

The Ohio State University
Fisher College of Business
M&L 7208.02 – Digital Marketing
Autumn 2015

Thursday 6:00 – 9:15 PM

Gerlach Hall 0275

Professor: Jeremy Jacobs, Adjunct Professor

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Office: N/A

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Office hours: By appointment

Course Description

This course is co-taught with Resource/Ammirati (R/A) and other guest speakers. Born digital, Resource/Ammirati is an entrepreneurial marketing agency with 400+ associates across three offices (including a large office in Columbus). This course:

- is delivered by a cross-section of R/A's leadership and domain experts in order to provide relevant insights and updates from industry
- includes a visit from the R/A CEO to our class hosted at the R/A offices
- will explore the digital marketing industry as a whole, with examples and case studies from R/A's clients (e.g., CVS, DSW, Nestlé, Newell Rubbermaid, North American Breweries, P&G, Pirate's Booty, Sherwin-Williams and Victoria's Secret), as well as other leaders in the digital space.

Learning Objectives

This course provides students with an understanding of how to manage a cross-section of digital marketing touchpoints and channels in order to develop strategies and execute tactics associated with effective omnichannel marketing in the digital era. Specifically, you will:

- Understand the omnichannel branded consumer experience and the role that digital plays in these experiences,
- Understand how to utilize, activate, and leverage particular touchpoints,
- Identify the components of a multi-dimensional presence and capability and the inter-

- dependency and relationship between touchpoints
- Assess a company's digital presence and have the ability to make recommendations on improving a brand's positioning and overall experience
- Analyze and evaluate various techniques related to research, strategy formulation, design, development, and assessment of various digital marketing deliverables (i.e., websites, eCommerce, social, mobile, etc.).

Course Readings

The readings for each week are posted on Carmen. The readings may include cases available for purchase via Harvard Business Online, articles available for free via the OSU library website, and free articles provided via links.

- Any cases assigned can be ordered from Harvard Business Online at the following link: <http://hbr.org/store>.
- For articles available through the OSU library website, I recommend you go to the "Research and Databases" link (<http://library.ohio-state.edu/screens/databases.html>), then to "Business Source Complete" and search from there.
- For articles that are available for free online, I will provide you with a working link. If, for some reason, the link does **NOT** work, try Googling the citation or try searching for the article on the library website. If you still cannot access a reading after trying all of these options, please let me know ASAP.

Course Policies

- **Attendance is expected.** Your ability to benefit from the course and contribute to the class is largely dependent upon your attendance during class meetings. If you cannot attend class, you will be responsible for everything covered or announced in class. Please contact me if there are special circumstances related to attendance.
- The classroom is a professional learning environment, and students' in-class behaviors should reflect this. Intrusive classroom exits and entrances, systematic tardiness, use of laptop computers for email correspondence, text messaging, and unproductive questions to speakers are rude, disruptive, and discouraged.
- We should all try to make the classroom atmosphere as congenial as possible to allow everybody to contribute to the class. This does not, however, mean that you must agree with every comment offered by your classmates (i.e., it's ok to disagree with me and your classmates as long as it's done in a civil and constructive manner).
- You should come to class ready to discuss the assignment for the day, be it a reading, an assignment you are turning in, etc. You should come to class with additional information not in the reading to support the class discussion including additional research, personal experience, or collaboration. You are an MBA student getting ready to enter the

workforce, thinking holistically and beyond minimum expectations will soon become the norm.

- **Late assignments will not be accepted.** The only exceptions are for documented emergencies.

Communication

The best way to reach me outside class is via email or text message. I access my email many times a day – much more often than I check my phone voicemail messages. I do not have set office hours but willing to meet as needed. You can always email me to set up an appointment at a time that works with your schedule. I will use Carmen’s email system to contact you individually or as a group about the class (e.g., changes in the syllabus, assignments, etc.). It is your responsibility to make sure that emails sent via Carmen reach you at an email address you check on a regular basis.

Assessment

As required by Fisher policy, grading will be based on relative rather than absolute standards. The average grade in this course will be a 3.6 or lower. A “B” (3.00) average in core courses and overall is required to earn a Fisher MBA degree from The Ohio State University.

Sometimes cases of academic misconduct arise due to apparent confusion over the degree of collaboration allowed on assignments. University policy clearly states that it is each student’s responsibility to resolve issues that appear ambiguous directly with faculty members.

