platforms.
Impact of social commerce in the consumer buying process.
Case studies and discussion

3 THE CREATORS ECONOMY: MAKING CONTENT AND BUILDING INFLUENCE

LECTURE : 02h00

Understanding the new creators' economy and 'content virality'
Making content: economic challenges & opportunities, the impact of digitalisation, automatisisation and AI on content production, content ownership and copyright in the digital space.
Platforms overview of Creators programs
Case studies and discussion

4 EFFECTS OF SOCIAL MEDIA ON COMMUNITY BUILDING AND FANDOMS

LECTURE : 02h00

The effect of social media on storytelling, content creation, influence, and community building: changes in ownership, formats, building influence and communities around shared interests.
Community building and community management on social media platforms.
Case studies & discussion

5**DEFINING INFLUENCE IN THE WORLD OF SOCIAL MEDIA**LECTURE : 04h00

How do we define influence, quality of influence, and their impact on brands and organisations
Case studies and discussion

6**BUILD A SOCIAL MEDIA / CONTENT / INFLUENCERS STRATEGY**LECTURE : 02h00

Understanding the principles of strategy and social insights.
Framework for building a brief, consumer research and insights, cultural research, and strategic recommendations.
Case studies & working session

7**UNDERSTANDING SUSTAINABILITY AND DIVERSITY**LECTURE : 02h00

The cultural research framework: what is sustainability in social media, influence and content production
Cultural diversity from strategy to production and collaborations.

8**DEFINING SUCCESS AND MEASUREMENT IN SOCIAL MEDIA AND INFLUENCE**LECTURE : 02h00

Defining social media KPIs, tracking KPIs, and understanding the principles and barriers of social listening.
Social media tracking and listening: tools and capabilities.
Privacy and GDPR: current legislation and barriers within the European Union affecting how you define and measure success.

make it a basic explanation + pov from the brand tracking

9**MANAGEMENT & ORGANISATION**LECTURE : 02h00

Social media/content and influence teams: organisation, roles and responsibilities
Managing teams, resources, agencies, and direct contacts.
The future of work: understanding the roles and responsibilities within social media and content teams.

10**CASE STUDY PRESENTATIONS + SEMINAR WRAP-UP**LECTURE : 04h00

Number of ECTS credits : 3

Course language : English

Course leader : PINEAU Jean-Christophe

Speakers : DAUCHY Louis , JANSEN Marie , PINEAU Radmila

Term: FALL

≡ COURSE DESCRIPTION

Marketers now have access to a wide variety of means to collect, analyse, and use data. It opens up the opportunities to monitor business and adapt priorities and decisions based on fresh inputs. But delivering an accessible, reliable and exhaustive data to the relevant stakeholders implies to manage efficiently a data value chain.

What are the available tools, what are their purposes, and what use cases are they unlocking? This is precisely what this course will tackle. Following data cycle, we'll navigate through the main bricks and concepts of a data marketing ecosystem: from collection to analysis, activation and finally measurement. To provide concrete examples of this MarTech stack challenges, we'll rely on consulting missions' examples.

In synergy with this environment, AI is mainly transforming working habits. Decoding its potential, its added value, and how to make the most of this new technology, quickly evolving, is the purpose of the 2nd part of the course.

The expected outcomes for students are a global understanding of the digital marketing environment, its potential, and challenges. It should provide as well a pragmatic comprehension of available tools linked to the use cases they leverage with an emphasis on Generative AI (GenAI) and its transformative role in marketing strategies.

≡ 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, and Generative AI.
- Incorporate privacy regulations and privacy-enhancing best-practices in their data-driven approaches.
- Evaluate and implement GenAI solutions in marketing strategies to enhance personalization, content generation, and customer engagement

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 3 - Detect one's own biases and evaluate their impacts on the formulated opinion

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations

≡ TACKLED CONCEPTS

- Understanding data added value for marketing,
- Big picture and understanding of MarTech tools associated to their purposes,
- Data collection, processing, and activation: purposes and methods,
- Webanalysis, 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.
- Generative Ai in marketing : content generation, personalization, and customer interaction
- Ethical considerations and best practices for using GenAI in marketing

≡ LEARNING METHODS

The course includes lectures, in-class case studies preparation and presentation, class discussions.

≡ EXPECTED WORK AND EVALUATION

- 50% of group evaluation. Case study to deliver – based on a consulting mission methodology.
- 50% of individual evaluation. Based on AI workshop.

≡ BIBLIOGRAPHY

≡ EVALUATION METHODS

100 % : Continuous assessment

≡ SESSIONS

1 Opportunities brought by data and an adequate MarTech stack

LECTURE : 02h00

- What is at stake with data? Introduce business opportunities to unlock.
- Complete and global overview of a data marketing ecosystem.
- Zoom on a typical data stream representative of projects' architecture.

2 Make the most of quantitative data with web analytics, investigate on users' behaviours with qualitative data, and work on profiles unification

LECTURE : 02h00

- Customers' journeys analysis with webanalytics & customer experience management tools.
- Unify data collected on customers from many different channels to adapt delivered messages / offersFocus on Customer Data Platform capacities.

3 Creating a segmentation to address groups of customers based on their specificities

LECTURE : 02h00

Introduction to segmentation: purposes, methodologies, expected outcomes, challenges.

4 Personalisation: targeting customers and prospects with the right message at the right time and the right place

LECTURE : 02h00

- Introduction of the different existing methods to personalise an experience.
- Mention of needed data to work on these scenarios.

5 Overview of the Advertising & Social Media ecosystem

LECTURE : 02h00

- Data is an opportunity for media strategy (display, RTB, search).
- Overview of the Tech stack: DSPs (key tools for online media buying), Adservers (measuring the performance of media campaigns).
- Improving brand awareness and consideration thanks to social media management.

6 Relational marketing: industrialising and automating the relationship with prospects and customers

LECTURE : 02h00

- Introduction to Marketing Automation tools.
- Presentation of how it's integrated with CRM topics.

7 Reconciling physical and digital environments with an omnichannel strategy

LECTURE : 02h00

- 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).

8 Monitoring overall performance

LECTURE : 02h00

- To enhance customers' experience.
- To monitor activation levers efficiency.

9 Data quality and data governance - establish a long-term structure

LECTURE : 02h00

- Introduction to data quality: what is at stake?
- Establishing data governance principles (quality, readiness, and compliance) to structure, unify and share the data knowledge and for all collaborators
- Perspectives for the future of the industry

10 Understanding GenAI's potential in marketing

LECTURE : 02h00

- Introduction to Generative AI and its applications in marketing
- Content generation: creating personalized content at scale
- Enhancing customer interaction through AI-driven chatbots and virtual assistants

11 Implementing GenAI solutions in marketing strategies

LECTURE : 02h00

- Case studies of successful GenAI implementations
- Practical Workshop: integrating GenAI tools into marketing campaigns
- Addressing challenges and best practices for using GenAI ethically

- Emerging trends and technologies in AI marketing
 - Preparing for the future: skills and knowledge required for leveraging AI in marketing
 - Final evaluation: students deliver their GenAI-enhanced marketing strategies
-

Number of ECTS credits : 3

Course language : English

Course leader : PINEAU Jean-Christophe

Speakers : DELAUNAY Maïwenn

Term: FALL

≡ COURSE DESCRIPTION

This course introduces the concepts, techniques and structure of a growth marketing strategy for either B2C or B2B brands/companies. The multiplicity of the acquisition channels, retention or revenue tactics - based on a powerful data-based approach - are morphing the growth marketer from a traditional digital specialist (often putting acquisition at the core of his strategy) to a multi-approach strategist who uses experimentation as a base for building iterative growth processes. We will approach growth marketing pillars by using well-known frameworks and concepts but also new approaches, giving a full understanding on how to set-up an integrated performance-based strategy.

