



**MKTG 5721: Digital Marketing Strategies and Measurement**  
**College of Business Administration**  
**University of Missouri-St. Louis**  
**Spring 2020**

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Class Schedule: Thursday 6:00 – 8:30PM

### **Course Description**

The Internet presents unique challenges and opportunities for companies. This course aims to provide the theoretical as well as practical understanding of the Internet marketplace necessary to adapt to its many changes. The following topics are covered: (1) an overview of the digital industry landscape and online consumer behavior; (2) digital marketing strategies (e.g., paid search advertising, display advertising, search engine optimization) to communicate value to consumers; and (3) analytics to measure digital marketing effectiveness. This course uses three pedagogical tools to achieve the goal: (1) lectures that cover basic concepts and theories of digital marketing; (2) business cases that apply the concepts/theories to real-world online marketing problems; and (3) a business simulation game that focuses on digital marketing communication strategies and tactics.

### **Course Objectives**

Upon completion of this course, students will be able to:

1. analyze recent strategic moves in the digital space (e.g., Google, Facebook, Amazon, and Apple) and explain their drivers, consequences, and implications.
2. understand new consumer behaviors enabled by the internet (e.g., showrooming behavior, spread and use of electronic word-of-mouth) and develop strategies to cope with them.
3. design firms' digital marketing strategies using digital communication tools such as paid search advertising, display advertising, search engine optimization, and social media marketing.
4. assess and demonstrate the complex interactions among marketing channels, online and offline.

## Course Structure

This course consists of three modules.

**Module 1: The Digital Industry and Online Consumer Behavior.** It is important to understand the overall industry landscape created by the internet and to examine how consumers use digital technologies in their purchase processes. Module 1 introduces online consumer behaviors enabled by the internet and explores the recent strategic moves in the digital industry. We will study how firms use the internet to create competitive advantage (Week 1), how the internet has changed the consumer shopping behavior (Week 2), how consumers spread and use electronic word-of-mouth (e.g., user reviews) in their purchase journey and how the electronic word-of-mouth (eWOM) affects firms' market outcome (Week 3), and how firms measure online consumer behaviors various web metrics (Week 4).

**Module 2: Digital Marketing Strategies and Tools.** Module 2 explores various digital marketing tools that firms can use to communicate the value of their products and services to consumers. We will study how firms use paid search advertising and display advertising to reach out to consumers (Week 5); learn how they use inbound marketing tools to attract (instead of reaching out to) prospective customers (Week 6); how firms engage with consumers on the social media (Week 7). Week 8 will introduce *MIMIC Pro* (the digital marketing simulation game used in this course); students will run the first two rounds of the simulation game in the week. In Week 9, we will study key components of viral marketing and learn how to make a marketing campaign viral. Finally, Week 11<sup>1</sup> will explore how firms can manage their reputations on the Internet and how to respond to adverse rumors and fake news.

**Module 3: Digital Marketing Measurement and Analytics.** Measuring digital marketing effectiveness is important yet challenging. Module 3 focuses on digital analytics to better assess the effectiveness of digital marketing activities. We will learn a general tool to optimize digital marketing activities and apply it in the paid search advertising context to improve the paid search advertising effectiveness (Week 12). We will appraise the inherent complex interactions of different online marketing tools (Week 13). Finally, we will learn that online marketing activities do not work in silos but interact with offline marketing activities (Week 14).

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

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<sup>1</sup> Week 10 is the spring break.

## Course Materials

- **Digital Marketing Simulation.** We will play a digital marketing simulation game (MIMIC Pro by Stukent) in the second half of the semester. Every student should purchase the license. **The simulation link will be provided later in the semester.**
- **Course Pack.** The course pack is essential for this course as **it contains all the course materials** (the weekly lecture slides, textbook<sup>2</sup>, industry and newspaper articles, and case study materials) except the MIMIC Pro simulation. The course pack is available for purchase at <https://hbsp.harvard.edu/import/675012>.

## Session Format

A typical weekly session will consist of a lecture, a case discussion, and digital marketing simulation.

- **Lecture.** A weekly session will start with a lecture studying the lecture slides that cover the concepts and theories assigned to the week. Each week's topic and textbook (Gupta and Davin, *Marketing Reading: Digital Marketing*) chapters and other reading materials can be found in the [Weekly Reading List](#) section of the syllabus.
- **Case Discussion.** Several business cases have been selected to enhance our learning by examining real-world problems. You 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.
- **Simulation.** Students will be assigned to a team to run the MIMIC Pro simulation game for seven rounds, starting in **Week 8 (March 12)**. More detailed information about the simulation game will be given in the class. As we move to the later part of the course, we may discuss your MIMIC Pro results in the classroom.

