

## MGMT 523: Digital and Social Media Marketing

Spring 2017 –Module 4 by Qiang Liu

TR (F, March 31<sup>st</sup> and Apr 14<sup>th</sup>) 9:50 am– 11:20 am, RAWL 2070

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### Course Description

With the rise of digital and social media, consumers today are no longer isolated individuals and behavior significantly different from their predecessors. With internet and other digital technologies, customers actively create, curate, and seek digital content & data. Being part of the customer network, they are constantly responding, connecting, and sharing among themselves and with businesses they care about. These new consumer behaviors have created significant challenges, and correspondingly, a plethora of new opportunities for marketers. Marketers now need new strategies and tactics to best leverage these emerging media for more effectively creating and marketing products or service to consumers in a digital and social media age.

The course, Digital & Social Media Marketing, presents a set of useful concepts, strategic frameworks, and knowledge on techniques and tools to aid students to better understand the new marketing media. The topics include: A-E-C-C-C strategic framework, online listening and analytics, online advertising, search engine marketing, digital & social product, social strategy, freemium pricing, Omni-Channel, social network structure, and social network visualization. Through a combination of lectures, case studies, hands-on exercises, and mini course projects, students will develop capabilities in developing, implementing, and evaluating digital and social media marketing strategies.

### Course Materials

Required: course packet and assigned readings (see course schedule).

Optional: *Groundswell* by Li and Bernoff (2011)

### Grade Components:

Final Exams	30%
Mini Course Project	25%
Homework Assignment	10%
Class Participation	15%
Case	20%
<i>Two Executive Summaries (Team)</i>	<i>10%</i>
<i>One Executive Summaries (Individual)</i>	<i>10%</i>
Overall	100%

## **Grade Scale**

Top 50%	A– to A
40-50%	B to B+
0-10%	B– and below

## **Team**

Students are expected to form a team of 4 people by Mar 23 to do the team assignment. At the end of the semester, team members will confidentially evaluate the contribution of their colleagues. Individual grades for team assignments will be derived from the team grade, the peer evaluation, and the instructor's inputs.

## **Final Exam**

The final exam consists of multiple choice questions and short-answer questions that may be based on the concepts, theories and cases. As such, it is essential that you pay attention to the concepts, theories and prepare each case analysis during the module in order to prepare yourself for the exam.

## **Mini Course Project: Digital Marketing Strategy Evaluation**

Each student team is free to choose any business (a company/product/brand) that has enough digital marketing presence to follow and evaluate its digital marketing strategies. Before you decide, try to search for the business on Internet and make sure you get a reasonable amount of results.

Each team needs to submit a document at the end of the module. The formatting guidelines for the document: Times New Roman 12, double-spaced, 1" margins minimum, 10 pages maximum for the main text. Tables and exhibits can be attached as appendix. Make sure to include links/screenshots or whatever is necessary to demonstrate your points. The document typically includes these major components, but feel free to add to these:

1. **Business Brief:** Provide an overview of the business (What is the business about?) and a brief discussion of its overall marketing strategies (What is the target market? Who are major competitors? What is the positioning?).
2. **Key Words for the Business:** Develop a list of keywords or keyword phrases for the business that you propose to be used in their website, search advertising, and social media accounts and conversation.
  - 1) Provide a list of 5-15 keywords that fundamentally describe the business, in the language that people are likely to use to search. List them in order of priority. Rate the competition, relevancy and search volume for these keywords.
  - 2) Provide a list of 20-30 representative long tail keywords. Instead of list of hundreds of keywords, just give some representative examples and explain the logic of the list. Rate the competition, relevancy and search volume for these keywords.
  - 3) Provide a brief description of how you created your lists. Did you do a primary data

research for your lists (e.g., surveying people to understand their search thought processes)? Who did you interview/survey? Which online keyword tools (e.g., Google AdWords keyword planner, wordtracker) did you use? Did you look at the competitive sites?