≡ COURSE OBJECTIVES

- Having completed this course students should be capable of :
- Define and use key growth concepts and metrics
 - Build a powerful growth roadmap using the AARRR pillars and loops
 - Set up data-based experimentations that bring significant results
 - Use several growth tools and tactics to get powerful and actionable insights
 - Analyze customers cohorts
 - Build revenue and full growth modeling

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO3 - Use cross-disciplinary approaches
Outcomes	Lev. 3 - Provide analysis from new frameworks of reference and develop/criticize previous frameworks
C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	LO9 - Develop innovative solutions and test them
Outcomes	Lev. 3 - Design an experimental protocol. Organize feedback to improve the process/product/service

≡ TACKLED CONCEPTS

- **Frameworks :** AARRR, flywheel, loops
- **Acquisition :**

-Paid loops and channels (Paid Search, Paid Social,, Affiliates, Offline Performance...) - including KPIs such as CAC or RoAS

-Content loops and channels (SEO, UGC...) - including KPIs such as ranking or CTR

-Referral loops (Organic, Casual or Incentivized) - including k-Factor

- **Activation :** website performance and tracking, landing pages optimizations and AB testings - including CVR, sample sizes
- **Retention & Engagement :** a-ha moments, CRM, retention cohorts analysis - including churn, AOR, Framework ELMR, NPS
- **Revenue & Monetization :** Willingness to Pay, LTV, Payback, ARPPU
- **Growth Modeling**

≡ LEARNING METHODS

Growth marketing course is structured in 12 seances of 2 hours. Students will be organized by groups of 4 and will work on a red-string project where a growth strategy will need to be developed for a chosen company.

Based on above tackled concepts, students can structure a complete strategy based on AARRR pillars.

Courses will mix :

1. Theoretical approach with concrete examples
2. Practical workshops to put in application the concepts on their project and/or specific business cases

Methods used in the course include lectures, class discussion based on cases studies, as well as in-class exercises (cohorts/campaigns analysis, AB testings settings)

≡ EXPECTED WORK AND EVALUATION

ASSIGNMENTS

Recent articles from the digital press / marketers or online videos are handed out throughout the course and are required readings.

No textbook required for this class.

EVALUATION METHODS

A_Class evaluation

Group Evaluation (50%)

Based on a final oral presentation with ongoing work along the sessions

Évaluation individuelle (50%)

-30% MCQ

-20% Behavioral (participation, assiduity, punctuality, curiosity) -possible bonus/malus

+ 50% Final exam

≡ BIBLIOGRAPHY

Growth Marketing from Yann Leonardi & Romain Saillant

Hacking Growth - Sean Ellis & Morgan Brown

Making websites win - Karl Blanks & Bell Jesson

Hooked : how to build a habit forming product

Influence and manipulation

Other sources : Reforge, Demand Curve, Growth Semaine Newsletter, The Growth Mind Newsletter, Growth Gems, How they Grow etc

≡ EVALUATION METHODS

100 % : Continuous assessment

MSC_DM532

TRANSFORMATIVE CONSUMER BEHAVIOUR

Number of ECTS credits : 3

Course language : English

Course leader : PINEAU Jean-Christophe , TRABANDT Melanie

Speakers : TRABANDT Melanie

Term: FALL

≡ COURSE DESCRIPTION

Academics and marketing experts have recently stressed the complexity (and the richness) of the sustainable consumer in a digital world. 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 how consumer behavior can be understood and explained in our digital 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 behavior 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 current consumer behavior.
- Establish the relevance of (und-)sustainable consumer behavior theories and concepts to marketing decisions.
- Implement appropriate combinations of theories and concepts.
- Identify, describe, and analyze future consumer behavior trends and the adaptations needed to the marketing mix to satisfy customer needs.

≡ LEARNING OBJECTIVES

C4B learning goal	LG4 - CSR
C4B learning objective	LO12 - Take a decision from economic, social and environmental perspectives
Outcomes	Lev. 3 - Make choices and arbitrate according to sustainability criteria
C4B learning goal	LG5 - Cooperation
C4B learning objective	LO14 - Work effectively in a team
Outcomes	Lev. 3 - Demonstrate a commitment to group work, encourage partners and create involvement and adherence

≡ TACKLED CONCEPTS

- Consumer behaviour
- Consumer psychology
- Consumer attitudes
- Consumer funnel, etc.

≡ LEARNING METHODS

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

≡ EXPECTED WORK AND EVALUATION

Independent learning with a reading schedule combined with group work in relation to the course and the presented in the course case studies. Each session includes group work and the application of learned theories and concepts by the students. Within each session the professor provides time for the continuous assessment (group work) and offers coaching time for each group.

≡ BIBLIOGRAPHY

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.

≡ EVALUATION METHODS

50 % : Final exam

50 % : Continuous assessment

Number of ECTS credits : 3

Course language : English

Course leader : PINEAU Jean-Christophe , SCHEGERIN Matyas

Speakers : SCHEGERIN Matyas

Term: FALL

≡ COURSE DESCRIPTION

Innovation is essential to the success and desirability of brands. Companies must meet the growing challenges of sustainable development, where innovation must provide solutions not only to economic issues but also to environmental and social concerns. Sustainable innovation requires, on the one hand, a good understanding of the market environment and, on the other hand, the development of new skills, practices, and governance aimed at creating sustainable value.

The course focuses on theories and models of product and service innovation through the lens of sustainability, exploring innovative practices for creating sustainable value that combine economic, social, ethical, and environmental considerations.

≡ COURSE OBJECTIVES

By the end of the module, students will be able to:

- Understand and critically evaluate economic and management models of innovation and new product development across various industry sectors.
- Comprehend and guide the innovation process and governance to promote the sustainable development of new products.
- Explore new circular models of sustainable product innovation.
- Conduct coherent market analyses relevant to decision-making in innovation and sustainable marketing.
- Formulate a relevant, distinctive, and sustainable value proposition.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	L02 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
C4B learning goal	LG2 - Action
C4B learning objective	L04 - Make proposals, take initiatives
Outcomes	Lev. 3 - Support and argue new proposals in a context where they were not envisaged
C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	L09 - Develop innovative solutions and test them
Outcomes	Lev. 3 - Design an experimental protocol. Organize feedback to improve the process/product/service

≡ TACKLED CONCEPTS

- Typologies of innovation and sustainable value creation
- Development and introduction of new sustainable products/services
- Ecodesign and circular design of new products
- Customer experience design
- Scopes 1 2 3 and planet boundaries
- Life cycle analysis of a sustainable product
- Purpose and Sustainable brand innovation
- Sustainable Innovation and Governance
- Reference frameworks (B-Corp, mission-driven companies, ISO 26000 standard)
- Materiality matrix

≡ LEARNING METHODS

The pedagogical approach will encourage students to adopt a critical and reflective thinking towards the course content. This objective will be achieved through various learning methods, including an innovation project, student presentations, group discussions, and case studies from B2C and B2B brands.

The courses and practical workshops are designed to introduce students to the theories, concepts, and analytical tools of sustainable innovation and marketing.

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

≡ EXPECTED WORK AND EVALUATION

Reading and reflections on case studies, combined with group work related to a sustainable innovation and marketing project.

Evaluation:

> Group project: 50%

> Final exam: 50%

≡ BIBLIOGRAPHY

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.

