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Aalto University
School of Business

Global Marketing Management

Organizing for project work

Paula Kilpinen, 18.1.2019

Agenda

1. Key learnings and take-aways from the previous lecture (5 + 5 + 5 min)

2. Business project

- *L'Oréal Brandstorm*
- *Case report and case presentation*

3. Organizing for project work

- *Reflect*
- *Project plan*
- *Ideation*

Course syllabus and schedule

8.1.	COURSE KICK OFF
11.1.	L'OREAL BRANDSTORM PRESENTATION
15.1.	INTRODUCTION TO KEY ELEMENTS IN GLOBAL MARKETING
18.1.	ORGANIZING FOR PROJECT WORK
21-24.1.	COACHING SESSIONS
22.1.	PRESENTATION OF A WINNING BRANDSTORM SOLUTION
25.1.	CASE ANALYSIS (PART I) DUE
25.1.	GLOBAL BRAND MANAGEMENT
29.1.	SERVICE DESIGN
1.2.	DIGITAL MARKETING
5.2.	DIGITAL MARKETING CAMPAIGNS
8.2.	BUSINESS COMMUNICATION AND PRESENTATION
12.2.	CASE REPORT (PART II) DUE
12.2. AND 15.2.	PROJECT PRESENTATIONS
18.2.	BRANDSTORM VIDEO DUE

