



**Graduate School of Management
Department of Marketing
University of California - Davis**

Digital Marketing

Winter Quarter 2017

MGT 239 001 WQ 2017 (CRN: 32443)

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Office Hours:	Please arrange a meeting via email and give some advance notice.

Course Description

The Internet and related technologies are profoundly changing the way people communicate. Subsequently, this has dramatic implications for the way firms communicate with their (prospective) customers. Accordingly, there is a lot of excitement and hype about the new possibilities new digital, and especially, social media provide to firms engaging with their customers. But as new means of communication emerge, the “old” media are expected to stay. Similarly, the foundations of communication engraved in human nature that are crucial to understanding the principles of communication are not expected to change. Taken together, the continuing emergence of new media and their proliferation on the one hand, and the perseverance of human communication fundamentals and traditional media on the other, create ever greater tensions in marketing that firms find ever harder to master. Hence, for creating appropriate management solutions firms require future C-Suite executives to master all three domains, a profound knowledge of communication fundamentals, traditional media, and a deep and systematic understanding of new media (from display, search to social), as well as their integration for synergy.

Course Objectives

This course emphasizes the need for preparing yourself and your business for Integrated Marketing Communications with an emphasis on Digital Marketing. It aims to teach the basic principles involved in managing integrated marketing communications issues, from TV to Social Media. The specific objectives are outlined below:

1. Understanding the Theoretical Foundations of Communications and Basic Concepts of Integrated Marketing Communications (IMC).
2. Understanding and managing the implications of Heterogeneity, Dynamics, and Interdependencies in offline-online marketing environments.
3. How to develop and implement an IMC strategy (spanning the offline-online media continuum).
4. With a special focus on Digital Media:
 - a. Understanding and managing Display Advertising.
 - b. Understanding and managing Search Engine Marketing (SEO & SEA).
 - c. Understanding and managing Social Media Marketing.

To learn and to subsequently apply the acquired knowledge the course is structured into the following layers:



This ensures that you take away as much as you possibly can: An IMC project with focus on Digital Marketing.

Class Format and Administration

Classes are organized in the following way:

1. In-class lectures
2. In-class discussions
3. In-class exercises
4. Group case analysis, group case presentations, group project work, and discussions

Classes consist of lectures, exercises, discussions, case and group project work. Lectures provide the concepts and tools. In-class discussions are based on the assigned reading material, lectures, and case work. The cases will furnish real-world examples of how concepts and tools are applied in practice. Additional information will be given in the first class (**do not miss it**).

Class Rules

Academic Honor Code

There are several individual level assignments in this course. You are expected to complete the assignments on your own, without help from your peers – i.e., you are not permitted to work with others on any aspect of the individually graded coursework. In case you have questions regarding the material or assignments, I'm available either in my office, by phone or email and will be happy to answer your questions.

Use of Electronics in Class

You are allowed to use your laptop/tablet in class – however this use is conditional. You cannot use your laptops for any other activity other than those pertaining to the class. Hence, surfing, emailing, chatting, facebook visits and other related activities are not allowed. If such activity is observed in class, then laptop privileges will be revoked – for the entire class. Smartphone/phone use is not allowed in class – you are welcome to step out of class, with my permission, if you need to answer a call.

Prerequisites – Strongly Recommended:

- Marketing Management (MGT/P/B 204)

I will assume that you have some prior knowledge of marketing communications and market research techniques – but it is also my pleasure to guide you towards introductory references and answer your questions if you would like some help.

What are the most important parts from 204 you should briefly revisit to prepare?

- Class 2: Digital Marketing
Some readings on Search Engine Marketing overlap; but we focus on communication
- Class 3: Social Marketing
Some readings will overlap, but this course dives much deeper into the various social media, covering typologies, different natures, approaches to management, etc.
However, we will not go too deep on structural organizational changes to the firm implied by the spread of social media except for the final class.
- Class 9: Advertising & Promotion
Please familiarize yourself again with Marketing Metrics & Budget Optimization Approaches.

