

GLOBAL MARKETING LEADERSHIP PROGRAMME 2023

With the maturation and convergence of game-changing technologies such as AI, IoT, Blockchain and Robotics, the world has entered a period of exponential change that will upend both society and industry. Business leaders in Ireland must grasp the radical changes currently underway in order to meet the challenges as well as take advantage of the opportunities. Standing still is not an option.

In partnership with UC Berkeley Extension, Marketing Institute Ireland has launched the Global Marketing Leadership Programme to provide senior marketing executives in Ireland with critical insight into important technological trends. In addition, the programme offers unique 360-degree development of core competencies identified by global industry experts as critical to leading marketing transformation in organizations:

- Strategy & Leadership
- Data-driven Business Intelligence
- Customer-Centric and Technology-Conscious Marketing
- Organization and Change Management

Participants undergo an in-depth, immersive learning experience that combines live online learning with experiential activities, culminating with an in-person visit to Silicon Valley, the world's center of innovation. They emerge with a thorough understanding of critical technology and innovation trends, as well as the knowledge and skills necessary to lead digital transformation in their organizations.

Learning objectives:

- Learn to lead digital transformation and innovation in your organisation.
- Acquire the latest insights on leveraging data for competitive advantage.
- Grasp how AI can help uncover new segments, increase efficiency, and create better customer experiences.
- Understand and learn how to lead the implementation of advanced technologies such as blockchain and cloud computing in marketing practice across organizations.

INSIGHTS & BEST PRACTICES FROM SILICON VALLEY

A key component of the programme is acquiring leading-edge marketing insights and best practices from Silicon Valley. This will come in the form of access to experts in the Valley, who participate in the programme as instructors, guest speakers, or project advisors. These experts will share their real-world experience and insight into future trends from the perspective of business leaders operating in the Valley's innovation ecosystem. Additionally, learners will experience Silicon Valley first-hand during the three-day immersion module in the Valley, which includes visits to successful companies and innovative startups, as well as meetings and discussions with industry leaders.

NEW IN 2023: 5 COURSES AND MODULARITY

In 2023, the Global Marketing Leadership program will be made of five courses: two courses in-person (one in Dublin, Ireland, another one in San Francisco Bay Area, USA) and three delivered live-online. You can enrol **in one or more modules** depending on your availability, learning requirements and budget. You can also complete the full five module set over more than one year.

NEW IN 2023: PICK 1 TO 5 MODULES

LEARNING PARTNER

GLOBAL MARKETING LEADERSHIP PROGRAMME | 2023

MODULE 1.	MODULE 2.	MODULE 3.	MODULE 4.	MODULE 5.
<p>Demystifying AI: What Business Leaders Need to Know About AI</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Instructor: Michael Wu</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Theme(s)/Session: + The Fuel of AI: Big Data + The Engine of AI: Machine Learning + Understanding AI + Leading and Managing Data Scientists</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>In-Person 8 hours in 1 day</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Fee: \$1,500</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>March 24th</p>	<p>Silicon Valley Insider Practices in Customer Centric Marketing</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Instructor: Rinoti Amin</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Theme(s)/Session: + Customer-Centric, Product Led Growth + Driving Traffic + Paying for Traffic and Personalisation + Capturing Value to Drive Viral Growth Loops</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Live Online 8 hours in 4 weeks</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Fee: \$1,500</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>May 3rd, 10th, 17th & 24th</p>	<p>Boost Your Performance with AI, Business Analytics and Data Visualisation</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Instructor: Gauthier Vasseur</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Theme(s)/Session: + Understand the Real Drivers and Foundation for Digital Transformation + Technology and Data Management: The Essentials + Stretch your Insight with Advanced Analytics + Lead with Confidence in a Digital World</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Live Online 8 hours in 4 weeks</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Fee: \$1,500</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>June 7th, 14th, 21st, 28th</p>	<p>Leading with Agile Mindset to Create an Edge for the Future</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Instructor: Patricia Read</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Theme(s)/Session: + Awareness + Leading Adaptively + Experimenting + Leading Change</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Live Online 8 hours in 4 weeks</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Fee: \$1,500</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Sept 6th, 13th, 20th, 27th</p>	<p>Digital Transformation Management - SV Immersion: Innovation in Practice</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Theme(s)/Session: 3 day residential programme in Silicon Valley including:</p> <ul style="list-style-type: none"> + Digital Transformation Management + Silicon Valley Immersion with Company Visits & Networking Events + Innovation in Practice <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>In Person in San Francisco 15 hours in 3 days</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>Fee: TBC</p> <hr style="border: 0; border-top: 1px solid #ccc;"/> <p>November TBC</p>

