

## Module Outline

<b>Programme</b>	: THE NUS MBA
<b>Module Code</b>	: BMA5537B
<b>Module Title</b>	: Customer Centricity In the Digital Age
<b>Class Date</b>	: From 18/10/2021 To 20/10/2021
<b>Semester</b>	: Semester I, AY21/22
<b>Faculty</b>	: Professor Prem Shamdasani
<b>Department</b>	: Marketing
<b>Email</b>	: dr.prem@nus.edu.sg
<b>URL</b>	: <a href="http://bizfaculty.nus.edu/faculty-profiles/69-prem">http://bizfaculty.nus.edu/faculty-profiles/69-prem</a>
<b>Telephone</b>	: +65-90216866 / +65-65166264

### MODULE DESCRIPTION

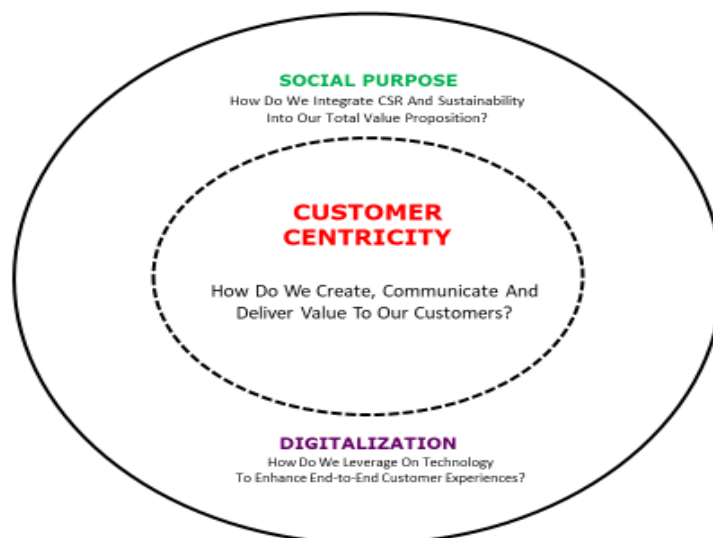
As industries become hyper-competitive, companies need to rapidly transform themselves to become customer-centric to reduce the risk of commoditization and to achieve sustainable and profitable growth. Customer centric companies compete on delivering great end-to-end customer experiences and strategically leverage on technology and digitalization to generate valuable insights of their customers' journey with the brand and organization. These experiences must be seamlessly delivered online and offline (omnichannel) in a personalized, convenient, and memorable way.

As customers increasingly demand that business be conducted in a socially responsible and environmentally sustainable manner, customer-centric companies need to integrate social purpose in their marketing strategy and operations to enhance brand equity and build social capital.

### LEARNING OUTCOMES

This module integrates theory and practice from Marketing Strategy, Consumer Behavior, Brand Management, Digital and Social Media Marketing, and Corporate Social Responsibility and Sustainability to address the following organizational priorities:

#### **CUSTOMERCENTRICITY: Integrating Customer Value, Social Purpose and Digitalization**



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 learning. Topics and profiles of the speaker(s) will be confirmed closer to the scheduled date.

**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. Almquist, Eric, John Senior, and N. Bloch, **“The Elements of Value. Measuring-and-Delivering What Customers Really Want.”** *Harvard Business Review*. September 2016.
2. Almquist, Eric, Jamie Cleghorn and Lori Sherer, **“The B2B Elements of Value.”** *Harvard Business Review*. March-April 2018.
3. Rob Markey, **“Are You Undervaluing Your Customers: It’s Time To Start Measuring and Managing Their Worth.”** *Harvard Business Review*, January-February 2020.
4. Niraj Dawar and Neil Bendle, **“Marketing in the Age of Alexa,”** *Harvard Business Review*. May-June 2018.
5. Omar Rodriquez Vila and Sundar Bharadwaj, **“Competing on Social Purpose.”** *Harvard Business Review*. September-October 2017.

**D. Case Studies**

1. L’Oreal India: Where Beauty Meets Tradition (Prem Shamdasani, *Ivey Publishing* 2017)
2. L’ Oreal India: Beauty with A Cause (Prem Shamdasani, 2021)

**ASSESSMENTS**

Component	Weightage
Class Participation	20%
Reflection and Application Exercise (Individual)	40%
Social Purpose Project (Group Presentation)	40%
<b>Total</b>	<b>100%</b>

## **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 *Customer Centricity: Value-Based Marketing Framework*. You are encouraged to evaluate your selected company/brand in terms of its total value proposition and its effectiveness in delivering customer experiences in an omnichannel environment.

*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 – Integrating Social Purpose into the Total Value Proposition**

The group project (40 marks) focuses on evaluating a selected company/brand's effectiveness of its marketing strategy and execution in integrating social purpose into its total value proposition. To guide you in this assignment, students are required to read the assigned article by Omar Rodriguez Vila and Sundar Bharadwaj, "Competing on Social Purpose." Harvard Business Review. September-October 2017, pp 84-101.

The authors Omar and Sundar provide compelling arguments to explore social purpose ideas in 3 marketing domains: *brand heritage*, *customer tensions*, and *product externalities* as well as a practical framework (see page 100 of their article) to evaluate the effectiveness of social purpose strategies in creating business value or reducing exposure to risk based on following: *brand attributes*, *business adjacencies*, *consumer associations and stakeholder acceptance*.

Before the commencement of the module, students will be divided into groups and randomly assigned a country for them to research and select a company (MNC or local) to evaluate its social purpose

strategy. As some of the companies may have multiple social initiatives/programs, you only have to select and focus on one social responsibility initiative/program to evaluate and present.

Each group will be given 15 mins to present its evaluation of the selected company's social purpose strategy. 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 & 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:

- <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct>
- <http://nus.edu.sg/osa/resources/code-of-student-conduct>

**SCHEDULE (DURATION: 3 DAYS, OCT 18-20, 2021)**

Session	Date & Time	Session Topic	Day
1.	Mon, 18 Oct 2021 12.00-3.00 pm	Customer centricity: Delivering the Connected Customer Experiences	1
2.	Mon, 18 Oct 2021 3.00-6.00 pm	Customer centricity II: The Tangible Value Proposition and Evaluating the Risks to Product Centric Companies  (Case: L'Oréal India: Where Beauty Meets Tradition)	1
3.	Tue, 19 Oct 2021 12.00-3.00 pm	Customer centricity III: The Intangible Value Propositions and Enhancing Differentiation	2
4.	Tue, 19 Oct 2021 3.00-6.00 pm	Customer centricity IV: Orchestrating Customer Experiences and Delivering the Total Value Proposition  Guest Speaker (TBC)  Reflection and Application Exercise 1 (Submission of 2-page analysis)	2
5.	Wed, 20 Oct 2021 12.00-3.00 pm	Integrating Social Purpose into the Total Value Proposition (Cases: Holcim Indonesia and L'Oréal India: Beauty with A Cause)  Guest Speaker (TBC)	3
6.	Wed, 20 Oct 2021 3.00-6.00 pm	Project Presentations: Integrating Social Purpose into the Total Value Proposition	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 organizations 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, Sampo (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), Old Mutual (S. Africa), 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)*.

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### **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](mailto:dr.prem@nus.edu.sg)