Course Requirements and Grading

The course requirements and their contribution to the overall **letter** grade are as follows:

Your Individual Performance:	60%
1. Individual Class Participation	15%
2.a. Individual Write-up 1 (1 article from the list)	15%
b. Individual Write-up 2 (1 article from the list)	15%
3. Peer Group Evaluation for Cases & Project	15%
Your Group Performance:	40%
4. Group Case Presentations (4 cases)	15%
5. Group Project (1 report, 4 presentations)	25%

Your Individual Performance (60%)

1. Class Participation (15%)

Meaningful class interactions add a great deal to the learning experience. Hence, I consider class participation to be an important component of your education in this course. A lot of your learning about ideation and the creativity process will come from intensive class discussions – so, I expect that you have read all the articles assigned to each class prior to the class and come prepared to discuss your insights about and analysis of the articles. Additionally, feel free to go above and beyond just the class readings – bring articles that caught your attention, any prior experience you might have had with new product development also into the conversation. Conversations that enrich the class discussion are encouraged; at the same time I will discourage conversations that might veer the class off-track. Simply speaking in class without adding constructively to the class discussion will not merit any points. Finally, while I encourage you to voluntarily participate in the class discussion, also expect to be cold called from time to time.

Please miss no more than 1 class or your grade will be B+ or lower.

2. Individual Write-up (2x15%)

Each student is expected to write up **two (2) readings** for a respective grade. Any student can pick **two (2) different articles** from the provided list. Write-ups should be in the form of an executive summary. The write-up **should highlight the interesting points** of the article and **must contain some personal original insight based upon your analysis** of the article. This original insight may be supported by including attachments that highlight your analyses. This can form the appendix of the paper.

The write-up should be double-spaced; Times Roman size 12 fonts; and the write-up should not exceed three (3) pages (not including appendices).

Please structure your write-up as follows:

1. Introduction (1 para, 1/3 page max)
2. Summary of key take-aways from reading (bullet points, max 2/3 page)
3. Original comments & insights that relate to your employer / NPD project (≈2p)
4. Summary (1 para, 1/3p)

You will be provided with an outline (word doc) and I explain in class what the expectations are.

Write-Ups are due by:

Write-Up #1:	Jan 31, 2017, 11pm (max. 3 pages)
Write-Up #2:	Feb 14, 2017, 11pm (max. 3 pages)

3. Peer Group Evaluation on Case and Project (15%)

The four (4) cases and the group project are team work. Part of the overall individual grade for each student depends on an anonymous rating by his group peers at the end of class.

Your Group Performance (40%)

4. Group Case Presentations (15%)

As the course aims to enable participants to analyze realistic scenarios and subsequently devise and implement appropriate solutions, team case work is key. Team memberships will be assigned in the first class and hold for the entire course. Grading will be based on the analytics as well as the suggested solution, their presentation, and the team's contribution to class discussion.

Depending on the final size of the class, each group presentation will be limited to leave sufficient time for in-class discussion. All presentations (6-10 PPT slides) are due by email at the following times:

Each team selects 4 out of 5 cases – Assignments per Case will be allocated after selection

- Case BBVA
Submit Team Solution Presentations: Feb 7, 2017, 11pm (6-10 slides)
- Case Tripadvisor
Submit Team Solution Presentations: Feb 21, 2017, 11pm (6-10 slides)
- Case Mekanism
Submit Team Solution Presentations: Feb 21, 2017, 11pm (6-10 slides)
- Case L'Oreal
Submit Team Solution Presentations: Mar 7, 2017, 11pm (6-10 slides)
- Case P&G
Submit Team Solution Presentations: Mar 7, 2017, 11pm (6-10 slides)

Your team chooses 4 out of 5 cases. For each case, assignments will be distributed across teams to balance your work load.