Grayson, D (2022) The sustainable Business Handbook, KoganPage

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

Ochs A et al, (2021), Marketing Durable, Pearson

≡ EVALUATION METHODS

50 % : Final exam

50 % : Continuous assessment

≡ SESSIONS

1

SESSION 1: Course Introduction and Challenges of Sustainable Innovation

LECTURE : 02h00

-
- Challenges of sustainable development and its impact on product innovation
 - Focus on SDGs and planetary boundaries, scopes and purpose

2**SESSION 2: Defining innovation, From purpose to shared value creation**LECTURE : 02h00

- From purpose to shared value creation
- User-centered value creation in product innovation
- Presentation of the group project

3**SESSION 3: The Innovation Process**LECTURE : 02h00

- The 6 stages of the product innovation process
- Consumer insight and idea generation for sustainable projects
- The role of studies in the innovation process
- The role of marketing and other stakeholders in the responsible innovation process
- From project to product mindset

4**SESSION 4: UX Design, “Consumer is boss”**LECTURE : 02h00

- Consumer Insight, the foundation of value creation
- From product to customer experience
- Limitations of the traditional product innovation process
- User-centered product design
- From project to product mindset

5**SESSION 5: Formulating a Sustainable Value Proposition**LECTURE : 02h00

- The product-market fit pyramid
- Formulating a responsible product pitch
- Formulating a relevant, differentiated, and responsible value proposition

6**SESSION 6: Sustainable Innovation Project**LECTURE : 02h00

- Coaching session / intermediate presentation
- Student presentations of their sustainable innovation project: from idea generation to presenting a responsible product concept (2H00)

7**SESSION 7: Ecodesign and Circular Economy in Product Innovation**LECTURE : 02h00

- Principles and models of a circular economy and ecodesign
- Life cycle analysis of a product
- Measuring the carbon footprint of a new product

8**SESSION 8: Challenges of Responsible Innovation by Industry Sector**LECTURE : 02h00

- Key challenges by industry sector in a responsible innovation project
- Focus on the food, fashion, mobility, IT, and cosmetics markets

9**SESSION 9: Reference Framework and Toolkit for Sustainable Innovation**LECTURE : 02h00

- Presentation of reference tools in marketing and innovation for use in sustainable innovation and marketing projects (CANVAS models, Product Vision Map, Materiality matrix...)
- Key performance indicators in product innovation
- Reference frameworks and approaches like B-Corp, mission-driven companies, ISO 26000 standards
- Introduction to Design Thinking

10

SESSION 10: New Product Introduction by Sustainable brands

LECTURE : 02h00

- The role of marketing in the introduction and management of new sustainable products or services
 - Insights into the benefits for brands of adopting a sustainable approach
 - How to develop effective and responsible storytelling
-

11

SESSION 11: Digital Transformation and Responsible Innovation

LECTURE : 02h00

- The contribution and main challenges of digital transformation in a sustainable innovation project
 - Responsible data usage in an innovation project
 - The emergence of sustainable technologies as catalysts in product innovation
-

12

SESSION 12: Student Presentation

GROUP PRESENTATION : 02h00

Student Presentation of a Digital MVP of their Sustainable Innovation and a Proposal for a Responsible Marketing Launch Plan

Number of ECTS credits : 3

Course language : English

Course leader : LANCELOT CAROLINE , PINEAU Jean-Christophe

Speakers : LANCELOT CAROLINE

Term: SPRING

≡ COURSE DESCRIPTION

This course focuses on raising students' awareness of the risks related to the collection and use of consumers' data and on the necessary responsible management of this data.

This course addresses privacy issues related to Big Data and data processing activities in general.

Technologies such as the Internet of Things (IoT), mobile phones, Big Data and AI are changing the way companies operate, strategize and communicate.

As the digitization of their processes progresses, companies are realizing that operating reliable digital services and protecting sensitive data are essential to build trust with customers and maintain their business.

Any organization that ignores these changes risks significant financial loss and, inevitably, reputational damage.

The threats are real and not just the responsibility of the IT department; it is up to marketing managers to understand and oversee the company's response to digital threats.

The first challenge is the changing regulatory environment. In Europe, the new General Data Protection Regulation (GDPR) went into effect in May 2018 and imposed stricter rules on companies that process personal data.

Organizations that fail to provide secure ways to collect and analyze data face hefty fines. Elsewhere in the world, other forms of regulation exist that must be identified in order to adapt to them.

Regulatory compliance requires the participation of marketing managers. These regulatory aspects are therefore discussed without going into the details of the law, but rather by focusing on understanding the issues and consequences.

With an ever-increasing number of security/data breaches and privacy incidents, consumer privacy awareness is also becoming increasingly important. Consumers have become particularly attentive to the actions of organizations that collect and process their personal information.

As a result, customer trust is becoming a company's most important asset.

Understanding consumers' expectations and fears in this area is essential for a marketer today.

Finally, the last part of the course is the appropriation of concepts, methods and tools to deploy responsible data management.

≡ COURSE OBJECTIVES

- Identify the privacy threats to which organizations are exposed,
- Identify regulatory constraints,
- Identify the expectations and needs of consumers regarding the handling of their data and the protection of their privacy,
- Identify and implement strategies and methods for organizations to better manage their customer data in a socially, ethically and regulatory compliant manner.
- Identify and understand the implications of digital advertising in data privacy and ethics
- understand the impact of influence marketing in data privacy and ethics

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 1 - Identify and examine the various components of a complex situation
C4B learning goal	LG2 - Action
C4B learning objective	LO5 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 1 - Locate and state overall risks characterizing a situation

≡ TACKLED CONCEPTS

Data Privacy, Big Data, Regulation, Data Collection, Use and Processing, GDPR, Privacy Management Models, Vulnerability, Cookies, User/Consumer Privacy, Psychology of Privacy.

≡ LEARNING METHODS

This course covers the concepts necessary to understand and manage data processing issues in an organization. The course also addresses the ethical implications of personal data processing.

The course is a combination of interactive lectures, discussions, group work and case studies on the various topics covered. Additional assignments or exercises may be proposed between sessions.

The course leads the students to appropriate the notions and concepts through exercises, reading of articles and group work.

≡ EXPECTED WORK AND EVALUATION

The objective of this course is to help students become aware of the data management threats they are likely to encounter, the compliance issues they will face, the operational dilemmas they will have to resolve, and most importantly, the actions they will have to take.

Students will need to take ownership of the resources provided so that they can critically address the topics covered.

Part of the course could be made available as online self-study modules.

Depending on the resources provided, students may be asked to do some preparatory work prior to the course (readings, syntheses, creation of computer graphics, surveys, etc.).

Group presentations may be made.

A final exam (multiple choice questions, 1 hour) will assess the knowledge and skills acquired by the students.

≡ BIBLIOGRAPHY

This course does not have any assigned textbook. Required readings will take the form of articles and reports, from both academic and non-academic resources. Required readings will be posted prior to the sessions. Some readings are provided below as a guide. A complete bibliography will be provided in advance of the course. The bibliography will be updated regularly.

John L., Kim T. & Barasz K. (2018). Ads that don't overstep. *Harvard Business Review*, 96(1), 62-69.

Martin K.D., Borah A., & Palmatier R.W. (2018). A strong privacy policy can save your company millions. *Harvard Business Review*.

Morey T., Forbath T., & Schoop A. (2015). Customer data: Designing for transparency and trust. *Harvard Business Review*, 93(5), 96-105.

Turow J., Hennessy M., & Draper N. (2015). The tradeoff fallacy: How marketers are misrepresenting American consumers and opening them up to exploitation. Available at SSRN 2820060

≡ EVALUATION METHODS

50 % : Continuous assessment

50 % : Final exam

≡ SESSIONS

1 Introduction

LECTURE : 02h00

This module aims at identifying why and how marketers are concerned by these issues. It also aims to introduce the objectives of the course and the organization of the work

2 Definitions and Fundamental issues around data privacy

LECTURE : 02h00

This module introduces the basic concepts of the course, such as Data, Big Data, Surveillance and Privacy and the current stakes and tensions around data privacy.

