NEW YORK UNIVERSITY
Stern School of Business

New Media in Marketing
MBA Fall 2018 | 1.5 Credits

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Office Hours by Appointment

Course Description

Technology has always provided the engine for change and growth in the media industry. The printing press, motion pictures, satellite distribution, the internet, mobility – each new wave of innovation has created a transformation across all sub-sectors, from the music industry to print to videogames to TV and film.

As the penetration of each technology increases, the impact is felt across the value chain, from content creation, to distribution to consumption. Change is manifest both on the consumer side and corporate enterprise; from programming to delivery and business model.

And as much as technology can provide the enablers to greater consumption of media – increasing reach, engagement and monetization opportunities – it also creates friction between the old and the new, between the incumbents and the start-ups, and between the cultures of companies and executives from the worlds of media, technology and communications.

Social networking, online video, mobility, digital advertising, interactive TV, and the emergence of big data all create tremendous opportunities for marketers, but they also require significant changes to

the existing approaches to reaching consumers as well as changes to the underlying business models. The major challenge for all firms as they confront massive disruptions to "business as usual" is to craft new strategies for marketing and distributing content across all digital platform (either as a replacement or complement to traditional approaches).

Driven by the trifecta of the internet (including increased accessibility, bandwidth, lowering consumer pricing), proliferation of devices (including consumer electronics and computing; at home/office and on the go) and the creators/distributors of content and services, the colliding worlds of media and technology are evolving at an ever faster speed and in an ever more confusing landscape. Innovation and disruption go hand in hand.

This course will look to provide a framework for understanding the various technologies impacting the media in the marketplace today – using subjects both ripped from the headlines and grounded in near-term history – as well as provide a structure for assessing the opportunities and challenges of innovations in the 3-5 year time horizon. It is designed to help students become effective marketers in the 21st century.

Topics covered will include big data, the digital home, web 2.0 and 3.0, social media, online video, digital advertising, video-on-demand, mobile applications, interactive TV and emerging, next-generation technologies.

Lecture materials and class discussions will attempt to delineate the true impact of technology on the media industry – separating the PR-driven hype or 'vapor' of start-ups, digital initiatives and product launches, versus the technologies and trends which will create a real impact on the way content is created and an audience consume the media of the future.

Questions asked include: what are the major technologies today and on the horizon? Who are the major players? What is the impact to the value chain and business economics? What are the challenges and opportunities? How do these technologies change the way media companies market, distribute and monetize its content? What does the industry look like in 5, 10, 20 years?

Course style will be PowerPoint-guided lecture, with guest speakers including marketing executives, entrepreneurs, VCs, technologists, and product developers. Classes will be highly interactive, and students will be asked to provide a well-structured point of view.

The course will include real-life exercises (including, but not limited to, quantified social campaigns, analytics, product mock-ups, app creation) to bring topics covered in class to life. All students will be expected to engage in this process to demonstrate proficiency in the course content.

The class outline is illustrative and flexible, in order to reflect contemporary issues (new headlines, product releases, deals) that may be relevant to class discussion.

Course Materials

HBS Case # **9-510-005** "Hulu: an Evil Plot to Destroy the World"

Available at the NYU Book Store

Deliverables and Due Dates

- **Paper**: approximately 1000 words long on a topic that will be assigned in class (due by 3rd week sessions).
- **Group Project**: groups of 4-6 students will create projects based on topics assigned in class. 4-5 of the groups will present on the last day of class (due the week of final sessions).
- **Code Academy**: a module of code academy. Proof of completion (i.e. a print-out) must be handed in (due the week of final sessions).
- **HootSuite Academy**: All students are required to take the Hoot Suite Academy course and submit proof of certification, i.e. a print-out (due the week of final sessions).

Grading

- **Class participation – 40%**
  - Students are expected to come to class prepared and ready to participate actively in the class discussion (commentary, questions), including reading of materials or voting in polls, where appropriate; full attendance is expected and all students should discuss exceptions with the professor in advance of any class
  - Students should read, and be prepared to discuss, the Hulu case for class, as our discussion that day will be primarily based on group discussion rather than lecture.
  - Students will be expected to maintain a Twitter account and tweet at least once per week questions, interesting facts, constructive feedback, and/or observations from class. Appropriate hashtags for the course will be provided on the first day of class.
  - Students will complete an introductory coding course through CodeAcademy. The exact coding language and number of exercises shall be detailed in class. No prior coding experience is necessary.
  - Students will complete HootSuite Certification. Detailed instructions will be provided in class and via email. Students will receive a badge verifying their expertise, and will be added to HootSuite's directory of HootSuite Certified Professionals upon completion of the

certification process (roughly two hours of work and students can work at their own pace).

- Students will be notified of any additional required reading ahead of time via email. Optional papers or articles will be periodically posted on the Blackboard site

- **Paper – 35%**
  - Students will individually prepare a paper (approx. 2 sides in MS Word or 1000 +/- words).
  - **Exact topics will be assigned on the first day of class** and will be focused on current media issues. Illustrative questions in the past have included net neutrality, piracy, cord cutting, the economics of web content, etc.

- **Group Project –25%**
  - Group projects will look at creating go-to-market campaign strategies for marketing and distributing content across all digital platforms (either as a replacement or complement to traditional approaches): suggested approaches include social networks, online video, mobile, digital advertising, interactive TV and new media stunts
  - Groups should include 4-5 students
  - Each group will be randomly assigned a media property and a platform on which to focus; topics may include TV and film products, including premium vs. reality programming, or blockbuster vs. niche theatricals, as well as music, video games, magazines, books and toys
  - Presentations should include a mix of strategic and tactical recommendations (e.g. potential partnership opportunities,) as well as creating prototypes/proof of concepts for tactics (e.g. creative works, blog creation, video sampling, merchandizing, community networks)
  - A select number of teams will be chosen for a 10 minute presentation/Q&A during the last class; presentations can take the form of PowerPoint, Prezi, etc.
  - Examples of last semester's projects are available on Blackboard
  - **Projects will be due five days before the last class**

OVERVIEW CLASS DESCRIPTION

Note: the order and format of the content are all subject to change

- **Introduction**
- **Digital Lifestyle**
- **Web 2.0**
- **Social Media**
- **Future of TV**
- **Hulu Case Study**
- **Mobile**
- **Coming Soon**

Speakers will be joining us to discuss these topics throughout the semester.