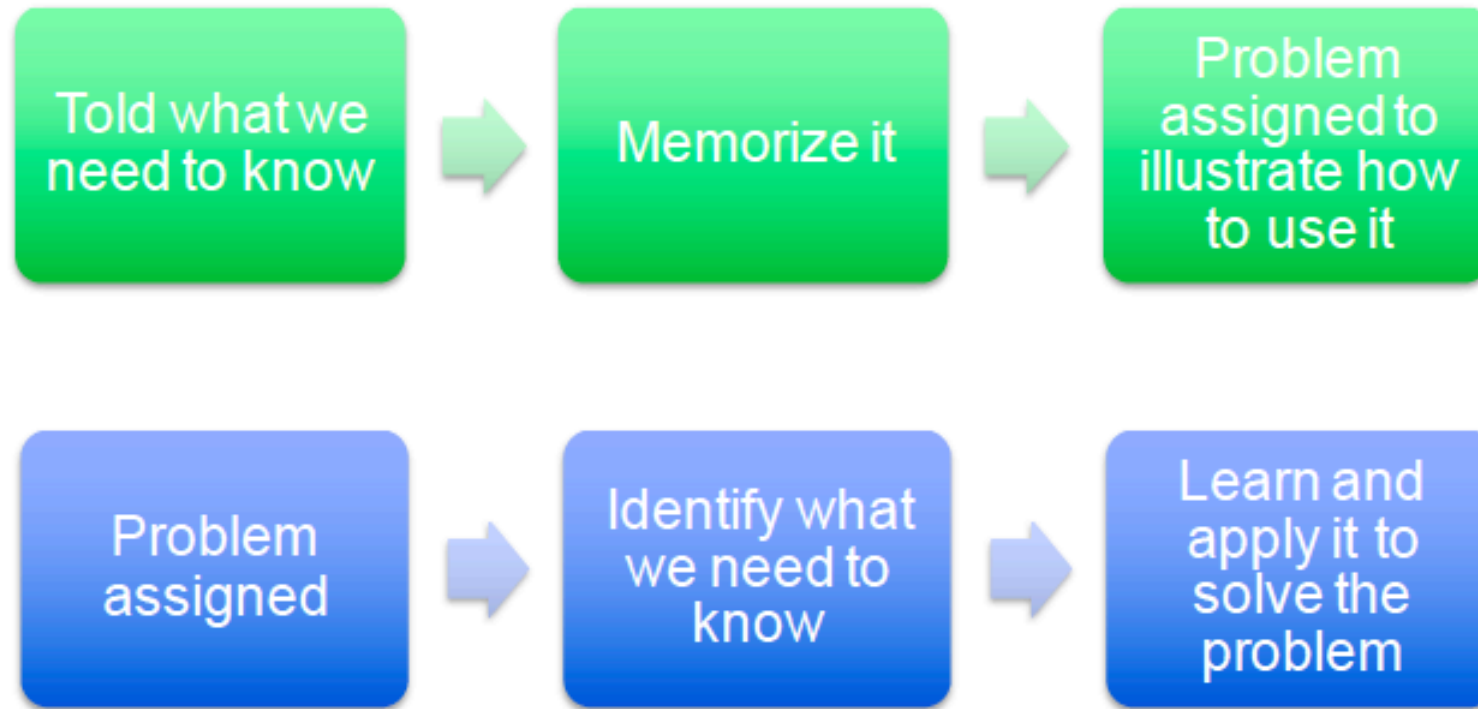
GLOBAL MARKETING AMANGEMENT

Business project

Project-based learning

”Project-based learning is a type of instruction, where students work together to solve realworld problems. Successful problem-solving often requires students to draw on lessons from several disciplines and apply them to the problem.”

Traditional vs. project-based learning



Business project

BRANDSTORM 2019 CASE

MISSION: Invent the future skincare experience for health-conscious consumers.

BRIEF: Create a disruptive innovation for skincare experience to attract, engage and educate health-conscious consumers by leveraging new online and offline services, digital solutions and connected technologies.

Business project

YOUR INNOVATION PROJECT SHOULD TAKE THE FOLLOWING INTO ACCOUNT :

- Skincare experience goes far beyond the application of skincare products. It touches the whole consumer journey, including online and offline touchpoints before, during and after the purchase. It can be provided directly by the brand, in the point of purchase and through skincare and healthcare professionals. It influences consumers' skincare knowledge and beauty-routine habits, provides long-term benefits, and affects the way they interact with brands, products, professionals and the environment.
- Health-conscious consumers: individuals of all ages ranging from people with health-related habits who are concerned about their well-being, up to people with skin disorders striving to improve their quality of life. They are looking for efficient and safe products and services that preserve, protect, and enhance the natural beauty of their skin and that are developed with and recommended by health practitioners. They care about natural ingredients and sustainability. *(see Resource pack for more details)*

Business project

- The L'Oréal Active Cosmetics Division business model is based on medical advocacy and recommendation from healthcare and skincare professionals (dermatologists, general practitioners, aesthetic practitioners, plastic surgeons, pediatricians, oncologists), pharmacists, dermoadvisors, beauty and health media, as well as consumers' and patients' advocacy. Therefore, your innovation should include a high-quality professional context and bring added value to both end consumers and professionals. *(see Resource Pack for more details)*
- Your innovation should take into consideration the latest trends in medical and technology areas. *(see Resource pack for inspiration)*
- Your innovation should answer and serve consumer needs, aspirations and insights. It should have genuine and positive impact on the life and wellbeing of consumers.

Business project

- Your strategy and argumentation of ideas should be based on both the data from the Resource Pack, and your own research.
- Brands: Your innovation can be based on one or several brand(s) within L'Oréal's Active Cosmetics Division.
- Market: You can consider a specific market (country, region) to build your strategy, bearing in mind it should have the potential to be scaled.

Business project

- Point of purchase: Use an omni-channel approach with a focus on health care outlets (pharmacies, parapharmacies, drugstores, medical offices and medical spas), in addition to e-retail & e-commerce, department stores and travel retail.
- Budget: You have no constraints in terms of budget, but do consider the long-term profitability of your idea.
- Timing: The practical realization of your idea should take maximum 24 months.
- Sustainability: Your innovation should respect our collective duty to reduce the environmental footprint of our activities and improve the brands' social profile.

Business project: L'Oréal Brandstorm

1 CASE REPORT, PART I, 20%

- *10 pages*
- *Market analysis, opportunities and strategy*
- *Due January 25th*

2 CASE REPORT, PART II, 30%

- *10 ppt- slides: Focus on the solution and strong strategy, and based on a solid analysis*
- *Due February 12th*

3 CASE PRESENTATION, 30%

- *5 min*
 - *3 + 7 (Back-up) slides: Focus on the solution and strong strategy, and based on a solid analysis, feedback from teacher and peers*
 - *managers*
-

Evaluation

Case and its presentation 80%

- Case report 10 pages (analysis) 20%
- Case resort (10 ppt slides) 30%
- Presentation (5 min) 30%

Class activity 20%

- Active participation in class
- Learning journal
- or Reflection papers

Case Report (10 pages)

The analysis involves the following steps and questions:

1. Analyze the **market, customers and consumers**

- Which competitors spring to mind?
- Where does L'Oréal position itself within this market?
- Who are the brand consumers?
- What trends can you identify?
- What innovations strike you (services, digital, etc)?