3 Privacy and Data Protection Regulation

LECTURE : 02h00

This module presents the key elements of the legal frameworks around the world as well as the regulatory issues on these questions.

4 Consumer Privacy and Psychology of Privacy

LECTURE : 02h00

This module focuses on the evaluation of consumer expectations and behavior in relation to data privacy and data protection.

5 Privacy Benchmark

LECTURE : 02h00

This module aims to identify best and bad practices in this area.

6 Operationalization of Privacy

LECTURE : 02h00

This module aims to introduce how to operationalize some privacy principles in relation to design and UX.

7 Privacy Governance

LECTURE : 02h00

This module covers examples of privacy failures and the strategies that should be put in place to recover customer trust as well as frameworks, benchmarks and maturity models.

8 Privacy and Business

LECTURE : 02h00

This module discusses the strategies that can be put in place to gain competitiveness in this area. It also presents privacy metrics that help to supervise and measure performance and evolutions about privacy.

9 Technical Privacy and Privacy Protection

LECTURE : 02h00

This module introduces technical tools that managers and consumers can use to enhance and protect privacy.

10 Privacy, Responsibility and Sustainability

LECTURE : 02h00

This module introduces stakes around ethics, SDG and sustainability in relation to data privacy.

11 Privacy and AI

LECTURE : 02h00

This module introduces stakes around data privacy and AI.

12 Group Presentation Revisions

LECTURE : 02h00

In this module, students will present their group work.

Number of ECTS credits : 3

Course language : English

Course leader : DE BOCK KOEN , PINEAU Jean-Christophe , ROMERO MORENO José Carlos

Speakers : DE BOCK KOEN , ROMERO MORENO José Carlos

Term: SPRING

≡ 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 on two major subjects: (1) website analytics and (2) social media analytics.

In the part on web analytics, methods and frameworks for planning, implementation, measurement, analysis and optimization will be discussed. Students will learn how to set up, configure and use Google Analytics 4, as well as the Google Tag Manger. Moreover, the following major optimization application domains are tackled: web user profiling and traffic reporting, conversion rate optimization, traffic channel optimization and UX optimization.

The part dedicated to social media analytics will discuss social media profile management, social listening applications, and advanced analytics techniques. Students will learn how to set up and use various social media analytics tools to monitor, measure, and optimize their social media presence across different platforms such as Facebook, Twitter, Instagram, LinkedIn, and more.

The course balances theory and practice. Students will learn to use software platforms commonly used for web analytics, as well as social media analytics, ensuring they are well-prepared to handle the analytical needs of modern digital marketing.

≡ COURSE OBJECTIVES

After successful completion of this course, you 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
- Develop strategies for social media profile management and optimization.
- Use social listening tools to monitor and analyze social media conversations and sentiment.
- Apply data-driven insights to improve social media marketing campaigns and overall digital presence.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 3 - Detect one's own biases and evaluate their impacts on the formulated opinion

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 2 - Formulate hypotheses to understand a complex situation, in a structured way, by mobilizing disciplinary frameworks if necessary

≡ TACKLED CONCEPTS

- Web analytics
- Measurement planning
- Tagging planning
- Conversion rate optimization
- User experience optimization
- Traffic channel optimization
- Web user profiling and traffic reporting
- Social media analytics
- Social media listening
- Social media profile management

≡ 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.

≡ EXPECTED WORK AND EVALUATION

The most important aspect of the course is real-life consulting projects that students work on in teams (of about 3 to 5 students each). Students will be graded based on group assignments where learned concepts are applied in a practical manner, using exercises and cases.

≡ BIBLIOGRAPHY

No required textbook or mandatory readings. Optional readings include these references:

- Google, Google Ads Certification Learning Materials. Available via <https://support.google.com/google-ads/answer/6146252?hl=en> and via <https://skillshop.google.com>. Last consulted on 25 February 2024.
- 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.
- Ganis, M., & Kohirkar, A. (2015). Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media. Pearson Education.
- Szabo, G., Polatkan, G., Boykin, P. O., & Chalkiopoulos, A. (2018). Social Media Data Mining and Analytics. Wiley.
- McDonald, J. (2020). Social Media Marketing Workbook: How to Use Social Media for Business. Jason McDonald.

≡ EVALUATION METHODS

100 % : Continuous assessment

≡ SESSIONS

1 **Web analytics: Introduction to web analytics**

LECTURE : 02h00

The field of web analytics is properly introduced by means of an introductory case study highlighting its practical relevance (Hyatt/Adobe). Discussion of the definition and 6 types of web analytics. Students are introduced to alternative systems to track users/gather web site usage data and page tagging is discussed.

2 **Web analytics: Measurement and tag planning**

BRIEFING : 02h00

Learn to create a measurement and a tagging plan through a structured approach.

3 **Web analytics: Implementation and configuration of a Google Analytics account**

BRIEFING : 02h00

Basic Google Analytics page tag implementation and account configuration tasks are explained.

4 **Web analytics: Measurement planning and traffic and audience reporting**

BRIEFING : 02h00

The web analytics measurement cycle is introduced, and a structured approach for measurement planning is presented. Then, basic web analytics are discussed, the standard reports are presented and data analysis tools in Google Analytics are demonstrated.

5 **Web analytics: UX and conversion rate optimization**

BRIEFING : 02h00

Two main application domains in web analytics are discussed, as well as advanced analysis techniques in Google Analytics that allow for gaining deeper insights.

6 **Web analytics: Traffic channel optimization**

BRIEFING : 02h00

This session is dedicated to traffic channel measurement, analysis and optimization. We discussed the concept of goal funnels, multichannel funnels, attribution models and advanced metrics.

7 **Social media analytics: Introduction to Social Media Analytics**

BRIEFING : 02h00

Overview of social media analytics, key concepts, and the role of analytics in social media strategy.

8 **Social media analytics: Social Media Profile Management**

BRIEFING : 02h00

Techniques for setting up, managing, and optimizing profiles across platforms like Facebook, Twitter, Instagram, and LinkedIn.

9 **Social media analytics: Social Listening and Sentiment Analysis**

BRIEFING : 02h00

Introduction to social listening tools and sentiment analysis methods to monitor conversations and brand sentiment.

10 **Social media analytics: Engagement Metrics and Performance Tracking**

BRIEFING : 02h00

Key engagement metrics, interpreting analytics data, and tracking social media performance over time.

11 **Social media analytics: Content Strategy Optimization**

BRIEFING : 02h00

Using analytics to refine and optimize content strategies based on audience insights and engagement trends.

12 **Social media analytics: Social Media Campaign Analysis**

BRIEFING : 02h00

Methods to evaluate campaign effectiveness, including reach, engagement, conversion metrics, and reporting best practices.

Number of ECTS credits : 3

Course language : English

Course leader : DE BOCK KOEN , PINEAU Jean-Christophe

Speakers : DE BOCK KOEN

Term: SPRING

≡ COURSE DESCRIPTION

Due to the interactive and social nature of the web, consumers are no longer accepting the old unidirectional outbound marketing rationale whereby the advertisers' messages are imposed upon them. Instead, the effectiveness of online marketing is largely dependent upon the relevance of its communication to the customer. This explains the dominant position of inbound marketing techniques like search engine marketing (SEM) and its paid component, search engine advertising (SEA) which has dominated companies' online promotion expenditures for many years. Simultaneously, outbound techniques such as online display advertising (ODA) and social media advertising stay highly relevant in a world where increasing amounts of content are consumed by customers, in the form of online video or mobile apps. Here challenges exist to make ads more targeted and customized. This course introduces students to search engine advertising (SEA), social media advertising (SMA) and online display advertising (ODA), and their implementation through the Google Ads and Meta Ads platforms.