3. Digital Marketing Strategy: What is the business' digital marketing goal? Did it reach the goal? What is the business's digital marketing presence (search, social, and mobile)? How about their competitors? What platforms do they use? How actively? Is there interaction between the brand and consumers, and between consumers? Should there be more/less? Is it useful? Analyze the company's social media presence over time (as far as you can go in the past). Do you see any trends? **In this part, teams should try to integrate or link their analysis to the A-E-C-C-C framework.**
4. Recommendation: Based on your analyses, propose necessary change of the business's digital marketing strategy or the implementation. What would you change? Among A-E-C-C-C, which strategy needs the revision the most? Why? Be realistic in terms of budget constraints.
5. **If possible**, a social network analytics of data from Twitter or Facebook is encouraged.

### **Homework Assignment**

Each student is expected to finish two assignments: one is about Google analytics/AdWords and the other one is about social network analysis.

### **Class Participation**

Grading class participation is necessarily subjective. However, I do have criteria for evaluating effective class participation.

1. At the end of each class period, students are assigned a score of 0, 1, 2, and 3. At the end of the module, the total numerical score calculated by summing the daily scores will be curved to determine students' final participation grade. Students are encouraged to check their daily participation scores and help the instructor to trace their participation in a more accurately way.
2. On time class attendance is mandatory. Lateness to class will adversely affect your grade. Students who must miss class should advise the instructor of their absence by e-mail at least one hour before the beginning of the missed class, except in emergency situations. If a student is excused from class, she/he will be assigned a score of 1 for the day. Unexcused absences are scored as a 0 for the day.
3. Attendances with no or little participation are scored as 1 for the day. Attendances with some meaningful participation are scored as 2 for the day. The score of 3 is assigned to students who make excellent quality class participation for the day. It should be noted that not every student will be able to actively participate daily – therefore, some scores of 1 are to be expected. Class participation is not limited to comments and responses to questions that the instructor asks. Insightful questions that extend the discussion meaningfully are strongly encouraged. Questions seeking clarification are also welcome (Questions on optional reading are not encouraged in class). Quality is not a function of “air time” you take up. The instructor will evaluate the participation quality

- on the following dimensions: timing, insight/understanding, evidence, and preparation.
4. A laptop or tablet computer might be helpful for some class activities. However, to enable all students to focus on the class discussion without distraction, you are asked NOT to use your laptops in class for any purposes other than those immediately relevant to the class discussion, and to turn off/silence your cell phones. Non-adherence to the policy will adversely affect your participation grade.
  5. In a case discussion, I may cold-call on students to start the discussion. I will also cold-call on students at other times, so please be prepared on the material assigned for the day. For cases, please be prepared to present your analysis and recommendation and discuss the questions provided under each case in the course schedule.

### **Case Executive Summaries**

Each team is expected to select two out of the eight cases in the case packet to write case executive summaries. In addition, each student is expected to select one out of the remaining cases to write case executive summaries. The eight cases are: Social Strategy at Nike, MilkMade, Communispace, BBVA Compass, Mekanism, Sephora, Yelp, and The New York Times Paywall. Each executive summary should be no more than two double-spaced pages. Tables and exhibits can be attached as appendix. A title page and the appendix do not count toward the two-page limit. Each executive summary must follow these formatting guidelines: Times New Roman 12, double-spaced, 1" margins minimum. An executive summary will typically cover 1) the overarching problem facing managers/key person, 2) your recommendation, 3) the rationale for your recommendation. A complete analysis of pros/cons of your recommendation relative to all alternative options is expected in this part. **Teams or individual student should submit the hard copy of case executive summary right before the class discussion of the chosen case.**

### **Academic Integrity**

I urge you to conduct yourselves honestly and honorably in this course. You are expected to comply with Purdue University's Student Code of Conduct and the University's stated expectations regarding Academic Integrity. With this in mind, I ask that you come to me if you find yourself in a situation where you are having difficulty coping with the demands of student life or the teamwork involved in this course. My goal is to serve you in the best manner that I can – please do not hesitate to contact me if you need help.

