



Class of July 2020 ('20J)
MBA ELECTIVE COURSE OFFERINGS

MARKETING AREA

Course Calendar

Period 3 (January-February 2020)	Campus	Credit
Market Driving Strategies	SGP	1
Customer Insights	FBL / SGP	0.5
Service-as-Strategy: Competing Through Services In a Digital World	FBL / SGP	0.5
Discover Israel Fieldtrip (P3+)	FBL / SGP	0.5
Period 4 (March-April 2020)	Campus	Credit
Market Driving Strategies	FBL / SGP	1
Brand Management	FBL / SGP	1
Digital & Social Media Marketing Strategy	FBL / SGP	0.5
Period 5 (May-June 2020)	Campus	Credit
Neuroscience4Business	FBL	1
Strategic Market Intelligence	FBL SGP	1 0.5
Value Creation in Luxury and Fashion	FBL	0.5
Business-to-Business (B2B): Creating and Capturing Value	SGP FBL	0.5 1
Biopharmaceutical Marketing Strategy	FBL	1
AI Strategy for Startups and C-Suites	FBL SGP	1 0.5
Strategic Pricing	FBL / SGP	0.5
The Body Business: Understanding Food & Well-Being	FBL	0.5
Distribution Channels & Sales Force	SGP	0.5
Sales Force Management	FBL	0.5
Distribution Channels & Retailing	FBL	0.5



MBA ELECTIVE COURSE OFFERINGS

MARKET DRIVING STRATEGY

Campus	Period	Credit	Faculty
SGP	Jan.- Feb. (P3)	1	Daniel WALTERS
FBL	March - April (P4)	1	Maria Ana VITORINO
SGP	March - April (P4)	1	Daniel WALTERS

Course overview

This course provides a unique opportunity for participants to compete in the #1 business simulation in the world. CMOs and CEOs in INSEAD's executive programs have raved about how accurate this unique simulation operates to real-world decision making. Students will learn competitive strategies and sharpen their managerial intuition by implementing a growth strategy for a business in a competitive market environment, using the MARKSTRAT simulation. Students will compete in teams to see who has the right strategy and insight to manage a business unit to profitability and dominate a market.

Course format

Discussions and lectures complement MARKSTRAT

Evaluation based on MARKSTRAT performance, presentations & reflection reports.

Target audience

General managers, consultants, entrepreneurs, marketing managers.



MBA ELECTIVE COURSE OFFERINGS

CUSTOMER INSIGHT

Campus	Period	Credit	Faculty
FBL	Jan. - Feb. (P3)	0.5	Ziv CARMON
SGP	Jan. - Feb. (P3)	0.5	Ziv CARMON

Course objective

Practical insights on how to understand & influence people in marketing contexts & well beyond, building on cutting-edge concepts from Behavioral Economics & Psychology.

Course overview & format

- Format: Intense experience (3x3-hour meetings + 1x1.5 hours meeting, all over a period of a few days) with a very applied focus. Classes are interactive, & cover a wide range of examples.

Target audience

- Marketers, consultants, general managers, entrepreneurs, & anyone interested in better understanding & influencing people;
- The course is appropriate for those interested in B2C, B2B, or services.



MBA ELECTIVE COURSE OFFERINGS

SERVICE-AS-STRATEGY: COMPETING THROUGH SERVICES IN A DIGITAL WORLD

Campus	Period	Credit	Faculty
FBL	Jan. - Feb. (P3)	0.5	Wolfgang ULAGA
SGP	Jan. - Feb. (P3)	0.5	Wolfgang ULAGA

Course Overview

Today, everyone is in Service. Many firms move *from selling products (i.e. 'pushing boxes')* to providing *service(s)* in industries as diverse as information technology (Software-as-a-Service), real estate (Space-as-a-Service), or manufacturing (consumer goods producers becoming retailers). Pure players (re-)discover customer service as a strategic weapon. Digital transformation further accelerates the trend towards a Service Economy, where 'everything' becomes a service (Data-as-a-Service).

