

Module Outline

Programme : THE NUS MBA
Module Code : BMA5537A
Module Title : Brand Alignment for Sustainable Growth
Class Date : From 21/10/2021 To 23/10/2021
Semester : Semester 1, Academic Year 2021/2022
Faculty : Professor Prem Shamdasani
Department : Marketing
Email : bizps@nus.edu.sg
URL : <http://bizfaculty.nus.edu/faculty-profiles/69-prem>
Telephone : +65-90216866 / +65-65166264

Overview

To compete effectively in crowded and commoditized markets, companies need to focus on building long-term brand value and to strategically align the brand internally and externally. Successful internal and external brand alignment will ensure an organization's continued ability to achieve sustainable and profitable growth while nurturing a corporate culture that is passionate about living its brand values, high performing and consistently delivering its brand promise to customers.

External alignment triangulates the strategies to pursue market share leadership, brand leadership and customer intimacy to achieve sustainable market leadership. Internal alignment strategies enable organizations to build a passionate, high performing and competitive corporate culture by aligning its purpose and values with its brand promise to customers. It enhances employee experiences which in turn enables the organization to consistently deliver great customer experiences.

Learning Outcomes

This module integrates theory and practice from the core disciplines of Marketing Strategy, Organizational Behavior and Brand Management.

BRAND ALIGNMENT FOR SUSTAINABLE GROWTH



In addition to the instructor's thought leadership, research and practice-based frameworks, global and Asian examples and case studies as well as insights from the instructor's consulting and executive development experience in the Asia Pacific region will be utilized to challenge mindsets and enhance learning based on the integrative framework that highlights the key organizational challenges:

Guest speaker(s) from the industry will be invited to share best practices to complement the classroom learnings. Topics and profiles of the speaker(s) will be confirmed closer to the scheduled date.

Assessment

Your grade will be determined based on the following assessment components:

Component	Weightage
Class Participation	20%
Reflection and Application Exercise (Individual)	40%
Sustainable Market Leadership Project (Group Presentation)	40%
Total	100%

Readings and Cases

There is no required textbook. The conceptual foundation, frameworks and tools will be provided by the faculty's own research and consulting experience and validated by the following readings and case studies.

1. Stephen A. Greyser and Mats Urde, "**What Does Your Corporate Brand Stand For?**", *Harvard Business Review*. January-February 2019.
2. Prem Shamdasani. "**Brand Leadership or Market Share Leadership? The Quest for Sustainable and Profitable Growth.**" *The Encyclopedia of Brands & Branding 2005*.
3. Omar Rodriguez Vila, Sunder Bharadwaj, Neil A. Morgan and Shubu Mitra, "**Is your Marketing Organization Ready for What's Next: A Framework for Aligning Growth Strategies and Capabilities.**" *Harvard Business Review*, November-December 2020.
4. Prem Shamdasani, "**Internal Branding: The Asian Leadership Imperative.**" *Journal of Leadership Studies* (2020).

Case Studies

1. Commerce Bank (TD Bank USA since 2008) – *Harvard Business School* (2006)
2. Intel: Reinventing a Technology Brand (Prem Shamdasani, *Sage Business Cases* 2021)

Module Format & Requirements

1. Class Participation

Participation in class is important and strongly encouraged. As we each have unique experiences and perspectives that can benefit the class overall, sharing of these experiences becomes an important part of the learning process.

The guidelines for evaluating class participation (20 marks) are as follows (i.e., the ASK Criteria - Attitudes, Skills, and Knowledge):

1. *Attitudes (A)* a) Openness and receptivity to diverse and/or opposing views and ideas b) Eagerness to learn and inquire (weightage: 6 marks)
2. *Skills (S)* a) Skilled in listening, asking questions, and expressing own ideas coherently b) Skilled at working with (collaborating), and influencing others positively (weightage: 6 marks)
3. *Knowledge (K)* a) Demonstrates understanding and knowledge of the frameworks and case studies (weightage: 8 marks)

2. Reflection and Application Exercise

This is an individual exercise (40 marks) to demonstrate your ability to apply the *Sustainable Market Leadership Framework (External Brand Alignment)*. You are encouraged to evaluate your selected company/brand in terms of its ability to effectively triangulate the pursuit of Market Share Leadership, Brand Leadership and Customer Intimacy.

