Marketing & Strategic Intelligence

Master in Management
Specialized Master in Full English
Marketing & Strategic Intelligence
Introduction

Be sensitive to change, be ready to transform (Kotler et al. 2010)

Nowadays, businesses operate in increasingly turbulent, information-intensive, international, and complex environments. To survive and grow, they need to create and maintain a competitive advantage. Accordingly, up-and-coming managers need to anticipate trends coming from the environment (globalization, environmental and social issues, new information technologies...), and take strategic decisions to create business opportunities.

Objectives

This Master will allow students to strategically operate in a global and complex competition. This is a unique and demanding Master for students who want to transform new trends into business opportunities...

More specifically, students will be able to:

- Collect, analyze and summarize data to assist the decision-marketing process
- Create and maintain a competitive advantage
- Anticipate and transform new trends into business opportunities
- Develop (e)-marketing and (e)-business strategies
- Identify, communicate with, and influence crucial stakeholders
- Stimulate, develop, and protect innovations
- Develop global strategies for products/services.

What is Marketing & Strategic Intelligence?

Organizations need to use information to generate knowledge and intelligence out of huge internal (company figures) and external data (market, customers, competitors, suppliers, public/governmental/non-governmental institutions, but also the political, economical, socio-cultural, technological and legal environment).

The ability to diligently use the information will allow organizations to:

- Develop a competitive advantage and efficient strategies thanks to offensive tools (creation of competitive advantage, internationalization, crisis communication, reputation management, lobbying, corporate espionage, corporate communication, brand equity creation, innovation) and defensive tools (protection of the know-how),
- Provide customers and stakeholders with value and thus improve company performance thanks to the development of a competitive advantage.
Figure 1 summarizes the key concepts that will be examined during the two-year Master.

**Job Opportunities**
- Product/Brand/Project/Communication/Marketing Manager
- Market Research Manager
- Marketing Intelligence Specialist
- Brand and Reputation Manager
- Business Analyst
- Community Manager
- Consultant or Project Leader in Strategic Intelligence, Information Management, Competitive Strategies, Crisis Management, Innovation and Strategy
- Auditor in Strategic Intelligence
Program

The specialized Master in Marketing & Strategic Intelligence includes not only general courses in Management Sciences (for a total of 45 + 10 credits during the 2-year Master) but also specific activities in Marketing and Strategic Intelligence such as 6 specialized courses (among an offer of 8 courses), skills portfolio, an internship, and a Master thesis (for a total of 15 + 50 credits).

YEAR 1
General courses in Management (45 credits)
+ Marketing (15 credits)
  • Branding and Reputation Management (5 credits)
  • Consumer Intelligence and Market Research (5 credits)
  • Marketing Analytics (5 credits)

YEAR 2
General courses in Management (10 credits)
+
Track "Marketing and Strategic Intelligence "(50 credits)
  • Internship (10 credits)
  • Master Thesis (20 credits)
  • Skills Portfolio (5 credits)
  • Consumer Behaviour (5 credits)
  • Strategic Intelligence (5 credits)

Optional (select one course):
  • Services Marketing and Management (5 credits)
  • International Marketing (5 credits)
  • Geopolitics and Cyber Politics (5 credits)
Here follow some courses offered by the Master and their respective description.

**BRANDING AND REPUTATION MANAGEMENT**

We live in a "branded world" in which daily life is filled with brands. Therefore, brands appear rather routine and banal. However, their nature is far more complex than it seems at first sight. In accordance with the IKLO of the Master program, the main objective of Branding and Reputation Management is to provide the student with a comprehensive and up-to-date treatment of the subjects of brands, brand equity, and strategic brand management and reputation management, both in offline and online media. Specifically, the course provides insights into how profitable branding strategies can be created by building, measuring, and managing brand equity.

**GEOPOLITICS AND CYBER POLITICS**

Introduction
- Geopolitics and national and international security: a major challenge

Chapter 1: Definition of geopolitics and security of a State
- Information - Geopolitics - Information and ePolicy

Chapter 2: The actors of globalization
- Multinational (independent of national political action) - SME’s (fragile by their limited means)
- States (actors increasingly challenged in the international context)
- International economic organizations - The citizen-consumers (more and more active in their choice of consumption) - N.G.O.

Chapter 3: Strategic Areas
- The major powers (United States, Japan, China, Russia, India, Brazil, EU) and the new global economic war - The other emerging powers (Mexico, Thailand, Turkey, Vietnam, etc.)
- Regional economic associations and alliances (EU, NAFTA, Mercosur, etc.)