Course objective and content

This elective allows you to apprehend the key principles of service excellence and learn from best practices when *strategically competing through service(s)*, whether it is in a FORTUNE 500 or a startup company! We explore how firms unleash growth opportunities through service(s), develop new service business models, leverage innovation for better service experiences, use new technologies for providing excellent service(s) at lower costs, and differentiate from competition through a truly customer-centric service culture. Topics cover key aspects of understanding, creating, and delivering customer value through service(s):

- New Service Business Models: Can Disruptors Teach Old Dogs New Tricks?
- Service Innovation: Translating Customer Insights into New Service Concepts
- Service Design: Discovering Service Blueprinting for Crafting Outstanding Service Experiences
- Service Delivery: Leveraging Technology for Cost-Efficient Service Excellence
- Service Quality: Managing Customer Satisfaction and 'Effortless' Customer Experiences
- Service Pricing: Exploring Subscription-Based Pricing and Other Innovative Approaches
- Monetizing Data-as-a-Service: A Framework for Turning Data into Dollars
- Service Culture: Mastering Key Building Blocks of a Customer-Centric Service Mind-Set

Course format and evaluation

In this elective, we draw on service science concepts and frameworks (i.e. Service Blueprinting; Gaps Model of Service Quality, SERVQUAL; Service-Profit Chain) as well as service management tools (i.e. Service-Excellence Star Model) to lead case discussions of firms in different service contexts and industries (B2C versus B2B; pure services versus industrial companies), complemented with lectures and a guest presentation by an executive in a service business. Evaluation is based on case study group work and class participation.

Target audience

Students interested in transitioning to service industries (consumer/professional services); Participants working in product companies with a large service dimension or in firms seeking to grow the service portion of their business, especially through digital transformation; Business development managers, consultants, entrepreneurs or executives interested in service business.



MBA ELECTIVE COURSE OFFERINGS

DISCOVER ISRAEL FIELDTRIP

Campus	Period	Credit	Faculty
FBL	Jan. – Feb. (P3+)	0.5	Ron LAZER
SGP	Jan. – Feb. (P3+)	0.5	Ron LAZER

Course overview

The course will entail a 5-day visit to Israel—a fascinating & controversial country, bursting with energy, innovation, attractions, & interesting challenges. With the highest number of startups per capita of any country, & massive venture capital investments, Israel is one of the world's premier entrepreneurship hubs. A world-class tourist destination, where entertainment never stops, & also the Holy Land, home to some of the most sacred sites to Muslims, Christians, & Jews. In short, within its small area, Israel offers numerous business, cultural, & religious attractions, combining a rich history, a deeply entrepreneurial spirit, & love of the good life. We will visit mostly high tech & entrepreneurial firms, also meet some remarkable Israelis, & experience cultural & tourist activities.



MBA ELECTIVE COURSE OFFERINGS

BRAND MANAGEMENT

Campus	Period	Credit	Faculty
FBL	March - April (P4)	1	Pierre CHANDON
SGP	March - April (P4)	1	Joerg NIESSING

Course overview

Brands are among the most valuable assets of a company. This is even truer in today's agile world where the digital revolution has upended how consumers engage with brands. Too often however, decisions regarding the company strategy, product policy, pricing, advertising or distribution are made in isolation without taking into account their impact on brand equity. In this course, we will examine strategy from a branding perspective, and address the most important issues involved in building strong brands and in maximizing the value of existing brands. The following topics are covered:

- Understanding when and why branding creates customer and company value
- A step-by-step approach to building strong brands
- Brand Metrics: Learn to measure brand image, brand equity and brand value
- Maximising the value of existing brands: Strategies for brand revitalization, brand extensions, "cult brands", role of private labels and global branding
- Strategies for keeping brands relevant today's agile world
- The importance of branding when creating outstanding customer experiences (not just product or solutions)
- Entrepreneurial brand building with limited resources

Course format

- Primarily cases (mostly INSEAD cases specifically developed for this course) in diverse areas across industries and regions
- Group work and case surveys
- Class participation

Target audience

General managers and brand managers, consultants (branding, communication), entrepreneurs, analysts operating in branded industries



MBA ELECTIVE COURSE OFFERINGS

DIGITAL & SOCIAL MEDIA MARKETING STRATEGY

Campus	Period	Credit	Faculty
FBL	March - April (P4)	0.5	David DUBOIS
SGP	March - April (P4)	0.5	David DUBOIS

Course overview:

This course offers a condensed overview of business leaders can create value through digital and social media technologies. The course is designed to hone critical thinking skills by analyzing, developing, implementing, and evaluating digital and social strategies as an integral part of overall marketing strategy. More specifically, the course aims at helping participants to:

