Module Name: Strategy, Marketing & Product Management (ELECGB11)

Module Acronym: B1

Module Manager: Ian Morfett

Module Summary:
The objectives of the B1 module are for students to gain an appreciation of the current ICT market and how a telecommunications company can successfully conduct business in this environment. Three perspectives are therefore taken: understanding how national economies work and the principles of macro-economics; an appreciation of differing company strategies and how they are developed; and an in-depth look at marketing and product management.

Learning Outcomes:
At the end of the course, students should be able to understand:

- Value Chain analysis, the detailed ICT Value Chain and the position of telecommunications operators within it;
- The Macro-economic environment and how this is modelled
- How to evaluate markets, company capabilities, and the strengths and weaknesses of competitors.
- How to develop winning strategies in this environment
- The principles of marketing and how to evaluate customer needs/expectations
- The Key elements of successful trading, including strategy development, customer service, technology developments and exploitation and portfolio and product development
- The key elements of successful product and portfolio management and how to apply them in a changing world

Module Content
1) Introduction to Telecommunications & ICT Business
Scene setting for today’s business: covering the types of network operator and the range of competitors. The concept of ICT is defined, together with the convergence issues. Students will gain an understanding of the interaction of all the factors affecting an operator: macro-
economic, the market place, government policy, regulation, competition, legacy aspects and technology changes, customer expectation and globalisation. The dotcom bubble burst will be examined for lessons for today’s business environment. This introduction to the subject forms an essential framework for subsequent modules so that students understand how the detail fits into the whole picture.

2) Macro Economics
This section introduces the concept of macro-economic models. Students will gain an understanding of the macroeconomic view of a national economy and how the individual industries contribute to and benefit from this national system. Students will be able to apply the concepts of GDP, inflation, economic growth, etc, to contemporary real examples.

3) Business Strategy
The concept of strategy is introduced and applied to a network operator (fixed, mobile, voice & data). The various strategy analysis tools are introduced and example strategies are discussed. Students will be able to apply the following analysis tools: PEST, PUV, Porters 5 Forces, and SWOT. They will also review current strategic issues and the way in which they lead to decisions that can be brought together to produce a corporate strategy for network and ICT operators, together with their implementation choices.

4) Review of the Industry
This section presents a quantified view of the industry (telecommunications, e-commerce, Internet, and entertainment) from a World-wide perspective. The major cost, revenue, demand, service and technology trends are analysed and students investigate the likely future developments. This section also examines the profound impacts on society, markets and the industry ranging from the emergence of new and powerful companies chasing major new revenue opportunities. The principles and techniques of competitor analysis are introduced and students will learn how to evaluate the competitive landscape.

5) Marketing
The generic principles of marketing are introduced: Students will understand the concepts of marketing intelligence, segmentation and targeting, the 7 Ps, promotion, channel management, sales and account management, and customer-relationship marketing (CRM). Students will be able to apply these generic principles to the contemporary telecommunications and ICT business environment.

6) Product Management
An overview of the principles of portfolio and product management is presented, together with their relevance to business planning, network planning and capital budgets. Recent practical examples are discussed. The product life cycle is used as a framework to consider all aspects of product and service management from concept through to product launch, through in-life management to eventual product withdrawal. Certain specific concepts of product management (e.g. Pricing and calculating product profitability) are discussed in the
context of the particular challenges of ICT. As well as gaining an understanding of the role of product and portfolio management students will be able to apply the generic principles specifically to today’s telecommunications and ICT industry.

**Assessment:**
At the end of the module students will be set an examined assignment designed to assess their understanding of the drivers and forces affecting a network operator and how it can successfully compete in today’s market place.

**Tutorials/Workshops:**
Two hour tutorial to address the main learning points of the module and to prepare the students for their assignment.

**Guest Speakers:**
Several guest speakers will be invited to give the students the benefit of their experience on the practical aspects of the telecommunications business.

IMM 23/8/14

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