**BAMA 513 eMarketing MBA elective, P7, 2014**

**Room: DL 009 Mon 6-9.30pm**

**Instructor: Julio Viskovich**

**Julio@nexlevelsales.com**

**Learning objectives**

This course will challenge you to understand the main elements of eMarketing (a.k.a. digital, online and other terms.) You will learn how these fit with fundamental marketing principles and develop a systematic approach for critiquing, designing and implementing an eMarketing program. This will include a substantial amount of social media content, but the course is about more than social media.

As you will see from the assignments, you will work with a real client to develop or improve their online marketing program and you will create and maintain your own blog.

A supporting course website will go live just before period 6. However, as this is a short course, I do not expect to add a lot of content to the website, other than weekly class slides. I’ve tried to include the majority of the information that you will need for the course in this longer outline.

If you have any questions in the short-term then e-mail [Julio@nexlevelsales.com](mailto:julio@nexlevelsales.com)

**TIMES**

* Mondays: 6-9.30 – formal class until approx 8.45, then group work on projects, including coaching from Instructor – this will be an integral part of making the class work and allowing teams to make progress past key milestones. There is no formal class in week 6, but, as you will see in the assignment instructions, you will need to allow some time in week 6 to present your project to your client.
* **100% attendance required at all 5 sessions.** A missed or significantly incomplete class may result in you being asked to withdraw from the course and a WD, I or F grade being assigned. No late assignments will be accepted.

**EVALUATION**

This elective is designed to give you a great deal of flexibility, but, as ever, you will get out of in proportion to what you put in. I will happily talk with you (ahead of deadlines) to help you customize your learning and make it valuable for your career. As a guideline, I am trying to provide you with the opportunity and guidance to produce high quality work that is presentable and useful to a professional marketing audience. If you do this it will be possible to score very highly. Conversely, superficial and incomplete work will be lead to a low grade.

* 20% article/book report or interview (individual);
* 10% in class participation;
* 30% project (team) content
* 20% reflective learning paper (individual) following client presentation
* 20% blog, (individual)
* NO EXAM

Academic integrity and professionalism.

By now there is nothing new to tell you on this point. Any content or ideas that come from other authors should be explicitly cited. I will not require you to submit to Turn-it-in. All of your work will be posted to your blog, which will be in the public domain – in the spirit of a transparent web-driven world, you are responsible to your peers and readers. You need to be authentic, accurate and honest; otherwise you will quickly be exposed in the “participant as co-custodian” environment that is the Internet.

