

Note: For Fall 2020, the course structure and topics are likely to change.



Yale SCHOOL OF MANAGEMENT

COURSE INFORMATION

Course Number: MGT 857
Course Title: Digital Strategy
Term and Year: Fall-2 2019
Class Meeting Time, Day: **Section 01:**
Tue / Thu 1:00 pm – 2:20 pm, Evans Hall 4210
Section 02:
Tue / Thu 2:40 pm – 4:00 pm, Evans Hall 4210
Section G1 (MMS GBS):
Tue / Thu 4:10 pm – 5:30 pm, Evans Hall 4210

CONTACT INFORMATION

| Professor(s) | TA(s) |
|--|---|
| Name: Vineet Kumar Office Location: 5455 Telephone Number: 203.436.9657 E-mail Address: vineet.kumar@yale.edu Office Hours: Tuesdays (Noon - 1:00 pm). I'm always available by e-mail, please feel free to email me. You're also welcome to just drop by. | Hortense Fong (1) hortense.fong@yale.edu Ian Weaver (2) ian.weaver@yale.edu Mabs Okusaga (3) mabs.okusaga@yale.edu |
| Review Sessions: <i>As Needed</i> | |

COURSE MATERIALS

Textbook(s): None required

Recommended Books: Instructor will provide required book chapters via Canvas.

Readings: *See Detailed Outline of Class Sessions*

Software: *Excel may be used for assignments and project if needed.*

COURSE DESCRIPTION AND OBJECTIVES

Disclaimer: Syllabus is tentative. Please check latest version on Canvas by “Last Updated” date.

Course Description:

Digital Strategy is a course that builds upon topics in strategy, marketing and economics to understand issues in markets where digital technology plays an important role. Through a mix of case studies and lectures, the course brings together a variety of issues unique to markets significantly impacted by technologies. The course is divided into 4 modules. Each module will feature a lecture session laying out the conceptual foundations followed by 2-3 case studies.

We study the essential elements of **business models**, the principles of hypothesis-driven choices. We investigate reasons that we observe a variety of business models in the market for digital products and services, and identify outcomes to assess the performance of business models and the challenges in implementing them. Second, we focus on understanding strategies and how business models can be used by **disruptors and complementors**, with a view to evaluating drivers of success in the marketplace. Third, we study **platforms** to understand the primary issues in developing multi-sided platforms as well as the perspective of participants on each side. Fourth, we examine **technology-driven transformation** both from a technology perspective (with AI and blockchain as key emerging technologies), as well as from a firm perspective (with The New York Times).

Course Objectives:

The course is designed to provide a strategic perspective on digital technologies, but given the broad scope of the topic, aiming for comprehensive coverage in a few sessions does not seem feasible. I've had to make tradeoffs in selecting areas to examine in depth. My goal is that a student who completes the course successfully should be able to:

- Understand growth and monetization tradeoffs in adopting business models
- Determine whether a disruptor or complementor strategy is more appropriate
- Evaluate design and governance decisions for platforms
- Develop a perspective about new emerging technologies that could potentially reshape markets and have important strategic consequences for firms
- Understand challenges and opportunities involved in undertaking a digital transformation

Note: This is NOT a digital marketing course, and will not focus on social media or digital marketing or advertising, Search Engine Optimization, Google / Facebook Analytics etc.

COURSE REQUIREMENTS

| Component | Details | Points |
|---|--------------------|--------|
| Assignments (Individual and Group) | See details below | 50 |
| Project Paper (Group) | | 25 |
| Attendance and Participation (Individual) | Every class | 25 |
| Reflections (Individual) – 1 paragraph <i>Tell us what *you* have learned in previous module</i> | End of each module | 10 |

Please see the Yale SOM Grading Policy at <http://portal.som.yale.edu/page/grading-policy>

Class Participation: You will be encouraged, and likely cold-called to air your views in class. Evaluation will be on the quality and to a lesser degree, the number of comments you make. Please come prepared to each class by reading the assigned material and thinking carefully about the preparation questions.

DESCRIPTIONS OF ASSIGNMENTS/PROJECTS/PROBLEM SETS

You will be required to form a group of 2/3/4 people within your section for the group assignment and project. Groups needs to be within section since we have a group presentation.

Project Paper: The deliverable will be a written report with a 12-page maximum (double spaced, 12-point text). Assignment groups CAN overlap with project groups. There is no need to include a cover page, and if you include one it will not be counted against the limit.