5. Group Project (25%)

The project for this course will be to design an **integrated campaign** for a company of your choice. It will be graded based on how well it incorporates the aspects that have been covered in the course. The readings from the course will also prove useful in formulating your ideas and concepts on the topic you intend to study.

Please note the following milestones for your group project:

Class 1:	Jan 12	Team Building; Topic Brainstorming	
Class 2:	Jan 19	Teams, Discussion and Selection of Topics	
Class 4:	Feb 2	1st Presentation	(Submit Jan 31, 11pm)
Class 6:	Feb 16	2nd Presentation	(Submit Feb 14, 11pm)
Class 8:	Mar 2	3rd Presentation	(Submit Feb 28, 11pm)
Class 10:	Mar 16	4th Presentation	(Submit Mar 7/14, 11pm)
Report:	Mar 21	Final Report	(Submit Mar 21, 11pm)

Core Course Material

Num be	Title	Author	HBR ID	Topic Category	Medium
1	Branding in the Digital Age	Edelman	R1012C-PDF-ENG	Digital Communication	New Consumer Decision Journey
2	The Ultimate Marketing Machine	Arons/van Den Driest/Weed	R1407C-PDF-ENG	Digital Communication	Customer Insight, Social, Cust Exp; Cross fct collaboration (ORG)
3	The Emerging Era of Customer Advocacy	Urban	SMR129-PDF-ENG	Digital Communication	Rules for Digital Branding Space
4	How to market to generation M(mobile)	Sultan/Rohm	SMR285-PDF-ENG	Digital Communication	Strategy - Mobile - how to reach Gen M
5	Advertising's New Medium: Human Experience	Rayport	R1303E-PDF-ENG	Digital Communication	Adv Content Strategy / Virality
6	Online Metrics: What are you measuring and why?	Pirouz/Bendle	W11221-PDF-ENG	Digital Communication	Metrics across Dig Media
7	The Offline-Impact of Online Ads	Abraham	F0804H-PDF-ENG	Online Display	Banner Ads - Synergy
8	Display Campaigns	Fernandez-Villa/Ferrandiz/Villanueva	IES423-PDF-ENG	Online Display	Banner Ads
9	Search Engine Marketing (SEM)	Ferrandiz et al.	IES422-PDF-ENG	Search	SEM
10	Search Engine Optimization (SEO)	Ferrandiz et al.	IES421-PDF-ENG	Search	SEO
11	Google Adwords	Gray/Farris	UV5782-PDF-ENG	Search	SEA
12	Paid Search Advertising	Gibbs/Venkatesan	UV6769-PDF-ENG	Search	SEA
13	Social media and human need satisfactions...	Zhu/Chen	BH676-PDF-ENG	Social Media	Strategy - Typology & Cust Needs
14	Increasing the ROI of Social Media Marketing	Kumar/Mirchandani	SMR431-PDF-ENG	Social Media	Strategy - 7 steps to SocM success
15	Can you measure the ROI of your social media marketing	Hoffman/Fodor	SMR363-PDF-ENG	Social Media	Strategy - ROI longterm, engagement
16	Understand the Perils of Co-Creation	Verhoef/Beckers/Van Doorn	F1309C-PDF-ENG	Social Media	Co-Creation in Communication
17	Reputation Warfare	Gaines-Ross	R1012D-PDF-ENG	Social Media	Reviews
18	What Marketers Misunderstand About Online Reviews	Simonson/Rosen	F1401A-PDF-ENG	Social Media	Reviews
19	The Problem with online Ratings	Aral	SMR476-PDF-ENG	Social Media	Reviews & Manipulation
20	How to profit from Lean Advertising	Teixeira	F1306A-PDF-ENG	Social Media	Virality - Youtube Videos
21	The New Science of Viral Ads	Teixeira	F1203A-PDF-ENG	Social Media	Virality - Youtube Videos
22	Forget Viral Marketing – Make the Product Itself Viral	Aral/Walker	F1106Z-PDF-ENG	Social Media	Virality - Product Features
23	Entifying your brand among twitter-using millenials	Sashittal et al.	BH675-PDF-ENG	Social Media	Twitter - Positioning & Content Strategy
24	What makes a Great Tweet	Andre/Bernstein/Luther	F1205Z-PDF-ENG	Social Media	Twitter
25	Say yes to Facebook and get your customers involved!...	Pereira/Salguiero/Mateus	BH635-PDF-ENG	Social Media	Facebook - Identify your Brand Influencers
26	Customer loyalty through social networks	Gamboa/Goncalves	BH637-PDF-ENG	Social Media	Facebook - Loyalty & lessons
27	How Pinterest Puts People in Stores	Sevitt/Samuel	F1307Z-PDF-ENG	Social Media	Pinterest
28	Case 1: BBVA Compass:...	Gupta/Davies-Gavin	511096-PDF-ENG	Case	Online-Offline Integrated Media Budget Allocation
29	Case 2: Managing Online Reviews at Tripadvisor	Teixeira/Kornfeld	514071-PDF-ENG	Case	Importance & Management of Online Reviews
30	Case 3: Mekanism: Engineering Viral Marketing	Teixeira/Caverly	512010-PDF-ENG	Case	Role and Setup of Viral Media Content
31	Case 4: Ombre, Tie-Dye...	Dubois/Bens	INS676-PDF-ENG	Case	Social Media Listening & Strategy Building
32	Case 5: Procter&Gamble: Marketing Capabilities	Henderson/Johnson	311117-PDF-ENG	Case	Impact of Online & Social Media on Classic FMCG Brands