Case Report (10 pages)

2. Based on what you have just found out, do a SWOT analysis. This is a key step to defining the **opportunities** by analyzing:

- Business Performance
- Product Portfolio
- Market Share and Potential Growth
- Positioning and Image
- Target Demographics
- Pricing
- Communication Strategy (online and offline)

Organizing for project work



HRM

Reflect Strengths
Survey

Global Marketing
Management
course

January 18th, 2019
Paula Kilpinen
HRM Partners Ltd

PARTNERS

Agenda:



- Introductions
- Reflect background
- Reflect: personal profile & sharing
- Reflect: Thoughts on development

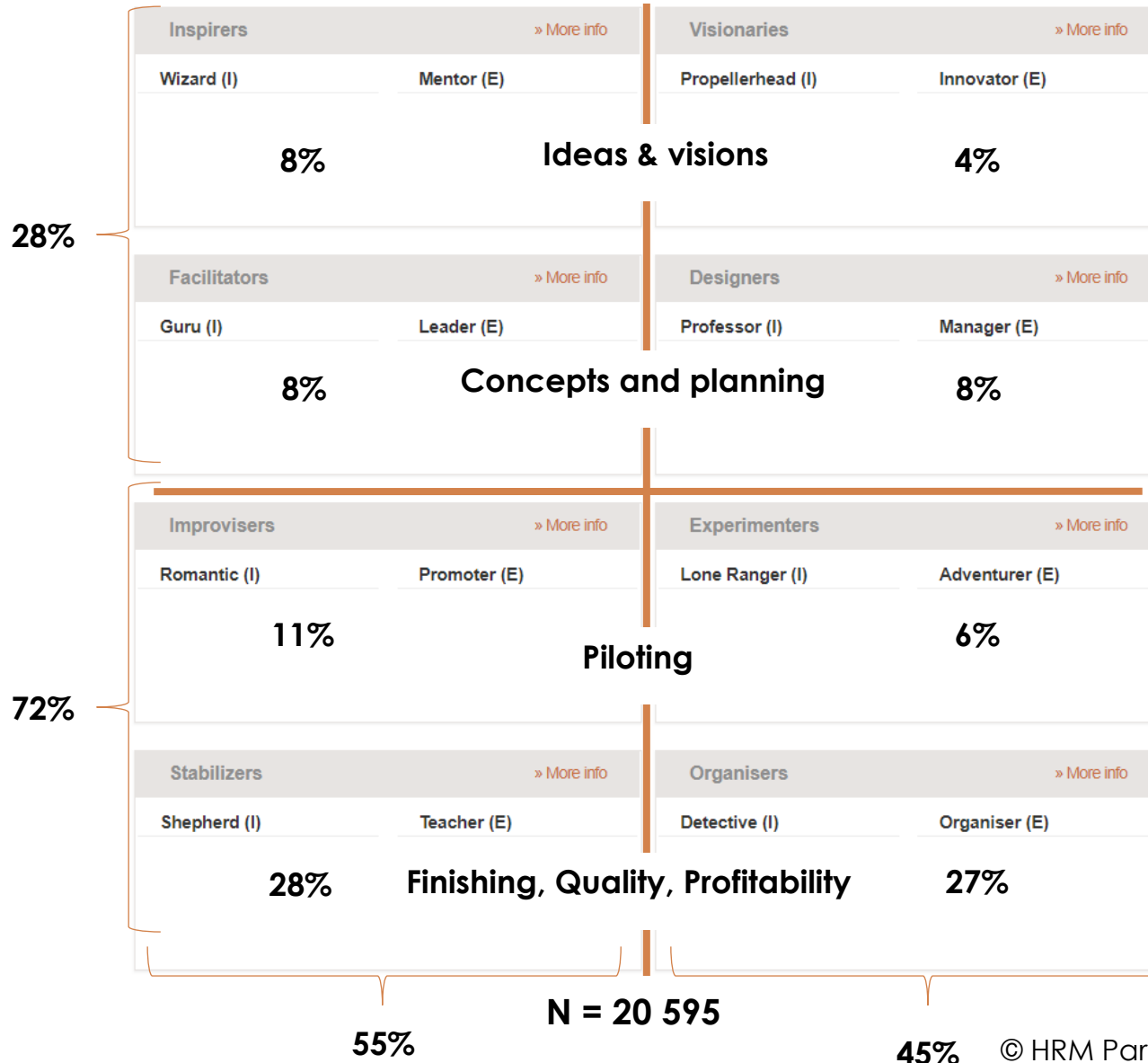
Introductions



Write on a post-it sticker & share with your team members:

1. Nick name
2. Source of Energy
3. Expectations for this session

Reflect Strengths Survey model



Reflect Strengths Survey measures 4 thinking preferences. In addition to this, there are competencies (skills, knowledge, experience, cross-cultural differences)

Based on a 256 class model. In its visualization, the 8 main classes are used.

Upper section = Planning and development
Lower section = Operative actions

Left side = people oriented
Right side = facts oriented



Inspirers » More info	
Wizard (I)	Mentor (E)

They are at home in the creation, initiation and coordination of differing development projects. They are strong at outlining trends as regards individual and organizational development by supplying innovative sprouts, or ideas that have no prior models.

12%

Visionaries » More info	
Propellerhead (I)	Innovator (E)

They are at their best when outlining future structures or strategies. They excel when they are able to produce innovative sprouts or ideas that have no prior models. They are curious, and neutral but rather critical in their statements.

Facilitators » More info	
Guru (I)	Leader (E)

Facilitators are at their best when planning or organizing people's future operations. They respect the individuality and diverse opinions that people offer

16%

Designers » More info	
Professor (I)	Manager (E)

