Course Outline

Course Code   : MKT3714
Course Title   : Digital Marketing
Semester   : Semester 2, AY 2023/2024
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Overview and Expectations

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, the key points of similarity and difference between digital and traditional marketing, and the latest trends and tools in digital marketing practice.

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 and performance, and pursue strategic digital objectives.

By completing this course, students will:
- Understand the transformative impact of digital and technological developments on consumers and firms
- Formulate and learn how to 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

Some (soft) prerequisites:
- Elementary statistics: students may be asked to compute simple averages, conditional averages, and standard deviations in the context of questionnaires and business case studies.
- Basic statistical software (Excel, R, SPSS, Stata): the only use for this software is the computation of the elementary statistics above. Students may choose to use the software you are most comfortable with.
- Public speaking: students will be asked to present their work to the whole class, engage in conversation with the instructor and their peers, and engage with guest speakers.
- Academic writing: students will be asked to deliver output written in academic English.

Communication and Meetings

I will communicate with students primarily via CANVAS announcements about class information, and via email about group projects.

I am happy to host office hours when students need them. This can be coordinated via email. In case of high-demand, a fixed walk-in hour may be held instead.

Assessment

The assessment components for this course are the following:

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

Late submissions, exceptions, unforeseen circumstances

Individual and class participation assignments:

To ensure flexibility around unforeseen circumstances, I will keep the CANVAS assignments open for 7 days past the due date. Late submissions are acceptable without providing extra explanation. However, out of respect for timely submissions, late submissions will receive a penalty on the assignment grade:

Submission date	Penalty
Due date or earlier	0
1-3 days post-due date	10% reduction
3-7 days post-due date	20% reduction

Submissions delivered later than the 7-day threshold will be considered missed submissions. Following university guidelines, missed submissions require proof of medical or non-medical but valid leave. The circumstance for the leave should be communicated to the instructor, and approved by the relevant university offices.

Group assignments:

Group assignments are a team effort involving multiple students, and are coupled with an in-person presentation that shortly follows the due date. Therefore, I expect group assignments to be delivered by the due date. A late submission will be considered the same as a missed submission.

Following university guidelines, missed submissions for group assignments will require proof of medical or non-medical but valid leave. The circumstance for the leave should be communicated to the instructor, and approved by the relevant university offices. This is due to the time-sensitive nature of group assignments and group presentations.
Unjustified absence from any component of the assessment may result in receiving a zero mark for that component, which may affect the final grade.

To ensure fairness and equal treatment of all students and circumstances throughout the course, I will make no exceptions to the rules in this document, and will handle exceptional situations either (1) according to applicable university guidelines, or (2) escalating the matter to the relevant university offices.

Class participation

Students will be graded for individual participation during classes. Class participation involves:
1. Engaging with guest speakers before and during the guest lectures
2. Active class involvement during discussions, with questions, comments, experiences, opinions

1. **Engagement with guest speakers**: 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. During the guest lecture, students are encouraged to further engage with the guests (who kindly volunteer to share their time and expertise with our class).

   The questions will not be graded per se, but the depth and level of interest demonstrated with the questions, as well as engagement with the speakers in class, will be used to potentially adjust the overall evaluation for class participation.

2. **Class involvement**: this is the most important component of the class participation grade. Excellent class involvement entails showing up to class, delivering assignments, bringing a name card to class. In class, students are encouraged to actively contribute to the discussion, build on their classmates' comments, and add insight to the conversation. In interactions with instructors and peers, students are encouraged to be team players, demonstrate critical thinking, and exhibit a respectful attitude. Systematic non-attendance, never participating to any discussion, passive attendance, disruptive or disrespectful comments will result in a lower participation grade. Class involvement will be monitored by a teaching assistant.

   I will grade class participation broadly using the following benchmarks:
   - 0/10 = no contributions (e.g., consistent absence without context, very few questions, very few comments, below-par class involvement)
   - 5/10 = limited contributions (mid-point: superficial or passive participation, thoughts or comments unrelated to class contents, opinions not well-thought or well-documented)
   - 10/10 = excellent contributions (max points: deep questions, well-researched, well-documented class contributions; 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**:
   These will be administered and graded in Canvas. The format will be multiple-choice or open-ended questionnaires, and they will cover the material of the corresponding weeks (graded 1-10). The questionnaires will frequently include references to and questions about the mandatory class readings.