[http://www.purdue.edu/usp/acad\\_policies/student\\_code.shtml](http://www.purdue.edu/usp/acad_policies/student_code.shtml)

<http://www.purdue.edu/ODOS/osrr/integrity.htm>

### **Feedback**

This course is developed in response to students' demand and aims to prepare students for marketing in the rapidly evolving digital age. I welcome and appreciate your feedback and/or suggestions any time in the module.

# Tentative Class Schedule

## 4<sup>th</sup> Module Spring 2017

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### Session 1 (T, Mar 21)

#### Introduction

##### Reading

1. Syllabus.

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### Session 2 (R, Mar 23)

#### A Strategic Framework in Digital Age: A-E-C-C-C (1)

##### Reading

1. Chapter 1, The Network Is Your Customer: Five Strategies to Thrive in Digital Age, by David L. Rogers, on Blackboard.

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### Session 3 (T, Mar 28)

#### A Strategic Framework in Digital Age: A-E-C-C-C (2)

##### Reading

1. Social Strategy at Nike, Course Packet.

##### Case Discussion Question

2. Evaluate the Nike+ ecosystem as a foundation for the company's digital marketing strategy. What is the company's "Access" strategy? What is the company's "Engage" strategy? What is the company's "Customize" strategy? What is the company's "Connect" strategy? What is the company's "Collaboration" strategy?
3. How does Nike use Facebook, Twitter and YouTube for its digital marketing strategy?
4. How was Nike able to develop such a rich and integrated digital marketing strategy?

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### Session 4 (R, Mar 30)

#### Guest Speaker:

1. Franklin Kuok, former director of product management and e-commerce at Sears.

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### Session 5 (F, Mar 31)

#### Case: MilkMade Ice Cream

##### Reading

1. MilkMade Ice Cream: Running a Successful Crowdfunding Campaign, Course Packet.

##### Case Discussion Question

2. Was MilkMade's "buckshot" approach to marketing its Kickstarter campaign – trying anything it could promote it – wise or a waste of time?
  3. What is your assessment of Hardeman's hybrid approach to funding: using crowdfunding to raise money for an ice cream machine and also to seek other funding?
  4. How much does the business category matter? Did a novel food product make crowdfunding easier or harder for this organization?
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## Session 6 (T, Apr 4)

### Listening

#### Reading

1. Communispace, Course Packet.
2. To read about Google Analytics, check out the resources at [http://www.google.com/analytics/discover\\_analytics.html](http://www.google.com/analytics/discover_analytics.html)

#### Case Discussion Question

3. As a brand manager would you use Communispace's service? When would you use it? When wouldn't you use it? What are the advantage and disadvantages of this market research tool compared with alternative methods?
4. What is Communispace's competitive advantage? How is the company creating value?
5. What do you think of Communispace's business model? How is it different from that of traditional market research companies?
6. If you were Dane Hessian, would you launch a WOM product? What impact would this launch have on the company brand?

#### Event

**Bring a computer to the class today**

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## Session 7 (R, Apr 6)

### Search Engine Marketing

#### Reading

1. Search Engine Optimization: Note for Marketing Managers, Course Packet.
2. Google Search Engine Optimization Starter Guide: [http://static.googleusercontent.com/external\\_content/untrusted\\_dlcp/www.google.com/en/us/webmasters/docs/search-engine-optimization-starter-guide.pdf](http://static.googleusercontent.com/external_content/untrusted_dlcp/www.google.com/en/us/webmasters/docs/search-engine-optimization-starter-guide.pdf)
3. Read the following materials in the AdWords Learning Center at this URL: <http://support.google.com/adwords/?hl=en>

#### Event

4. **Bring a computer to the class today**
5. **Homework Assignment 1 due 11:59 pm on April 9<sup>th</sup>, Sunday.**

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## Session 8 (T, Apr 11)