Designers are at their best when they are planning structures or reforms. They like to act as concept-creators or managers for strategies, structures and change.

Improvisers » More info	
Romantic (I)	Promoter (E)

They wish to be the first to participate in new practical projects and experiments. They like to act quickly and to improvise new solutions. They are helpful and sociable, possess good ability to take risks and tolerate stress well.

17%

Experimenters » More info	
Lone Ranger (I)	Adventurer (E)

Experimenters are at their best when tasks require fast, versatile, and practical actions and improvisation. They excel in their enthusiasm during the starting phases of projects, in the piloting of various novel products, or in other practical experiments.

Stabilizers » More info	
Shepherd (I)	Teacher (E)

Stabilizers are at their best when they are administrating or implementing practical work according to agreed rules and plans. They seek cooperation and support others.

55%

Organisers » More info	
Detective (I)	Organiser (E)

They are strongly efficiency and result-oriented: They wish to perform and finish things systematically and precisely, and to reach the goals set.

General descriptions and percentages of the character types

The percentages are based on Reflect Strengths Survey reference data
N = 20 595

Finnish users in reference to all users

N_{Finnish} = 4,559 persons

N_{all users} = 12,161 persons

NOTE:

This information is only indicative, because majority of Finnish users are business people, thus not representing general population.

27% vs. 32%

Inspirers » More info	
Wizard (I)	Mentor (E)
6% vs. 10%	

Visionaries » More info	
Propellerhead (I)	Innovator (E)
6% vs. 6%	

73% vs. 68%

Facilitators » More info	
Guru (I)	Leader (E)
5% vs. 8%	

Designers » More info	
Professor (I)	Manager (E)
10% vs. 8%	

Improvisers » More info	
Romantic (I)	Promoter (E)
8% vs. 12%	

Experimenters » More info	
Lone Ranger (I)	Adventurer (E)
8% vs. 8%	

Stabilizers » More info	
Shepherd (I)	Teacher (E)
21% vs. 24%	

Organisers » More info	
Detective (I)	Organiser (E)
36% vs. 24%	

40% vs. 54%

60% vs. 46%

Reflect Strengths Survey ~ MBTI conversion

MBTI dimensions (1962 -)