However, to help create clarity and avoid potential misunderstandings, the following letters indicate the amount and type of collaboration allowed on each assignment:

N: No Collaboration of Any Kind Allowed

T: Collaboration Only with Teammates Allowed

A: Collaboration with All Fellow Students Allowed

U: Unlimited collaboration with All Fellow Students and Other Parties Allowed

There are 200 possible points to be earned through assignments for this course. Points are

allocated as follows:

- **Individual Participation: 30 points** (U, collaboration with all fellow students), **Value: 15%** of overall grade.
- **Application Assignment: 40 points** (T, team only – completed in pairs), **Value: 20%** of overall grade.
- **Final Team Project: 70 points total** includes impact of peer assessment (see project description) (T, team only), **Value: 35%** of overall grade.
- **Final Exam: 60 points** (N, no collaboration), **Value: 30%** of overall grade.

Individual Participation

Your participation grade will be determined primarily by your in-class contribution (but also your attendance in class, given that you must be here to contribute).

In-class contribution will be assessed based on the quality and consistency of your contributions to the in-class discussions. You are neither expected to have all the right answers in every class, nor to dominate every in-class discussion. However, you are required to be prepared and contribute regularly. The quality of our class discussions depends on how well prepared you are and your willingness to share the results of your preparation with the class. This means that the quality of your contributions is a lot more important than the quantity. It is entirely possible that you can talk a lot and receive a low grade for in-class contribution. When evaluating your contribution to the class discussions, factors such as the following are considered:

- Does the participant attend class regularly and come to class on time?
- Is the participant prepared?
- Do comments add insight to our understanding of the digital marketing concept, the problem or situation, or are others left with a “so what” feeling?
- Do comments generate discussion by yielding a new perspective?
- Is the participant a good listener? Are comments timely and do they advance the comments recently made by others? Are they linked to the comments of others? Is there a willingness to interact with other class members?
- Do the comments build or support a strategic direction or business fundamentals?

Please note that this is an important part of the course and that this is a “real” grade. I take notes on contribution after each class session in order to assess your contribution for the day. If you do not participate in class, you will (obviously) not receive a high participation grade.

In addition to assigned readings each week, you will also see discussion questions or additional articles that will be posted on Carmen. You are not required to turn in your responses to questions, but understanding them in advance of class will both help you prepare for class discussion and prepare for the exam.

Final Exam

One exam will be held at the end of the term during the scheduled exam time for our course (Thursday, December 17 at 6:00 PM). It will be an essay-based cumulative exam over all material covered during the term. The exam will be open book/open notes. I will post sample exam questions on Carmen. Weekly discussion questions are also good practice/preparation for the exam. Collaboration is not allowed on the exam.

The exam will be held online rather than in person, so you will be able to complete it from the location of your choice but must complete it at the assigned time.

The exam will be made available to you at the designated time through Carmen (and you will turn it in through Carmen when the time is up). You will have 1.5 hours to complete the exam.

Application Assignment (completed in pairs)

Digital marketing and ecommerce have dramatically changed the way businesses provide products and services to customers. For this assignment, compare and contrast a company or industry that has changed its business model to predominately provide products, services, or marketing communications through digital means versus a more traditional, non-digital based format. You may choose any company or industry you like!

Use the R/A Customer Journey as a framework to assess how the company or industry accomplishes connecting with customers through these digital means. This involves a significant and predominant use of digital in various places in the customer's journey even if the end product is not purchased through digital. The R/A journey will be covered extensively on the first day of class.

For the assignment, please address the following considerations:

- Outline how the company providing products, services, or marketing communications in a digital format has benefited both the customer and the business.
- Describe how digital specifically addresses customer needs and wants in the applicable areas of the customer journey. This may cover all or parts of the customer journey

depending on the company or industry chosen.

- High quality deliverables will think strategically and comprehensively across the journey and individual steps to ensure all appropriate experiences are covered.

DELIVERABLE: Address the considerations in a PowerPoint document in under 6 slides/pages. Pull in relevant imagery to augment copy when appropriate. For guidance on templates, design, and copy integration to use for this type of deliverable, refer to work done by Duarte (link below).

<http://www.duarte.com/slidedocs/>

TEAM: Partner with one other student in the class to complete this assignment. Be sure both names appear on the final deliverable.

TIMING: The completed assignment must be submitted to Carmen by 6:00 PM on Thursday, November 5th. Additionally, a paper copy must be submitted at the start of class on Thursday, November 5th.

Final Team Project for Client

In groups of three, teams will provide a 20 minute presentation and adjoining powerpoint / supplementary information under the following scenario.

