

MASTERS IN MARKETING & DIGITAL TRANSFORMATION



Course overview

Marketing & Digital Strategy

Marketing Strategy & Digitalisation
Digital Business Models: Strategy Consulting Week
Branding Strategy & Tactics
B2B Marketing in the Digital Age
E-commerce & Omnichannel Retail
Sales & Service Innovation
NextGen Customers & Technology: Ideation Battle
Sustainability & Digital Business Ethics

Digital Marketing Skills

Digital Advertising & SEO
Content & Social Media Marketing
Video Marketing

Data, Analytics & Insights

Market Research Fundamentals
Applied Marketing Analytics
Customer Intelligence, Marketing Automation and Artificial Intelligence

Management Skills & Personal Development

Negotiating to Create Value
Management Skills Seminar
Career Skills
My Vlerick Development Portfolio (MyVDP)
Presentation Skills
Business Case Development
Diversity & Inclusion Track

Action Learning

Deep Dive Challenge
Digital Marketing Campaign
Digital Marketing Trip Dublin
Marketing Business Game
Boot camp
Consultancy Project

Electives

Students can choose one of the following electives - taking place in Ghent (G) - Leuven (L) - Brussels (B)(location can be subject to changes):

AI with Deep Learning and Natural Language Processing (L)
Business Development & Sales (G)
Digital Innovation & Entrepreneurship (L)
Gaming & Esports (G)
Strategy Implementation and Change (B)
Sustainable Growth Strategies - The European Green Deal (B)

Boot camp

Code Camp: Programming for Business
Data Science for Finance and Strategy
Digital Transformation
Global Supply Chain Strategy
Strategic Innovation: FinTech
Strategic Innovation: Healthcare
Strategic Innovation: Renewable Energy
Strategic Innovation: Retail & Marketing of FMCG
Strategy Consulting
Sports Business & Digital Innovation

Marketing & Digital Strategy

Marketing Strategy & Digitalisation

What?

- Develop a value proposition that serves both consumers (who may use those services for free) and customers (who are willing to pay for a related value proposition)
- Learn to work with useful digital tools and meaningful theoretical and strategic new models.
- Understand consumer behaviour in the digital context and assess opportunities and challenges for the modern marketing practitioner
- To identify, and know how to address, the key decisions facing digital marketing managers and marketing decision makers
- To gain a full appreciation of the key issues within digital strategy development and implementation

Course holder: [Prof Dr Laurent Muzellec](#)

Digital Business Models: Strategy Consulting Week

What?

- Define, create and run digital (platform) business models for both start-ups as existing companies
- Develop a thorough understanding of (digital) business models from a broad array of companies
- Define and map the internal and external (ecosystem) business scope of a company
- Define or to re-evaluate the business scope of companies by deep customer connection
- Define and execute a go-to-market approach for a digital business model

How?

- Through very interactive workshops and lectures
- Through "Harvard Style" business case teaching
- By working on two "real-life" case assignments for companies

Course holder: [Prof Dr Koen Tackx](#)

Branding Strategy & Tactics

What?

- Understand and apply frameworks to formulate a brand positioning or brand value platform
- Formulate brand management and brand re-vitalisation strategies & tactics
- Describe the crucial components of a brand marketing campaign plan (e.g. brand communication objectives & KPIs, channel strategy, connection plan, production phase)
- Detail brand communication budgeting elements (e.g. agency budget, production budget, media budget)

How?

- By applying in-class frameworks and concepts to a real-life challenge facilitated by a company (e.g. Alken-Maes, one of the leading players in the Belgian beer industry)
- Through an experience visit to a branding agency (e.g. FamousGrey) that helps companies tackle this challenge, business guest lectures and active coaching by business professionals
- By training your business presentation skills, your ability to interact with middle and general management, as well as your creative depiction and teamwork skills

Course holder: [Prof Dr Frank Goedertier](#)

B2B Marketing in the Digital Age

What?

- Apply core marketing concepts in B2B settings (market research, STP, NPD, marketing mix)
- Understand how firms make purchasing decisions and the implications of derived demand
- Create relevant (digital) customer experiences
- Develop a digital strategy and innovate in processes, products, and business models

How?