**ASSIGNMENTS**

* Article/book/interview report: (due at the start of **class 3**, posted to personal blog and submitted by e-mail as a link. Guideline length of 1000 words plus appendices. (This is not a strict maximum but you should discipline yourself to stay close to this length – it will increase the likelihood of it being read, especially in your blog.) Provide a synopsis and implications that will be interesting and useful for an audience of professional marketers. A good review cannot simply précis the content but needs to also provide a critique in the context of other prior work in same area. Ask yourself some questions, such as is this really new or simply a collection of old ideas that have been recast? Is the evidence robust and compelling? What are the implications for marketers? If you choose to undertake an interview, then select someone in industry who is active in eMarketing and set up to ask questions that you think will reveal interesting answers. Your write-up should distil the useful implications.
  + If you want to cover a topic from multiple sources, or review a blog, podcast or other form of e-marketing info, then this is possible, via written pre-approval from the Instructor. Please take good care to explicitly cite any material drawn from other reviewers. It is reasonable for you to draw on the work of other reviewers, but to add value and provide something new and useful you will need to reference others in a limited and selective way so that your own views come through. Please reference carefully – I reserve the option to process these through Turn-it-in after submission.
* Participation and preparation for class: again, this should be self-explanatory by now; this class will be highly interactive and participatory – do not expect a lecture. Pro-active participation in class discussion is expected, reflecting assigned and non-assigned reading and thinking about the topic. Indeed, rather than assign one or two readings per class, I have provided a series of themes and a longer list of “starting” resources. You should come to class having done some personal reading and given some thought to the main class topics. You need to be able to go beyond “general knowledge or personal opinion” and draw on relevant research and literature.
* Project: there will be significant flexibility and scope for teams in choice of project topics. The main requirement will be to make it hands on and applied to a specific company and focus on critiquing and improving an element or elements of their online marketing. In the time allowed in this course it is not practical that you can cover a full spectrum project. You may choose to focus on social media, or web usability, etc. Teams will be self-selected. Projects cannot be done on a solo basis. Teams will be formed in class 1, and the project parameters will be discussed further at that time. You will need to get Instructor sign-off on an outline by class 2. There is no requirement for a physical hand-in of content. Team members will post the project to the course website, and subject to confidentiality, to their blog.
* Presentation: instead of having a conventional "present back to class" format, (you’ve done enough of those) you will arrange to present your project to your client sometime after the Monday of week 5 but before the end of week 6. By the end of week 6 (Sunday, 23h59) you will need to post to the course website a reflective learning paper for the course. This paper can be written informally, including some bullet points. It does not need to be long, and should not exceed 1,000 words. However, it should be thoughtful (it is worth 20% of your grade) and it should be useful to you. It should also make explicit reference to your client presentation meeting. This paper is an individual submission, referencing the group project experience.
* Blog: each student will be required to create a personal blog (or review and improve their current one, tagging relevant posts for the course); this blog will act as a personal marketing tool. (If you have a current one and it is social/personal, then create a new one.) You will post all of your work from this course to your blog, and these will be aggregated on the course website so that we can all see all of them.
  + Consider this blog as your opportunity to build your personal e-marketing portfolio, to showcase your interests (in e-marketing), and demonstrate your ability to think, analyze and interpret some of the developments in the e-marketing world. You should develop your own writing style for your blog that encourages readership through use of links to other materials, visual content etc. This is not like writing an academic paper. You should target a **minimum of 5 entries** during the course period. Look at other blogs and learn from your colleagues. Experiment with new approaches. I do not expect you to have a perfect look and feel from the beginning but you should be able to quickly improve. By the end of the course you should have a tool to help you market yourself in your future career. Test out your future public professional identity in this blog.
  + The blog will be graded any time after 6pm on the Monday of week 6, but I encourage you to keep it live and updated beyond the life of the course. (Your project paper and presentation materials should be loaded by this time.)
* If you are creating a new blog please use <http://weblogs.elearning.ubc.ca/home/> . Before you get started, consider how you plan to use this blog for self-marketing in your career search, and how the full url of your blog will fit with this. **FIRST, see Dr. Blog on the course site.** [**http://blogs.ubc.ca/drblog/**](http://blogs.ubc.ca/drblog/) **and** “1st steps” on how to get your blog set-up.

**WEEKLY COURSE CALENDAR AND CONTENT**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | Content | Prep | Assignments |
| 1  JV | Mon  Oct 27 | * Course intro: a framework for combining online and offline marketing * Linking mainstream marketing themes to the web * Paid, owned and earned media as a dynamic ecosystem * The web as a catalyst and accelerant in * building awareness * speeding exploration * locking in commitment and repeat * multi channel issues through the relationship spectrum * Forrester’s POST method * Technographic segmentation * Assignment briefing, group formation etc. * **Teams formed** | See blog | Summary here:  Details in blog |
| 2  JV | Mon  Nov 3 | * Discussion on marketplace news * Usability and design: website audits * The customer experience * Learning from good and bad practice * Decision journeys and purchase funnels * Monitoring online   + Manual design   + Semi-automation with Hootsuite * Social media audits * Evaluation methods | See blog | **Project outline due**  **Individual blogs must be live by this date and linked to the course website** |
| 3  JV | Mon  Nov 10 | * Discussion on marketplace news * Social media, part 2 * Conversation * Tools   + Using Facebook, YouTube (incl channels), Twitter, Tumblr, G+, Pinterest and other tools to engage customers and prospects in conversations about your brand. * Seeding viral content * User generated content * Enabling communities to support themselves * Feedback loops * Passionate communities | See blog |  |
| 4  JV | Mon  Nov 17 | * Discussion on marketplace news * Corporate blogs, white papers and inbound marketing * B2B  vs. B2C: similarities and differences   + Linked In * E-mail marketing * Online video * Mobile web and future trends * Assessing new platforms and tools * Choosing the appropriate combination of tools * Integrating online and offline marketing into a single program * Group work in-class | See blog |  |
| 5  JV | Mon  Nov 24 | * Discussion on marketplace news * Search: paid and organic * Including adwords * ROI * Analytics: * questions to ask * tests to run * learning and revising programs * reporting dashboards * Free vs. paid analytic tools * Returning to strategy.   + Social as a catalyst for organizational change and a truly customer facing organization   + What it means to put social at the heart of organizational strategy     - Listening, collaborative, open, responsive, transparent, authentic, agile, fast-moving, learning, experimental… * Prep for client presentations | See blog |  |
| 6  JV | Mon  Dec 1 | Client Presentations |  |  |

**READINGS**

There will be no textbook or reading package to buy. All readings will be electronic and free to web, or via the UBC library database.