Scenario: You and your team are brand managers or digital marketing managers of home hand soap. You see and hear evidence off your Company President and CMO preferring traditional marketing methods for the execution of 2016 sales, marketing, and commerce plans. You have a 30 minute time block set up to convince the VP and CMO why digital should play a key role in the marketing plan for the company's products. It is your job to convince the DVP and CMO that digital should be integral part of marketing mix.

Presentation to the President and CMO should include aspects of the following information:

- Why, how, and where digital plays a key role in the shopper decision journey. Assume your audience is familiar with the R/A customer journey framework
- Evidence or research supporting the impact of digital media, eCommerce, social, mobile or other digital concepts presented in this class
- How digital is likely to benefit the overall business from a ROI or cost-benefit perspective
- How digital will win with this particular business initiative

TEAM: Work in whatever teams and pairs you wish, this does not have to be the same team member as the application assignment. Be sure all names appear on the final deliverable.

TIMING: Teams will present their recommendations to the “executives” in-class on December 3rd. A digital version of the presentation is also due to Carmen at 6 PM that day. Please also bring enough hard copies of the presentation to share with the three “executives” plus the professor.

CRITICAL NOTE: Additional details on this assignment will be handed out in a separate document a later point in the course. The subject of this assignment is subject to change based on class discussion.

SELF AND PEER EVALUATIONS: Each team member will be assigned the same points for the final project. Following the presentation, you will be asked to assess your own and your team members’ individual contributions to team efforts. The outcome of the assessment can cause an individual’s score to be raised or lowered. Completing these assessments is required; not doing so will result in a point deduction on your individual project grade. Self and peer evaluations are to be completed using the excel form posted on Carmen. Please save the form using your first and last name and turn it in via Carmen by 6 PM by Thursday, December 10th.

Students with Disabilities

Any student who feels she/he may need an accommodation based on the impact of a disability should contact me privately to discuss your specific needs. Please contact the Office for Disability Services at 614-292-3307 in room 150 Pomerene Hall to coordinate reasonable accommodations for students with documented disabilities. It is your responsibility to discuss this with me well in advance of any assignments/exams, not, for example, the day before or day of an exam.

Honor Code

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University’s *Code of Student Conduct* and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University’s *Code of Student Conduct* and this syllabus may constitute “Academic Misconduct.”

The Ohio State University’s *Code of Student Conduct* (Section 3335-23-04) defines academic

misconduct as: “Any activity that tends to compromise the academic integrity of the University, or subvert the educational process.” Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University’s *Code of Student Conduct* is never considered an “excuse” for academic misconduct, so I recommend that you review the *Code of Student Conduct*, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University’s *Code of Student Conduct* (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

In this course, it is also expected that each student will behave in a manner that is consistent with the Fisher Honor Statement, which reads as follows:

“As a member of the Fisher College of Business Community, I am personally committed to the highest standards of behavior. Honesty and integrity are the foundations from which I will measure my actions. I will hold myself accountable to adhere to these standards. As a future leader in the community and business environment, I pledge to live by these principles and celebrate those who share these ideals.”

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

COURSE CALENDAR

Readings and Discussions for each week will be posted on Carmen by Session Number. So, the readings for the first class will be posted on Carmen in a document titled “Readings and Discussion Questions – Session 1.”

Session	Date	Topics/Assignments
1	10/22/2015	Welcome to Course/Syllabus Details Module 1: Overview of Digital Marketing and Customer Journeys - Jeremy Jacobs
2	10/29/2015	Module 2: Executive Visit - Kelly Mooney, CEO of R/A Module 3: Marketing and Technology Seating Selection Due at beginning of class Upload photo due by beginning of class
3	11/5/2015	Module 4: eCommerce - TBD Module 5: Creative in Digital - Brian Adams Application Assignment Due at the beginning of class
4	11/12/2014	Module 6: Social Media - Greg Moss Module 7: Mobile - Jay Donovan
5	11/19/2014	Module 8: Digital Research - Steve Pickett Open Session - Final Presentation Prep
	11/26/2014	NO CLASS - Thanksgiving Holiday

6	12/3/2014	Final Presentations Hard Copy of Final Project Presentation due at beginning of class
7	12/10/15	NO CLASS - Finals Reading Day Self & Peer Evaluations of Contribution to Final Project due to Carmen by 6 PM
Final Exam	12/17/2014	The exam will be held online rather than in person, so you will be able to complete it from the <u>location of your choice</u> but must complete it at the <u>assigned time</u> . The exam will be available at <u>6:00 PM</u> through Carmen (and is due to Carmen by 7:30 PM sharp).