You'll earn a professional certificate from UC Berkeley upon completion of each module

PROGRAMME HIGHLIGHTS

- Access to Silicon Valley experts
- Three-day immersion in Silicon Valley
- Hybrid learning: live online plus in-person (Dublin and Silicon Valley)
- Modularity of the Program

PROGRAMME BENEFITS

- Be at the forefront of digital marketing
- Learn to lead digital transformation within your organization
- Obtain insights and best practices from Silicon Valley experts
- Establish a professional network in Silicon Valley
- Earn a professional certificate from UC Berkeley Extension

ENTRY REQUIREMENTS

Participants on the MII Berkeley Global Marketing Leadership Programme is designed for senior marketers. Successful applicants will have a Level 8 or 9 qualification (business or marketing Bachelors or Master's degree) and evidence of experience at a senior marketing management level.

MODULE 1: Expert Workshop, March 24th in Dublin

Demystifying AI: What Business Leaders Need to Know About AI

Instructor: Michael Wu, Chief AI Strategist at Pros



Dr. Wu is one of the world's premier authorities on artificial intelligence (AI), machine learning (ML), data science, and behavioural economics. He's currently the Chief AI Strategist at PROS (NYSE: PRO), an AI-powered SaaS provider that helps companies monetize more efficiently in the digital economy. He's been recently appointed as Senior Data Science Research Fellow at the Ecole des Ponts Business School. Prior to PROS, Michael was the Chief Scientist at Lithium for a decade, where

he focused on developing predictive and prescriptive algorithms to extract insights from social media big data. His research spans many areas, including customer experience, CRM, online influence, gamification, digital transformation, AI, etc. His R&D won him recognition as an Influential Leader by CRM Magazine along with Mark Zuckerberg, Marc Benioff and other industry giants. Prior to industry, Michael received his triple major undergraduate degree in Applied Math, Physics, and Molecular & Cell Biology; and his Ph.D. from UC Berkeley's Biophysics program, where he uses machine learning to model visual processing within the human brain. Michael believes in knowledge dissemination, and speaks internationally at universities, conferences, and enterprises. His insights have inspired many global enterprises and are made accessible through "The Science of Social," and "The Science of Social 2"—two easy-reading e-books.

Course Description

In this digital world, businesses must adopt artificial intelligence (AI) and machine learning (ML) and learn to leverage it well to stay competitive. We are at an interesting juncture of time as we transition into a future with an AI-augmented economy. Business leaders in this transition period must learn about AI to stay ahead of the game. Even those who have no technical background in computer science, math, and statistics, they will need to work with, and potentially manage data scientists, ML developers, AI engineers, etc. Therefore, it is crucial for business leaders and managers of the next decades to learn more about AI to be effective on their job. The goals include to understand fundamental concepts and terminologies in data science and be able to use them to effectively communicate, manage, work with, and collaborate with data scientists; to have a solid theoretical and operational understanding of ML, which includes the actual steps, reasoning, and computation behind what data scientists do; to have a practical understanding of AI, how it works, what makes it work well, how it's been used in business, what's the impact, and the challenges it brings.

Learning Objectives

Upon completion of this course:

- You will have a firm grasp on some of the most important concepts in data science, machine learning (ML), and artificial intelligence (AI).
- You will gain sufficient knowledge of how ML and AI works to distinguish facts from fiction, and have a good sense for what is possible with these cutting-edge tech.
- You will also have the proper vocabulary, as well as a deep enough theoretical and operational understanding of ML and AI.
- You will be able to collaborate with data scientists, manage them, and explore solutions with them to address real-world business challenges.