In modern marketing, digital and data go hand in hand. Digital advertising is highly dependent on data analytics to improve its efficiency and effectiveness. Therefore, this course focuses on the usage of a data-driven approach to plan, manage and optimize search engine advertising, as well as social media ads and ODA campaigns. Search engine marketing is focused on relevance to users through targeting intentions, revealed through search queries. SEA is therefore a highly analytical discipline in which gathering and interpreting data is key: selecting keywords to target, structuring campaigns and ad groups, running text ad A/B experiments, interpreting search term reports etc. all require an analytical mindset. ODA campaigns, on the other hand, require an intelligent selection of placements, format and design. Social media advertising offers very elaborate targeting strategies. This course covers all components and key decisions required to plan, design and optimize SEA, SMA and ODA campaigns.

The course balances theory and practice by means of applied team consulting projects.

≡ COURSE OBJECTIVES

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

- Understand the role and importance of SEM, and specifically SEA in the digital advertising ecosystem.
- Understand how a search engine works.
- Understand the core principles of search engine advertising: relevance, generalized second price auctioning and the role of ad rank, quality score, max. CPC bid and ad format.
- Gain all practical skills required to plan, configure, monitor and optimize Google Ads search campaigns.
- Perform a structured keyword analysis.
- Understand key metrics in SEA: ad position, CTR, conversion rate, Avg. CPC etc.
- Understand the relative strengths and weaknesses of SEA versus SEO
- Understand the mechanisms and ecosystems underlying online display advertising.
- Understand core concepts such as RTB and programmatic buying.
- Gain all practical skills required to plan, configure, monitor and optimize Google Ads display campaigns.
- Gain all practical skills required to plan, configure, monitor and optimize Meta Ads social media advertising campaigns on Facebook and Instagram.

≡ TACKLED CONCEPTS

- Search engine marketing (SEM)
- Paid search advertising (SEA)
- Online display advertising (ODA)
- Social media advertising

≡ 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, real-life consulting projects and team presentations.

≡ EXPECTED WORK AND EVALUATION

The most important aspect of the course is real-life consulting projects that students work on in teams (of about 3 to 5 students each). Students are assigned a client (a company or organization with a website) at the beginning of the course and will apply all techniques learnt in class to the specific case of their client, taking into consideration the objectives and considerations of the client. The project will be evaluated through a final team presentation during the last session. The **group work accounts for 60%** of students' final grades. Based on online team peer evaluation, a **grade for your individual share in the group work** is also given (**20% of your grade**). In the case of equal performance of all team members, this grade is equal to the team grade. If your teammates attribute you a contribution above (below) the team average, you will receive a higher (lower) grade. Finally, **class presence and participation** are also quoted and represent a share of 20% of students' final grades.

≡ BIBLIOGRAPHY

No required textbook or mandatory readings. Optional readings:

- Google, Google Ads Certification Learning Materials. Available via <https://support.google.com/google-ads/answer/6146252?hl=en> and via <https://skillshop.google.com>. Last consulted on 25 February 2024.
- Marshall, P., Rhodes, M., Todd, B., 2020, Ultimate Guide to Google Ads: How to Access 100 Million People in 10 Minutes (Ultimate Series) 6th Edition, Entrepreneur Press
- Enge, Spencer & Stricchiola., 2023, The Art of SEO: Mastering Search Engine Optimization. O'Reilly.
- The MOZ blog, <https://moz.com/blog>
- Search Engine Land: <https://www.searchengineland.com>

≡ EVALUATION METHODS

50 % : Continuous assessment

50 % : Final exam

Number of ECTS credits : 3

Course language : English

Course leader : PINEAU Jean-Christophe

Speakers : KUJBIEDA Pawel

Term: SPRING

≡ COURSE DESCRIPTION

This course provides an in-depth understanding of Agile methodologies for developing websites and mobile applications. The focus will be on practical application of Agile principles in the context of digital marketing, equipping students with the skills to manage and participate in Agile projects effectively.

≡ COURSE OBJECTIVES

- Understand the core principles and practices of Agile methodologies.
- Apply Agile practices to website and mobile app development projects.
- Develop skills in project management tools commonly used in Agile environments.
- Enhance collaboration and communication within Agile teams.
- Integrate Agile development with digital marketing strategies.

≡ TACKLED CONCEPTS

- **Agile Frameworks:** Understanding Agile fundamentals and differences from traditional approaches, with a focus on Scrum and Kanban.
- **Project Management with Scrum:** Utilizing Scrum roles, ceremonies, and tools like user stories and backlog management to organize and prioritize development tasks.
- **Customer-Centric Design:** Emphasizing UX and UI principles through empathy mapping, prototyping, and responsive design to create intuitive user experiences across devices.
- **Web and Mobile Development:** Learning HTML, CSS, JavaScript, and frameworks for responsive web design, along with hybrid and native app development principles.
- **Quality Assurance in Agile:** Incorporating various testing methods and automation tools to ensure reliability and functionality through each iteration.
- **Data-Driven Development:** Leveraging analytics and A/B testing to inform product decisions, optimizing features based on user feedback and data insights.

≡ LEARNING METHODS

- Discussions, presentations, case studies, return on real-life projects by professional, workshops and more

≡ EXPECTED WORK AND EVALUATION

- Preparatory readings and assignments

Case study 34%

Active participation in class 33% Quiz 33%

≡ BIBLIOGRAPHY

- Measey, P., Radtac, (2015). Agile foundations : principles, practices and frameworks. BCS.
- Rubbin, K-S. (2012). Essential scrum : a practical guide to the most popular agile process . Addison-Wesley.
- Appelo, J. (2010). Management 3.0 : leading agile developers, developing agile leaders. Addison-Wesley.

Optional

- Dieser, R. (2014). Transformors: executive conversations about creating agile organizations . ECLF Press. - Ries, E. (2015). Lean startup : adoptez l'innovation continue. Pearson.

≡ EVALUATION METHODS

50 % : Continuous assessment

50 % : Final exam

≡ SESSIONS

1

Introduction to Agile Development

LECTURE : 02h00

- **Topics:** Overview of Agile principles and the Agile Manifesto, comparison to traditional methods
-

2

Scrum Fundamentals

LECTURE : 02h00

- **Topics:** Key roles (Product Owner, Scrum Master, Development Team) and ceremonies (Sprint Planning, Daily Stand-ups, Sprint Review, Retrospective)
-

3

Introduction to UX and UI Design

LECTURE : 02h00

Topics: Basics of User Experience (UX) and User Interface (UI), empathy mapping, and user journey mapping

4

Responsive Web Design

LECTURE : 02h00

Introduction to HTML, CSS, and JavaScript for responsive design, frameworks like Bootstrap

5

Prototyping and Wireframing

LECTURE : 02h00

Topics: Tools and techniques for prototyping (e.g., Figma, Adobe XD) and wireframing, UX/UI best practices

6

Mobile App Development Basics

LECTURE : 02h00

Topics: Overview of mobile app development (native, hybrid, and web apps), cross-platform tools (Flutter, React Native)

7

Sprint Planning and Project Management Tools

LECTURE : 02h00

Backlog refinement, sprint planning, and prioritization, tools like Jira and Trello

8

Quality Assurance and Testing in Agile

LECTURE : 02h00

- Testing types (Unit, Integration, UAT), the role of QA, and automation tools
-

9

Continuous Integration and Continuous Delivery (CI/CD)

LECTURE : 02h00

Introduction to CI/CD, setting up pipelines with GitHub Actions or Jenkins

10

Data-Driven Development and Analytics

LECTURE : 02h00

Using analytics tools, A/B testing, MVP approach

11

Group Presentations

LECTURE : 04h00

Group presentations

Number of ECTS credits : 3

Course language : English

Course leader : PINEAU Jean-Christophe

Speakers : PINEAU Jean-Christophe

Term: SPRING

≡ COURSE DESCRIPTION

This course is designed to provide students with hands-on experience in creating and implementing digital marketing strategy for a real life client company. Students will work in teams to develop a comprehensive digital marketing plan for a real-world business. Throughout the course, students will apply principles and strategies of digital marketing and use various digital marketing tools and technologies to achieve growth strategies. Their curriculum may include researching the target audience, developing an effective content strategy, creating and distributing content, measuring and analysing the results of digital marketing campaigns.