To facilitate your application, you will need to start researching your selected company/brand in any market (country) before the commence the module.

Please note that you have 2 hours to complete the exercise and the page limit is 2 pages (single-spaced, 12 font size).

3. Group Project – Strategies for Sustainable Market Leadership (External Brand Alignment)

The group project (40 marks) focuses on evaluating a selected company/brand's effectiveness in pursuing sustainable market leadership by triangulating the strategies of market share leadership, brand leadership and customer intimacy.

The sustainable market leadership framework will be presented and validated in class. Additionally, students would have applied the framework to a selected company/brand in any market of their choice during the Reflection and Application Exercise.

With this knowledge, students will be randomly divided into groups to discuss which of the companies that they have individually analysed during the Reflection exercise **to select and present for the group presentation**. The group project will be an opportunity for the best company reflection and analysis to be presented to the class.

Each group will be given 15 mins to present its evaluation of the selected company's pursuit of sustainable market leadership. This will be followed by 10 mins of Q&A. Groups are to submit their PowerPoint slides for evaluation before the presentation and there is no need for a written report.

Academic Honesty and Plagiarism

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:

1. <http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>
2. Online Module on Plagiarism: <http://emodule.nus.edu.sg/ac/>

Schedule (Duration: 3 Days, Oct 21-23, 2021)

Session	Date & Time	Session Topic	Day
1.	Thu, 21 Oct 2021 12.00-3.00 pm	External Brand Alignment – Strategies for Sustainable Market Leadership Framework	1
2.	Thu, 21 Oct 2021 3.00-6.00 pm	External Brand Alignment – Case Study Validation (Intel) Guest Speaker	1
3.	Fri, 22 Oct 2021 12.00-3.00 pm	Individual Reflection and Application Exercise (Submission of 2-page analysis)	2
4.	Fri, 22 Oct 2021 3.00-6.00 pm	Internal Brand Alignment – Strategies for Building Passionate and High Performing Organizations (Framework) Guest Speaker	2
5.	Sat, 23 Oct 2021 12.00-3.00 pm	Internal Brand Alignment – Case Study Validation (Commerce TD Bank USA)	3
6.	Sat, 23 Oct 2021 3.00-6.00 pm	Group Project Presentations: Sustainable Market Leadership (External Brand Alignment)	3

PROFILE OF INSTRUCTOR



Dr Prem Shamdasani is Associate Professor of Marketing; Academic Director, NUS Executive MBA Program; Co-Director, Stanford-NUS International Management Program; Director, and the NUS Marketing Strategy In A Digital World Program at the NUS Business School, National University of Singapore.

He was the former Vice-Dean of Executive Education, Academic Director of the UCLA-NUS Executive MBA, Master of Science (Marketing) Program; NUS Advanced Management Program; and the NYU Stern-NUS Doing Business in Asia Program.

He holds a BBA degree with first class honors from the National University of Singapore (1984) and received his PhD in Marketing from the University of Southern California, Los Angeles (1990). His research and teaching interests include Marketing Strategy, Customer Centricity, Brand Management, Retail Strategy, Relationship Marketing, and Cross-Cultural Consumer Behavior.

He has also taught internationally (USA, Japan, China, India, S. Korea, Thailand, Malaysia, Indonesia, and S. Africa) and has received numerous commendations and awards for teaching excellence including membership to the NUS Teaching Hall of Fame.