## Team Formation

You need to form team for the MIMIC Pro digital simulation game. We will form teams before **Week 8**—the first week of the simulation game.

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<sup>2</sup> Gupta, Sunil and Joseph Davin (2015), *Marketing Reading: Digital Marketing*. Harvard Business Publishing.

## Written Assignments

- **Case Analysis Executive Memos (Case EM).** For every case discussion, you will prepare a **one-page, single-spaced** memo. This assignment is designed to help you prepare for the case discussion by (i) summarizing the business environment the focal company is situated in and (ii) identifying main issues facing the focal company. 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.**
- **MIMIC Pro Campaign Report (8 pages maximum, double-spaced).** After finishing the simulation, each team should write a post-campaign report that summarizes the campaign results as well as the lessons that you learned from the game. Each team should upload the post-campaign report on Canvas. This is a group assignment; only one submission is required per team.

## Grading Policy

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

Attendance	5% (Individual)
Case analysis executive memo	30% (Individual)
Final exam	30% (Individual)
MIMIC Score	10% (Group)
MIMIC post campaign report	20% (Group)
MIMIC peer evaluation	5% (Individual)

## Grading Scale

100 – 94 = A 93.99 – 90 = A-	89.99 – 87 = B+ 86.99 – 84 = B 83.99 – 80 = B-	79.99 – 77 = C+ 76.99 – 74 = C 73.99 – 70 = C-	69.99 – 67 = D+ 66.99 – 64 = D 63.99 – 61 = D-	60.99 – 0 = F
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## Computer Policy

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

### Course Schedule (Subject to change)

Week	Topic	Case (For the complete list of weekly reading suggestions, see the <a href="#">Weekly Reading List</a> section)	Assignment
1 (1/23)	Digital Industry Landscape	Amazon, Apple, Facebook, Google	
2 (1/30)	Shopping in the Digital Era	Best Buy	EM: Best Buy
3 (2/6)	Electronic Word of Mouth	United Breaks Guitars	EM: United
4 (2/13)	Measuring Online Consumer Behavior		
5 (2/20)	Outbound Marketing	Motorcowboy	EM: Motorcowboy
6 (2/27)	Inbound Marketing	Hubspot	EM: Hubspot
7 (3/5)	Social Media Marketing	Big Skinny	EM: Big Skinny
8 (3/12)	MIMIC Pro Introduction & Practice		
9 (3/19)	Engineering Virality	Mekanism	EM: Mekanism
10 (3/26)	Spring Break (No Class)		
11 (4/2)	Online Reputation Management	TripAdvisor	EM: TripAdvisor
12 (4/9)	Optimizing Sponsored Search	Air France	EM: Air France
13 (4/16)	Marketing Resource Allocation	BBVA Compass	EM: BBVA Compass
14 (4/23)	Balancing Online and Offline	HBS EE	EM: HBS EE
15 (4/30)	Course wrap-up		
16 (5/7)	Final Exam (Online)		
17 (5/16)	MIMIC Report and Presentation		MIMIC Report and Presentation

## Weekly Reading List

### Week 1: Digital Industry Landscape

- Gupta, Sunil and Joseph Davin (2015), *Marketing Reading: Digital Marketing*, Harvard Business Publishing. Chapter 1.

(Case Study)

- Deighton, John and Leora Kornfeld (2013), “Amazon, Apple, Facebook, and Google,” Harvard Business Publishing.

### Week 2: Shopping in the Digital Era

- Gupta, Sunil and Joseph Davin (2015), *Marketing Reading: Digital Marketing*, Harvard Business Publishing. Chapter 2.4.
- Bell, David R., Santiago Gallino, and Antonio Moreno (2014), “How to Win in an Omnichannel World,” *MIT Sloan Management Review*.
- Zeng, Fang, Xueming Luo, Michelle Andrews, and Chee Wei Phang (2014), “Mobile Discounts: A Matter of Distance and Time,” *Harvard Business Review*.

(Case Study)

- Teixeira, Thales and Elizabeth Anne Watkins (2015), “Showrooming at Best Buy,” Harvard Business School Publishing.

### Week 3: Electronic Word of Mouth

- Anderson, Chris (2012), *The Impact of Social Media on Lodging Performance*, The Center for Hospitality Research, Cornell University.
- John, Leslie K., Daniel Mochon, Oliver Emrich, Janet Schwartz (2017) “What’s Value of a Like? Social Media Endorsements Don’t Work the Way You Might Think,” *Harvard Business Review*.
- McGinty, Jo Craven (2016), “For Hotels, Online Reviews Really Matter to the Bottom Line,” *The Wall Street Journal*, Nov. 18, 2016.