The course will aim to cover topics such as creating a digital marketing plan, using data and analytics to inform and measure the success of digital marketing efforts, and optimising content for search engines. Students will also learn about the legal and ethical considerations of digital marketing.

In addition, students may apply how to use social media and other digital channels to reach and engage with target audiences, and how to use storytelling to connect with audiences. Students will also have the opportunity to learn to build relationships and establish thought leadership in a specific industry or niche.

≡ COURSE OBJECTIVES

The course is developed to equip students with knowledge and reasoning skills to handle real life data driven marketing problems. Upon completion of the course students should be able to achieve the following learning outcomes.

1. Understand and apply the principles and strategies of digital marketing and its role in the overall marketing mix.
2. Learn how to create and implement a digital marketing plan that aligns with business objectives.
3. Develop skills in using and applying digital marketing tools and technologies, such as Google Analytics, social media management tools, and email marketing platforms.
4. Understand and apply SEO strategies in digital marketing to optimize content for search engines.
5. Use social media and other digital channels to reach and engage with target audiences.
6. Learn how to integrate different digital marketing tools, channels, and tactics to create a comprehensive and cohesive digital marketing campaign.

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	L02 - Analyse complex situations
Outcomes	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
C4B learning goal	LG2 - Action
C4B learning objective	L05 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 2 - Determine the potential risks plus the degree of probability and time frame, work out various risk scenarios

≡ TACKLED CONCEPTS

- Problem Identification
- Project Objective Development
- Group Co-ordination
- Digital Strategy
- Social Media Strategy
- Digital Analytics
- Growth Marketing
- Website and App Development

≡ LEARNING METHODS

The course will be delivered following a mixture of several learning strategies. Primary focus will be on learning-by-doing. Specifically, the course consists of interactive class lectures with many in-class coaching, exercises, discussions, online learning, and group work.

≡ EXPECTED WORK AND EVALUATION

Students will be graded based on assignments where learnt concepts are applied in a practical manner, using exercises and cases. Group Presentation accounts for 50% of the final grade, Group Report will account for another 50%.

≡ BIBLIOGRAPHY

None

≡ EVALUATION METHODS

100 % : Continuous assessment

≡ SESSIONS

1 **SESSION 1: Introduction and Project Briefing**

LECTURE : 02h00

Introduction to the project and group formation.

2 **SESSION 2: Client Briefing**

LECTURE : 02h00

Full project briefing and business problem definition from the client.

3 **SESSION 3: Digital Strategy Objective Development**

LECTURE : 02h00

Instructor led coaching towards problem identification and project objective development.

4 **SESSION 4: Coaching Session 1 (Market Research 1)**

LECTURE : 02h00

Instructor led coaching towards market research and objective refinement.

5 **SESSION 5: Coaching Session 2 (Market Research 2)**

LECTURE : 02h00

Instructor led coaching towards market research and objective refinement.

6 **SESSION 6: Coaching Session 3 (Market Research Presentation)**

LECTURE : 02h00

Instructor led presentation and feedback towards objective and market research finalisation.

7

SESSION 7: Coaching Session 4 (Strategy Development 1)

LECTURE : 02h00

Instructor led coaching towards project strategy development and evaluation.

8

SESSION 8: Coaching Session 5 (Strategy Development 1)

LECTURE : 02h00

Instructor led coaching towards project strategy development and evaluation.

9

SESSION 9: Coaching Session 6 (Strategy Development Presentation)

LECTURE : 02h00

Instructor led presentation and feedback towards project strategy development and evaluation.

10

SESSION 10: Coaching Session 7 (Project Report Finalisation)

LECTURE : 02h00

Instructor led support and feedback towards report writing and project completion.

11

SESSION 11: Final Client Presentation

LECTURE : 02h00

Group project presentation to client and judges.

12

SESSION 12: Final Client Presentation and Report Submission

LECTURE : 02h00

Group project presentation to client and judges. Final report submission.

Number of ECTS credits : 3

Course language : English

Course leader : BURLAT CLAIRE , VALLEE ODILE

Speakers : VALLEE ODILE

Term: FALL

≡ COURSE DESCRIPTION

Stories, and the art of storytelling, are powerful and evocative tools to create and actualize imaginaries of change that re-invent the near future. These fictions embody the stimulating transformative capacities these imaginaries bear. They play a crucial part in inventing and depicting alternative options to address the ecological, societal and technological challenges of current times.

Drawing on varied imaginaries of change, artists, (science) fiction authors, urban planners, futurists and designers, among others, use fiction to project utopian or dystopian futures, inviting us to picture them, embrace them and/or critically reflect upon their ethical, practical and political implications for the ecological and social transition under go.

Thus, fiction, materialized in oral, scriptural and/ or visual forms, as well as in a variety of media and artistic formats, becomes a locus for mobilization and action towards sustainable futures. It can empower the ability to critically deconstruct and rethink current modes of economic, social, political and ecological organization, current ways of living, dwelling, consuming and existing social arrangements and sociabilities.

In such a context, how can ordinary people contribute to the production and critical evaluation of fictions for change? Which strategies and tools can keep feeding imaginaries?

This learning by doing project based workshop aims at critically reflect upon available imaginaries of change through their actual use in a speculative fiction. The objective is also to have students develop their creativity through experimenting with fictional forms to sustain changes and project themselves in desirable futures.

The workshop draws on Information and Communication Sciences, Literary theory, Design fiction and Anthropology, to engage student in a participative and collaborative creative writing process and media production. Code and conventions of storytelling (i.e. varied fiction structuration models and writing conventions) are mobilized so that they can gradually: imagine; write an original fiction; and materialize it in a relevant media format (e.g. podcast, comics, video etc.) according to the story features and targeted audience.

Student's speculative fiction projects may thematically focus on technologies; visions of city dwelling and architecture; relationships with vulnerable and marginalized others; relationships between humans and non-humans.

By experimenting with the different phases of fiction writing process and media production, students will: develop their creative skills; unearth and critically question the imaginary(ies) of change they implicitly draw on; unpack their embedded ideologies and values; examine the effects picking another imaginary(ies) have on the fiction.

At the end of the workshop, the different teams' fictions will be orally presented and performed in the context of an exhibition.

≡ COURSE OBJECTIVES

- To write and perform an original collective fiction creating awareness on a specific speculative topic.
- To develop critical and reflexive thinking about possible trajectories for sustainable futures that uses fiction to craft forms of narrative activism
- To discover and experiment with the iterative feature of the fiction writing and media production process.
- To identify the roles and responsibilities required at the different stages of the fiction writing and media production process
- To strengthen creative skills by experimenting with writing and media production constraints

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 3 - Detect one's own biases and evaluate their impacts on the formulated opinion
C4B learning goal	LG5 - Cooperation
C4B learning objective	LO14 - Work effectively in a team
Outcomes	Lev. 3 - Demonstrate a commitment to group work, encourage partners and create involvement and adherence
C4B learning goal	LG5 - Cooperation
C4B learning objective	LO15 - Act with flexibility, adaptability and intellectual curiosity
Outcomes	Lev. 3 - Confront several points of view and incorporate external opinions

≡ TACKLED CONCEPTS

Imaginarities, Fiction for Change, Fabulative speculation, Design Fiction, Transition design, Media affordances, Transmedia Storytelling.