List of Articles for Individual Write-Ups

#	Title	HBR ID	Medium
1	Branding in the Digital Age	R1012C-PDF-ENG	New Consumer Decision Journey
2	The Ultimate Marketing Machine	R1407C-PDF-ENG	Customer Insight, Social, Cust Exp; Cross fct collaboration (ORG)
3	The Emerging Era of Customer Advocacy	SMR129-PDF-ENG	Rules for Digital Branding Space
4	Advertising's New Medium: Human Experience	R1303E-PDF-ENG	Adv Content Strategy / Virality
5	Online Metrics: What are you measuring and why?	W11221-PDF-ENG	Metrics across Dig Media
6	Display Campaigns	IES423-PDF-ENG	Banner Ads
7	Search Engine Marketing (SEM)	IES422-PDF-ENG	SEM
8	Search Engine Optimization (SEO)	IES421-PDF-ENG	SEO
9	Google Adwords	UV5782-PDF-ENG	SEA
10	Paid Search Advertising	UV6769-PDF-ENG	SEA
11	Social media and human need satisfactions...	BH676-PDF-ENG	Strategy - Typology & Cust Needs
12	Increasing the ROI of Social Media Marketing	SMR431-PDF-ENG	Strategy - 7 steps to SocM success
13	Can you measure the ROI of your social media marketing	SMR363-PDF-ENG	Strategy - ROI longterm, engagement
14	The New Science of Viral Ads	F1203A-PDF-ENG	Virality - Youtube Videos
15	Entifying your brand among twitter-using millenials	BH675-PDF-ENG	Twitter - Positioning & Content Strategy
16	What makes a Great Tweet	F1205Z-PDF-ENG	Twitter
17	Say yes to Facebook and get your customers involved!...	BH635-PDF-ENG	Facebook - Identify your Brand Influencers
18	How Pinterest Puts People in Stores	F1307Z-PDF-ENG	Pinterest