Introduction

- Personal introduction
- High-level overview of course and class structure
- Summary of key issues in the M&E sector, including:
- Leisure time - where spending time
    - Sector revenues and CAGR; sub-sector analysis
    - What's driving growth - key trends and technologies
    - Overview of disruption in the value chain, from content creation, distribution, consumption
    - Generational shifts (predict 20 years from now)
    - Hype cycle - sorting reality from PR
- Discussion: what do you think will be major technology drivers in next 5 years?

Digital Lifestyle

- Describe the digital home ecosystem, how the different devices / functions talk to each other, including:
    - Consumer electronics (TV, audio, DVRs, Apple TV, Google TV, etc)
    - Computers (PC, Macs, netbooks etc)
    - Mobile devices (tablets, smartphones, eReaders, smartwatches etc)
    - Networking (e.g. broadband cable, Wifi, cell networks, Bluetooth)
    - Other (e.g. health monitoring, home security)
- What are the challenges to seamless ecosystem,? Note coalitions and partnerships and standards bodies
- What will the digital future look like – in home, on the road, in the office?

Web 2.0

- Define what Web 2.0 mean, including:
    - Social media (see next session)
    - Network effect, cloud
    - Crowd-sourcing, Wikipedia, blogs, etc
    - Open source vs. proprietary
    - Portal vs. super-syndication
    - Search, data, meta-data – what's next ('instant', video, images, real-time)
    - Digital advertising - targeting, analytics, ROI
- Discussion: Is Web 2.0 real and what does the next phase mean (e.g. Web 3.0)?

Social Media

- Discussion of definition
    - Brief history (e.g. from Geocities and Friendster to today's services)
    - Key trends
    - Major players and technologies
    - Facebook, Twitter, and other majors (e.g. Snapchat)
    - Other niches, e.g. FourSquare, Tinder
    - Enablers, e.g. moderation, ad platforms, notifications
- Discussion: How is mainstream adapting? Print, TV, news
- Campaign case studies

- Measuring Social Media ROI
- Is social media here to stay and if so, how will it evolve?

Future of TV

- Reviewing ecosystem, from broadcast to cable to IPTV
- Over the top and cord-cutting disruption
- Discuss IPTV – including AT&T, Verizon
- Devices – from BluRay online, bundling, X-Box and newcomers like Google TV, Apple TV, Roku, Sling, P2P technology
- TV Everywhere, paying for content, bundles
- Impact of mobility, social, piracy
- Netflix and the disruption of content and distribution
- Differences between studio and TV network responses
- Interactive TV is coming – key players, technologies, features
- Gaming
    - Major players/segment, including:
        - Consoles - PlayStation/X-Box
        - Casual gaming and social gaming (Zynga)
        - Mobile gaming
    - Convergence of devices, content and distribution

Hulu Case Study and Discussion of Online Video (Case is available for purchase at NYU Bookstore)

- Interactive discussion of case, including responses to key questions (sent in advance)
- From broadcast to cable to satellite to IPTV to online to beyond
- 'Traditional' innovations, differentiators and disruptors (multiplex, compression, HD, VOD, DVRs)
- Online and multi-platform video:
    - YouTube first mover
    - UGC vs Premium (pyramid of content)
    - Hulu, Netflix and others
    - Electronic Sell Through (iTunes, Amazon)
- Discussion: Is 'online video' still relevant as a standalone category vs. part of a video ecosystem?

THE CASE DISCUSSION WILL BE ANNOUNCED THE WEEK BEFORE SO YOU WILL HAVE AMPLE TIME TO PREPARE

Mobile

- Sector overview, revenues (voice vs. data; services vs. content)
- Four screens and convergence
- Key trends - device, content, network (4G, WIFI), consumer readiness
- Key players (network operators, service providers, handset manufacturers, content/app creators) and ecosystem differentiators, including;
    - iPhone
    - Android
    - Other, e.g. Windows Mobile
- Browser vs. application approach
- Walled garden vs. open internet approach
- Tablets

- Emerging technologies in mobile – from smartwatches to connected cars
- Discussion: Where is it headed and who are the winners?

Coming Soon

- What's coming over the horizon? Emerging technology road map, 1-5 years out, including;
    - 3D movies and TV
    - Interactive advertising
    - Multi-touch displays (e.g. phone displays)
    - Social TV
    - Personal viewing devices
    - Touchless power charging
    - Broadband over powerlines and muni WiFi
    - Next gen games
    - Remote controls
    - Holographics
    - Augmented / virtual reality
    - Artificial intelligence and machine learning
    - Drones, robotics and much more
- Key areas of interest and where investment money is flowing
- What's real, what's vapor? What will be the tipping point? Who will leaders?

Wrap Up

- Look back and summary of course
- Overarching themes, plus:
    - R&D - invention vs. innovation; product development; risk, willingness to fail, process, incubation, Schumpeter creative destruction, disrupt vs. be disrupted
    - What is a digital strategy? How to work with multi-departmental/functional teams to execute on innovation
    - Generational shifts and predictions – what media will look like in five, ten, twenty years
- Group presentation (select groups)

There may be 1-2 guest speakers who participate in class discussion.