MKTG 770 / 270

Digital Marketing, Social Media and E-Commerce

Time: (401) T/R 10:30AM JMHH 250
Time: (402) T/R 1:30PM JMHH 365

Instructor: Ron Berman
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Office Hours: T 4pm – 5pm JMHH 746

TAs: Brendan Burdette
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TAs: Sam Dubow
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Office Hours: W 4:30pm-5:30pm

Description

The effect of the Internet and related technologies on business and social institutions is more profound than that of any prior invention, including the printing press and the internal combustion engine. Furthermore, marketing plays a key role in shaping the modern consumption-led economies fueled by these technologies. MKTG 770 provides a research-based and framework-driven approach to understanding digital marketing and electronic commerce.

The course is organized around three sections and utilizes relevant theory, empirical analysis, and practical examples to develop the key learning points. Guests from the entrepreneur, investor and digital communities participate, as appropriate. Part I presents the behavioral foundations for understanding the environment in which online businesses operate, and covers the relevant phenomena and theory from economics, marketing, and related fields. Part II examines online business models and institutions including Internet retail, subscription and curated commerce, two-sided markets, freemium products, collaborative consumption and so on. Part III focuses on how digital marketing fosters online business growth. In particular, we survey, critique, and evaluate common digital marketing methods and tactics.

Prerequisites

- 270: MKTG 101

"Over the next 10 years, I expect many more industries to be disrupted by software, with new world-beating Silicon Valley companies doing the disruption in more cases than not."

Marc Andreessen, "Why Software Is Eating The World", WSJ August 2011

Objective

The main goal of the course is to help participants understand and evaluate online business models and digital marketing methods, from a variety of perspectives—as analysts, consumers, entrepreneurs, and investors. That is, we emphasize fundamental concepts rather than specific tactics. We will also look at modeling approaches for executing key marketing tactics. An ancillary goal is to establish the importance of theory and empirical analysis as key facilitators of this process.

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Goals

Upon completion of the course, participants will have a solid foundation from which to evaluate digital and ecommerce opportunities, and to participate in their own ventures.

Specific Learning Outcomes

Taking the course will improve your familiarity with the following subjects:

Digital Business Models

You should understand the economics of digital environments and when some business models may apply to a relevant venture, including freemium models and building two-sided markets.

E-commerce Business Models

You should understand the behavioral foundation of various ecommerce business models, including Internet retail, subscription commerce, curated commerce, etc.

Online Marketing Optimization

You should understand how search engines work and how this knowledge could be used to recommend how a site can improve its organic search rankings. You should also understand how to improve conversion rates of individual marketing campaigns, and how to efficiently utilize email marketing.

Marketing Tools and Social Media

You should be aware of the standard portfolio of digital marketing tools, how to utilize them, and how to evaluate their effectiveness.

Assessment (MKTG 770):

- Attendance and Participation: 30%
- Conceptual Assignment (A1):   20%
- Analytical Assignment (A2):   20%
- Final Project (A3):   30%

Assessment (MKTG 270):

- Attendance and Participation: 10%
- Conceptual Assignment (A1):   20%
- Analytical Assignment (A2):   20%
- Final Project (A3):   20%
- Final Exam: 30%

Students who miss the first 3 lectures will receive an incomplete as their grade.

Assignments are in teams of 3 students. Assignments are due before class on the due date.

Device Policy

Large screens permitted for class related activity only. No phones in class please.

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Detailed Schedule

Session	Day	Date	Topic
1	Thursday	January 12	Introduction and Motivation
2	Tuesday	January 17	Digital Marketing Assets
3	Thursday	January 19	"Frictionless Commerce" and the Internet Law of Gravity
4	Tuesday	January 24	The Long Tail
5	Thursday	January 26	Guest Speaker: Roee Adler (wework)
6	Tuesday	January 31	Networks and Neighborhoods
7	Thursday	February 2	Online and Offline Influence
8	Tuesday	February 7	Case: Webvan
9	Thursday	February 9	Network Effects, Two-sided Markets and Freemium Products
10	Tuesday	February 14	Collaborative Consumption and the Sharing Economy
11	Thursday	February 16	Growing Two-Sided Markets
12	Tuesday	February 21	Guest Speaker: David Tisch (Spring App)
13	Thursday	February 23	Curated and Subscription Commerce
14	Tuesday	February 28	New Media Models
15	Thursday	March 2	Digital Promotion Tools and Tactics *Assignment 1 Due*
	Tuesday	March 7	NO CLASS - Spring Break
	Thursday	March 9	NO CLASS - Spring Break
16	Tuesday	March 14	Online Advertising
17	Thursday	March 16	Advertising Measurement and Optimization
18	Tuesday	March 21	Guest Speaker: Wil Reynolds (SEER)
19	Thursday	March 23	Case: Rocket Fuel *Assignment 2 Due*
20	Tuesday	March 28	Guest Speaker: Philippe von-Borries (Refinery29)
21	Thursday	March 30	Case: United by Blue
22	Tuesday	April 4	Mobile Marketing: Linking Time and Location
23	Thursday	April 6	Social Media Marketing
24	Tuesday	April 11	Case: Maersk Line
25	Thursday	April 13	Virality and Contagion
26	Tuesday	April 18	Guest Speaker: Matt Lattman (Capital One) *Final Project Due*
27	Thursday	April 20	Project Presentations
28	Tuesday	April 25	Key Learning Points – Summary