- Understand the rapidly changing advertising and media landscape, with a focus on new media channels and their dual role in helping business leaders to collect “big data” and generate insights, and connect users with one another.
- Examine how consumers respond to digital and social media, interact with each other in social networks, and virally spread information via word-of-mouth
- Build a digital / social media strategy as an integral part of an overall marketing strategy

Course format

- Lectures, cases, and in-class discussions
- Guest speakers
- Grade based on group work and class attendance & participation



MBA ELECTIVE COURSE OFFERINGS

NEUROSCIENCE4BUSINESS:

UNDERSTANDING AND LEVERAGING NEUROSCIENCE FOR BUSINESSES

Campus	Period	Credit
FBL	May - June (P5)	1

Course Overview:

Basic neuroscience made steady progress throughout the 20th century with only small areas of application outside of medicine. Over the past 30 years, however, breakthroughs in measurement, computation and artificial intelligence have accelerated basic research and created major applications for business and technology. Currently, applications to marketing research, customer intelligence, and new product development and even “neuro-leadership” are experiencing explosive growth that has been met with both excitement and skepticism. This course provides an overview of these developments and how future leaders can leverage these to create value.

The goal of this elective is to understand how neuroscience-based AI can be leveraged to make better business decisions for MBAs who are (1) considering founding a start-up in this new field, (2) work in the management (but not programming 🤖 ...) of this cutting-edge data science and biotech space as well as (3) for those who simply want to better understand the brain, neuromarketing and neuroscience-driven artificial intelligence applications.

The course follows a straightforward concept/application format for each major area of cognitive neuroscience with several practitioner presentations from interesting key players in the field. The most relevant concepts of neuroscience are covered along with a few illustrative applications. A key take-away from this part of the course is to gain the elementary conceptual knowledge that is necessary to separate "neuro-reality" from "neuro-hype."

There are two general types of applications. First, there are applications of neuroscience in marketing research. Topics range from already widely used applications, such as eye-tracking measures in the lab and the field, to emerging methods and measures, such as mobile EEG, face reading AI-algorithms, and AI-enhanced brain predictors of market response. These methods can be used for example for improving packaging and shelf display, copy testing for advertisements, video games, new product usability studies, and simulators. Second, there are applications of neuroscience in the development of innovations and new products. They include wearable physiological devices (e.g., Google Glasses, Microsoft HoloLens) and apps, natural language-enhancement (e.g., Google Duplex), sensory branding for foods and fragrances, pharmaceuticals and medical devices, and neuroscience-based "edutainment" designed to enhance cognitive functions.

Lastly, in line with INSEAD’s “Force for Good” mission, we will also discuss ethical boundaries of using Neuroscience and AI to “read consumers’ minds”.

Professor Hilke Plassmann holds INSEAD’s Chair for Decision Neuroscience and is one of the worldwide pioneers of using neuroscience for better business decision-making.



MBA ELECTIVE COURSE OFFERINGS

STRATEGIC MARKET INTELLIGENCE

Campus	Period	Credit	Faculty
FBL	May - June (P5)	1	TBA
SGP	May - June (P5)	0.5	Eyal MAOZ

Course Overview

Marketing research develops relevant, timely, and useful information — **Strategic Market Intelligence (SMI)** — for marketing managers tasked with decision-making. Using real-world applications from various industries, this course seeks to familiarize you with the fundamentals of conducting marketing research. The course is aimed at the manager, who is the ultimate user of the research and who is responsible for determining the scope and direction of the research activities conducted on his/her behalf. The course describes formulating critical managerial problems, analysing data, drawing inference and telling evidence-based convincing narratives, with a view of yielding actionable results.

How does Strategic Marketing Intelligence compare with the (Big) Data Analytics elective?

The Data Analytics elective discusses research and analytics for a wide-range of business activities. SMI (exclusively) focuses on marketing activities. SMI emphasizes understanding the consumer journey, measuring competitive reactions, and forecasting the causal (revenue and profit) implications of changes in the marketing mix. To do so, SMI blends methods from a number of “mother” disciplines including computer science, economics, psychology, sociology, and statistics. These objectives and methods are unique to marketing amongst business disciplines and, therefore, to SMI amongst electives at INSEAD.