≡ LEARNING METHODS

Short interactive lectures
Learning by doing pedagogy
Project-based pedagogy
Iterative collaborative work and group discussion
Group presentation
Mixed documents and visual resources

≡ EXPECTED WORK AND EVALUATION

To explore imaginaries of change and materialize them using narrative tools and relevant media formats, students are expected to engage, both in collaborative (team of 5/6) and individual work, to gradually produce their intermediary deliverables and final production.

Within their teams, each student will undertake an assigned role and responsibilities in the writing and media production process. He/she/they will be in charge of the production and availability of some deliverable(s) (e.g. Inquiry results mind map, mood board, character(s) description, story equation, synopsis, note of intention, story board, full fiction, summary report).

Each role actively contributes to the collective production of the team. Detailed guiding instructions about roles, team work organization and deliverables production will be provided in class.

Students can use design thinking, digital and/or plastic art tools, up cycled materials to produce the different deliverables.

At each stage of the production, feedback will be provided to the teams to iteratively to deepen and move the creative process forward. To that end, students will regularly upload their intermediary documents on the workshop google drive.

At the end of the workshop, the different teams' fictions will be orally presented and performed in the context of an exhibition.

Grading:

- 50% Individual grade: evaluates each student's performance in assigned role and the relevance of expected deliverable(s).
- 50% Collective grade: evaluates the oral presentation of the team's production and its associated dossier.
- Bonus points added to the individual grade: Writing of an individual reflective note on the creative process experience.

≡ BIBLIOGRAPHY

Non-exhaustive reference list

- Bennett, M. (2016). Afrofuturism. Computer. <https://www.computer.org/csdl/magazine/co/2016/04/mco2016040092/13rUxBJhyX>
- Bleecker, J. (2022). Design Fiction: A Short Essay on Design, Science, Fact, and Fiction. In S. Carta (Ed.), *Machine Learning and the City* (1st ed., pp. 561–578). Wiley. <https://doi.org/10.1002/9781119815075.ch47>
- Bregman, R. (2017). *Utopia for Realists: And How We Can Get There*. Bloomsbury Publishing PLC.
- Callenbach, E. (1990). *Ecotopia: A Novel*.
- Calvino, I. (1978). *Invisible Cities*. Mariner Books Classics.
- Campbell, J. (1999). *The Hero's Journey: Joseph Campbell on His Life and Work*. Element Books Ltd; Revised edition (January 1, 1999).
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- Debaise, D. (2022). Stories of earthly things: For a pragmatist approach of geostories. *Subjectivity*, 15. <https://doi.org/10.1057/s41286-022-00134-7>
- Field, S. (2005). *Screenplay: The Foundations of Screenwriting* (Revised edition). Delta.
- Glissant, E. (1997). *[[The Poetics of Relation]]*. The University of Michigan Press.
- Gueguen, H., & Jeanpierre, L. (2022). *La perspective du possible: Comment penser ce qui peut nous arriver, et ce que nous pouvons faire*. La Découverte.
- Guin, U. L., Bul, L., & Haraway, D. (2019). *The Carrier Bag Theory of Fiction*. Ignota Books.
- Hache, É. (2011). *Ce à quoi nous tenons*. La Découverte.
- Ingold, T. (2013). Walking with Dragons: An Anthropological Excursion on the Wild Side. In *Animals as Religious Subjects: Transdisciplinary Perspectives* (pp. 35–58). Bloomsbury.
- Irwin, T. (2015). Transition Design: A Proposal for a New Area of Design Practice, Study, and Research. *Design and Culture*, 7, 229–246. <https://doi.org/10.1080/17547075.2015.1051829>
- Isabelle Frémeaux, & Jordan, J. (Directors). (2012). *Paths Through Utopias, book&movie* | [Video recording]. <https://kuda.org/en/paths-through-utopias-bookmovie>
- Jordan, J., & Frémeaux, I. (2012). *Les sentiers de l'utopie*. La Découverte.
- Murzilli, N. (2023). *Changer la vie par nos fictions ordinaires: Du tarot aux rêves éveillés, comment nous mettons nos avenir en jeu Broché*. Premier parallèle.
- Rosa, H. (2019). *Resonance: A Sociology of Our Relationship to the World* (J. C. Wagner, Trans.; 1st edition). Polity.
- Rumpala, Y. (2018). *Hors des décombres du monde: Ecologie, science-fiction et éthique du futur*. Editions Champ Vallon.
- Salmon, B. (2021). Futurs résilients et adaptés: Le rôle des imaginaires communs pour s'adapter aux changements climatiques. *Communication & langages*, 210(4), 147–166. <https://doi.org/10.3917/comla1.210.0147>
- Salmon, C. (2017). *Storytelling: Bewitching the Modern Mind* (Reprint edition). Verso.
- Simay, P. (2019). *Habiter le monde*. Actes Sud.

≡ EVALUATION METHODS

100 % : Continuous assessment

≡ SESSIONS

1 Presentation

SEMINAR : 02h00

This course is a 24h- workshop (4 consecutive days) that immerses students in the participative and collaborative creative process of prospective fiction for change. Time and media formats are considered creative constraints.

To foster an agile, structured and production focused creative process, the sessions are organized following the 4 steps of the Double Diamond methodology (The Design Council) : Discover, Define, Develop, Deliver.

2 Day 1

SEMINAR : 04h00

Day 1: **Discover** your selected subject matter and explore its related issues using an anthropology inquiry method and source inspirational creative examples

3 Day 2

SEMINAR : 08h00

Day 2: **Define** your writing project, choose the media format and get engaged in the collective writing process.

4

Day 3

INDIVIDUAL OR GROUP WORK : 06h00

Day 3: **Develop** further and deepen your fiction by questioning and shifting your imaginaries of change

5

Day 4

GROUP PRESENTATION : 04h00

Day 4: **Deliver** an oral presentation of your final production in the context of a collective exhibition.

Number of ECTS credits : 3

Course language : English

Course leader : BURLAT CLAIRE , RUAMPS Chin

Speakers : BULATOVA Darina , RUAMPS Chin

Term: SPRING

≡ COURSE DESCRIPTION

This course equips students with an understanding of how High-Tech businesses can make profits while creating value for society and the environment. In this class, students will learn various concepts related to responsible business-making in the technology sector, such as Corporate Social Responsibility (CSR), sustainability, ethical societal response, environmental ethics, etc. Finally, students will learn how to design sustainable business models for High-Tech businesses.

≡ COURSE OBJECTIVES

- Understand the characteristics of digital businesses and technology narratives
- Reflect critically on different social and environmental roles digital businesses play
- Comprehend the relationship between digital technology and its societal purpose in times of need
- Learn about emerging technologies and their role in sustainable business model innovation
- Understand how High-Tech businesses create value for various stakeholders and how they capture it
- Learn to design business models with a sustainability component

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 1 - Identify and examine the various components of a complex situation
C4B learning goal	LG4 - CSR
C4B learning objective	LO11 - Identify ethical issues and act on them from an ethical perspective
Outcomes	Lev. 2 - Identify, categorize and prioritize ethical issues concerning one's activities

≡ TACKLED CONCEPTS

Corporate Social Responsibility (CSR)
Sustainability
Ethics in digital/ tech business
Responsible digital business
Sustainable Business Model (SBM)
Emerging technologies

≡ LEARNING METHODS

This course will mix several methods, to stimulate students and help them to develop knowledge and skills:

1. Lectures
2. In-Class Group Discussions
3. In-Class Group Presentations
4. Readings & Case Studies

≡ EXPECTED WORK AND EVALUATION

Active Participation in class (20%), Sit-In In-Class Reflective Individual Essay (40%) and Final Presentation Project Group work (40%)

≡ BIBLIOGRAPHY

Core Text and Required reading:

