

Module Outline

Module Code : MKT3714A
Module Title : Digital Marketing
Semester : Semester 2, AY 2022/2023
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Overview and Module Objectives

This course introduces you to concepts and practices in **digital marketing**. In the course, we will deep-dive into the basic concepts of a **digital marketing strategy**, and the key aspects that differentiate digital from traditional marketing. By the end of this course, students will be able to set up a digital marketing strategy for any company or brand that wants to improve their online presence, strategic digital objectives, and improve their digital marketing performance.

By completing this course, students will:

- Understand and appreciate the transformative impact of digital and technological developments on consumers and firms
- Analyze how marketers and firms can leverage digital technologies and developments to formulate and execute digital marketing objectives and strategies
- Be mindful of customer safety and well-being in the implementation of digital marketing campaigns
- Analyze scientific literature from the digital marketing field and solve real world business questions
- Present and discuss business cases and problems (formally and informally) in a manner that benefits fellow students' understanding and learning experience
- Develop a digital marketing strategy for any brand or business that wants to improve their digital marketing performance

Assessment

The requirements for passing this course are the following:

Assessment component	Responsible	Weight
Class participation	Individual	25%
Individual assignments	Individual	25%
Business case studies Group assignment and presentation	Team	25%
Final Grade	Individual	100%

Late submissions

Late submissions will receive a penalty of -1 point on the assignment grade.

Class participation

Students will be graded for individual participation during classes. Your participation involves:

- Completing **class participation assignments** and being ready to discuss your answers in class

- Submitting **questions for guest speakers** before the guest lectures
- **Active class involvement** during discussions, with questions, comments, experiences, opinions

1. **Class participation assignments (graded, on CANVAS):** To facilitate interactions, before each class, students are invited to submit answers to a series of thought-provoking questions. We will discuss the answers during each class. You may be randomly selected, each week, to answer these questions during the lectures.
2. **Questions for guest speakers (graded, on CANVAS):** before classes that involve guest speakers, students are invited to submit questions for them. Questions must be relevant to their job description, their companies, the job seeking processes at the companies, and the class material for the corresponding week.
3. **Class involvement:** show up on time; leave on time; bring a name card to class. In class, actively contribute to the discussion, build on your classmates' comments, and add insight to the conversation. Giving non-fact-based opinions, never participating to any discussion, or just taking notes will result in a lower participation grade. Remember that attendance does not equal participation. Class involvement will be monitored by a teaching assistant. This element will not be graded directly, but will be reflected in the quality of the answers to element (1).

I will grade participation using the following categories:

- 0/10 = no contributions (e.g., absence, no questions, no comments, no class participation assignment submission, using AI/ChatGPT to generate any content)
- 5/10 = limited contributions (mid-point: superficial questions, loosely related to class material, not well-thought or well-documented)
- 10/10 = excellent contributions (max points: deep questions, well-researched, well-documented, include references to class material, demonstrated intellectual curiosity)

Individual Assignments

Students will be graded for individual understanding of modules. The individual assignments can be either:

- a. **Questionnaires (graded, on CANVAS):**

Multiple-choice or open-ended questionnaires, about the material of the corresponding week (graded 1-10). These will be administered and graded in Canvas.

b. Certifications (graded, email or on CANVAS):

Third-party certifications of digital marketing skills. Graded Pass (10) or Fail (0). You must send a proof of completion of the certification to andrea.low@u.nus.edu within the assignment due date. The certificates will be checked with a software that detects forging/image editing.

The certifications can be added to your *Linkedin profile and CV*, as a proof that you are proficient at the corresponding digital marketing skill.

Business case studies

Students will work in groups on discussing and solving business case studies as team projects. The projects are a team effort, which counts for 25% of your final grade. Students will typically work in teams of 4-5 students. The final output of your projects are an oral presentation, a supporting slide deck, and project notes.