MBA ELECTIVE COURSE OFFERINGS

VALUE CREATION IN LUXURY AND FASHION

Campus	Period	Credit	Faculty
FBL	May - June (P5)	0.5	Clément BELLET

Course objectives

The objective of this course is to offer students with hands-on experience and understanding on the economics of global luxury and fashion markets. Building on cutting-edge economics and marketing research, and organizational and strategic insights on the role of status and style in consumer behaviours and business decisions, the course is designed to provide and hone critical thinking and managerial skills related to planning and executing effective luxury and premium strategies. The course does not ignore the importance of up-to-date industry knowledge and does provide such knowledge, but is also designed as a journey into the daily life of luxury and fashion leaders and managers. To reach these objectives, the course will build on a mix of case studies, data analytics exercises, and hands-on project development.



MBA ELECTIVE COURSE OFFERINGS

BUSINESS-TO-BUSINESS (B2B): CREATING AND CAPTURING VALUE

Campus	Period	Credit	Faculty
FBL	May-June (P5)	1	Wolfgang ULAGA
SGP	May-June (P5)	0.5	Wolfgang ULAGA

Course overview

Half of exchanges in the global economy are Business-to-Business (B2B) transactions, and nearly 90% of global ecommerce is B2B. We often think of Apple, Coca-Cola, or Starbucks as great marketers, but they also each spend billions annually on buying goods and services from other firms. Many operate in both business and consumer markets (e.g. Amazon or Microsoft), and there are many exciting job opportunities in B2B firms, whether they are component, ingredient, machine manufacturers and system sellers (e.g. ABB or Siemens), or professional services firms in consulting, engineering, logistics or software (e.g. Maersk, McKinsey, or SAP).

Course objective and content

B2B Marketing has its own specificities (e.g. complex purchasing organizations; multiple stakeholders; or highly skilled procurement professionals). This elective helps you build and grow your B2B marketing skills through value-based marketing concepts and frameworks. Special attention is given to documenting and quantifying value in economic terms (Value-in-Use), developing innovative B2B business models and customer solutions, using B2B pricing techniques, as well as understanding how B2B marketers can best navigate disruptive changes (e.g. low-cost competition and digital transformation). We conclude by addressing how you can drive change and transformation as a Marketing leader in a B2B company. To this end, the course objectives are:

- understand how changes in professional purchasing and procurement affect B2B Marketing,
- learn B2B Value-Based Marketing for identifying, (co-)creating, delivering and capturing *MORE* value,
- explore how B2B firms can profitably grow beyond products through services and customer solutions,
- discuss how to address growing commoditization and low-cost competition in B2B,
- navigate digital transformation and sell new data-driven offers (instructor’s book ‘Monetizing Data’),
- practice value-based pricing for capturing *MORE* value in business markets (e.g. Free-to-Fee), and
- reflect on your future role and responsibilities as a marketing leader and change agent in B2B.

Course format and evaluation

This elective is designed around case discussions in different B2B contexts, complemented with lectures and a B2B executives’ guest presentation. Evaluation is based on case study group work and class participation.

Target audience

Students interested in marketing and sales of products and services to other firms and/or (non-)profit organizations. Entrepreneurs, business developers, and consultants attracted by opportunities in B2B.



MBA ELECTIVE COURSE OFFERINGS

BIOPHARMACEUTICAL MARKETING STRATEGY

Campus	Period	Credit	Faculty
FBL	May-June (P5)	1	TBA

Marketing in the biopharmaceutical industry is challenging because the industry

- faces high societal expectations, rapid scientific, technological and economic change,
- must satisfy multiple customers: physicians, patients and third-party payers (public and private insurers), and
- all marketing mix elements are heavily regulated

Course overview

- Key characteristics of the biopharmaceutical industry
- Managing market access: ensuring that patients have access to medicines
- Biopharmaceutical brand management: The biopharmaceutical brand plan, patient flow strategies, customer prioritization, shaping customer behavior, biopharmaceutical communication, personalized medicine

Course format

- Lectures & case studies
- Guest speakers from the industry

Target audience

- Students desiring to work for biopharmaceutical companies
- Consultants to the biopharmaceutical industry, a heavy user of consulting services
- Students interested in other sectors of the health care system such as diagnostics, medical devices, digital health apps, hospitals and health insurers