- Porter, M., & Kramer, M. (2011). The Big Idea: Creating Shared Value. How to Reinvent Capitalism—And Unleash a Wave of Innovation and Growth. *Harvard Business Review*, 89, 62–77.
- Elkington, J. (1997). Partnerships. In *Cannibals with forks: The triple bottom line of 21st century business* (pp. 219–243). Capstone.
- Lüdeke-Freund, F. (2020). Sustainable entrepreneurship, innovation, and business models: Integrative framework and propositions for future research. *Business Strategy and the Environment*, 29(2), 665–681. <https://doi.org/10.1002/bse.2396>
- Bickley, S. J., Macintyre, A., & Torgler, B. (2024). Artificial Intelligence and Big Data in Sustainable Entrepreneurship. *Journal of Economic Surveys*, joes.12611. <https://doi.org/10.1111/joes.12611>
- *Harvard Business Case Study 'dacadoo (C): Ready for take-off'*
- Bocken, N. (2021). Sustainable Business Models. In W. Leal Filho, A. M. Azul, L. Brandli, A. Lange Salvia, & T. Wall (Eds.), *Decent Work and Economic Growth* (pp. 963–975). Springer International Publishing. https://doi.org/10.1007/978-3-319-95867-5_48

Recommended reading:

≡ EVALUATION METHODS

100 % : Continuous assessment

≡ SESSIONS

1

Introduction-Ethical Dilemmas in Executive Management Decisions: Part 1 (CR)

BRIEFING : 02h00

- **in-class group discussions** on the case study of Harvard Business Review 'Building a "Backdoor" to the iPhone';
- **in-class group work** on the ethical alternative to decision-making in digital technology

2

Introduction-Ethical Dilemmas in Executive Management Decisions: Part 2 (CR)

BRIEFING : 02h00

- **in-class group discussions** on the case study of Harvard Business Review 'Building a "Backdoor" to the iPhone';
- **in-class group presentations** on the ethical alternative to decision-making in digital technology

3

Technology, Sustainability and Environmental Ethics: Part 1 (CR)

BRIEFING : 02h00

- **In-class group discussions** on CSR through the lens of environmental ethics, investigating how digital and tech business relates to the environment it operates with the concept of 'responsible sustainability' and 'critical human-interests'. Different conceptions of sustainability reflecting environmental ethics are also discussed.
- **In-class group presentations** on students' chosen case digital/ tech companies' rationale for acting ethically towards the environment?

4

Technology, Sustainability and Environmental Ethics: Part 2 (CR)

BRIEFING : 02h00

- **In-class group discussions** on CSR through the lens of environmental ethics, investigating how digital and tech business relates to the environment it operates with the concept of 'responsible sustainability' and 'critical human-interests'. Different conceptions of sustainability reflecting environmental ethics are also discussed.
- **In-class group presentations** on students' chosen case digital/ tech companies' rationale for acting ethically towards the environment?

5

Emerging Tech Business As a Force of Good? Responsible Business in Crisis: Part 1 (CR)

BRIEFING : 02h00

- **In-class group discussions** on tech & digital business (google, Amazon, Microsoft)' motivations in engaging in crisis, such as disaster relief from the ethical, stakeholder, and internal corporate perspectives. Analyse selected companies' sustainability and CSR activities (management practices, stakeholder engagement, organisational structures, CSR & ESG reporting) in disaster relief engagement.
- **In-class group presentations** on students' chosen case digital/ tech companies' drivers and factors that motivate your firm to carry out responsible action to help out when society is in crisis.

6

Emerging Tech Business As a Force of Good? Responsible Business in Crisis: Part 2 (CR)

BRIEFING : 02h00

- **In-class group discussions** on tech & digital business (google, amazon, Microsoft)' motivations in engaging in crisis, such as disaster relief from the ethical, stakeholder, and internal corporate perspectives. Analyse selected companies' sustainability and CSR activities (management practices, stakeholder engagement, organisational structures, CSR & ESG reporting) in disaster relief engagement.
- **In-class group presentations** on students' chosen case digital/ tech companies' drivers and factors that motivate your firm to carry out responsible action to help out when society is in crisis.

7

Documentary and Analysis: Amazon's Digital Capitalism (CR)

BRIEFING : 02h00

8

Sit-In In-Class Individual Reflective Essay (CR)

BRIEFING : 02h00

Based on the documentary: Reflect on issues and challenges related to technology and society identified in the documentary and write a short reflective essay with concepts, theories, and critical ideas learnt in this course (the notion of ethical executive management decisions; environmental ethics and different rationale to do good; incentives to engage in society need etc).

9

In-class Group Debates (DB)

BRIEFING : 02h00

Course materials:

- Porter, M., & Kramer, M. (2011). The Big Idea: Creating Shared Value. How to Reinvent Capitalism—And Unleash a Wave of Innovation and Growth. *Harvard Business Review*, 89, 62–77.
- Elkington, J. (1997). Partnerships. In *Cannibals with forks: The triple bottom line of 21st century business* (pp. 219–243). Capstone.

The debate will be structured as follows:

- *Reflection and concluding remarks* (30 minutes): students will share their reflections about the debates and provide critical opinions based on the course materials.
- *Moderated debates* (1 hour): in the first round a spokesperson from each group will present their arguments. In the second round, each spokesperson will provide their rebuttals (5 minutes per speech).
- *Preparation* (30 minutes): students will be divided into 5 groups (firms, policymakers, civil society, NGOs, and academia). Each group will be given a short memo with the position to defend and general background information. Each group is expected to prepare arguments and select one spokesperson.
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10

Emerging Technologies as Levers of Sustainable Business Model Innovation (DB)

BRIEFING : 02h00

Course materials:

- Lüdeke-Freund, F. (2020). Sustainable entrepreneurship, innovation, and business models: Integrative framework and propositions for future research. *Business Strategy and the Environment*, 29(2), 665–681. <https://doi.org/10.1002/bse.2396>
- Bickley, S. J., Macintyre, A., & Torgler, B. (2024). Artificial Intelligence and Big Data in Sustainable Entrepreneurship. *Journal of Economic Surveys*, joes.12611. <https://doi.org/10.1111/joes.12611>

In-class group discussion about emerging technologies and their potential in driving sustainable entrepreneurship and business model innovation for sustainability.

In-class group brainstorming: students will be divided into groups. Each group will pick an emerging technology of interest and brainstorm how a chosen technology can be leveraged in a sustainable business model (20 mins). Then, each group will present their ideas (30 mins in total).

11

Sustainable Business Modelling for High-Tech Start-Ups (DB)

BRIEFING : 02h00

Course materials:

- *Harvard Business Case Study 'dacadoo (C): Ready for take-off'*
- Bocken, N. (2021). Sustainable Business Models. In W. Leal Filho, A. M. Azul, L. Brandli, A. Lange Salvia, & T. Wall (Eds.), *Recent Work and Economic Growth* (pp. 963–975). Springer International Publishing. https://doi.org/10.1007/978-3-319-95867-5_48

In-class group discussion of a business case for sustainability:

Students will read *Harvard Business Case Study 'dacadoo (C): Ready for take-off'* at home. In class students will discuss Swiss health-tech's value proposition, creation, and capture based on the tools from course materials.

Final presentation (DB)BRIEFING : 02h00

In-class group work (presentations) on sustainable business models created by students for a High-Tech company in a chosen sector:

- *Feedback from the moderator* (5 minutes): Each group will additionally receive feedback from the professor.
 - *Feedback of a discussant* (5 minutes): Each group will be assigned a discussant from another group. The discussant will give feedback at the end of the presentation.
 - *Presentation* (10 minutes): Each group of 5 or 6 will present a sustainable business model they designed (using the Sustainable Business Model Canvas and the Value Mapping Tool).
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