(Case Study)

- Deighton, John and Leora Kornfeld (2011), “United Breaks Guitars,” Harvard Business Publishing.

### Week 4: Measuring Online Consumer Activities (Web Metrics)

- Adform (2015), *Digital Advertising Benchmark Report: Measuring the Impact of Branding and Performance Campaigns, 1HY 2015*.
- Farris, Paul, Neil Bendle, Phillip Pfeifer, and David Reibstein (2015), *Marketing Metrics: The Manager’s Guide to Measuring Marketing Performance*, 3<sup>rd</sup> ed. Pearson FT Press. Chapter 10.
- Matous, Filip, (2015), “3 Ways to Get More out of Your Web Analytics,” *Harvard Business Review*.

## **Week 5: Outbound Marketing**

- Google, (2014), “What is the Google Display Network?” [available at <https://www.youtube.com/watch?v=omXFdKYLRW0&feature=youtu.be>].
- Gupta, Sunil and Joseph Davin (2015), *Marketing Reading: Digital Marketing*, Harvard Business Publishing. Chapter 2.1.

(Case Study)

- Maddux, Robert, Timothy Harr, Martha Gray, Gautam Kanaparthi, Prateek Shrivastava, and Matthew Weiss (2014), “Motorcowboy: Getting a Foot in the Door (A),” University of Virginia Darden School of Business.

## **Week 6: Inbound Marketing**

- Gupta, Sunil and Joseph Davin (2015), *Marketing Reading: Digital Marketing*, Harvard Business Publishing. Chapter 2.2.
- MOZ (2015), “Search Engine Ranking Factors 2015: Expert Survey and Correlated Data,” [available at <https://moz.com/search-ranking-factors>].

(Case Study)

- Steenburgh, Thomas, Jull Avery, and Naseem Dahod (2011), “Hubspot: Inbound Marketing and Web 2.0,” Harvard Business Publishing.

## **Week 7: Social Media Marketing**

- Gupta, Sunil and Joseph Davin (2015), *Marketing Reading: Digital Marketing*, Harvard Business Publishing. Chapter 2.3.
- Katona, Zsolt and Miklos Sarvary (2014), “Maersk Line: B2B Social Media—“It’s Communication, Not Marketing”.” Harvard Business Publishing.

(Case Study)

- Edelman, Benjamin and Scott Duke Kominers (2012), “Online Marketing at Big Skinny.” Harvard Business Publishing.

## **Week 8: MIMIC Pro Introduction**

- MIMIC Pro User Manual

## **Week 9: Engineering Virality**

- Teixeira, Thales (2012), “The New Science of Viral Ads: Five Techniques Can Help Companies Make Commercials That People Will Watch and Share,” *Harvard Business Review*.

(Case Study)

- Kapner, Suzanne and Sharon Terlep (2019), “Online Influencers Tell You What to Buy, Advertisers Wonder Who’s Listening,” *The Wall Street Journal*, Oct. 20, 2019.
- Teixeira, Thales and Alison Caverly (2013), “Mekanism: Engineering Viral Marketing,” Harvard Business Publishing.

### **Week 11: Online Reputation Management**

(Case Study)

- Teixeira, Thales and Leora Kornfeld (2013), “Managing Online Reviews on TripAdvisor,” Harvard Business Publishing.

### **Week 12: Optimizing Sponsored Search**

(Case Study)

- Jeffery, Mark. “Air France Internet Marketing: Optimizing Google, Yahoo!, MSN, and Kayak Sponsored Search.” Case No. KEL319. Evanston, IL: Kellogg School of Management. 2009.

### **Week 13: Marketing Resource Allocation**

- Gupta, Sunil and Joseph Davin (2015), *Marketing Reading: Digital Marketing*, Harvard Business Publishing. Chapter 2.1.
- Nicols, Wes (2013), “Advertising Analytics 2.0,” *Harvard Business Review*, March 2013.

(Case Study)

- Gupta, Sunil and Joseph Davies-Gavin (2012), “BBVA Compass: Marketing Resource Allocation,” Harvard Business Publishing.

### **Week 14: Balancing Online and Offline**

- Nichols, Wes (2013), “Advertising Analytics 2.0,” *Harvard Business Review*.

(Case Study)

- Deighton, John and Leora Kornfeld (2012), “Harvard Business School Executive Education: Balancing Online and Offline Marketing,” Harvard Business Publishing.