- Source of energy: E or I
 - Extroversion or Introversion
- Perception: S or N
 - Sensing or iNtuition
 - Five senses or abstract/assosiative
- Decision making: T or F
 - Thinking or Feeling
- Relation to external world: J or P
 - Judging or Perceiving
 - Organized or spontaneous

Inspirers » More info	
Wizard (I)	Mentor (E)
~ ENFP ~ INFP	

Visionaries » More info	
Propellerhead (I)	Innovator (E)
~ ENTP ~ INTP	

Facilitators » More info	
Guru (I)	Leader (E)
~ ENFJ ~ INFJ	

Designers » More info	
Professor (I)	Manager (E)
~ ENTJ ~ INTJ	

Improvisers » More info	
Romantic (I)	Promoter (E)
~ ESFP ~ ISFP	

Experimenters » More info	
Lone Ranger (I)	Adventurer (E)
~ ESTP ~ ISTP	

Stabilizers » More info	
Shepherd (I)	Teacher (E)
~ ESFJ ~ ISFJ	

Organisers » More info	
Detective (I)	Organiser (E)
~ ESTJ ~ ISTJ	

Based on your profile and your own thoughts



- When am I at my best?
- What is challenging for me?
- How do I plan to develop this?
- What support do I need from my team members in order to succeed?
- In addition each member can ask one open question!



Inspirers [» More info](#)

Wizard (I) Mentor (E)

3 members (~10%)

Visionaries [» More info](#)

Propellerhead (I) Innovator (E)

1 member (~3%)

Facilitators [» More info](#)

Guru (I) Leader (E)

2 members (~6%)

Designers [» More info](#)

Professor (I) Manager (E)

4 members (~13%)

Improvisers [» More info](#)

Romantic (I) Promoter (E)

4 members (~13%)

Experimenters [» More info](#)

Lone Ranger (I) Adventurer (E)

5 members (~16%)

Stabilizers [» More info](#)

Shepherd (I) Teacher (E)

6 members (~19%)

Organisers [» More info](#)

Detective (I) Organiser (E)

6 members (~19%)

Team exercise:



In your teams:

- What are the strengths of this team? How do we utilize this strength?
- What is lacking? How do we take this into consideration?
- What are your goals as a team?

Team exercise, roles and project plan

- Define the roles you need to get the project accomplished and your goals achieved
- Fill in the following grip based on your strengths and goals

E.G.	TM 1	TM2	TM3
Project Manager			
Organizer			
Communication			
Etc.			

- Develop role definitions
- Make a project plan: Who, what, when?

Team exercise, way of working and ground rules

- How often do we meet as a full team?
- What should happen at our team meetings?
- How much time can we spend on the project?
- What is expected behavior (ground rules)?



