Course Description

The advent of internet has created opportunities as well as threats to companies. This course provides students the theoretical understanding of the Internet marketplace necessary to adapt to its many changes, while also introducing them to the real-world Internet marketing problems through real business cases. This course consists of three elements: (1) lectures that cover basic concepts/theories of online marketing; (2) case analyses that apply the concepts to real-world online marketing problems; (3) online marketing simulation to provide hands-on experience. The following topics will be covered: (1) an overview of the digital landscape and status quo; (2) digital advertising and promotion including search advertising and display advertising; and (3) transitioning to digital: digital product, price, and place—the rest of the 4P’s of marketing.

Course Objectives

The course will help students achieve the following objectives.

1. To understand recent moves in the digital space by examining major online players (e.g., Google, Facebook, Amazon, and Apple) and studying relationships between offline and online marketing.

2. To understand how firms use the Internet to communicate value to consumers by studying various online advertising methods such as paid search advertising, display advertising, and social media advertising.

3. To understand consumer behavior and firm reactions in the digital age that transforms the traditional marketing of companies, including freemium pricing, showrooming, omni-channel marketing, mobile marketing, and online reputation management.

Course Structure

This course consists of three self-contained modules.

Module 1: Digital Landscape. Module 1 explores the new digital landscape. It is important to understand “how firms get here.” We will study Internet technologies related to digital
marketing (Week 1), overview the outbound/inbound digital marketing activities (Week 2) and social media marketing activities (Week 3), and study basic web metrics (Week 4).

Module 2: Digital Advertising and Promotion. The Internet has made available a plethora of tools for firms to use. Module 2 focuses on how companies use the Internet to communicate value to consumers and learn about consumers’ needs and wants. This module will cover search advertising (Week 5) and display advertising (Week 6) as outbound marketing tools; search engine optimization and landing page optimization (Week 7) as inbound marketing tools; and social media marketing (Weeks 9 and 10). In Week 8, we will introduce the digital marketing simulation game MIMIC Pro and do practice run in the classroom.

Module 3: Transitioning to Digital. Module 3 deals with the other three P’s of marketing. The module discusses the novel benefits of the ‘marketing mix’ afforded by digital strategies regarding what to offer (Product), where to distribute (Place), and how to charge for it (Price). Many of the traditional tenets of the three P’s still apply online but the Internet creates new opportunities and challenges, many of which are addressed in this module. Specifically, we will learn how firms manage online reputation (Week 12); how firms use mobile apps as a marketing tool (Week 13); and how firms price digital content and how the Internet has affected the distribution of products (Week 14).

In the last three weeks of the semester, we will review the course (Week 15), present the MIMIC Pro results (Week 16), and take the final exam (Week 17).

Course Materials

- **Required readings**
  The following readings are required for classroom activities and homework assignments. They are included in the course pack, available for purchase at [http://cb.hbsp.harvard.edu/cbmp/access/72324995](http://cb.hbsp.harvard.edu/cbmp/access/72324995).


- Required lecture slides: Lecture slides will be posted on Canvas learning system before the each session starts.

- Required digital marketing simulation: We will play a digital marketing simulation game (MIMIC Pro by Stukent) throughout the semester. Every student should purchase the license here: https://home.stukent.com/join/933-AF6.

- Textbook (optional): The following book is optional but recommended as we will use it in the lecture part of a weekly session.
  - Stukent. Digital Marketing Essentials. This is an e-textbook that is updated regularly. To purchase, use this link: https://www.stukent.com/internet-marketing-textbook/.

Group Formation

You need to form groups as the MIMIC Pro digital simulation game will be done by team. An ideal group will consist of three to four students and no group can have more than five students. You must attend in the first week.

Session Format
A typical weekly session will consist of a lecture and a case discussion. As we move to the later parts of the semester, we may discuss your MIMIC Pro performance in the class.

*Lecture.* A weekly session will start with a lecture that deals with the textbook materials assigned to the week. Each week’s topic and textbook chapters can be found in the **Course Schedule** section of the syllabus.