- Oral presentation: ~10 minutes (will be decided depending on the number of groups)
- Slides: 5 slides, excluding title page and references.
- Project notes: a 3-page report of the proposed solutions, excluding title page and references. A4 paper, 12pt times new roman, 2cm margins. **This will be graded on CANVAS.**

While oral presentation and slides will not be directly graded, they will greatly help to clarify the content of the report.

Final group assignment and presentation

To ground theory with practice, students will work on a group project in teams of 4-5. Students must initiate and supervise a **digital marketing strategy** for a brand or product of your choice.

Throughout the module, there will be individual and group assignments that require students to apply class lessons to your digital marketing strategy. Students will then incorporate these learning objectives into a real digital marketing campaign, and present it to the class at the end of the semester.

OPPORTUNITY: WORK ON A DM STRATEGY FOR WITH A REAL COMPANY

Students may choose to work on developing an **actual digital marketing strategy** for a **real company**, [BioCheck](#). The founder and sales team from BioCheck will provide an overview of their business objectives, for a local and international digital marketing expansion. The teams will work to develop a strategy around these business objectives, following the structure detailed above.

At the end of the course, the teams that chose to develop a DM strategy for BioCheck will present their plans to the founder and sales team of the company. The best digital marketing strategies will have a chance at being implemented in the months following the end of the course.

Final group assignment delivery:

For the final group assignment, students need to develop a **digital marketing strategy** with the following elements:

1. Explain the choice of brand (not graded)
2. Illustrate campaign objectives, SMART goals and KPIs
3. Illustrate choice of channels and general media plan in connection to the SMART goals
4. Display + mobile ads campaign (if applicable, if not, explain why not)
5. SEO campaign (if applicable, if not, explain why not)
[week 6 report will stop here]
6. Current state of brand's digital UGC
7. Proposal to manage UGC under the campaign
8. Content marketing campaign (if applicable, if not, explain why not)
 - a. 2 examples of content or justification for not including content
9. Biases, inclusion, representation: threats and mitigation
10. Privacy, identity, safety: threats and mitigation
11. Conclusions

On week 6, you will present your progress in class. Like the business case study, the output of the mid-course presentation is an oral presentation, a supporting slide deck, and project notes.

- Oral presentation: ~10 minutes (will be decided depending on the number of groups)
- Slides: 5 slides, excluding title page and references.
- Project notes: a 3-page report of the proposed solutions, excluding title page and references. A4 paper, 12pt times new roman, 2cm margins. **This will be graded on CANVAS.**

On week 12, you will deliver the final strategy plan. The final output of your project is an oral presentation, a supporting slide deck, and project notes.

- Oral presentation: ~20 minutes (will be decided depending on the number of groups)
- Slides: 10 slides, excluding title page and references.
- Project notes: a 5-page report of the proposed solutions, excluding title page and references. A4 paper, 12pt times new roman, 2cm margins. **This will be graded on CANVAS.**

Each point of the final project report (except the brand choice) will be graded on the following criteria:

- 1 point (2 points for week 6 report) = demonstrated understanding of the material presented in class; demonstrated and in-depth understanding of the associated digital marketing concepts; coherently references materials/concepts discussed in class or suggested readings; well-written in a concise, short, understandable, and academic English syntax.
- 0.5 point (1 point for week 6 report) = some understanding of the material presented in class; some understanding of the associated digital marketing concepts; sparse references to materials/concepts

discussed in class or the suggested readings; wellwritten in a concise, short, understandable, and academic English syntax.

- 0 points = very superficial or lack of understanding of the material presented in class; very superficial or lack of understanding of the associated digital marketing concepts; never references the materials/concepts discussed in class or the suggested readings; poorly written – either too long, or too complex syntax, or the English writing style is not suitable to an academic or professional report; using AI/ChatGPT to generate any content.

Final grade for the course

- The final grade is the weighted average of in-class participation, individual assignments' grade, and grade for the group projects, rounded to the closest first decimal digit.
- Failure to submit any component of the assessment may result in receiving a zero mark for that component, which may affect the final grade.
- The distribution of grades for this module may be adjusted to comply with the School's grade distribution.