Aside from teaching graduate and executive MBA courses, Dr Shamdasani is active in consulting, executive development and training and has worked with over 120 companies globally such as *Caterpillar, J&J, Abbot, GE, L’Oreal, Oppo, Gucci, McDonalds, Nokia, Sony, Daikin, Samsung, IBM, Microsoft, 3M, DuPont, Asahi Glass, Philips, Siemens, Telenor, Alcatel-Lucent, Yokogawa, Exel (DHL), MHE-Demag, Wipro-Unza, Royal Brunei Airlines, Singapore Airlines, Fuji Xerox, CA Technology, Genpact, AP Moeller Maersk, Roche China & South Africa, Bayer Healthcare, GlaxoSmithKline (GSK), B. Braun, Deutsche Bank, Sompo (Japan), Mizuho, HSBC, Barclays, Ernst & Young, KPMG, Deloitte, Suntory, Nestle, Danone, Dole, Cerebos, Julie’s (Malaysia), Boshi Fund Mgt (China), Bank of China, DBS Indonesia, SBI Life (India), Jardine Matheson, MCL Land (Hong Kong Land), Nedbank (S. Africa), DaimlerChrysler, Volvo, Ikea, AEON, Carrefour, Royal Ahold, NTUC Fairprice, Dairy Farm International, Berle Jucker (Thailand), Incheon Int’l Airport (S.Korea), Axis Bank (India), Sime Darby (Malaysia), Kalbe (Indonesia), Sinarmas (Indonesia), CentrePark (Indonesia), Ceylinco Insurance, Sampath Bank (Sri Lanka), John Keells (Sri Lanka), Aitken Spence (Sri Lanka), ThaiBev, Siam Commercial Bank (Thailand), Siam Cement Group (Thailand), Sasol (S. Africa), KNPC (Kuwait), Petronas (Malaysia), BarloWorld (S. Africa), KS Drilling, Wipro-Unza (India), Raymonds (India), Punjab National Bank (India), Axis Bank (India), Singapore Tourism Board, Genting Resorts World Singapore, NS Affairs Dept (The Army), Third Flotilla (The Navy), UNICEF, Ministry of Foreign Affairs, Commonwealth Secretariat (UK), , Singapore Subordinate Courts, Academic City (Ghana), University of Johannesburg, and Keio Business School.*

He has co-authored two books including one of the leading books on focus group research entitled, *Focus Groups: Theory and Practice*, for Sage Publications (USA). He is also actively involved in focus group research for consumer products companies and social marketing programs. His research publications have appeared in the leading regional and international journals and include the *Journal of Consumer Research, European Journal of Marketing, Journal of Advertising Research, Journal of Advertising, Journal of Business Research, Asian Journal of Marketing, Asia Pacific Journal of Management, Asian Case Research Journal, Journal of Retailing and Consumer Services*, and the *Journal of Leadership Studies*.

He is an external resource expert on marketing, branding and retailing to various trade and government agencies such as the *Singapore Retailers’ Association, IE (Trade Development Board), Singapore Tourism Board*

(STB), Productivity and Standards Board (SPRING), Institute of Policy Development, Prime Minister's Office, Ministry of National Development and BusinessWeek's CEO forums.

Dr Shamdasani has consulted with several domestic and multinational companies such as *Hagemeyer, United Parcel Service (UPS), Richland Logistics, Addicon Logistics, Singapore Telecom (SingTel), Mobile One (M1), Samsung, L'Oreal* and government-related agencies such as the *Singapore Enterprise Development Council (EDB), National Computer Board, IE Singapore (TDB), Young Musicians' Society* and the *US Department of Agriculture (USDA)*.

Dr Prem Shamdasani

Associate Professor of Marketing
Academic Director, NUS Executive MBA Program
Co-Director, Stanford-NUS Executive Program in International Management
Director, NUS Marketing Strategy in A Digital World Program
NUS Business School, National University of Singapore
15 Kent Ridge Drive, Singapore 119245
Tel: (65) 6516 6264; Fax: (65) 6779-5941
Mobile: (65) 9021-6866; Email: dr.prem@nus.edu.sg