While I have in mind specific types of projects detailed below, I'm open to custom projects if you send me a carefully thought out one-paragraph written proposal if you want to do something different. **However, note that the same or similar project(s) cannot be submitted or presented in multiple courses.** The types of projects I have in mind are detailed below:

- A) Developing a new business proposal based on “emerging” digital technologies (We'll define this as “something not in widespread use but has a reasonable chance of becoming widely adopted in a few years”). Please check with the instructor if you have questions. The focus here will be on identifying how the technology can create value, and how the value can be taken to market.
- B) Examine transformative impact of “emerging” digital technologies on the business of an incumbent provider, taking the perspective of both the disruptor and complementor.
- C) The product and company you evaluate will originate from TechCrunch's Startup Battlefield Leaderboard (<https://techcrunch.com/startup-battlefield/leaderboard/>). The overall focus will be to identify a new product or service that adds value at the intersection of technology and finance, health, education, automotive, etc. and present its business model analysis in depth, considering counterfactual analysis for choices made by the firm.

Projects will be evaluated on the following aspects: (a) creativity, (b) clarity of thought and writing, (c) quality of argument and (d) insights obtained. Depth is valued more than breadth or comprehensive coverage. The instructor will provide suggested topics and discuss project details in class.

NOTE: ALL Project ideas must be submitted for pre-approval to instructor by November 1, 2019.

Assignments: Group assignments can be done in groups of 4 (or fewer) students, whereas **Individual assignments** must be submitted by each person. Please indicate the contribution of each person for group assignments. Everyone in the group is expected to make a significant contribution to **each** assignment, so please budget time to discuss assignments. No extensions or exceptions to any due dates should be expected. We don't have any makeup assignments for missed classes or assignments. However, if you have an extenuating circumstance, please contact **AASL**, and they will determine an appropriate course of action.

For the presentation assignment, groups will be chosen to present in class, based on quality of analysis and insights, as well as differential contributions relative to other groups. It is important to submit slides in PowerPoint format through Canvas, so we can load them up before class. Except the Group presentation, all assignments should be submitted as a PDF document.

Your submissions must be **4 pages or fewer** (excluding any exhibits), in 12-point text font and double-spaced text. Please convert everything to one PDF file before submission and submit through Canvas. Please name the file in the following format:

Group04.pdf

For individual assignments,

LastName_FirstName.pdf

Details of Assignments will be posted on Canvas. Due dates are listed in “Outline of Class Sessions” below. If you have any questions at all, please don’t hesitate to check with the professor or TA.

YALE SOM POLICIES

Please see the Yale School of Management Bulletin at <http://www.yale.edu/printer/bulletin/htmlfiles/som/rights-and-responsibilities-of-students.html> for Rights and Responsibilities of students and for information on requesting a course recording.

Laptop/Device Policy

Usage NOT allowed without the express permission of the instructor.

OUTLINE OF CLASS SESSIONS (All Dates 2019)

| Session | Date | Topic | Assignment Due (Time Due: 1 pm) |
|---|-----------------------------------|--|--|
| Module 1: Digital Strategy and Business Models | | | |
| 1 | Oct 22 (Tue) | Course Introduction Overview of Business Models In-class Exercise on Business Models | |
| 2 | Oct 24 (Thu) | MoviePass (CASE) | |
| 3 | Oct 29 (Tue) | Dropbox: It Just Works (CASE) | A1 (Individual) |
| | Module Reflection Due Wed, Oct 30 | | |
| Module 2: Disrupting and Complementing | | | |
| 4 | Oct 31 (Thu) | Entry in Existing Markets In-class Exercise on “Disrupt and Complement” | |
| 5 | Nov 5 (Tue) | Apple Pay (CASE) | A2 (Individual) |
| 6 | Nov 7 (Thu) | Zillow and Redfin (Dual CASE Presentations) | A3 (Group Presentation, submit Slides on Canvas) |
| | Module Reflection Due Sun, Nov 10 | | |
| Module 3: Platform Thinking | | | |
| 7 | Nov 12 (Tue) | Platform Thinking | |
| 8 | Nov 14 (Thu) | American Well (CASE) | |
| 9 | Nov 19 (Tue) | Business Model Innovation at Wildfang (CASE) | A4 (Individual) |
| | Module Reflection Due Wed, Nov 20 | | |
| Module 4: Transformation through Technology | | | |
| 10 | Nov 21 (Thu) | Blockchain (In-class Exercise) | |
| 11 | Dec 3 (Tue) | Economics of AI (In-class Exercise) | |
| 12 | Dec 5 (Thu) | Firm Transformation with Technology The New York Times Paywall (CASE) | A5 (Individual) |
| | Module Reflection Due Sun, Dec 8 | | |
| 13 | Dec 10 (Tue) | Course Summary & Digital Future | |
| Project Proposal (Group) Due on Nov 1 Project Report (Group) Due on Dec 13 | | | |