*Case Discussion.* The weekly case studies have been carefully selected to enhance your learning by examining real-world problems. All students are expected to come to class ready to discuss the assigned case. At a minimum, each individual student should be able to (i) summarize the business environment the focal company is situated in; and (ii) identify main issues facing the focal company. Additionally, students are encouraged to prepare recommendations for the focal firm backed by your analysis. I may call upon any students at any time (cold called) to provide specific recommendations and analysis. Even if you do not contribute to a specific case discussion by speaking, make sure that you are comfortable with what you would have done in the management situation described in the case and why.

*MIMIC Pro Simulation.* Each student will be assigned to a team and each team will run the MIMIC Pro simulation game for seven rounds, starting in Week 8. More detailed information about MIMIC Pro will be given in the class.

**Written Assignments**

*Case analysis executive memos.* For every case discussion, you will prepare a one-page, single-spaced memo that is based upon situation analysis and organize your thoughts/ideas for the case. This is an individual assignment and should be completed independently by each student. Submit the memo on Canvas by the noon of the class day. Writing a memo for every case is designed to help you prepare for every case discussion. I will not give feedback on every memo, but randomly select 3 executive memos for your evaluation.

*MIMIC Pro Campaign Report.* During the semester, you will run the MIMIC Pro simulation game for seven weeks (starting from Week 8). After fishing the seven runs, student groups should write a post-campaign report that summarizes the campaign results and lessons you learned through the game. The post-campaign report should be submitted to the instructor. The report should not exceed eight pages (double-spaced). More detailed information about the report will be provided in the middle of the semester.

**Grading Policy**

The assessment and grading system is intended to reflect student learning and performance.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Attendance</td>
<td>5% (Individual)</td>
</tr>
<tr>
<td>Case analysis executive memo</td>
<td>30% (Individual)</td>
</tr>
<tr>
<td>Final exam</td>
<td>30% (Individual)</td>
</tr>
<tr>
<td>MIMIC Score</td>
<td>10% (Group)</td>
</tr>
<tr>
<td>MIMIC post campaign report</td>
<td>20% (Group)</td>
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<tr>
<td>MIMIC peer evaluation</td>
<td>5% (Individual)</td>
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Grading Scale

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Grade</th>
</tr>
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<tbody>
<tr>
<td>100 – 92</td>
<td>A</td>
</tr>
<tr>
<td>91.99 – 90</td>
<td>A-</td>
</tr>
<tr>
<td>89.99 – 88</td>
<td>B+</td>
</tr>
<tr>
<td>87.99 – 82</td>
<td>B</td>
</tr>
<tr>
<td>81.99 – 80</td>
<td>B-</td>
</tr>
<tr>
<td>79.99 – 78</td>
<td>C+</td>
</tr>
<tr>
<td>77.99 – 72</td>
<td>C</td>
</tr>
<tr>
<td>71.99 – 70</td>
<td>C-</td>
</tr>
<tr>
<td>69.99 – 68</td>
<td>D+</td>
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<tr>
<td>67.99 – 62</td>
<td>D</td>
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<td>59.99 – 0</td>
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Computer Policy

Students may bring and use a notebook PC in the classroom for educational purpose only.

Weekly Readings (R: Required, O: Optional)

- Week 1 (1/18): Technological Aspects of Digital Marketing
  - (O) Digital Marketing Essentials, Chapter 1.

- Week 2 (1/25): Overview of Outbound/Inbound Marketing

- Week 3 (2/1): Overview of Social Media Marketing

  - (R) Online, Email, and Mobile Metrics [will be posted on Canvas].

- Week 5 (2/15): Outbound Marketing 1: Search Advertising
  - (O) Digital Marketing Essentials, Chapter 5

- Week 6 (2/22): Outbound Marketing 2: Display Advertising
- (O) Digital Marketing Essentials, Chapter 6.

- Week 7 (3/1): Inbound Marketing: Search Engine & Landing Page Optimization
  - (O) Digital Marketing Essentials, Chapters 2-4 & 7.

- Week 8 (3/8): MIMIC Pro Introduction and Practice
  - (R) MIMIC Pro User Manual (on Stukent)

- Week 9 (3/15): Social Media Marketing – Part 1
  - (O) Digital Marketing Essentials, Chapter 10.