Structure of Classes

- **Instructional class:**
 - A typical class lasts for 3 hours, of which:
 - 2 hours 25 minutes of instruction time
 - 10-minute break or two 5-minute breaks
 - So, ~1:10hr instruction + break + ~1:15hr instruction
 - 25 minutes of transit time to arrive to next class
- **Classes with guest speakers:**
 - ~1 hour 25 minutes of instruction time
 - 10-minute break
 - Guests speak for 40 minutes + 20 minutes of Q&A session
 - Q&As with guests count for in-class participation assessment
 - 25 minutes of transit time to arrive to next class

General Guide and Readings

In this course, we will discuss cutting-edge advancements in the digital marketing literature and practice.

1. When assigned a **mandatory academic reading**, students must read:
 - The abstract
 - The introduction fully
 - The discussions, managerial implications, and conclusions fully
 - Optionally the related literature and results section
 - You may skip the methods section, I will provide some intuition of the methods in class
2. An understanding of the mandatory reading material **will be assessed** through the individual assignments.

3. Suggested readings are not compulsory, but are very interesting for people who want a deeper understanding of the digital marketing discipline and practice. Some of them will be discussed in class.
4. In the slides, students will find additional references and sources. We will discuss them in class, but students may peruse them for own interest in the discipline.

Academic Honesty & Plagiarism

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is “the practice of taking someone else’s work or ideas and passing them off as one’ own” (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule, and have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubt, you should consult your instructor.

Additional guidance is available at:

- <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptancerecord#NUSCodeofStudentConduct>
- <http://nus.edu.sg/osa/resources/code-of-student-conduct>

Update: Use of AI for Academic Content Generation

The use of AI software to generate content will correspond to a penalty on the assessment grade. If the content of an assessment item is detected to be AI-generated by multiple detectors with more than 50% probability, the corresponding content will receive a full penalty (0 points).

Detailed Module Structure

Week 1	<p>Introduction to digital marketing</p> <ul style="list-style-type: none"> • Introduction to the course and details on assessment • Intro to digital marketing: similarities and differences with traditional marketing • What are the main considerations with respect to digital and technological developments for companies and their marketing efforts? • What are some pitfalls for marketing strategy with respect to digital technologies? • What can we learn about marketing in general from digital marketing strategies? <p>Classroom requirements:</p> <ul style="list-style-type: none"> • Bring a name tag to class (e.g. a folded piece of paper with your preferred first name, and your official last name, visibly written on it) <p>Mandatory readings:</p> <ul style="list-style-type: none"> • AMA guide • Kannan, P. K. (2017). Digital marketing: A framework, review and research agenda. International journal of research in marketing, 34(1), 22-45. <p>Suggested additional readings:</p> <ul style="list-style-type: none"> • Shankar, V., Grewal, D., Sunder, S., Fossen, B., Peters, K., & Agarwal, A. (2021). Digital marketing communication in global marketplaces: A review of extant research, future directions, and potential approaches. International Journal of research in Marketing. • Stephen, A. T. (2016). The role of digital and social media marketing in consumer behavior. Current opinion in Psychology, 10, 17-21. 	<p>Class participation</p> <p>Due date: Jan 11 noon</p> <p>Final group project:</p> <p>Form the team, choose the brand you will analyze. Send the teams via email to andrea.low@u.nus.edu</p> <p><u>u</u></p> <p>With brand of choice, team name, team members' names, student ID, student email.</p> <p>Due date: Jan 15 Noon</p>
Week 2	<p>Developing Marketing Objectives for Digital Marketing Strategies</p> <ul style="list-style-type: none"> • Why developing a digital marketing strategy? • Understanding (digital) marketing goals - Brand awareness, Lead generation, conversions, retention and churn ○ Positive and negative awareness 	<p>Individual assignment 1</p> <p>Week 1-2 assessment</p> <p>Due date: Jan 21 23:59</p>