Class Schedule***Tentative***

Date	Topic
Introduction	
Class 1 Thu Jan 12 9-11.50am GH-2310	<p><u>Lecture:</u></p> <ul style="list-style-type: none"> • Class Logistics & Your Expectations • Communication Theory <p><u>Individual Assignments - WriteUps:</u></p> <ul style="list-style-type: none"> • Introduction to the 2 Individual Assignments; Template; Goal • List of Articles to choose from: you may pick any 2 that you think helpful for your Group Project <p style="padding-left: 100px;"> Write-Up #1: Jan 31, 2017, 11pm (max. 3 pages) Write-Up #2: Feb 14, 2017, 11pm (max. 3 pages) </p> <p><u>Case Assignments:</u></p> <ul style="list-style-type: none"> • Overview on all cases <p><u>Group Project:</u></p> <ul style="list-style-type: none"> • Brief Introduction to the Group Project • Kickoff Teambuilding <p><u>Readings:</u></p> <ol style="list-style-type: none"> 1. Branding in the Digital Age, Edelman, R1012C-PDF-ENG 2. The Ultimate Marketing Machine, Arons/van Den Driest/Weed, R1407C-PDF-ENG 3. The Emerging Era of Customer Advocacy, Urban, SMR129-PDF-ENG 4. How to market to generation M(obile), Sultan/Rohm, SMR285-PDF-ENG 5. Advertising's New Medium: Human Experience, Rayport, R1303E-PDF-ENG 6. Online Metrics: What are you measuring and why?, Pirouz/Bendle, W11221-PDF-ENG

Date	Topic
Quantitative Advertising Impact	
Class 2 Thu Jan 19 9-11.50am GH-2310	<p><u>Lecture:</u></p> <ul style="list-style-type: none"> Quantitative Advertising Impact, Measurement, & Modeling Display Advertising <p><u>Team Building:</u></p> <ul style="list-style-type: none"> Finalization of Team Memberships <p><u>Case Assignments:</u></p> <ul style="list-style-type: none"> Introduction to Assignments to all 5 Cases Teams need to select <u>4 out of 5</u> considering focus of their GP <p><u>Group Project:</u></p> <ul style="list-style-type: none"> In-depth Introduction Discussion and Selection of Topics (within Teams; end of class) <p><u>Readings:</u></p> <ol style="list-style-type: none"> The Offline-Impact of Online Ads, Abraham, F0804H-PDF-ENG Display Campaigns, Fernandez-Villa/Ferrandiz/Villanueva, IES423-PDF-ENG
Search Engine Marketing	
Class 3 Thu Jan26 9-11.50am GH-2310	<p><u>Lecture:</u></p> <ul style="list-style-type: none"> Search Engine Marketing (SEM, SEO, & SEA) <p><u>Individual Assignments - WriteUps:</u></p> <p style="text-align: center;">Write-Up #1 due: Jan 31, 2017, 11pm (max. 3 pages)</p> <p><u>Group Project:</u></p> <ul style="list-style-type: none"> Elaborate Idea <p><u>Readings:</u></p> <ol style="list-style-type: none"> Search Engine Marketing (SEM), Ferrandiz et al., IES422-PDF-ENG Search Engine Optimization (SEO), Ferrandiz et al., IES421-PDF-ENG Google Adwords, Gray/Farris, UV5782-PDF-ENG Paid Search Advertising, Gibbs/Venkatesan, UV6769-PDF-ENG

Date	Topic
Social Media Marketing (I) & GP (1)	
Class 4 Thu Feb 2 9-11.50am GH-2310	<p><u>Lecture:</u></p> <ul style="list-style-type: none"> • Social Media: Overview & Metrics <p><u>Group Project:</u></p> <ul style="list-style-type: none"> • Present Your Group Project Work to Class Submit GP Presentation 1: Jan 31, 2017, 11pm (3-6 slides) <p><u>Readings:</u></p> <ol style="list-style-type: none"> 1. Online Metrics: What are you measuring and why?, Pirouz/Bendle, W11221-PDF-ENG 2. Social media and human need satisfactions..., Zhu/Chen, BH676-PDF-ENG 3. Increasing the ROI of Social Media Marketing, Kumar/Mirchandani, SMR431-PDF-ENG 4. Can you measure the ROI of your social media marketing, Hoffman/Fodor, SMR363-PDF-ENG 5. Understand the Perils of Co-Creation, Verhoef/Beckers/Van Doorn, F1309C-PDF-ENG
Social Media Marketing (II)	
Class 5 Thu Feb 9 9-11.50am REMOTE	<p><u>Lecture:</u></p> <ul style="list-style-type: none"> • Social Media: Reviews <p><u>Case Presentations & Discussion:</u></p> <ul style="list-style-type: none"> • Case BBVA Submit Team Solution Presentations: Feb 7, 2017, 11pm (6-10 slides) <p><u>Individual Assignments - WriteUps:</u> Write-Up #2 due: Feb 14, 2017, 11pm (max. 3 pages)</p> <p><u>Readings:</u></p> <ol style="list-style-type: none"> 1. Reputation Warfare, Gaines-Ross, R1012D-PDF-ENG 2. What Marketers Misunderstand About Online Reviews, Simonson/Rosen, F1401A-PDF-ENG 3. The Problem with online Ratings, Aral, SMR476-PDF-ENG