- Week 10 (3/22): Social Media Marketing – Part 2
  - (O) Digital Marketing Essentials, Chapter 11.

- Week 11 (3/29): Spring Break (No Class)

- Week 12 (4/5): Online Reputation Management
  - (O) Digital Marketing Essentials, Chapter 12.

- Week 13 (4/12): Mobile Marketing
  - (O) Digital Marketing Essentials, Chapter 13.

- Week 14 (4/19): Pricing of Digital Products, Place in Digital Age

- Week 15 (4/26): Course Wrap-Up
- Week 16 (5/3): MIMIC Presentation by Students
- Week 17 (5/10): Final Exam (Online)

Course Schedule (Subject to change)

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Reading (R: Required, O: Optional)</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (1/18)</td>
<td>Course Overview Technological Aspects of Digital Marketing</td>
<td>(R) Amazon, Apple, Facebook, and Google (O) DME*, Chapter 1</td>
<td>EM**: AAFG Register for MIMIC Pro at Stukent.</td>
</tr>
<tr>
<td>2 (1/25)</td>
<td>Overview of Outbound/Inbound Marketing</td>
<td>(R) Digital Marketing (Gupta &amp; Davin) – Outbound/inbound marketing (R) HBS Executive Education</td>
<td>EM: HBS EE</td>
</tr>
<tr>
<td>3 (2/1)</td>
<td>Overview of Social Media Marketing</td>
<td>(R) Digital Marketing (Gupta &amp; Davin) – Social Media Marketing (R) United Breaks Guitar</td>
<td>EM: United</td>
</tr>
<tr>
<td>4 (2/8)</td>
<td>Measuring the Impact of Digital Marketing Activities</td>
<td>(R) Online, Email, and Mobile Metrics (R) BBVA Compass</td>
<td>EM: BBVA</td>
</tr>
<tr>
<td>5 (2/15)</td>
<td>Outbound Marketing 1: Search Advertising</td>
<td>(R) Motorcowboy (O) DME, Chapter 5</td>
<td>EM: Motorcowboy</td>
</tr>
<tr>
<td>6 (2/22)</td>
<td>Outbound Marketing 2: Display Advertising</td>
<td>(R) Thunderbird (O) DME, Chapter 6</td>
<td>EM: Thunderbird</td>
</tr>
<tr>
<td>7 (3/1)</td>
<td>Inbound Marketing: Search Engine &amp; Landing Page Optimization</td>
<td>(R) Air France (O) DME, Chapters 2 – 4</td>
<td>EM: Air France</td>
</tr>
<tr>
<td>8 (3/15)</td>
<td>MIMIC Pro Introduction &amp; Practice</td>
<td>(R) MIMIC Pro User Manual (on Stukent site)</td>
<td>MIMIC Rounds 1 &amp; 2</td>
</tr>
<tr>
<td>9 (3/22)</td>
<td>Social Media Marketing – Part 1</td>
<td>(R) Mekanism (O) DME, Chapter 10</td>
<td>EM: Mekanism MIMIC Round 3</td>
</tr>
<tr>
<td>10 (3/29)</td>
<td>Social Media Marketing – Part 2</td>
<td>(R) The Ford Fiesta (O) DME, Chapter 11</td>
<td>EM: Fiesta MIMIC Round 4</td>
</tr>
<tr>
<td>11 (3/29)</td>
<td>Spring Break (No Class)</td>
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<tr>
<td>12 (4/5)</td>
<td>Online Reputation Management</td>
<td>(R) TripAdvisor (O) DME, Chapter 12</td>
<td>EM: TripAdvisor MIMIC Round 5</td>
</tr>
<tr>
<td>13 (4/12)</td>
<td>Mobile Marketing</td>
<td>(R) Digital Marketing (Gupta &amp; Davin) – Mobile Marketing (R) Bank of America</td>
<td>EM: BoA MIMIC Round 6</td>
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</table>
Further Readings

The lecture slides are partly based on the following documents. Most of them are free, accessible on the web. I will post them in corresponding weeks as necessary.