	<ul style="list-style-type: none"> ○ The attribution problem ○ Ad effectiveness problem ○ Loyalty and the cost of acquisition <ul style="list-style-type: none"> • Connecting with the Customer: The Buyer’s Journey ○ Objectives will vary along the phases of the journey • Create SMART goals and identify KPIs <p>Mandatory readings:</p> <ol style="list-style-type: none"> 1. Hamilton, R., Ferraro, R., Haws, K. L., & Mukhopadhyay, A. (2021). Traveling with companions: The social customer journey. <i>Journal of Marketing</i>, 85(1), 68-92. <ol style="list-style-type: none"> a. Read at least Introduction and Table 1 2. Danaher, P. J., & van Heerde, H. J. (2018). Delusion in attribution: Caveats in using attribution for multimedia budget allocation. <i>Journal of Marketing Research</i>, 55(5), 667-685. <p>Suggested readings:</p> <ol style="list-style-type: none"> 1. Berger, J., Sorensen, A. T., & Rasmussen, S. J. (2010). Positive effects of negative publicity: When negative reviews increase sales. <i>Marketing science</i>, 29(5), 815-827. 2. Puccinelli, N. M., Goodstein, R. C., Grewal, D., Price, R., Raghubir, P., & Stewart, D. (2009). Customer experience management in retailing: understanding the buying process. <i>Journal of retailing</i>, 85(1), 15-30. 3. Lemmens, A., & Gupta, S. (2020). Managing churn to maximize profits. <i>Marketing Science</i>, 39(5), 956-973. 	<p>Class participation</p> <p>Due date: Jan 18 noon</p> <p>Final group project:</p> <p>Define marketing objectives, customer journey, SMART goals, KPIs</p>
<p>Week 3</p>	<p>Channels</p> <ul style="list-style-type: none"> ● What is paid, earned, and owned media? ● Media planning: how much should companies prioritize digital vs. non-digital marketing? Why? <p>Guest intervention: Nielsen media planning for advertising agencies & digital media planning solutions</p> <p>Mandatory readings:</p> <ol style="list-style-type: none"> 1. What is paid, owned and earned media? (Blog post, link) 2. Demirci, C., Pauwels, K., Srinivasan, S., & Yildirim, G. (2014). 	<p>Class participation</p> <p>Due date: Jan 25 noon</p> <p>Individual assignment 2 Week 3 assessment</p> <p>Due date: Jan 29 23:59</p>

	<p>Conditions for owned, paid and earned media impact and synergy. Marketing Science Institute Working Papers Series Report No. 14, 101.</p>	<p>Final group project: Define channels, define general media plan</p>
<p>Week 4</p>	<p>Paid digital marketing: Display and mobile ads</p> <ul style="list-style-type: none"> ● Basic advertising concepts ● Ad targeting ● Ad effectiveness ● The “dark side” of advertising: reactance, discrimination, malicious intents, privacy concerns <p>Mandatory readings:</p> <ol style="list-style-type: none"> 1. Johnson, G., Lewis, R. A., & Nubbemeyer, E. (2017). The online display ad effectiveness funnel & carryover: Lessons from 432 field experiments. <i>Available at SSRN 2701578</i>. 2. Avi Goldfarb, Catherine E. Tucker, (2011) Privacy Regulation and Online Advertising. <i>Management Science</i> 57(1):57-71. https://doi.org/10.1287/mnsc.1100.1246 	<p>Class participation</p> <p>Due date: Feb 1 noon</p> <p>Final group project: Evaluate whether paid digital advertising is part of the marketing strategy for the company of your choice. Decide about channels and budget allocation. Link to the SMART objectives.</p>
<p>Week 5</p>	<p>Owned digital marketing: SEO and website optimization</p> <ul style="list-style-type: none"> ● Search Engine Introduction ● Key SEO Components ● Common Search Query Types ● SERP (Search Engine Results Pages) Components ● Optimize Organic Search Ranking <ul style="list-style-type: none"> ○ Technical Components for Visibility ○ On-page and off-page Optimization <p>Mandatory readings:</p> <ol style="list-style-type: none"> 1. Wiideman, S., & Cowley, S. (2021). <i>SEO: Strategy & Skills</i>. In <i>SEO: Strategy & Skills</i>. Edify Publishing. <ol style="list-style-type: none"> a. Chapters 1 and 9 	<p>Class participation</p> <p>Due date: Feb 8 noon</p> <p>Individual assignment 3: Week 5 assessment: Obtain LinkedIn SEO Skill badge (link)</p> <p>If you already have the LinkedIn SEO badge: send email proof + complete canvas assignment week 5</p> <p>Due date: Feb 12 23:59 via email to andrea.low@u.nus.edu</p> <p>Final group project:</p>