MBA ELECTIVE COURSE OFFERINGS

AI STRATEGY FOR STARTUPS AND C-SUITES

Campus	Period	Credit	Faculty
FBL	May-June (P5)	1	Pavel KIREYEV
SGP	May-June (P5)	0.5	Phil PARKER

Course objectives

This elective is designed to introduce, demystify and investigate value creation strategies in eco-systems relating to AI, machine learning, robotics, and advanced analytics. The course begins by looking at the the history of machine-based automation mimicking human activities. We will discuss the differences between human and non-human intelligence and the degree to which these differences matter. Applications starting from mechanical origins, to digital innovations in this area have gradually reached what some consider "intellectual" achievements. What can we expect in the future? The course covers four key layers in AI systems: (1) the data layer... all things "big and small data", (2) the deep learning layer... all things machine learning, advanced multivariate statistics, graph theory, and algorithms, (3) the authoring layer... decision support, automated news, and writing, and (4) the distribution layer... meta data, formats, and uses. These advances will be coupled with advanced decision support systems that have the potential, themselves, to be fully automated. The course will emphasize value creation opportunities along the way, and, from time to time, focus on arcane things like 3D game rendering engines, trade-offs between PCI/SSD/MDD/RAM, programming languages, database formats, IT pipelines, and how to avoid spending too much money.



STRATEGIC PRICING

Campus	Period	Credit	Faculty
FBL	May-June (P5)	0.5	Klaus WERTENBROCH
SGP	May-June (P5)	0.5	Klaus WERTENBROCH

Course objectives

This marketing elective provides participants with the conceptual, analytical, and statistical tools as well as insights in consumer and competitive behaviour to design profit maximizing pricing strategies and set prices accordingly. It focuses on linking pricing to brand strategy, not to issues of capacity utilization.

Course overview

This course is organized along three dimensions:

- Price determinants (consumer psychology, psychology of privacy and microtargeting, willingness to pay, relevant costs, competition strategy)
- Price customization techniques (e.g., among others, product line pricing, promotional pricing, nonlinear pricing, algorithmic pricing)
- Applications and industries (e.g., consumer goods, B2B, financial services)

Course format

Cases, lectures, exercises

Evaluation based on group project, exercises and class participation

Target audience

General managers, consultants, marketing and brand managers, corporate finance managers, entrepreneurs



MBA ELECTIVE COURSE OFFERINGS

THE BODY BUSINESS: UNDERSTANDING FOOD & WELL-BEING

Campus	Period	Credit	Faculty
FBL	May-June (P5)	0.5	Pierre CHANDON

Course objectives

We are surrounded by products and services that promise to improve our bodies through healthier foods or supplements, apps, connected objects, or 10-step individual or corporate well-being programs. The body business is large, growing, and profitable. It offers entrepreneurial opportunities not only in food and well-being, but also in fitness, alternative healthcare, detoxing and mindfulness centers, including the apps and connected objects that accompany them. It is also disrupting Big Food, Big Beauty, Big Pharma, and Big Healthcare, forcing them to innovate or acquire start-ups.

The goal of this mini elective is to understand the rules of the body business for MBAs who are considering working in this new space as well as for those who just want to take better care of their bodies. All of the cases were written by Pierre Chandon for the purpose of this course.



MBA ELECTIVE COURSE OFFERINGS

DISTRIBUTION CHANNELS & SALES FORCE

Campus	Period	Credit	Faculty
SGP	May-June (P5)	0.5	Paddy PADMANABHAN

Course overview

This course is designed for students interested in understanding distribution channels and helping organizations leverage distribution channels for value creation, market differentiation and competitive advantage. Distribution channels refer to the collective set of organizations that efficiently transmit products/services from the point(s) of conception to the point(s) of consumption and beyond.

Channels, the 4th P in the marketing mix, have historically been the least glamorous of the marketing mix variables. The reality today is radically different. Product proliferation, media fragmentation, intermediary power, e-commerce, m-commerce, etc., among other things have conspired to place a premium on effective channel design and management. The success of Apple, Alibaba, Hyundai, Amazon, Rakuten, Walmart, BlaBlaCar, Uber, Grab, Best Buy, Airbnb, Expedia, etc., reveals that careful attention to distribution can have tremendous payoffs.