Session by Session Summary

Module	Theme	Topics
1	The Fuel of AI: Big Data	<ul style="list-style-type: none"> • What is the difference between data, information, and insights • What's signal and what's noise in a dataset and why is big data so noisy • How to work with big data and how best to discover insights from it • What are the 3 layers of data science and how are they different • What are descriptive, predictive, and prescriptive analytics • What do data scientists actually do
2	The Engine of AI: Machine Learning	<ul style="list-style-type: none"> • What is machine learning (ML) and how it differs from data analysis and data mining • What are features, what is feature engineering, and why it is crucial to ML • What are common and popular ML paradigms • What is supervised, unsupervised, reinforcement, and adversarial learning • What are some examples and applications of supervised, unsupervised, reinforcement, and adversarial learning • What is the power of generative adversarial network and how deep fakes are created • How can we assess whether a model is working and validate its performance
3	Understanding AI	<ul style="list-style-type: none"> • How did artificial intelligence (AI) develop and evolve historically • What is AI and how is it different from ML • What conditions made it possible AI to become so popular recently • What is the learning loop and how does it give AI its intelligence and makes it smart • How is AI different from traditional automation • Why is ML so crucial to every AI and what is the true advantage of learning • What are the 4 major applications of AI with examples • How to turn any feature into an AI feature that can learn and adapt
4	Leading and Managing Data Scientists	<ul style="list-style-type: none"> • Case studies: Managing Data Scientists • What are the best practices to lead and manage a data science team

Expert Workshop: Silicon Valley Insider Practices in Customer Centric Marketing

Course 2 - Instructor: Rinoti Amin, Senior Director, Online Growth at Malwarebytes - Lead Instructor - Digital Marketing & Marketing Management Programs at UC Berkeley Extension

FORMAT: On-line, 4 x 2-hour sessions, starting May 3rd.



Rinoti Amin has a deep passion for growing marketing functions with a hyper focus on delighting the customer. She currently leads the Growth and Analytics team at Malwarebytes where she is focused on driving Product-led growth. She was at PayPal for almost a decade growing the Digital Marketing & Strategy function for the international region where she implemented growth-hacking techniques for acquisition and engagement. Prior to that, she led the Brand Identity function at Logitech. In her prior life, she worked with various NGOs in the US and India to bring in the much needed marketing expertise. Rinoti currently consults with various businesses in the SF Bay Area, and is the lead instructor for the Marketing Management and Digital Marketing diploma programs at UC Berkeley Extension.

Marketing leaders and professionals need to constantly stay on top of the latest trends, tools and methods used for consumer-centric Marketing. This workshop explores current tools and methods used in the most innovative organizations to capture and utilize customer data to determine their true needs and create personalized and impactful experiences. Through cases and practical application, the workshop allows students to learn how to design a Product-led growth strategy and effectively implement frameworks, experimentation tools and digital marketing technologies at the forefront of technology-conscious marketing.

Learning Objectives

On successful completion, students will be able to:

- Understand imperatives for a customer-centric marketing mindset, and leveraging data and technology for insights and personalization
- Understand the components of product-led growth strategy, and implement experimentation techniques to validate and optimize
- Gain practical experience in using and optimizing digital marketing tools and platforms to drive top-of-funnel traffic
- Build plans on combining product-led growth strategies with digital channel optimizations to create viral growth loops

Session by Session Summary

Module	Theme	Topics
1	Customer-centric, product-led growth	<ul style="list-style-type: none"> • Emergence and importance of customer-centric marketing • Product-led growth strategy frameworks • Principles of experimentation for growth
2	Driving traffic	<ul style="list-style-type: none"> • Organic traffic channels and platforms • New trends in search engine optimization; survey of tools • Social organic growth hacking trends
3	Paying for traffic and personalization	<ul style="list-style-type: none"> • New trends in paid channels optimization • Retargeting and personalization - beyond algorithms
4	Capturing value to drive viral growth loops	<ul style="list-style-type: none"> • Value generation and distribution in growth loops • Combining product-led growth frameworks and channel optimizations for growth

Expert Workshop: Boost Your Performance with AI, Business Analytics and Data Visualization

Module 3 - Instructor: Gauthier Vasseur, Executive Director at the Fisher Center for Business Analytics, President of the Alliance for Inclusive Artificial Intelligence (AIAI) - UC Berkeley Haas School of Business

FORMAT: On-line, 4 x 2-hour sessions, starting June 7th



Gauthier Vasseur is a data analytics and digital transformation expert. His executive track record spans from large enterprises (Google, Oracle, Hyperion) to bootstrapped, series A and Pre-IPO companies. Gauthier has worked in finance, operations and marketing, building teams, analytics and scalable processes to fasten growth and improve transparency. He has brought his multifaceted experience and emphasis on data analytics into higher education. Gauthier has over six years of experience teaching and training teams to drive efficient and data-driven processes, make the best of technology and become key actors of digital transformation in their own organizations. At the Fisher Center for Business Analytics, Gauthier is spearheading efforts to connect Haas faculty with business leaders to collaborate on the application of data science and analytics to business strategy. To engage with confidence, business professionals need to understand how AI can work for them.