		<p>Define whether SEO is part of the digital campaign. Decide about channels and budget allocation. Link to the SMART objectives.</p> <p>Prepare for week 6 presentation.</p>
Week 6	<p>Half-way group project presentations</p> <p>Class participation: 1x1x1 feedback - 1 good feedback, 1 feedback for improvement, 1 suggestion on how to improve</p>	<p>Individual Assignment 4:</p> <p>Weeks 4-6 assessment</p> <p>Due date: Feb 27 23:59</p> <p>Class participation</p> <p>Due date: Feb 17 noon</p> <p>Final group project: Incorporate feedback from this session into the final project.</p>
Week 7	<p>Earned digital marketing: User-Generated Content</p> <ul style="list-style-type: none"> • What is user-generated content (UGC)? • How can managers use digital and social media platforms to gather novel customer insights and marketing intelligence? • Brand and consumer communities online • Is all UGC good UGC? Understanding and managing negative UGC <p>Mandatory readings:</p> <ol style="list-style-type: none"> 1. Pocchiari, M. & Dover, Y. (under review). The Role of Emotion Shocks in Online Community Dynamics. 2. Ma, L., Sun, B., & Kekre, S. (2015). The Squeaky Wheel Gets the Grease—An empirical analysis of customer voice and firm intervention on Twitter. <i>Marketing Science</i>, 34(5), 627-645. 	<p>Class participation</p> <p>Due date: March 1 noon</p> <p>Final group project: On the brand’s social media pages, collect the UGC of the last 10 posts. What are the general sentiment and most recurring topics of UGC? Define whether and how the brand will manage UGC in your</p>

	<p>Suggested readings:</p> <ol style="list-style-type: none"> Schoenmueller, V., Netzer, O., & Stahl, F. (2020). The polarity of online reviews: Prevalence, drivers and implications. <i>Journal of Marketing Research</i>, 57(5), 853-877. Vana, P., & Lambrecht, A. (2021). The effect of individual online reviews on purchase likelihood. <i>Marketing Science</i>, 40(4), 708730. 	<p>digital campaign. Decide about channels and budget allocation. Link to SMART objectives.</p> <p>Prepare for case study presentation on week 9</p>
<p>Week 8</p>	<p>Owned channels: Content Marketing</p> <ul style="list-style-type: none"> What is content marketing? What digital marketing objectives can content marketing achieve and how? Gathering insights from content Challenges in multimodality <p>Mandatory readings:</p> <ol style="list-style-type: none"> Modern marketing essentials guide: content marketing. https://go.oracle.com/LP=63460. Grewal, R., Gupta, S., & Hamilton, R. (2021). Marketing Insights from Multimedia Data: Text, Image, Audio, and Video. <i>Journal of Marketing Research</i>, 58(6), 1025-1033 	<p>Class participation</p> <p>Due date: March 8 noon</p> <p>Individual Assignment 5 Week 7-8 assessment</p> <p>Due date: March 12 23:59</p> <p>Group presentation week 9: Case study Due date: March 12 23:59</p>
<p>Week 9</p>	<p>Group presentations HBS Case Study: "The targeting of ads"</p> <p>Delivery for grading:</p> <ul style="list-style-type: none"> Slides (graded) Project report (optional, not graded directly but can help clarifying the content of the slides) <p>Class participation: 1x1x1 feedback - 1 good feedback, 1 feedback for improvement, 1 suggestion on how to improve</p>	<p>Class participation</p> <p>Due date: March 17 Noon</p> <p>Final group project: (1) Define whether content is part of the digital campaign. If yes, develop 2 examples of content in line with the objectives. In either case, link to the SMART objectives. Decide about channels and budget</p>