Chapter 4: Communication and Information
- Raw information (individualized or manipulated via new media means) - New means of communication and the evolution of states, and products intelligence: the war of communication - Protection of communication tools and data - ePolicy face geopolitics

Chapter 5: The security policies of European states
- The products with high added value and high value of "copying"
- The strategic role of a small country like Belgium in the most populous and richest region in Europe (the "Croissant d'Or") - Collaboration between politics and the economy for the protection of knowledge and the development of a new image of Belgium and Europe
SERVICES MARKETING AND MANAGEMENT

Services dominate western economies. In many countries the majority of the workforce is employed in services jobs, and the projected growth for the next decades is overwhelmingly dominated by services. Therefore it seems imperative to study the management of services. The specific problems of management of organizations that provide services form the central focus of this course.

• Foundations for services marketing and management
• Understanding customer requirements
• Aligning service design and standards - Delivering and performing services
• Managing service promises

STRATEGIC INTELLIGENCE

This course aims at providing students with a practical knowledge of Strategic Intelligence, a process of managing information as a strategic resource for improving the company's performance and innovation. It particularly covers key questions such as:

• how to enhance operations and deal with organizational complexity through a better management of the information
• how to appreciate and understand the role of strategic intelligence in supporting decision making
• how to get a far-reaching picture of the three pillars linked to SI (Scan, Protect, Influence)
• how to read, analyze and communicate the strong and weak, ambiguous signals impacting the company's future
• how to forge stronger links with all the company's stakeholders particularly using NTIC's tools

Main objective:

• to enhance students' basic knowledge by focusing on key strategic intelligence aspects (scanning, protecting, influencing)

Specific objectives:

• to apprehend the strategic intelligence environment complexities and its impact on the decision making of managers (including the impact of new technologies)
• to master the key concepts and the terminology of strategic intelligence
• to be able to implement a clear identification of a company real intelligence needs and understand the necessary company cultural change (knowledge sharing)
• to develop the students capacity to work harmoniously in group (collaborative work)
**Key Facts**

- **Unique Master** in Belgium addressing emerging trends and new companies’ needs for new profiles (such as brand and reputation manager,...).
- **Blended learning:** business cases, seminars, field trip, conferences, lectures, guest-speakers, assignment with local and international businesses.
- **Multidisciplinary team:** academicians and practitioners from and outside HEC-ULg
- **Managerial seminars** to put theory into practice.
- **Key links with Business Actors:** Master anchored in business practice.

**Internship/Master Thesis**

In order to fulfill the requirements of their training at HEC Management School of the University of Liège, all students of a 120-credits master program are to perform an internship in a company and to write a master thesis in the second year of their studies.

As concerns the **practice-based thesis**, the internship and the master thesis are strongly interrelated and defined within the scope of the student’s chosen specialization.

As concerns the **research thesis**, the internship and the master thesis are defined within the scope of the student’s chosen specialization but not necessarily interrelated.

**Students choose one of the following two options:**

- **Internship** (10 ECTS)
- **Master thesis** (20 ECTS)
- **Practice-based thesis** (30 ECTS)

**10-week Internship**

Students do an internship in a company lasting over the first 10 weeks of the academic year (from mid-September to end-November).

The internship can be done within a private (either commercial, financial or industrial) or public enterprise, a semi public institution or an international organization. The internship is based in Belgium or abroad and is generally not remunerated.

Students choosing this internship option are bound to do a Research-Paper as an ESP (end-of-study project). Those choosing the internship as integrated within the Project-Paper are to refer to the last option detailed hereunder.
Research-thesis

Students are expected to deliver a master thesis treating an original research problem to be defined within the scope of their chosen specialization. The master thesis presents rigorous scientific analysis and constitutes a contribution to the field of research. It demonstrates the theoretical knowledge that students acquired during their master studies and their ability to apply this knowledge critically in order to build and propose some original, creative and viable solutions to a complex management problem.

For more details: go to the «Research-Thesis» menu available on LOL@.

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Practice-based thesis

Students writing a practice-based thesis analyze a complex management problem arising in a private or public organization located in Belgium or abroad. The studied problem must be original and related to their chosen specialization. The practice-based thesis makes use of rigorous scientific analysis in order to demonstrate the theoretical knowledge acquired by students during their training as well as their critical thinking and problem solving skills. Students begin the practice-based thesis by working one day a week in the company during the first semester and deepen their analysis within the framework of a 10-week internship in the second semester of the second and final year of their studies.

For more details: go to the «Practice-based Thesis» menu available on LOL@.

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http://progcours.ulg.ac.be/cocoon/programmes/G2UGES01_C.html#3494038