- By being exposed to important recent developments in the area of business marketing through cases, exercises, and testimonials
- Through multiple intensive case discussions, some of which are authored by the course holders
- Through a one-day company visit (e.g. Barco, a high-technology company), in which you'll work on a real-life, real-time case, and receive a briefing and feedback from multiple key decision makers

Course holder: [Prof Dr Fred Lemke](#)

E-commerce & Omnichannel Retail

What?

- Understand the business model and economics of e-commerce
- Develop sustainable strategies for bricks-and-mortar retailers in the digital era
- Develop channel strategies for branded goods manufacturers in the digital era
- Assess the potential impact of new digital and other developments, and how to adapt the above strategies

Course holder: [Prof Gino Van Ossel](#)

Sales & Service Innovation

What?

- Understand the issues around defining 'technology', 'innovation' and 'innovation management' and recognize the diversity of types of innovation, innovators and innovation settings
- Map the customer experience and identify areas where technology can be infused to enhance the overall experience
- Discuss the role of the solution-focused salesperson and how to embrace consultative approach in the new digital age
- Discuss the role of sales analytics in contemporary sales decision-making

How?

- Through application exercises for each topic covered that correspond to industry examples
- By reviewing best practices in the professional domain including the role of technology to demonstrate the shifting business trends and how both sales and service are evolving

Course holder: [Prof Dr Adam Rapp](#)

NextGen Customers & Technology: Ideation Battle

What?

- Understand how digital technology innovations can be smartly used in terms of managing customer experiences.
- Have an awareness of customer psychology insights that are at the basis of strong customer behaviour management initiatives
- Apply customer decision journey mapping and management techniques
- Formulate the latest technology trends that are relevant in customer interaction approaches

How?

- Through guest lectures and brainstorm sessions with thought leaders and trend watchers who published multiple best seller books
- Through a business game in which you'll be challenged to reflect on "Next Generation" customer experience management in a fun way
- Through a real-life case challenge for a company (e.g. Nestlé, the world's leading nutrition, health and wellness company) in which you'll apply class insights in a realistic context
- By practicing your "elevator pitching" skills

Course holder: [Prof Dr Frank Goedertier](#)

Sustainability & Digital Business Ethics

What?

- Recognise new consumer trends in privacy and data protection
- Understand the unethical versus illegal distinction, and discuss their implications
- Identify digital business challenges that may have ethical implications, and

- Communicate these topics effectively to the leadership team or the board
- Formulate a cyber-ethics statement for a company

Course holder: [Prof Dr Xavier Baeten](#)

Digital Marketing Skills

Digital Advertising & SEO

What?

- Develop a digital marketing campaign
- Implement a digital marketing plan in Google Ads
- Evaluate a digital marketing campaign using Google Analytics
- Report a digital marketing campaign to management

How?

- Through collaboration with Google and the Digital Marketing Academy
- By developing and implementing a real-life digital campaign for a company or non-profit organisation

Course holder: [Prof Dr Eamonn O'Raghallaigh](#)

Content & Social Media Marketing

What?

- Undertake consumer research including user personas, journeys and scenarios in a social media context
- Perform a content audit on a website and plan/implement content-specific search engine optimisation and amplification through native advertising
- Use insights from consumer research and social media audits, formulate and implement a social media marketing strategy

How?

- By applying in a real-world scenario how a social media strategy is both formulated (the research and analysis piece) and executed (the hands-on setting up and running of the campaign on social media platforms)

Course holder: [Sara Kennedy](#)

Video Marketing

What?

- Draft a video marketing strategy that's in line with the overall marketing strategy of the company
- Handle all the phases of video production: pre-production, production and post-production
- Formulate the KPIs of a video marketing campaign and measure the effects of a video
- Grasp the future trends in video marketing

How?

- By creating your own video story using a story board and working with different Adobe programmes during the video production process

Course holder: [Mr Matthieu van den Bogaert](#)

Data, Analytics & Insights

Market Research Fundamentals

What?