About the Guest Speakers

The guests present material that complements our discussions. They have been chosen for their expertise in particular aspects of e-commerce and digital marketing, and for their demonstrated success as entrepreneurs or investors. All are engaging speakers who will add a good deal to our knowledge in this space.

- **ROEE ADLER** is the Head of Digital at WeWork, leading the company's digital technology products and strategy. Prior to WeWork, Roee was the Chief Product Officer at Soluto, where he ran product, marketing and business development, and led the team's launch at TechCrunch Disrupt NYC 2010 (where Soluto won the startup battlefield). Soluto was acquired by Asurion in 2013. After leading a software development group in the Israeli army for 5 years, he worked as a device driver developer for Envara (acquired by Intel, 2004). Since then, Roee has managed product design and development in several industries, including: water technology (Miya, Arison Group), location-based services (AeroScout, acquired by Stanley Black & Decker, 2012), and music (Neocraft, where Roee was co-founder). Roee holds a BA in Computer Science (summa cum laude) and an MBA in Finance from IDC Herzliya.

- **DAVID TISCH** is the Managing Partner of BoxGroup, an NYC-based angel capital firm that has invested in over 200 seed-stage startups, including Vine, Blue Apron, Warby Parker, Harry's, Behance, and Flatiron. He is also the co-founder and Chairman of Spring, a mobile app enabling the world's best brands to sell directly to consumers. David is Head of Startup Studio at Cornell Tech. He is the co-founder of TechStars NYC and has served on numerous boards, including Mayor Bloomberg's Advisory Council on Technology and the Investor Board of Venture for America.

- **WIL REYNOLDS** is the Founder and Director of Digital Strategy at Seer Interactive. Wil likes helping people and businesses grow. A former teacher with a knack for advising, he's been helping Fortune 500 companies develop SEO strategies since 1999. Seeing the need for an agency that does good by its team, clients and community, Wil started Seer Interactive in 2002 as a one-man operation out of his living room. Today, Seer is home to over 100 employees across Philadelphia and San Diego.
  As Seer's Director of Digital Strategy, Wil develops strategies and innovations to help clients build traffic and make money. His methods have shaped the search industry worldwide, and he speaks regularly at marketing conferences across the globe. In his free time, Wil hangs out with his wife Nora, son Rio and pup Coltrane. He also serves Philadelphia's homeless and runaway youth at Covenant House, where he participates in a yearly sleep out.

- **PHILIPPE VON BORRIES** is the co-founder and co-CEO of Refinery29, the leading digital media company for millennial-minded women with a loyal following of over 25 million. At Refinery29, Philippe leads the content, product and marketing teams, and drives the company's strategic vision including global expansion and video strategy. Philippe began his career at a digital media start-up focused on international affairs in Washington, D.C. and is a graduate of Columbia University with a BA in History. Philippe was awarded the Ernst & Young Entrepreneur of the Year Award in 2015. Refinery29 has also been included on the Inc 500 list of the fastest growing private companies in America for the past three years, Crain's Fast 50 list of the region's fastest-growing businesses for the past two years, and is the winner of three Webby Awards.

- **MATT LATTMAN** runs the Digital Marketing and Marketing Product Management teams for Capital One's Consumer Banking division. As part of his role, Matt oversees the direct acquisition of new customers and development of new tools for marketers to use in their jobs. Prior to Capital One, Matt ran lead generation, research, and deal strategy for LivingSocial, and before that spent years traveling to clients as a consultant for The Boston Consulting Group. Matt has MBA and undergrad degrees from The Wharton School at the University of Pennsylvania with an undergraduate engineering degree from Penn. During his spare time Matt focuses on distance running, the New York Mets, enjoying food and wine and traveling to new and exciting cities.

Cases

1. "Webvan: Groceries on the Internet" (HBS Case 500052-HCB-ENG, Revised March 25, 2003).

2. "Rocket Fuel: Measuring the effectiveness of online advertising" (Berkeley – Haas Case, 2016).

3. "United by Blue: Crowdfunding Design" (Wharton Case, 2016).

4. Maersk Line: B2B Social Media — "It's Communication, Not Marketing" (Berkeley – Haas Case, 2014).

Academic Readings

Academic readings will be provided on Canvas for each lecture. Please view the relevant module for the most up to date required reading.