		allocation. You may use Smart Insights content marketing matrix. Due date is in 2 weeks!
Week 10	Marketing Research and Customer Analytics <ul style="list-style-type: none"> Digital data Digital marketing research Intro to Google analytics <p>Guest intervention: SKIM Singapore</p> <p>Mandatory readings:</p> <ul style="list-style-type: none"> Berman, R., & Israeli, A. (2022). The Value of Descriptive Analytics: Evidence from Online Retailers. Marketing Science. <p>Suggested readings:</p> <ul style="list-style-type: none"> Koning, R., Hasan, S., & Chatterji, A. (2022). Experimentation and Start-up Performance: Evidence from A/B Testing. Management Science. 	Class participation Due date: March 22 Noon Final group project: (2) Continue working on the content objectives. Due date is next week!
Week 11	PROTECTING CONSUMERS <ul style="list-style-type: none"> Human-tech interactions and biases Corporate digital responsibility Representation, inclusion, sensitivity The right to privacy <p>Mandatory readings:</p> <ul style="list-style-type: none"> ChatGPT and How AI Disrupts Industries: https://hbr.org/2022/12/chatgpt-and-how-ai-disruptsindustries?ab=hero-subleft-3 How online ads discriminate: https://edri.org/wpcontent/uploads/2021/06/EDRi_Discrimination_Online.pdf <p>Suggested readings:</p> <ul style="list-style-type: none"> Yalcin, G., Lim, S., Puntoni, S., & van Osselaer, S. M. (2022). Thumbs Up or Down: Consumer Reactions to Decisions by 	Individual assignment 6: Week 10-11 assessment Due date: April 2 23:59 Class participation Due date: March 29 Noon

		<p>Final group project: What are the potential threats to</p>
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	<p>Algorithms Versus Humans. Journal of Marketing Research, 00222437211070016.</p> <ul style="list-style-type: none"> • Lobschat, L., Mueller, B., Eggers, F., Brandimarte, L., Diefenbach, S., Kroschke, M., & Wirtz, J. (2021). Corporate digital responsibility. Journal of Business Research, 122, 875-888. • Lambrecht, A., & Tucker, C. (2019). Algorithmic bias? An empirical study of apparent gender-based discrimination in the display of STEM career ads. Management science, 65(7), 2966-2981. 	<p>customers from your digital marketing campaign, in terms of biases, inclusion, representation and cultural sensitivity? How will you mitigate them? What are the threats to customers' privacy, identity, and digital safety during your campaign? How will you minimize the potential harm?</p> <p>Final group assignment due date: April 2 23:59</p>
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Week 12	Group presentations FINAL PROJECT Day 1 Delivery for grading: <ul style="list-style-type: none"> • Slides • Project report • Both will be graded Structure of the presentation: <ol style="list-style-type: none"> 1. Explain the choice of brand 2. Illustrate campaign objectives, SMART goals and KPIs 3. Illustrate choice of channels and general media plan in connection to the SMART goals 4. Display + mobile ads campaign (if applicable, if not, explain why not) 5. SEO campaign (if applicable, if not, explain why not) 6. Current state of brand's digital UGC 7. Proposal to manage UGC under the campaign 8. Content marketing campaign (if applicable, if not, explain why not) <ol style="list-style-type: none"> a. 2 examples of content or justification for not including content 9. Biases, inclusion, representation: threats and mitigation 10. Privacy, identity, safety: threats and mitigation 11. Conclusions 	Class participation Peer review of another group 1x1x1 feedback <ul style="list-style-type: none"> - 1 good element - 1 element for improvement - 1 suggestion on how to improve Due date: April 7 Noon