   Questionnaire for weeks 12-13 will be a self- and peer-evaluation of the effort expended towards the final group project. The self- and peer-evaluations will not be graded by themselves, but will be used to adjust individual grades, according to the contributed and perceived level of effort.

   b. **Certifications**:
   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 and group formation

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.

If students cannot form a group, they may be randomly assigned to a group. This may result in teams being larger or smaller than 4-5 people. If the size of the group is very likely to impact performance (e.g. exceptionally small group), this will be taken into account in the final evaluation.

In case of inter-group conflicts, I will ask students to first apply conflict resolution internally to their group. If this does not resolve the conflicts, I will escalate the case at the school level, and to the relevant student office.

Final group assignment: digital marketing strategy and presentation
To ground theory with practice, students will work on a group project in their teams of 4-5. Students must initiate and supervise a digital marketing strategy for a brand or product of your choice.
Students will incorporate the learning objectives from the lectures into a real digital marketing campaign, and present it to the class at the end of the semester.
Digital marketing strategy content:
The final digital marketing strategy will contain the following elements:
1. Explain the choice of brand (not graded)
2. Illustrate campaign objectives, SMART goals and KPIs
3. Illustrate general media plan in connection to the SMART goals
4. REPORT OF 1 IN-DEPTH CHANNEL STRATEGY (only choose one of the following channels):
   a. Current state of brand's digital display & mobile ads + proposal for new campaign
   b. Current state of brand's digital SEO + proposal for SEO campaign
   c. Current state of brand's digital UGC + proposal for UGC campaign
   d. Current state of brand's digital content + proposal for content marketing campaign
5. Biases, inclusion, representation: threats and mitigation
6. Privacy, identity, safety: threats and mitigation
7. Conclusions (not graded)

On week 6, you will have the opportunity to check-in with the instructor about your progress with the digital marketing strategy draft, and ask any questions or clarifications.

On week 11, you will deliver the final digital marketing strategy. The final output of your project is an oral presentation, a supporting slide deck, and project notes, held on weeks 12-13.

- 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, 1.5 line spacing, 12pt times new roman, 2cm margins. This will be graded on CANVAS.

Each point of the final project report (except the brand choice and conclusions) will be graded around the following benchmarks:

- 2 points = 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.
- 1 point = 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; well-written 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.

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
  - Depending on speakers' needs, we might switch the order of instruction/guest speaking time.

Class Readings

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

1. An understanding of the mandatory reading material will be assessed through the individual assignments.

2. 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. The content of suggested readings will not be subject to formal assessment.

3. In the slides, students will find additional references and sources. We will discuss them in class, and students may peruse them for own interest in the discipline.

Advice, Mentoring, Recommendation Letters

I am excited to support you in your journey towards business or academic excellence. I am happy to provide letters of recommendation for your employers, exchange studies, and academic programs upon request, at the end of the course.

However, if your performance in the course is below average, I might decline the request or support & mentor you in different ways. This is to ensure that you are represented in the best possible manner to your future employer or academic program, and to maximize your chances of success/admission.

If you are interested or curious about pursuing an academic career (i.e., become a PhD and potentially a professor), please inquire. It is an exciting career, and I can share advice and resources.

Other mentoring topics students have discussed with me in the past:
- Moving/working in Europe
- Applying and interviewing for marketing internships/job
- Becoming research assistants

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/acceptance-record#NUSCodeofStudentConduct
- http://nus.edu.sg/osa/resources/code-of-student-conduct

Use of AI for Academic Content Generation

Please refer to https://libguides.nus.edu.sg/new2nus/acadintegrity - s-lib-ctab-22144949-5 for the NUS AI policy.

Week 1	**Introduction to digital marketing**	**Final group project:**
	• 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? **Classroom requirements:** • 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) **Mandatory readings:** • AMA guide • Kannan, P. K. (2017). Digital marketing: A framework, review and research agenda. International journal of research in marketing, 34(1), 22-45. **Suggested additional readings:** • 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.	Form the team, choose the brand you will analyze. Send the teams via email to teaching assistant [email TBD] With brand of choice, team name, team members' names, student ID, student email. Due date: Friday Jan 19 23:59
Week 2	**Developing Marketing Objectives for Digital Marketing Strategies** • Why developing a digital marketing strategy? • Understanding (digital) marketing goals - Brand awareness, Lead generation, conversions, retention and churn • Connecting with the Customer: The Buyer's Journey o Objectives will vary along the phases of the journey • Create SMART goals and identify KPIs	**Final group project:** Define marketing objectives, customer journey, SMART goals, KPIs

