

MKT 580 – Digital Marketing Strategy  
Prof. Dr. Sabine Kuester  
Fall Term 2017

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### Course Objectives

Businesses worldwide have been facing a fundamental change in the ways that customers interact with companies, brands, and each other. Customers are more socially connected than they ever have been, they expect more from companies and brands, and information reaches them faster than ever before. These developments caused a major shift towards human-centric marketing. The rise of digital technologies has thus fundamentally changed the way companies craft marketing strategies and how marketing creates, communicates, delivers, and exchanges value to customers. In light of these fundamental changes, the overarching goal of this course is to establish a perspective on digital marketing strategies companies can employ to occupy a sustainable position in the age of social, digital, and mobile.

### Learning outcomes

The course will equip students with the relevant knowledge, perspectives, and practical skills required to develop marketing strategies that leverage the opportunities offered by digital technologies for achieving business and marketing goals. The emphasis of this course is on understanding what various digital platforms and tools offer to companies, how to build digital marketing strategies in order to have a solid foundation from which to evaluate opportunities in the digital economy.

### Course Registration & Organization

The application process is organized via the Student Portal<sup>2</sup>. For the team work, students will be assigned to a specific team. The team allocation will be communicated during one of the first sessions and on ILIAS. For organizational reasons, team switching is not possible.

There will be an introductory session providing detailed information on the course on September 05, 2017. Important information and slides will be posted on the e-learning platform ILIAS. Please request access to the ILIAS group of this course using your student identification and password provided by the registrar ("Studienbüro"). Please do so after your enrollment has been confirmed.

### Course Components and Grading

This course is a 4 ECTS course composed of a weekly lecture. Once the team project has started, it is no longer possible to withdraw from the course without a valid reason ([§11 Master's Program Examination Regulations](#)).

#### Grading components

Written Exam (60 minutes)	60 %
Team Presentation	40 % (with peer evaluation)

#### Written Exam

At the end of the course, students will sit for a 60-minute closed-book, closed-notes exam consisting of short-answer questions and analytical questions covering relevant lecture material that has been addressed in the lectures.

### *Team Presentation*

Each student will work in a team to analyze and present a specific problem of one of the case studies that we will discuss in class. This presentation should focus on the key issue(s) as indicated in the preparation question(s). Prepare this presentation as if you were a team of consultants trying to convince the CEO or Executive Board. In 'consulting terms' you will pitch your case to the audience. Your presentation will be graded on the soundness of your analysis and recommendations and the quality of the presentation that you render.

Deliverables:

- The final version of the presentation is due to be submitted on the Friday preceding the scheduled case presentation by no later than 12 pm (noon) (send to [barth@bwl.uni-mannheim.de](mailto:barth@bwl.uni-mannheim.de)). (Please note that this is the **final version** and you are not allowed to bring updated versions of your presentations on the day of your presentation.)
- It is not necessary to bring printouts of the presentation.

The presentations must not exceed 8 minutes. Make sure that you can present within this time frame. Adherence to the presentation time limit will be part of the overall presentation performance. Do not forget to include a cover page indicating course title, term, name of professor, team number, names of team members, title of case, and date.

Please also note that late submissions will result in a deduction from your grade.

*Note on peer evaluation:* For the in-class presentation we will conduct a peer rating. For this peer rating, each team member will evaluate the performance of all other team members. Team members with consistently high group evaluation will receive a higher grade than the rest of the team and vice versa.

### *Class Participation*

You must be prepared to discuss all assigned readings and cases. You should be prepared to articulate and defend your position when called to do so. Active participation of all students is required and expected. Please be on time as late arrivals disrupt the class.

### **Course Material**

Students will need to purchase a reader which contains the case studies (copyright material). The reader will be available for € 9.50 in our office (L 5, 1, Room 0.11, ground floor) on the following dates:

- September 11, 2017 from 9:30 am – 12:00 noon and 1:30 pm – 4:00 pm.
- September 12, 2017 from 9:30 am – 12:00 noon and 1:30 pm – 4:00 pm.

The lecture slides will be posted prior to the respective class on ILIAS.

### **Recommended Reading**

- There is a reader containing the case studies (see above).
- A list of readings will be available for each class.
- Supplementary reading: Chaffey, D and Ellis-Chadwick, F., 2016. Digital marketing: strategy, implementation, and practice (6<sup>th</sup> ed.) Pearson Education, Harlow, Essex.