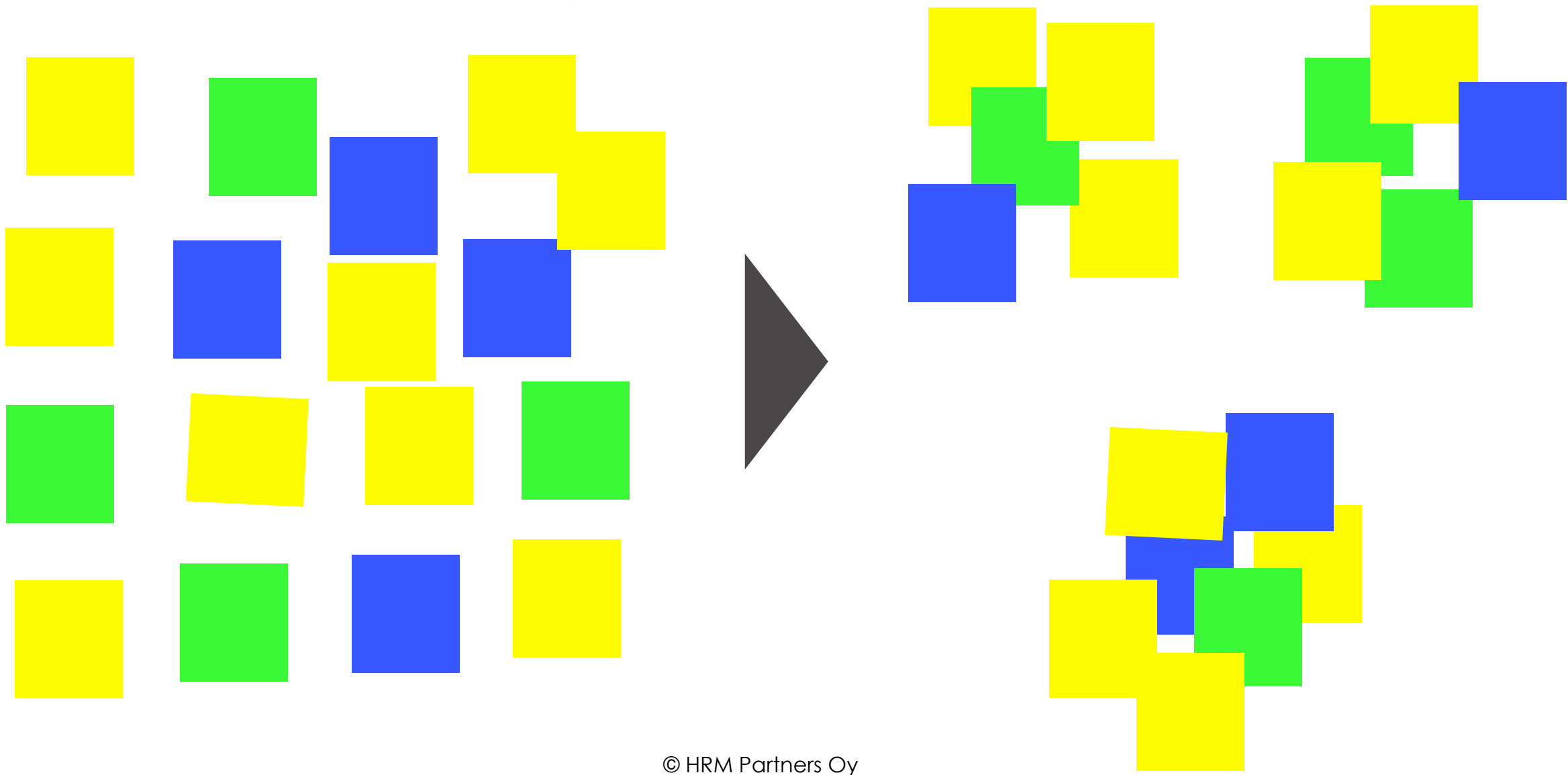
Ideation- warm up ^{HRM}

- If I was a spaceship ...
- Yes, and...
- 10 min



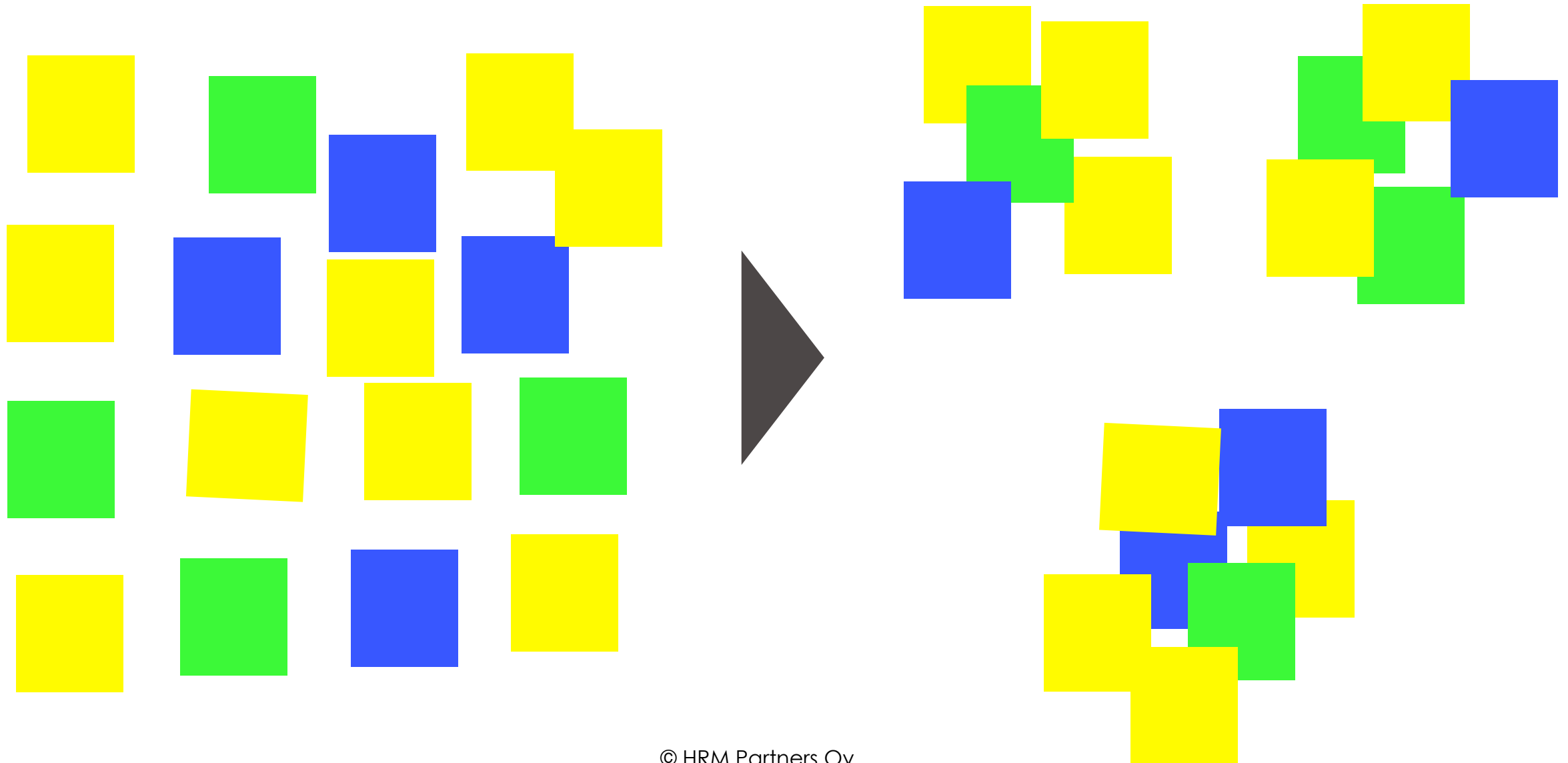
IDEATION: Yes, but → Yes, and

HRM



IDEATION: 3 alternative ideas

HRM^R



Course practicalities

Course requirements- attendance

75 % participation required

Learning process:

1. Active participation in class: max 2 points/ class
2. Learning journal (1/3 page) using the wiki activity module on mycourses learning space, max 2 points/ entry
 - *Key learnings and take-aways from the day's session*
 - *How to apply the session's content into the business project*
 - *Learnings from the project team work*
3. Reflection paper on course readings (1/2 page), max 2 points/ paper
 - *Key learnings and take-aways from the paper*
 - *How to apply the learnings into the business project*

Course hours and consultation

- **Course hours Main Building A-401**
 - Tuesday 9.15-11:30
 - Friday 9.15-11:30
- **Consultation: Right after class**
- **Course website:** <https://mycourses.aalto.fi/course/search.php?search=26E00800>
- **E-mail to: paula.kilpinen@aalto.fi or xiaoshi.xu@aalto.fi**

Course hours and consultation, week 4

Lectures

- *Tuesday, Jan 22nd, 9.15-10.15*
- *Friday, Jan 25th, 9.15- 11.30*

Coaching sessions, week 4

- *Tuesday, January 22nd, A-401*
 - 10:15- 11:15 Likki
 - 11:15- 12:15 May
- *Wednesday, January 23rd*
- *(IB department)*
 - 9- 10 Global Marketing Masters
 - 10- 11 Aallot

- *Thursday, January 24th*
- *(IB department)*
 - 9- 10 L'Aréol
 - 10-11 Dermatöölögy
 - 11-12 No idea
 - 12:30- 13:30
 - 13:30- 14: 30 Säkenöivät