



SUM2526_14 INSIGHT LAB: DECODING DESIRE TO DRIVE MARKETING INNOVATION	
Course Leader	Isabelle Palud, Lecturer in Marketing at Tertiary School in Business and Administration (TSiBA), South Africa.
Course Description	Insight Lab: Decoding Desire to Drive Marketing Innovation
Course Objectives	<p>This module is a hands-on Insight Lab where students explore consumer desires across cultures and transform insights into innovative marketing strategies. Through qualitative research and iterative testing, students learn how to decode consumer behaviour and drive impactful innovation in a VUCA world.</p> <p>The objectives are to:</p> <ul style="list-style-type: none"> • Decode consumer desires and translate them into strategic and innovative marketing opportunities. • Learn and apply the qualitative research process from hypothesis to strategic recommendations. • Strengthen multicultural teamwork by adapting to diverse communication and collaboration styles. • Develop the 4Cs of future-ready leaders: creativity, collaboration, communication, and critical thinking. • Gain experience in learning by doing, testing assumptions, and iterating quickly based on data.
Tackled Concepts	<ul style="list-style-type: none"> • Context: VUCA world and its antidotes, bringing vision, market understanding, clarity, and team agility. • Strategic role of consumer insights: linking research to innovation, targeting, positioning, and marketing-mix. • Qualitative research process: from defining hypotheses to collecting/analysing data and making strategic decisions. • Iteration: ideation, testing, pivoting, and improving concepts. • Multicultural teamwork: managing collaboration and communication styles in diverse, international teams. • Pitching insights: turning findings into compelling and actionable recommendations.
Learning Methods	<p>The course follows an active, experiential approach, with minimal lectures and maximum practice. Students co-create, test, and refine innovative concepts in workshops and labs, while engaging in daily reflection sessions on their learnings, teamwork, and adaptation in a VUCA world.</p> <p>At key milestones such as concept boards, interviews, and presentations, they receive interactive guidance and coaching from the professor. Working in deliberately diverse teams ensures multicultural immersion, encouraging adaptability, cultural intelligence, and stronger collaboration.</p>
Evaluation / Assignments	<p>Assignments:</p> <p>Throughout the week, students work in multicultural teams to design and test an innovative business concept. They begin by co-creating an idea, then refine it through qualitative research, interviews, and iterative improvements. Each team delivers a concept board that illustrates the vision, a qualitative research report showing insights gained from fieldwork, and a final presentation where they defend their strategic recommendations.</p> <p>Alongside team deliverables, students submit an individual reflective essay that critically analyses their personal journey, teamwork, and the transferability of skills such as collaboration, adaptability, and critical thinking.</p> <p>Evaluation:</p> <p>Group presentation (10 mins pitch+ Q&A) + individual reflections Essay + daily MCQs</p>
Bibliography / Course Material	<ul style="list-style-type: none"> • The Lean Start-Up by Eric Ries • Design Thinking (IDEO) • Business Model & Value Proposition Canvas, by Alexander Osterwalder: • Marketing Research, Alvin C. Burns (Pearson)
Number of Credits	4 ECTS; 2 US



4-day Seminar – 24 teaching hours

1. Introductions

The Insight Lab begins with an introduction to the learning journey. Students explore the challenges of a VUCA world and discover how vision, data, and agility can bring clarity. After a quick exercise in problem framing and idea generation, diverse teams are formed around shared interests and guided by a Team Operating Agreement.

2. Qualitative Research Process: Objectives & Design

In the Design phase, each group defines its customer context, assumptions, and research objectives. They design a qualitative approach: sampling, interview guide, and key topics.

3. Qualitative Research Process: Implementation

The implementation phase brings ideas to life: students conduct interviews, analyse responses, extract insights, and evolve their concept boards. They test desirability, create personas, and link insights to strategic marketing decisions such as targeting and positioning. Coaching and daily reflections keep the process iterative and adaptive.

4. Assessments & reflections

The Lab ends with Reflections and Assessments. Teams present their research findings and strategic recommendations, while individual essays capture personal contributions, learnings, and transferable skills.

Schedule