### Learning Objectives for Individual Lecture Topics

- 1/ Marketing and marketing strategy in the digital economy
  - You understand the shift to human-centric marketing, the paradoxes of marketing to the connected customer, and marketing strategy implications of moving from the traditional to the digital economy.
- 2/ Theoretical foundations
  - You will get to know theoretical concepts and principles pertaining to digital marketing strategy including the Long Tail, network effects, adoption and consumer behavior in the networked economy.
- 3/ Digital marketing metrics
  - You will be introduced to the tools used to measure and improve digital marketing effectiveness and you will learn how firms can develop appropriate processes to collect measures for digital marketing effectiveness.
- 4/ Digital disruption and digital business models
  - You gain insights on the impact of how digital technology is transforming business and which impact this transformation has especially for established firms. You familiarize yourself with forms of digital business models.
- 5/ Digital platforms and ecosystems I: The Internet of Things
  - New digital platforms and ecosystems have emerged representing game changers in a number of industries. While these shifts will eventually impact most industries, this session will focus on the Internet of Things (IoT).
- 6/ Digital platforms and ecosystems II: Digital transportation
  - New digital platforms and ecosystems have emerged representing game changers in a number of industries. While these shifts will eventually impact most industries, this session will focus on the transportation industry including Uber, Lyft, and Google Car.
- 7/ Leveraging online social networks
  - You will be proficient in the social aspect of commerce including social advertising, social targeting, and how to leverage online social networks.
- 8/ The role of big data and machine learning in formulating digital marketing strategy
  - You will be introduced to the impact of machine learning in the context of predictive analytics and how firms can leverage advantages from large quantities of aggregated data.
- 9/ Customer journey and mobile marketing
  - You learn to appreciate the customer journey and ways to leverage mobile marketing including location-based services, and consumer privacy concerns.

## Course Outline

Lectures take place on **Tuesday from 1:45 pm to 3:15 pm, Room O 145**

#	Date	Lectures
0	September 05, 2017	Kick-Off: Introduction to the course
1	September 12, 2017	Marketing and marketing strategy in the digital economy
2	September 19, 2017	Theoretical foundations
3	September 26, 2017	Digital marketing metrics <b>Case:</b> The Tate's Digital Transformation
4	October 10, 2017	Digital disruption and digital business models <b>Guest lecture:</b> Dr. Andreas Hildesheim, Senior Digital Business Developer, BASF
5	October 17, 2017	Digital platforms and ecosystems I: The Internet of Things <b>Case:</b> Airbnb, Etsy, Uber: Growing from One Thousand to One Million Customers
6	October 24, 2017	Digital platforms and ecosystems II: Digital transportation <b>Case:</b> Uber: Changing the Way the World Moves
7	November 07, 2017	<b>Case:</b> Amazon, Apple, Facebook, and Google
		The role of big data and machine learning in formulating marketing strategy
8	November 14, 2017	Leveraging online social networks <b>Case:</b> Maersk Line: B2B Social Media – "It's Communication, not Marketing"
9	November 21, 2017	Customer journey and mobile marketing I: The path to purchase <b>Guest lecture:</b> David Handlos, Founder, Stocard
10	November 28, 2017	Customer journey and mobile marketing II: Location-based services and consumer privacy concerns
11	December 05, 2017	Outlook: What is yet to come?

### **Additional Information**

#### **Prof. Dr. Sabine Kuester**

Professor Dr. Sabine Kuester is Professor of Marketing & Innovation at the University of Mannheim and Director of the Institute of Market-Oriented Management at the University of Mannheim. She studied economics and business administration at the University of Cologne (Germany) and received her Ph.D. in Marketing at the London Business School (UK). Previously, Professor Kuester was on faculty at ESSEC Graduate School of Management (France), at Leonard N. Stern School of Business, New York University (U.S.), and at Vienna University of Economics and Business Administration (Austria). Professor Kuester's research interest is in marketing of (digital) innovations, strategic marketing, marketing management, and international marketing. Her work has appeared in journals such as the Journal of Marketing, International Journal of Research in Marketing, Journal of International Marketing, Journal of Product Innovation Management, and in scholarly books.

#### **Dr. Andreas Hildesheim**

Dr. Andreas Hildesheim is Senior Digital Business Developer at BASF. He earned his Diploma in Business Administration at the University of Mannheim and received his Ph.D. in Marketing at the Chair of Marketing & Innovation, University of Mannheim. In his area of responsibility at BASF, Dr. Hildesheim develops and implements new, digital business models.

#### **David Handlos**

David Handlos is founder and CEO of Stocard GmbH. David Handlos earned his Bachelor of Science in Business Administration at the University of Mannheim and his Master of Science in International Management at the London School of Economics (UK) and Kellogg School of Management (U.S.). Stocard has introduced the Mobile Wallet App 'Stocard' in more than 40 countries and has more than 11 million users who digitalized their wallets using Stocard's app. For companies, Stocard is an important vehicle to manage customer relationship management in the digital area.