- Develop the different steps of a market research project (problem definition, conceptual development, research design, execution & analysis, communication of results)
- Choose and execute the right data collection method and statistical analysis according to the research problem
- Criticize the strengths and weaknesses of different research methods

How?

- Through several (small group) in-class exercises and dynamic guest lectures
- Through a "**flip-the-classroom**" approach in which you'll study the materials outside class and use the lecture time for discussion, questions and exercises

Course holders: [Prof Brecht Cardoen](#) - [Prof Fred Lemke](#)

Applied Marketing Analytics

What?

- Select the correct analytical technique to support management decisions
- Set up a research design for several marketing analytics techniques
- Create customer insights from the output of these analytical technique
- Communicate these insight and recommendation for management

How?

- Using many practical examples, this course will teach students in a hands-on way multiple advanced analytical techniques.
- More specifically, in collaboration with business practitioners, the segmentation strategy of ABInbev (i.e. the world largest beer manufacturer) and the product innovation process of Alpro (i.e. plant-based FMCG producer) will be discussed.
- Further, in a real business project, students will collect data, analyse this data and present the insights to management of an organisation.

Course holder: [Prof Dr Philippe Baecke](#)

Customer Intelligence, Marketing Automation and Artificial Intelligence

What?

- Identify appropriate data and analytics solutions to create business value
- Apply business intelligence, marketing automation and artificial intelligence techniques for marketing
- Design, develop and present data-driven innovations for business
- Collaborate better with data scientists in an organisation

How?

- By discussing many practical examples
- Through a targeting simulation based on a real-life dataset of a company (e.g. Tesco, the largest grocery retailer in the UK)
- Through a company visit (e.g. AXA, a leading insurance company in Europe), in which you will co-develop a data-driven innovation

Course holder: [Prof Dr Philippe Baecke](#)

Professional Management Skills

Negotiating to create value

What?

- Distinguish between the taking of positions and the exploration of interests in negotiation
- Apply creativity to find integrative solutions to difficult negotiation situations
- Communicate more effectively in negotiation
- Prepare better for future negotiations
- Manage the three dimensions of negotiation more consciously

How?

- Through a series of simulations, exercises and cases that increase in complexity over the course

Course holder: [Prof Dr Barney Jordaan](#)

Management Skills Seminar

What?

- Enhance your personal and professional growth by developing a number of important competencies, both on the individual level (eg knowledge of your own cognitive and interaction style) and the professional level (eg presentation skills, brainstorming skills, communication skills, giving and receiving feedback, intercultural awareness)
- Use some basic theoretical frameworks, practical information and hands-on experiences to reflect on and manage group dynamics and interaction between people

How?

- By working on a real business case and pitching your solution as consultants to the client company
- By reflecting on the team processes while working on the problem, with the help of coaches and the theoretical frames provided

Course holder: [Prof Dr Karlien Vanderheyden](#)

Career Skills

What?

- Pitch your strengths and talents, clarify your career values and energy drivers, and match them with specific jobs and company cultures
- Effectively prepare for the different stages of the job search process in order to successfully land a job that will give you career satisfaction

How?

- Through a mixture of in-class sessions, coaching in small groups, and many practical exercises
- Through exchanges with practitioners and a diverse group of young and senior Vlerick alumni
- By using the Career Focus Tool, a practical tool that will facilitate your job search

Course holder: [Ms Veroniek De Schamphelaere](#)

My Vlerick Development Portfolio (MyVDP)

What?

- Take the necessary actions to develop and optimise your potential during your Masters at Vlerick and get support from your peers
- Describe your learning process, demonstrate the progress you made, and make it visible by taking charge of your own learning

How?

- By completing a 360° assessment, peer feedback, and individual as well as several (group) coaching moments you will compile a portfolio to enable you to reflect and be critical of yourself, and help you understand your strengths and weaknesses, not only as you define them but also through the eyes of others

Course holder: [Ms Veroniek De Schamphelaere](#)

Presentation Skills

What?

