

Instructors	Vasant Dhar and Scott Galloway
Classroom	
Class times	Tuesdays 6-9pm
Exam date/time	
Office Hours	
Internet	
Numbers	

**1. Introduction**

This core course of the Digital Marketing specialization at Stern addresses a fundamental business question of the digital age: **how to increase shareholder value through digital media**. This is a question that all firms are currently struggling to answer in an era where they can, for the first time, engage in rapid two-way conversations with potential and current customers. If firms ask themselves the question “how do we attract and retain customers?” the answer to this looks very different from a decade ago when the Internet was in its infancy. At the current time, reputations can be impacted within minutes, presenting great opportunity as well as a high degree of risk.

The focus of the course is on how to make firms more intelligent in how they conduct business in the digital age. This requires a fundamental understanding of the technologies and platforms that form the backbone of electronic commerce, the ability to govern and leverage large amounts of data that are generated as a by-product of electronic interactions, and sociological norms and individual preferences. Measurement plays a big role in this space. As a modern-day figure famously remarked “In God we believe, everyone else please bring data.”

The course will feature (at least) two instructors who will provide complementary perspectives on branding, analytics, social media, and strategy. There will be several (roughly 6) senior executives from companies providing a detailed look at what their companies are doing in the digital space.

There will be several assignments and a term project for this course. The project, done in teams, will involve the assessment of the “Digital IQ” of a firm of your choice and a set of actionable recommendations for the firm based on your audit.

Considering the nature of the material there is no textbook for this course. Materials will consist of readings, links to websites, and datasets.

**2. Evaluation**

- Assignments: 40%**
- Project: 40%**
- Participation: 20%**

### **3. Sessions**

#### **1. The Digital Landscape, Shifts in Power, and Why it is Different This Time?**

#### **2. The Digital IQ**

- a. Full audit of the four dimensions of a brand's digital footprint

Assignment: Conduct audit for "site" dimension for a brand and 3 competitors  
(Due Week 4)

#### **3. Turning Data into Information: The Landscape of Digital Marketing Analytics**

#### **4. Digital IQ Recap**

#### **5. Search Engine Analytics and Display Advertising**

Assignment Due: Air France Case Analysis

Web2.0 Tools; Hubspot Case Handed Out

The Display Advertising Ecosystem and Advanced Analytics

#### **6. Social Media**

- a. Why do social media platforms matter?
- b. What are current best practices?
- c. What is User Generated Content (UGC) and when is it important?
- d. How do you leverage UGC?
- e. Can you go from data to alpha? I.e. Is Digital IQ Predictive of Firm Performance?
- f. Viral Marketing data analysis

#### **7. Inbound Marketing Analytics and Web2.0 Tools**

Hubspot Case Due

Discussion of Hubspot Case

Discussion of "YouTube: Time to Charge Users?"

#### **8. Digital IQ: Mobile**

- a. Why is mobile important to brands
- b. What marketing works better/worse on mobile
- c. What are the tools for a mobile strategy

#### **9. Case Studies; Flashes of Genius**

#### **10. Project Presentations**

#### **11. Project Presentations**

#### **12. Project Presentations**

## 4. Project

Each team of 5-7 students will conduct a digital audit, utilizing the Digital IQ Index® methodology, on a brand and its peer group. In addition, the team will be asked to present their findings, implications for the brand and recommendation re a go-forward digital strategy and roadmap. The roadmap should include budgets, timelines, programs, metrics and organizational implications (i.e., who is responsible, new hires, etc.). The project will provide students with a bottom-up view of how a brand succeeds/fails across digital platforms.

## 5. Materials

The course will utilize the latest materials available online. In addition, there will be supplementary materials consisting of cases and book chapters, some of which are listed below.

Inbound Marketing by Brian Halligan and Dharmesh Shah

The Future of Advertising:

<http://www.fastcompany.com/magazine/151/mayhem-on-madison-avenue.html>

Humorous Social Media VideoClip, United Breaks Guitars:

[http://en.wikipedia.org/wiki/United\\_Breaks\\_Guitars#The\\_song](http://en.wikipedia.org/wiki/United_Breaks_Guitars#The_song)

<http://www.youtube.com/watch?v=5YGc4zQoqzo>

Cases:

Air France Internet Marketing, Kellogg School of Management Case, KEL319, 2009.

Hubspot: Inbound Marketing and Web 2.0, HBS Case

YouTube: Time to Charge Users? HBS Case

## 6. Questions

Pre-Course Questions:

1. Why is it different this time? Is Digital Marketing the same old thing with new tools or is it something entirely new and transformational?
2. Consider advertising. How are television ads created? How are they bought and sold? How do firms measure their effectiveness?
3. How does Google Adwords work? How is it different from television advertising?
4. How does Facebook advertising work? What are the similarities and differences between Google Adwords and facebook ads?
5. How does display advertising work? Why have display ads received only a small fraction of Internet marketing expenditure so far?
6. What are ad networks? Why do they exist and how do they work?
7. What is the difference between “push” advertising and “pull” advertising? What does Web 2.0 enable and how?