	Mandatory readings: 1. Hamilton, R., Ferraro, R., Haws, K. L., & Mukhopadhyay, A. (2021). Traveling with companions: The social customer journey. *Journal of Marketing*, *85*(1), 68-92. 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. Journal of Marketing Research, 55(5), 667-685. **Suggested readings**: 1. Puccinelli, N. M., Goodstein, R. C., Grewal, D., Price, R., Raghubir, P., & Stewart, D. (2009). Customer experience management in retailing: understanding the buying process. *Journal of retailing*, *85*(1), 15-30. 2. Lemmens, A., & Gupta, S. (2020). Managing churn to maximize profits. *Marketing Science*, *39*(5), 956-973.		
Week 3	**Channels** • What is paid, earned, and owned media? • Media planning: how much should companies prioritize digital vs. non-digital marketing? Why? • Building a media plan in practice **Mandatory readings:** 1. What is paid, owned and earned media? (Blog post, link) 2. Demirci, C., Pauwels, K., Srinivasan, S., & Yildirim, G. (2014). Conditions for owned, paid and earned media impact and synergy. Marketing Science Institute Working Papers Series Report No. 14, 101.	**Final group project:** Define budget estimate, channels, general media plan	
Week 4	**Paid digital marketing: Display and mobile ads** • Principles of paid digital advertising • Social media ads • Ad targeting • Ad effectiveness **Mandatory readings:** 1. Johnson, G., Lewis, R. A., & Nubbemeyer, E. (2017). The online display ad effectiveness funnel & carryover: Lessons from 432 field experiments. *Available at SSRN 2701578*. 2. Avi Goldfarb, Catherine E. Tucker, (2011) Privacy Regulation and Online Advertising. Management Science 57(1):57-71. https://doi.org/10.1287/mnsc.1100.1246	**Individual assignment 1** Week 1-4 assessment Due date: Friday February 9 23:59 **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.

Week 5	**Owned digital marketing: SEO and website optimization**
	
	● Search Engine Introduction
	● Key SEO Components
	● Common Search Query Types
	● SERP (Search Engine Results Pages) Components
	● Optimize Organic Search Ranking
	    ○ Technical Components for Visibility
	    ○ On-page and off-page Optimization
	
	Mandatory readings:
	
	1. Wiideman, S., & Cowley, S. (2021). SEO: Strategy & Skills. In SEO: Strategy & Skills. Edify Publishing.
	    a. Chapters 1 and 9
		Class participation: submit questions for W6 guest speaker.
		
		Due date: Friday Feb 16 23:59
		
		Individual assignment 2:
		
		Obtain LinkedIn SEO Skill badge (link)
		
		If you already have the Linkedin SEO badge: send email proof + complete canvas assignment week 5 instead
		
		Due date: Friday Feb 23 23:59 via email to <mark>TA's email TBD</mark>
		
		Final group project:
		
		Define whether SEO is part of the digital campaign. Decide about channels and budget allocation. Link to the SMART objectives.

Week 6	<mark>**Guest intervention: Guneet Singh, Head of Marketing Solutions at** *Google APAC*</mark> **+ Half-way group project check-in**	<mark>**THIS CLASS WILL BE SCHEDULED ON A SATURDAY!**</mark> <mark>**TENTATIVE CLASS DATE: FEBRUARY 17TH**</mark> **Final group project:** Incorporate feedback from this session into the final project
Week 7	**Earned digital marketing: User-Generated Content** • 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 **Mandatory readings:** 1. Pocchiari, et al. (under review). Online Reviews: A Literature Review and Roadmap for Future Research. **Suggested readings:** 2. <mark>TBD</mark>	**Final group project:** Define whether and how the brand will manage UGC in your digital campaign. Decide about channels and budget allocation. Link to SMART objectives. Prepare for case study presentation on week 9
Week 8	**Owned channels: Content Marketing** ● What is content marketing? ● What digital marketing objectives can content marketing achieve and how? ● <mark>New technologies and marketing content [material tbd]</mark> ● Gathering insights from content ● Challenges in multimodality **Mandatory readings:** 1. Modern marketing essentials guide: content marketing. https://go.oracle.com/LP=63460. 2. Grewal, R., Gupta, S., & Hamilton, R. (2021). Marketing Insights from Multimedia Data: Text, Image, Audio, and Video. Journal of Marketing Research, 58(6), 1025-1033	**Group presentation week 9:** Case study Due date: Friday March 15 23:59

