Columbia Graduate School of Business  
Digital Marketing Course  
Columbia Master of Science in Business Analytics  
Uris Hall Room  
**Fall 2020**

**Timing**  
Course meets Friday evenings from 7:20 pm to 9:50 pm Sept. 11th through Friday December 11th.

**Course Objectives**  
The objective of this 3-credit course is to provide a framework for understanding digital marketing planning within the context of total integrated marketing plans, with an opportunity to apply the learning to a team project. The course will help students better understand the entire digital marketing planning process, including setting measurable, quantitative brand objectives, defining target personas and their paths to purchase (also known as customer journeys), making digital marketing platform, tool and technology selection choices, how to develop content appropriate for each platform and determining where and when to market. The course incorporates the latest thinking & practices in digital marketing plan development, taking big data into account. Key analytic tools, practices, databases and models will be covered to optimize decision making.

**Course Elements**  
The course will include instructor lectures, 3 case discussions: Sephora (retail & e-commerce), Tate Modern (digital mindset & brand positioning expansion) & Cisco (B2B all digital product launch), guest speakers, and visits to observe digital technology at retail, and omni-channel shopping integration. Each platform & channel covered will include demographics, appropriateness for each stage of the customer journey, job to be done for brands (strategic objectives it can accomplish, inspirational examples, metrics/KPI’s and useful data that will result. Relevant and topical readings will be made available for each class.

**Team Project (List Of Elements For Project & Presentation At End Of Syllabus)**  
The team project will involve developing an annual digital marketing plan for a target persona within the context of an overall marketing plan. It will include quantitative & qualitative marketing research with key findings and planning implications, analysis of publicly available data, setting of strategy and communication objectives, digital platform and channel selection, creative development, and specific digital marketing programs including geography and timing recommendations.

**Grading Criteria**  
Grading will be based on:  
Class participation (attendance & contributions)  
Case write-ups and mini-exercises with data provided by speakers  
Team project document & in-class presentations  
(Students will provide team member % contribution estimates)
Session Content

Session 1 - Friday, Sept. 11th

Topics

• Course overview, elements/scope & key deliverables timetable
• Grading criteria
• Brand challenges, Financial & Marketing Objectives/Metrics/KPI’s
• Marketing strategy: How Digital fits into a 360° marketing plan
• Growth of digital vs. other marketing forms
• Frameworks
  o Lumascape digital marketing ecosystem
  o How brands are structured internally for digital & agency structures
  o Paid, organic, owned & earned
  o Inbound vs. outbound digital marketing
• Competitive marketing element tracking in public domain & social engagement tracking (shares, views, comments, re-tweets, saves, likes)
• Target persona development and importance in light of big data
• Customer Journey mapping

Pre-session Readings

• IBM Silverpop – Customer Journey Maps & Buyer Personas

• Harvard Business Review - Competing on Customer Journeys

• McKinsey: The New Consumer Decision Journey

Assignment for next session:

• Form teams & agree on a brand you will do a digital marketing plan for. Must be an existing brand you think can do better marketing or should be repositioned.
• Bring to class on 1 sheet of paper the brand, the brand challenge for the plan year, team members and their emails.
• List competitive brands & start collecting digital marketing examples from the category.
Session 2 – Friday, September 18th
Topics
- Marketing research questionnaire development to inform marketing strategy & plan development
- Marketing strategy (Market structures & segmentation, perceptual maps, brand positioning & sources of volume)

Assignments due:
Data from library & put into PowerPoint form regarding market size, growth rate, segment size & growth, brand market share & growth, product claims, channels of distribution, seasonality & geography, with 1 sentence of findings on each relevant slide. Market structures.

Session 3 – Friday, September 25th
Topics
- Target persona selection using Helixa target behavior & interests data cluster analysis
- Digital channel & platform strategy development process
- Integrated marketing message across all marketing communications

Guest speaker: Laura Begley

Deliverable: Marketing research questionnaire draft

Assignments due:
Social listening examples from Twitter, Facebook, Instagram, other with insights and number of followers & engagement by platform, with key take-aways.

Session 4 – Friday, October 2nd
Topics
- Budget allocations across marketing elements, business objectives and customer journey or purchase funnel stage
- Geography & seasonality
- Digital marketing channel and platform definitions and options
- Social media content strategy & types – Evergreen, native, amplification, user generated content, cadence, virality
- Summary of online sentiment findings with implications
- Summary chart of social media engagement for your brand and competitors across all key social media channels

Guest speaker - Doug Jensen – VP, CRM & Corporate Marketing Analytics at The Estee Lauder Companies Inc. re: Complementary suite of analytics tools overview throughout the annual marketing planning process

Due
Competitive digital marketing tactics and integrated marketing messages. What’s working & not, assessment.
Session 5 – Friday, October 9th

Topics
• Digital marketing KPI’s to start the planning process (overall brand & individual digital marketing platform and channel objectives)
• Organizing for digital
  o Large brand in-house organizations and digital support agencies
  o Start-ups
• Digital marketing content (evergreen, native, amplification, user generated, cadence & virality)
• Case Discussion: Sephora Direct: Investing in Social Media, Video, and Mobile

