



The Lee Kong Chian School of Business
Academic Year 2023/24
Term 2

MGMT245 OVERSEAS PROJECT EXPERIENCE
(DIGITAL BUSINESS TRANSFORMATION ACROSS ASIA PRACTICUM)

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COURSE DESCRIPTION

Amidst the accelerated drive towards digital transformation catalysed by the Covid-19 pandemic, a recent [HBR report](#) revealed a daunting 87.5% average digital transformation failure rate. This high failure rate could have been attributed to factors like inability to navigate the digital transformation initiatives through uncertainties and continuously reinvent themselves. Consequently, business leaders are fervently seeking new avenues for growth, be it through market expansion or a profound recalibration of their digital business strategies.

This course will allow students to focus on the role of digital marketing, combined with other digital tools to help Southeast Asia businesses to transform their marketing & business strategies and design & test digital business strategies to improve their competitiveness and business performances in the digital age. It hones students' problem-solving skills and prepares them for the complex regional business environment today.

Let's set our sights on [Vietnam](#), a key economic contributor to the ASEAN region. In 2022, Vietnam's GDP was ranked second in ASEAN, after Indonesia. Vietnam's prime industries include manufacturing, agriculture, and tourism. Vietnam has a number of growth opportunities in the coming years. These include:

- Continued growth in the manufacturing industry, driven by demand from the United States and Europe.
- Expansion of the agricultural industry, driven by rising demand for food in Asia.
- Growth of the tourism industry, driven by the country's natural beauty and cultural attractions.
- Development of the services sector, such as finance, insurance, and telecommunications.
- Vietnam is well-positioned to take advantage of these growth opportunities and become a leading economy in the ASEAN region.

In addition to the industries mentioned above, Vietnam also has a growing IT and digital economy. The country is home to a number of start-ups and tech companies, and is attracting investment from foreign companies. Vietnam is also a major producer of renewable energy, and is well-positioned to take advantage of the growing demand for clean energy in the region.

Overall, Vietnam is a dynamic and growing economy with a bright future. The country has a young and growing population, a low cost of labour, and a favourable business environment. Vietnam is well-positioned to become a major economic power in the coming years.

LEARNING OBJECTIVES

By the end of this course, students will learn to:

- Assess the current state of the business related to:
 - Engage, sell and serve the company's target audience.
 - The company's digital readiness
 - The business problem and/or opportunities from the current business environment, including uncovering new and untapped markets by developing digital business assessment tools
- Find out how digital transformation has or will impact the related industry and business
- Uncover insights on the company's current and new customers
- Analyze and identify the right digital business transformation strategies that the company can adopt to compete and win over time
- Gain regional business experience, cross cultural understanding, networking and communication skills.

DESTINATION AND DURATION

Ho Chi Minh City (estimated Sunday 5th May 2024 to Wed 15th May 2024 (approx. 11 days)).

PRE-REQUISITE/ CO-REQUISITE/ MUTUALLY EXCLUSIVE COURSE(S)

Please refer to the Course Catalogue on OASIS for the most updated list of pre-requisites / co-requisites for this particular course. Do note that if this course has a co-requisite, it means that the course has to be taken together with another course. Dropping one course during BOSS bidding would result in both courses being dropped at the same time.

Students are required to apply some concepts from prior courses. Students should have completed any of the 2 CUs from the following courses:

- Finance/ Finance for Law
- Financial Accounting/ Financial Accounting for Law
- Marketing
- Management Communication
- Management of People at Work
- Operations Management
- Strategy

ASSESSMENT METHODS

Students will be assessed through a combination of the team and individual contributions:

(1) Group project	50%
(2) Reflection group essay	30%
(3) Constructive participation & attendance	20%

Specific guidelines for each assignment will be distributed during the term.

PROJECT BASED LEARNING

Each team will work with an overseas client based on a real-life project. The instructor will play an active role in the project selection. In your team, you will get to assess the digital readiness, identify the right business problems, uncover new or untapped markets, innovate and develop digital business strategy or solutions.

While learning new frameworks, you can apply your knowledge from other courses in the BBM curriculum to address the overseas client's business challenge. In this respect, we will be using the portfolio map, digital business transformation, customer acquisition & retention with digital marketing etc.

Depending on the nature of your project, you will need to fulfil a set of criteria (Please refer to the detailed Rubrics).

INSTRUCTIONAL METHODS AND EXPECTATIONS

The course is highly interactive, and the objectives of this course will be accomplished via the required readings, lectures, class discussions, in-class and course assignments.

Constructive Participation and Attendance (20%)

Students are expected to attend class and add value through meaningful contributions in terms of ideas or opinions; as well as to demonstrate a spirit of learning from their peers. The measure for participation should not be seen solely from the number of times one speaks up; rather from the quality of thought that one contributes to the learning of the class.

Reflection Group Essay (30%)

This take-home graded activity will require you to submit an **1200 word (max)** essay or video between 3 to 5 minutes. The purpose for this analysis is to promote the reflection of your experiences throughout the whole course. You are to describe valuable insights that you gained about the project and yourself. Notes are allowed to be referred to in this exercise. The **compulsory** format is as follows:

- a) *Introduction: Description of experience in the course*
- b) *Body: Describe and analyse 2-3 significant moments where you gained valuable insights*
- c) *Conclusion: what would you have done differently and lessons which you would adopt in working with future teams.*

This activity will be carried out on MS Word document, Arial font size 12, at 1.5 line spacing. You must submit to e-learn before 2359h on XX XXX XXXX.

Please save the file in your FULL NAME.