- Develop a presentation flow, with an awareness-creating introduction, a main body with clear messages, and an ending that secures the outcomes;
- Use slides and other aids as a means of transmitting their messages;
- Deliver presentations, aware of their individual appearance and connecting with the audience.

How?

- By trying out your communication and presentation skills in various short exercises;
- By developing and performing presentations;
- Through direct feedback on the spot to improve your performance.
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Course holder: [Prof Dr Frank Goedertier](#)

Business Case Development

What?

- Explain important financial and accounting concepts
- Understand how marketing and digital initiatives affect an organisation's financial risk and value creation
- Develop a business case for a marketing or digital initiative

How?

- Essential financial knowledge will be taught in groups based on a board game simulation.
- Key concepts and financial terminology will be explained with the support of the simulated company and a variety of examples of renowned companies.
- In collaboration with the marketing director of an FMCG company you will have to build a business case for a specific project.

Course holder: [Prof Dr. Philippe Baecke](#)

Diversity & Inclusion Track

What?

- Recognise the challenges and grasp the unique opportunities of managing yourself and others in diverse settings;

- Understand and articulate the pervasive but often hidden influence of culture on behaviour, particularly with respect to management philosophies and practices;
- Heighten your understanding and appreciation of differences between people and also how to manage diversity in order to achieve better results.

How?

- Through experiential exercises, discussion and self-reflection on the many facets of diversity and how we relate to them;
- Via a self-paced online tool & resources, leaving more room during the encounter itself to experience.

Course holder: [Prof Dr Smaranda Boros](#)

Action Learning

Deep Dive Challenge

What?

- Recognize the holistic nature of managerial thinking
- Prioritize strategic actions
- Present action plans in a convincing way

How?

- Through the exploration of strategic questions which the management of the company is dealing with
- By working on an action plan outlining the prioritized initiatives that you, as a management team, will undertake to improve the growth prospects and the performance of the company
- By presenting recommendations and their implications to the Board of Directors on how to tackle the different managerial questions in the form of an action plan

Course holder: [Prof Dr Philippe Baecke](#) - [Prof Dr Zeynep Erden](#) - [Prof Dr Kerstin Fehre](#) - [Prof Dr Robin Kleer](#)

Digital Marketing Campaign

What?

- Integrate marketing analytics, strategy and implementation
- Develop and evaluate a digital marketing campaign
- Design creative content that fits the marketing strategy of an organisation
- Select the appropriate digital channels to communicate the content
- Professionally report on a digital marketing campaign

How?

- By working intensively with a real company over a period of 2 months
- By managing a significant marketing budget to design and implement the campaign under supervision of marketing faculty
- By applying digital marketing tools such as Google AdWords, Google Analytics, social media platforms, etc.

Digital Marketing Trip Dublin

Leave your comfort zone behind and get ready for an intense experience during our International Trip to Dublin. This one-week trip involves a combination of lectures, company visits, sightseeing

and networking sessions. Visit leading marketing companies like Google, LinkedIn and Microsoft and seize the chance to develop a concrete understanding of how marketing works in an international context.

Marketing Business Game

What?

- Develop a marketing strategy for a company based on market research reports & data analytics
- Determine the marketing mix (Product, Price, Place and Promo) based on the company's marketing strategy
- Select the correct traditional and digital marketing communication channels to successfully implement your marketing strategy
- Evaluate your marketing strategy, assess its impact on the organisation's financial performance and adjust where needed

How?

- By making decisions in a competitive, dynamic and interactive environment, called Digital Markstrat.
- Through working together in a team as well as competing against other teams;
- By receiving quick and hands-on feedback on your performance.

Course holder: [Prof Dr. Philippe Baecke](#)

Consultancy Project

In the final months, you'll apply everything you've learned during a real consultancy project (In-Company Project or "ICP") or a global social project for a NGO. Working in teams of two or three, you'll analyse a specific business issue for a company of your choice which can be as diverse as a multinational corporation, an SME or a non-profit organisation. You'll work within the company for 3 months to develop a full-fledged plan. At the end, our team presents its proposal to a jury consisting of both an academic expert and company executives.