Week 9	**Group presentations HBS Case Study: "The targeting of ads"**	**Class participation:** submit questions for W10 guest speaker.
	Class participation: 1x1x1 feedback - 1 good feedback, 1 feedback for improvement, 1 suggestion on how to improve	Due date: Friday March 29 23:59
		Final group project: (1) Define whether content is part of the digital campaign. Link to the SMART objectives. Decide about channels and budget allocation. You may use Smart Insights content marketing matrix.
		DM plan due date is in 2 weeks!
Week 10	**Marketing Research and Customer Analytics** - Digital data - Digital marketing research - Intro to Google analytics **Guest intervention: Clelia Melaye, Head of Research at** *Amazon Prime Video Southeast Asia* **Mandatory readings:** - Berman, R., & Israeli, A. (2022). The Value of Descriptive Analytics: Evidence from Online Retailers. Marketing Science. **Suggested readings:** - Koning, R., Hasan, S., & Chatterji, A. (2022). Experimentation and Start-up Performance: Evidence from A/B Testing. Management Science.	THIS CLASS WILL BE SCHEDULED ON A SATURDAY! TENTATIVE CLASS DATE: MARCH 30TH **Final group project: (2)** Continue working on the content objectives. DM plan due date is next week!

| Week 11 | **PROTECTING CONSUMERS**

• Human-tech interactions and biases
• Corporate digital responsibility
• Digital bias in AI
• Digital footprints and privacy

Mandatory readings:

• ChatGPT and How AI Disrupts Industries: https://hbr.org/2022/12/chatgpt-and-how-ai-disrupts-industries?ab=hero-subleft-3

• How online ads discriminate: https://edri.org/wp-content/uploads/2021/06/EDRi_Discrimination_Online.pdf

Suggested readings:

• Yalcin, G., Lim, S., Puntoni, S., & van Osselaer, S. M. (2022). Thumbs Up or Down: Consumer Reactions to Decisions by Algorithms Versus Humans. Journal of Marketing Research, 00222437211070016.

• 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. | **Individual assignment 3:**

Week 7-11 assessment

Due date: Friday April 5 23:59

Final group assignment due date: Sunday April 7 23:59

What are the potential threats to 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? |
| Week 12 | **Group presentations FINAL PROJECT Day 1**

Structure of the presentation:

1. Explain the choice of brand (not graded)
2. Illustrate campaign objectives, SMART goals and KPIs
3. Illustrate general media plan in connection to the SMART goals
4. REPORT OF 1 IN-DEPTH CHANNEL STRATEGY (only choose one of the following channels):
   a. Current state of brand's digital display & mobile ads + proposal for new campaign
   b. Current state of brand's digital SEO + proposal for SEO campaign | |

	c. Current state of brand's digital UGC + proposal for UGC campaign d. Current state of brand's digital content + proposal for content marketing campaign 5. Biases, inclusion, representation: threats and mitigation 6. Privacy, identity, safety: threats and mitigation 7. Conclusions (not graded)	
Week 13	**Group presentations FINAL PROJECT Day 2**	**Individual assignment 4** Assignment week 12-13: Self-evaluation of your performance + your group members' performance Due date: Friday April 19 23:59

Overview of assessment and deadlines

WK	Assignment	Assessment	Due date	Delivery
1	Team formation	Team	Jan 19 23:59	Email
	Final project progress	Team	-	-
2	Final project progress	Team	-	-
3	Final project progress	Team	-	-
4	Individual assignment 1: weeks 1-4 assessment	Individual	Feb 9 23:59	Canvas
	Final project progress	Team		Canvas
5	Class participation	Individual	Feb 16 23:59	Canvas
	Individual assignment 2: SEO certification	Individual	Feb 23 23:59	Email or Canvas
6	Final project check-in class	Team	-	-
7	Final project progress	Team	-	-
	Start working on Case Study	Team	-	-
8	Case study: The Targeting of Ads	Team	March 15 23:59	Canvas
9	Class participation	Individual	March 29 23:59	Canvas
	Final project progress	Team	-	-
10	Final project progress	Team	-	-
11	Individual assignment 3: weeks 7-11 assessment	Individual	April 5 23:59	Canvas
	Final project delivery	Team	April 7 23:59	Canvas
12	Team presentations	-	-	-
13	Individual assignment 4: self- and peer-evaluation	Individual	April 19 23:59	Canvas