Deliverable: Case Study Write-Up
Sephora Case Discussion: Addresses marketing element decision trade-offs, including: relative support for online vs. offline, how online customers and purchases can differ from offline, the role each marketing element plays in achieving brand objectives, the trade-off between consumer and company generated content, social media and the loyalty loop. 1-page write-up, single spaced, answering 3 of the following questions (you choose which):

Sephora Questions
1) Are Sephora’s online and offline (in-store) customers the same target audience or different? If different, briefly describe how you think each group differs in general, in demographic, psychographic and behavioral terms
2) Are their purchases different? If yes, how so?
3) Are their needs for engaging with the brand different? If yes, how so? I.e. What is each group’s “jobs to be done”?
4) What strategic roles do digital and physical marketing elements play for the brand. Include what the key physical elements are & what the key digital elements are.
5) What tactics does Sephora use to move customers along the purchase journey? Provide one tactic for each major stop along the way.
6) Should Sephora accelerate moving customers online? Why or why not?

Assignment Due
Google search term popularity analysis for category & brand, geography, seasonality, keywords from Mintel claims, packaging, website, YouTube videos & display ads.

Session 6 – Friday, October 16th

Deliverables:
• Marketing research results key findings, insights & implications
• Target persona profile per McCann format
• Market structures, perceptual maps, brand positioning statements & sources of volume
• Market structures, perceptual maps & brand positioning statements

Guest speaker: Janneke from Google

Assignment Due
Customer journey map with questions, feelings & tactics along the way.
Session 7 – Friday, October 30th

Topics
- Websites & e-commerce
- Apps
- Twitter
- Hashtags across platforms

Guest speaker: Larissa Jensen: NPD

Assignment Due
- Integrated marketing tagline
- Platform & channel selection for project with rationale
- Website critique & suggestions for improvement

Session 8 – Friday, November 6th

Topic
- Omni-channel integration & digital technology at retail visits
  o Microsoft Store VIP Presentation (see below)
  o Nike flagship 5th Ave.
  o Sephora 5th Ave.
  o American Girl Doll
  o Medmen

Assignment Due
- 2 Target Persona profiles
- Perceptual maps
- Brand positioning statements
- Sources of volume

Session 9 - Friday, November 13th

Speaker: Bain: Net Promoter Score

Topics
- Pinterest
- Social shopping
- E-mail marketing
- Brand safety
- ANA Reggie Award Examples of Best Integrated Marketing Programs w/ Digital

Assignment Due
Display ads, search terms, geography & seasonality. Cost per click.
Session 10 – Friday, November 20th
Topics
• Facebook
• Instagram
• YouTube
• Messaging

Assignment
Work on digital marketing programs for project

Session 11 – Friday, December 4th
Topics
• LinkedIn
• Snapchat
• Reddit
• Tik Tok
• Spotify & apple music partnerships & targeting by listening preferences

Assignment
Work on digital marketing programs for project

Session 12 – Friday, December 11th
Topics
• Retail tech, digital signage, shopping aids, app behavior in-store
• AR/VR/ER/MR – Augmented, Virtual, Extended & Mixed Reality
• Visual search
• E-sports/twitch & streaming

Guest speaker: Lila Pla Alemany, Head of Google AR/VR/Visual Search for Global Clients

Case discussion: Tate Modern. Includes organizing for digital, infusing a digital marketing mindset through an entire organization, how brand positioning can be dramatically expanded through digital, range of content digital can entail, deciding how much is too much & bases for prioritizing. 1-page write-up, single spaced, answering 3 of the questions below (your choice)

1) How did the Tate Digital Marketing leadership team create a digital mindset throughout the entire marketing organization?
2) Should digital marketing possibilities be pursued relentlessly? (Fear of Missing Out)
3) How should digital programs be prioritized when metrics aren’t available or obvious
4) How can digital transform an organization’s mission
5) How can digital alter target audience importance and marketing emphasis
6) How can digital tool selection change based on target demographics & objectives
Team Project Document Hand-In Elements

- Social listening customer comments & insights
- Social media engagement analytics for brand & competitors
- Helixa data analysis for your brand
- Qualitative interview insights
- Quantitative research key take-aways
- Target persona profile (McCann Universal Format)
- Marketing strategy elements (market structure, perceptual maps, brand positioning, sources of volume)
- Customer journey maps with pain points & brand interactions each step along the way. Will include marketing examples each team collects
- Integrated marketing message
- Digital marketing element selection
- Key marketing programs with objectives, “how it works” & stage of the customer journey it would be utilized
- Prioritization
- Success metrics

Team Presentation Elements (12 minutes/team): Takes Place During Exam Period

- Brand positioning
- Perceptual maps with brand is perceived now on key attributes & where it wants to be based on the success of the plan
- Integrated marketing message
- Sunburst chart with digital marketing elements you will deploy
- Description (visual & copy) of the key programs with objectives, “how it work” & stage of customer journey it would be utilized
- Prioritization of program
- Key success metrics