Week 13	<p>Group presentations FINAL PROJECT Day 2</p> <p>Delivery for grading:</p> <ul style="list-style-type: none"> • Slides • Project report • Both will be graded <p>Structure of the presentation:</p> <ol style="list-style-type: none"> 1. Explain the choice of brand 2. Illustrate campaign objectives, SMART goals and KPIs 3. Illustrate choice of channels and general media plan in connection to the SMART goals 4. Display + mobile ads campaign (if applicable, if not, explain why not) 5. SEO campaign (if applicable, if not, explain why not) 6. Current state of brand's digital UGC 7. Proposal to manage UGC under the campaign 8. Content marketing campaign (if applicable, if not, explain why not) <ol style="list-style-type: none"> a. 2 examples of content or justification for not including content 9. Biases, inclusion, representation: threats and mitigation 10. Privacy, identity, safety: threats and mitigation 11. Conclusions 	<p>Individual assignment</p> <p>Assignment week 12-13: Self-evaluation of your performance + your group members' performance</p> <p>Class participation</p> <p>Peer review of another group</p> <p>1x1x1 feedback</p> <ul style="list-style-type: none"> - 1 good element - 1 element for improvement - 1 suggestion on how to improve <p>Due date: April 14 Noon</p>
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Overview of assessment and deadlines

WK	Assignment	Assessment	Due date	Delivery
1	Class participation	Individual	Jan 11 Noon	Canvas
	Team formation	Team	Jan 15 Noon	Email
	Final project progress (due week 6)	Team	-	-
2	Class participation	Individual	Jan 18 Noon	Canvas
	Week 1-2 assessment	Individual	Jan 21 23:59	Canvas
	Final project progress (due week 6)	Team	-	-
3	Class participation	Individual	Jan 25 Noon	Canvas
	Week 3 assessment	Individual	Jan 29 23:59	Canvas
	Final project progress (due week 6)	Team	-	-
4	Class participation	Individual	Feb 1 Noon	Canvas
	Final project progress (due next week!)	Team		Canvas
	Class participation	Individual	Feb 8 Noon	Canvas
5	SEO certification: Deliver via Email (Linkedin certificate) or Canvas assignment	Individual	Feb 12 23:59	See note
	Final project mid-course progress	Team	Feb 12 23:59	Canvas
	Class participation	Individual	Feb 17 Noon	Canvas
6	Weeks 4-6 assessment	Individual	Feb 27 23:59	Canvas

7	Class participation	Individual	March 1 noon	Canvas
	Final project progress	Team	-	-
	Start working on Case Study (due next week!)	Team	-	-
8	Class participation	Individual	March 8 noon	Canvas
	Weeks 7-8 assessment	Individual	March 12 23:59	Canvas
	Final project progress	Team	-	-
	Case study: The Targeting of Ads	Team	March 12 23:59	Canvas
9	Class participation	Individual	March 15 noon	Canvas
	Final project progress (due week 11)	Team	-	-
10	Class participation	Individual	March 22 noon	Canvas
	Final project progress (due next week!)	Team	-	-
11	Class participation	Individual	March 29 noon	Canvas
	Weeks 10-11 assessment	Individual	April 2 23:59	Canvas
	Final project delivery	Team	April 2 23:59	Canvas
12	Class participation	Individual	April 7 23:59	Canvas
13	Self- + group evaluation, peer review	Individual	April 14 23:59	Canvas
	Class participation	Individual	April 14 23:59	Canvas