Students are encouraged to carry out good time management to avoid last minute work.

Turnitin plagiarism checker will be used to ensure the submissions are original in nature. Those found plagiarizing will be reported to the undergraduate office for punitive actions.

Project Work (50%)

A group of 4-6 students will be formed. Each group is to work on the problem statement identified by the client organisation and propose innovative solutions in a final presentation to the organisation's senior management. Primary data may be obtained from the organisation. Secondary data sourced from the internet, books, reports, credible media sources, lecture notes and site visits are acceptable and highly recommended. Citations are to be done in APA format.

CONSULTATIONS AND CLASS TIMINGS

This course is taught in 7 sessions with 3h 15 min for each session.

REQUIRED TEXTBOOK AND READINGS

Required textbook:

The Invincible Company by Alex Osterwalder, Yves Pigneur, Fred Etienne & Alan Smith (2020), John Wiley & Sons

CHANGES

The aim is to keep the curriculum and schedule as close to its original state as possible. However, changes and updates are to be expected. Where possible, I will do my best to provide you with sufficient time to react to these changes.

UNIVERSITY POLICIES

Academic Integrity

All acts of academic dishonesty (including, but not limited to, plagiarism, cheating, fabrication, facilitation of acts of academic dishonesty by others, unauthorized possession of exam questions, or tampering with the academic work of other students) are serious offences.

All work (whether oral or written) submitted for purposes of assessment must be the student's own work. Penalties for violation of the policy range from zero marks for the component assessment to expulsion, depending on the nature of the offense.

When in doubt, students should consult the instructors of the course. Details on the SMU Code of Academic Integrity may be accessed at <https://oasis.smu.edu.sg/Pages/DOS-WKLSWC/UCSC.aspx>.

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Accessibility

SMU strives to make learning experiences accessible for all. If you anticipate or experience physical or academic barriers due to disability, please let me know immediately. You are also welcome to contact the university's disability services team if you have questions or concerns about academic provisions: DSS@smu.edu.sg. Please be aware that the accessible tables in our seminar room should remain available for students who require them.

Digital Readiness for Teaching and Learning (DRTL)

As part of emergency preparedness, instructors may conduct lessons online via the Zoom platform during the term, to prepare students for online learning. During an actual emergency, students will be notified to access the Zoom platform for their online lessons. The class schedule will mirror the current face-to-face class timetable unless otherwise stated.

WEEKLY LESSONS PLAN

Week	Topic	Participants
Session 1 (3.15hours)	<p>Introduction to Digital Business Transformation Frameworks</p> <ul style="list-style-type: none"> - Introduction to Digital Marketing & Business Strategies (B2B or B2C) and the characteristics - Assess company's current business strategy and opportunities & challenges using digital business strategy and SWOT analysis frameworks - Protocols in working with external clients - Embracing Ambiguity (and revelling in making mistakes) 	SMU Faculty + Students
Session 2 (3.15 hours)	<p>Assessing the current state of business strategy</p> <ul style="list-style-type: none"> - Introduction to the client and their digital business challenges - Diagnose and conduct gap analysis of current business strategy - Discover the strengths and weaknesses of current business strategy - The importance of data for Digital Business Strategy 	SMU Faculty + Students + Client
Session 3 (3.15 hours)	<p>Understanding the client's business, industry and customer</p> <ul style="list-style-type: none"> - Current & emerging trends - Market and customer segmentation - Customer Discovery with customer empathy & journey framework - Prioritizing opportunities through market sizing 	SMU Faculty + Students
Session 4 (3.15 hours)	<p>Discovering key drivers to develop a strong digital marketing & business strategy</p> <ul style="list-style-type: none"> - Identifying the key drivers for digital marketing & business strategy - Leverage 'Explore' Framework to evolve Digital Marketing & Business strategy 	SMU Faculty + Students
Session 5 (3.15 hours)	<p>Develop a Digital Marketing & Business Strategy</p> <ul style="list-style-type: none"> - Develop Customer Acquisition & Retention Strategy with Digital Marketing - Involves maximising expected returns and minimising innovation risks - Decrease the risk of working an idea that might fail by testing and adapting it 	SMU Faculty + Students
Session 6 (3.15 hours)	<p>Validate Your Digital Marketing & Business Strategy with the Market</p> <ul style="list-style-type: none"> - Approach of creating a digital or new digital marketing strategy using Go-To-Market Design framework - Test your new digital marketing strategy against feasibility, desirability, and viability - Iterate your new digital marketing strategy 	SMU Faculty + Students

Session 7 (3.15 hours)	<p>Implementation Plan</p> <ul style="list-style-type: none"> - Why change management and risk mitigation are important for digital business transformation - Develop a digital marketing implementation plan - Reflect, review and design action plans - Students to start on project planning - Students to outreach for primary research/onsite interviews 	SMU Faculty + Students
Day	Topic	Participants
Day 1	Travel to Ho Chi Minh City	SMU Faculty + Students
Day 2	Meet and Greet and Company tour Consultation session with the client	SMU Faculty + Students + Client
Day 3	Students to kickstart the project Conduct secondary and primary market research about the company, industry, and competition.	SMU Faculty + Students
Day 4	Students to work on project: Gather customer insights	SMU Faculty + Students
Day 5	Company visit, Cultural Tour	SMU Faculty + Students
Day 6	Prepare for final presentation	SMU Faculty + Students
Day 7	R&R	SMU Faculty + Students
Day 8	Consultation session with Prof	
Day 9	Final presentation + reflection	SMU Faculty + Students + Client
Day 10	Travel back to Singapore	SMU Faculty + Students