### Digital and Social Media Advertising

#### Reading

1. BBVA Compass: Marketing Resource Allocation, Course Packet.

#### Case Discussion Questions

2. What is the role of offline and online advertising for acquiring checking account customers for the bank?
  3. In 2010, the bank allocated \$1.22 million or 21% of the total ad budget to online advertising for acquiring checking account customers (see Tables B&C), while allocating the rest to offline marketing efforts for this account. However, only 5% of new checking accounts came from online channel, while offline branches accounted for 80% of the new checking accounts (page 3). Is the offline and online media allocation appropriate?
  4. Why did BBVA sign sponsorship deals with NBA and ESPN? Do you agree with
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- their decision?
5. Are there differences in the quality of checking customers acquired through offline and online channels? How do the customer lifetime value and acquisition costs differ across these two channels?
  6. What is the role of display and search advertising in acquiring new checking account customers? Is the 2010 budget allocation between display and search reasonable?
  7. Why is the bank spending money across various display ad networks? Which ad networks are working better and would you change the budget allocation across them?
  8. How would you allocate the bank's 2011 marketing budget across various media options?

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### **Session 9 (R, Apr 13)**

#### **Introduction to Social Network**

##### Reading

1. Lecture slides

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### **Session 10 (F, Apr 14)**

#### **Viral Marketing**

##### Reading

1. Mekanism: Engineering Viral Marketing, Course Packet.

##### Case Discussion Questions

2. What is the advertising landscape changing? How does that impact Mekanism?
3. What role viral marketing can play as a promotional tool for advertisers?
4. What types of brands stand to gain from using viral marketing? Which brands may not?
5. What is Mekanism's secret sauce for "engineering virality"? How can they leverage this for growth?
6. Should Mekanism keep focusing on producing viral marketing only, or diversify to producing and distributing other ad content, becoming a full-service ad agency?

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### **Session 11 (T, Apr 18)**

#### **Lab: Social Network Analytics**

##### Reading

1. Gephi Tutorial: [https://gephi.org/tutorials/gephi-tutorial-quick\\_start.pdf](https://gephi.org/tutorials/gephi-tutorial-quick_start.pdf)

##### Event

1. **Bring a computer to the class today**
2. **Homework Assignment 2 due at 11:59 pm on April 23<sup>rd</sup>, Sunday.**

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### **Session 12 (R, Apr 20)**

#### **Omni Channel: Convergence of Physical and Digital Marketing**

##### Reading

1. Sephora Direct: Investing in Social Media, Video, and Mobile, Case Packet.

##### Case Discussion Questions

2. Assuming she receives the additional funding, how should Bornstein allocate her budget across the various digital categories? Given that the additional funding
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requested must be shifted from Sephora's other marketing spending, where would you propose to cut? Why?

3. What do you make of Sephora's digital and social media efforts as of the fall of 2010? Was it wise in your opinion to create Beauty Talk as a separate social platform to Facebook?
4. As Sephora increasingly dabbles with digital marketing and social media, which competitors should the company be most worried about?
5. What metrics do you propose Sephora Direct use to measure the success of its digital efforts going forward?
6. What should be the strategic goal of Sephora's digital & social marketing program? How can Bornstein satisfy the CEO's desire to win in the digital space?

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### **Session 13 (T, Apr 25)**

#### **Digital and Social Product**

##### Reading

1. Yelp, Course Packet
2. Competing with Social Networks: Social Failures, Course Packet

##### Case Discussion Questions

3. Why do people contribute content for free? Why doesn't everyone do it?
4. What did Yelp do to elicit content from so many people?
5. How well did Yelp monetize the content it solicited?
6. What should Stoppelmann do now?

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### **Session 14 (R, Apr 27)**

#### **Freemium Marketing Model/Two Sided Markets**

##### Reading

1. Case: The New York Times Paywall, Course Packet.
2. The Economics of Two-Sided Markets, Journal of Economic Perspectives, V23, summer 2009.

##### Case Discussion Questions

3. Is the Paywall working?
4. How would you evaluate the current Paywall compared with the two prior ones? Do you think it is appropriately designed compared with the Financial Times or the Wall Street Journal?
5. Why are newspapers in trouble? What is the goal of The Times in creating the Paywall?
6. Should The Times actively manage its transition from print to digital? Does the Paywall seem like a good strategy for newspapers in general?

##### Event

**Mini Course Project Due at 11:59 pm on May 4<sup>th</sup>, Thursday.**

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