Transformation in business and society requires executives, leaders and managers to make faster and better decisions, to adopt a holistic leadership and become a voice in data and technology discussions to drive digital transformation. In this workshop, students will experience first-hand the design of a lean and scalable data process, which will produce fast and accurate analytics to support daily decisions. They will learn how to use raw data to discover in minutes where we need to focus, how to connect financial and operational data to identify where our actions are required, or how to use a wide variety of metrics to understand what drives our activity. Working from real data sets, they will learn how to start with the relevant questions that lead to concrete actions. They will learn how to research relevant data and design an efficient data collection process that will prepare the data for easier, higher-quality connections and calculations. Last, they will stretch our analytics with the application of Machine Learning algorithms to see the signals in the noise.

Learning Objectives

On successful completion, students will be able to:

- Capture raw data and transform it into a sustainable asset for analysis
- Stretch analytics with advanced visualization and AI techniques
- Identify which solutions can boost analytics performance
- Lead with confidence in a fast-changing digital world

Session by Session Summary

Module	Theme	Topics
1	Understand the real drivers and foundation for digital transformation	<ul style="list-style-type: none"> • What's really at stake with mastering analytics • How to properly frame the bearings of your analytics • The key for fluid and "FAIR" data and the notion of data supply chain
2	Technology and Data management: what's essential to know	<ul style="list-style-type: none"> • The solutions that will support your analytics performance • The key best practices for efficient data management
3	Stretch your insight with advanced analytics	<ul style="list-style-type: none"> • How to tame AI and Machine Learning for your business needs • How to leverage the power of advanced visualizations
4	Lead with confidence in a digital world	<ul style="list-style-type: none"> • How to drive change • Design lean analytics processes • The keys to a data culture at scale

Expert Workshop: Leading with an Agile Mindset to Create an Edge for the Future

Module 4 - Instructor: Patricia Reed, Agile Executive, Coach, Transformational Leader, Adjunct Professor at UC Berkeley

FORMAT: 3-Day on-campus at Berkeley, California, USA. November 2023.



Pat is an experienced Agile executive, coach, transformational leader, Adjunct Professor of UC Berkeley and instructor. She has proven success transforming large Agile organizations and developing world class enterprise Agile practices (including accounting, PMO, Portfolio Management, Strategy, Release, DevOps, Change, Performance Management and Adaptive Leadership and career processes and practices). Pat has 40+ years of experience in leveraging cutting-edge technology, delivery and project management methods to solve challenging business problems. Her experience encompasses 15 years as Executive Director at the Walt Disney Company and Walt Disney Pictures & Television, five years at Universal Studios Motion Picture Group, CIO at GameWorks, and leading delivery management services and the agile transformation of global PMO as an Executive at Gap Inc for eight years. Developing her entrepreneurial talents, Pat co-founded and launched her own company, iHoriz Inc. (Innovative Horizons) 8 years ago and has earned international recognition as a highly sought after executive and transformational coach, currently working with the most senior leaders of the Australian government and most of the major banks throughout Australia. Pat's unique skills include transformational leadership, connecting strategy to delivery and solving impossible business challenges by leveraging deep domain knowledge of human behavior, patterns, design thinking, and empirical (scientific) methods with a razor-like focus on value. Her academic background includes a BS in Psychology and MBA. Pat regularly speaks at conferences and industry events locally and worldwide; and teaches Agile and PM courses in the Extension Program at UC Berkeley.

Leaders and managers are transformative forces in organizations. However, high performance and operational excellence are not sufficient to be an effective leader in agile environments. This workshop introduces advanced concepts and tools used by top performers to create an Agile or Learning Mindset and develop an Adaptive Leadership style. Students explore how to change their way of thinking through adaptive actions and how to design innovative paths forward for their organizations. Using challenging cases and inspiring activities to train their Learning Agility, students acquire the most sought after skill sets to effectively lead organizations into an ever-changing future.

Learning Objectives

On successful completion, students will be able to:

- Increase their awareness of why traditional management practices fall short; Understand imperatives for adaptive leadership and business agility as well as challenges and benefits;
- Clarify differentiating capabilities of future-ready leaders;
- Understand differentiating qualities of a healthy Adaptive Organization including safety, diversity, slack and tension, innovation, sense-making, managing complexity and the importance of cultivating learning experiences.