The organization of this course reflects this newfound interest in channels. The course will cover channel issues that are internal to a firm (e.g., salesforce management, account management, sales-marketing-organization interface, etc.) and external to the firm (retailing, wholesaling, trade relationships, channel conflict, channel coordination, etc.). The contexts used to explore these issues will be a mix of B2B and B2C settings across developed and developing economies.

Course pedagogy

We will examine the issues involved in managing the intra and inter-organizational interactions in a distribution channel primarily through case studies. The contexts examined in the course will range across the continuum from packaged goods to services to solutions across the B2C and B2B contexts in developed and developing economies.

Target audience

Students interested in marketing, general management and consulting. The course will also be useful for entrepreneurs in the development of their go-to-market strategy.



MBA ELECTIVE COURSE OFFERINGS

SALES FORCE MANAGEMENT

Campus	Period	Credit	Faculty
SGP	May-June (P5)	0.5	Paddy PADMANABHAN

Course purpose

For any organization, the salesforce is a major growth engine as well as a critical source for market feedback. It is also one of the most significant capital investments for an organization. The course is designed to provide students with an understanding of what it takes to create and manage a salesforce that generates the right balance between stimulating the salesforce and controlling its cost. More importantly, in a world where innovations in products, pricing and communications are easily copied/replicated by competitors – building an effective salesforce can be a key source of competitive advantage as most of the activities involved in creating it are invisible to the outside world.

The course will take students through all aspects of salesforce management – defining the sales roles, identifying the right talent, influencing salesperson motivation and effectiveness, allocating and deploying sales effort, evaluating salesperson performance, designing the salesforce compensation schemes and creating the right salesforce control system.

The objectives of this course are:

1. Get students to think of salesforce management as a series of inter-related parts
2. Acquaint them with the state-of-the-art practice with regard to each of the inter-related parts of salesforce management
3. A set of analytical frameworks, concepts and tools for critical thinking about salesforce management

Target Audience

Students interested in sales, marketing, general management and consulting. The course will also be useful for entrepreneurs in the development of their go-to-market strategy.

Course Pedagogy

We will examine the issues involved in managing the salesforce primarily through case studies. The contexts examined in the course will range across the continuum from packaged goods to services to solutions across the B2C and B2B contexts in developed and developing economies.



MBA ELECTIVE COURSE OFFERINGS

DISTRIBUTION CHANNELS & RETAILING

Campus	Period	Credit	Faculty
FBL	May-June (P5)	0.5	Paddy PADMANABHAN & Dominique LE COSSOIS

Course Purpose

This course is designed for students interested in understanding distribution channels and helping organizations leverage distribution channels for value creation, market differentiation and competitive advantage. Distribution channels refer to the collective set of organizations that efficiently transmit products/services from the point(s) of conception to the point(s) of consumption and beyond.

Channels, the 4th P in the marketing mix, have historically been the least glamorous of the marketing mix variables. The reality today is radically different. Product proliferation, media fragmentation, intermediary power, e-commerce, m-commerce, etc., among other things have conspired to place a premium on effective channel design and management. The success of Apple, Alibaba, Hyundai, Amazon, Rakuten, Walmart, BlaBlaCar, Uber, Grab, Best Buy, Airbnb, Expedia, etc., reveals that careful attention to distribution can have tremendous payoffs.

The organization of this course reflects this newfound interest in channels. The course will cover channel issues that are relate to the development of the go-to-market strategy of a firm. (channel outputs, channel design, channel intermediaries and their business models, retailing, wholesaling, trade relationships, channel conflict, channel coordination, etc.). The contexts used to explore these issues will be a mix of B2B and B2C settings across developed and developing economies.

The objectives of this course are:

1. An understanding of the interactions within as well as between institutions in a channel and their implications for effective delivery of value to the end consumer
2. A set of analytical frameworks, concepts and tools for critical thinking about channel design, channel coordination and channel performance.

Target Audience

Students interested in marketing, general management and consulting. The course will also be useful for entrepreneurs in the development of their go-to-market strategy.

Course Pedagogy

We will examine the issues involved in managing the intra and inter-organizational interactions in a distribution channel primarily through case studies. The contexts examined in the course will range across the continuum from packaged goods to services to solutions across the B2C and B2B contexts in developed and developing economies.