Social Media Marketing (III) & GP 2

Class 6

Thu

Feb 16

9-11.50am

REMOTE**Lecture:**

- Social Media: Viral Marketing (Youtube)

Group Project:

- **Present Your Group Project Work to Class**

Submit GP Presentation 2: Feb 14, 2017, 11pm (5-9 slides)**Readings:**

1. How to profit from Lean Advertising, Teixeira, F1306A-PDF-ENG
2. The New Science of Viral Ads, Teixeira, F1203A-PDF-ENG
3. Forget Viral Marketing – Make the Product Itself Viral, Aral/Walker, 1106Z-PDF-ENG

Social Media Marketing (IV) & Cases

Class 7

Thu

Feb 23

9-11.50am

REMOTE**Lecture:**

- Social Media: Twitter, Facebook, & Pinterest

Case Presentations & Discussion:

- Case Mekanism

Submit Team Solution Presentations: Feb 21, 2017, 11pm (6-10 slides)

- Case Tripadvisor

Submit Team Solution Presentations: Feb 21, 2017, 11pm (6-10 slides)**Readings:**

1. Entifying your brand among twitter-using millennials, Sashittal et al., BH675-PDF-ENG
2. What makes a Great Tweet, Andre/Bernstein/Luther, F1205Z-PDF-ENG
3. Say yes to Facebook and get your customers involved, Pereira/Salguiero/Mateus, BH635-PDF-ENG
4. Customer loyalty through social networks, Gamboa/Goncalves, BH637-PDF-ENG
5. How Pinterest Puts People in Stores, Sevitt/Samuel, F1307Z-PDF-ENG

Date	Topic
GP 3 Focus	
Class 8 Thu Mar 2 9-11.50am GH-2310	<u>Group Project:</u> <ul style="list-style-type: none"> • Present Your Group Project Work to Class Submit GP Presentation 3: Feb 28, 2017, 11pm (9-15 slides)
Cases on Media Integration	
Class 9 Thu Mar 9 9-11.50am GH-2310	<u>Lecture (tentative):</u> <ul style="list-style-type: none"> • Advertising Quality: Impact, Measurement, & Modeling <u>Case Presentations & Discussion:</u> <ul style="list-style-type: none"> • Case L'Oreal Submit Team Solution Presentations: Mar 7, 2017, 11pm (6-10 slides) • Case P&G Submit Team Solution Presentations: Mar 7, 2017, 11pm (6-10 slides)
Group Project Final Presentations	
Class 10 Thu Mar 16 9-11.50am GH-2310	<u>Lecture (tentative):</u> <ul style="list-style-type: none"> • Media Synergies <u>Group Project:</u> <ul style="list-style-type: none"> • Present Your Group Project Work to Class Submit GP Presentation 4: Mar 14, 2017, 11pm (9-15 slides) <p>Group Project - Final Report due Mar 21, 2017, 11pm (Max. 20 slides plus notes)</p> <p>Class Wrap-up & Evaluation</p>