Session by Session Summary

Module	Theme	Topics
1	Awareness	<ul style="list-style-type: none"> • Learning Mindset • Learning Agility • VUCA (Volatility, Uncertainty, Complexity & Ambiguity) Management
2	Leading Adaptively	<ul style="list-style-type: none"> • Agile Principles • Agile Practices
3	Experimenting	<ul style="list-style-type: none"> • Developing Hypotheses • Testing Hypotheses
4	Leading Change	<ul style="list-style-type: none"> • Designing and Running Thin Slice Experiments • Using experimental data to develop impactful leadership actions and strategies

Custom Program in Digital Transformation Management - Silicon Valley

Module 5 - Instructor: Patricia Reed, Agile Executive, Coach, Transformational Leader, Adjunct Professor at UC Berkeley

FORMAT: 3-Day on-campus at Berkeley, California, USA. November 2023.



Pat is an experienced Agile executive, coach, transformational leader, Adjunct Professor of UC Berkeley and instructor. She has proven success transforming large Agile organizations and developing world class enterprise Agile practices (including accounting, PMO, Portfolio Management, Strategy, Release, DevOps, Change, Performance Management and Adaptive Leadership and career processes and practices). Pat has 40+ years of experience in leveraging cutting-edge technology, delivery and project management methods to solve challenging business problems. Her experience encompasses 15 years as Executive Director at the Walt Disney Company and Walt Disney Pictures & Television, five years at Universal Studios Motion Picture Group, CIO at GameWorks, and leading delivery management services and the agile transformation of global PMO as an Executive at Gap Inc for eight years. Developing her entrepreneurial talents, Pat co-founded and launched her own company, iHoriz Inc. (Innovative Horizons) 8 years ago and has earned international recognition as a highly sought after executive and transformational coach, currently working with the most senior leaders of the Australian government and most of the major banks throughout Australia. Pat's unique skills include transformational leadership, connecting strategy to delivery and solving impossible business challenges by leveraging deep domain knowledge of human behavior, patterns, design thinking, and empirical (scientific) methods with a razor-like focus on value. Her academic background includes a BS in Psychology and MBA. Pat regularly speaks at conferences and industry events locally and worldwide; and teaches Agile and PM courses in the Extension Program at UC Berkeley.

Silicon Valley's start-up mindset has made this region the global epicentre for innovation. Corporations from around the globe operate strategic research and innovation subsidiaries in Silicon Valley to benefit from its innovation ecosystem. This course offers students the opportunity to understand the practices, mindset and corporate cultures that make Silicon Valley companies global leaders in innovation. Students will learn how startups build innovation into their culture, how large tech multinationals achieve scalability by creating organizational structures that resemble startups, and how traditional multinationals are translating Silicon Valley innovation processes and practices into strategies to drive change and transformation throughout their organization.

Learning Objectives

On successful completion, participants will be able to:

- Understand the key elements of Silicon Valley that catalyse innovation
- Develop their personal innovation mindset
- Analyse organizational cultures and recommend changes that enable innovation
- Understand the relation of organizational transformation and capacity to innovate
- Formulate a transformational strategy for corporations lacking innovation

Session by Session Summary

Session	Theme	Topics
1	The Silicon Valley Innovation Ecosystem	<ul style="list-style-type: none"> • Startup innovation culture • Innovation Mindset
2	Translating Innovation into Corporate Culture	<ul style="list-style-type: none"> • Corporate cultures that support innovation • Using agile principles to transform corporate culture • Start-up structures in large organizations • Empowering innovative individuals and teams
3	Transforming Innovation into Growth and Organization-wide Change	<ul style="list-style-type: none"> • Data driven innovation • Using AI and automation to target customers and grow business • Managing change across departments and subsidiaries

INSTRUCTORS BIOGRAPHY

Pat Reed - Agile Executive, Coach, Transformational Leader, Adjunct Professor at UC Berkeley

MODULE 4: Applying Agile Mindset, Principles and Practices to Create an Edge for the Future

FORMAT: On-line, 4 x 2-hour sessions, starting September 6th, 13th, 20th and 27th

MODULE 5: Digital Transformation Management, Silicon Valley Immersion: Innovation in Practice