Needless to say, in a short elective course, there will be a limit to how much reading you can do. The following list is by way of suggestions to get you started. There is no intention that any individual tries to read everything on the list – that would be absurd.

However, you will get far more from the course (and be able to produce better work) if you selectively browse a book, read a couple of industry articles and visit a few different websites, before each class. This should help you to develop habits for ongoing reading and research in this fast-changing space.

Readings are referenced by number, below. Some are easy to access as books – many have at least some of the ideas presented in web form. REMEMBER: this is a list to get you interested and making choices, selectively, on what you will read – there is a lot here and it is not intended that any one person try to read it all! Look at the class themes then select some relevant readings, from here, or elsewhere.

1. Groundswell: Winning in a World Transformed by Social Technologies , C Li and J Bernoff, 2008, Forrester Research, Harvard Business School Press.
2. or via website: <http://www.forrester.com/Groundswell/index.html>
3. note, an updated version was published May 2011, in paperback.
4. Wikinomics: how mass collaboration changes everything. D Tapscott and A Williams. 2006, Portfolio,Penguin. And at <http://www.wikinomics.com/blog/>

2010 Follow-up: Macro-wikinomics – Sept 23/2010 review in The Economist: <http://www.economist.com/node/17091709?story_id=17091709&fsrc=rss>

1. The Long Tail: Why the future of business is selling more of less. Chris Anderson. 2006, Hyperion. And at <http://www.thelongtail.com/>
2. Do it wrong quickly: how the web changes the old marketing rules, M Moran, 2008, IBM Press. This book highlights the opportunity for, and importance of, rapid experimentation in online marketing. Design, test, evaluate, iterate, scale up and roll-out in days not months.
3. Also see <http://www.mikemoran.com/> for more from this author, including a focus on Search.
4. Anything by Seth Godin. Seth’s books are not exclusively about online marketing, although most tend to harness the Web’s disruptive power to provide opportunities for marketers to develop more meaningful relationships that serve customers better than the “old ways” of offline marketers. <http://sethgodin.typepad.com/> provides a good starting point for Seth’s thinking.

Meatball Sundae: is your marketing out of sync? 2007, Penguin, talks to the

challenges that traditional “boring” brands have in harnessing web marketing and why money alone is not the answer.

Select books

Here is a selection of interesting current and recent books. They will not all survive as classics but they are illustrative of the passion and specialization that is being documented in web marketing space.

1. Grouped: How small groups of friends are the key to influence on the social web: Paul Adams, 2012, New Riders.
2. Engage: the complete guide for brands and businesses to build, cultivate and measure success in the new web. Brian Solis, updated edition 2011. Wiley.
3. Join the conversation: how to engage marketing-weary consumers with the power of community, dialogue and partnership. J Jaffe, 2007, Wiley.
4. http://www.jointheconversation.us/
5. http://www.jaffejuice.com/
6. Marketing to the social web: how digital customer communities build your business, L Weber, 2007, Wiley.
7. Empowered: unleash your employees, energize your customers, transform your business. Josh Bernhoff & Ted Schadler, 2010, Harvard Business Review Press.
8. Open Leadership: How social technology can transform the way you lead. Charlene Li, 2010, Jossey-Bass.
9. DigiMarketing: the essential guide to new media and digital marketing, K Wertime and I Fenwick, 2008, Wiley. This book takes the perspective of how to co-ordinate across the expanding variety of communication vehicles open to marketers, including gaming and mobile.
10. The Age of Engage: re-inventing marketing for to-day’s connected, collaborative, and hyperactive culture, D Shiffman, 2008, Hunt Street Press. This book focuses on the differences in marketing to the “net generation” (those that have “grown up digital”) vs. traditional marketing.
11. The Open Brand: when push comes to pull in a web-made world, K Mooney and N Rollins, 2008, Aiga Design Press.
12. The online advertising playbook: proven strategies and tested tactics from the advertising research foundation, J Plummer, S Rappaport, T Hall and R Barocci, 2007, Wiley.
13. Web Analytics: an hour a day, A Kaushik, 2007, Wiley. There are many books on this topic and it is easy to be put off by the immense detail. To become proficient one needs to actively work with live data. However, this book, written by Google’s “Analytics Evangelist,” is a good systematic orientation to topics and methodologies. Kaushik’s blog is thought-provoking and useful: <http://www.kaushik.net/avinash/>
14. Google Analytics 2.0: discover where your site visitors come from, what pages they visit, how long they stay, what they buy, what makes them give up, and how often they return, J Ledford and M Tyler, 2007, Wiley.
15. This book comes with a “free” $25 adwords certificate that allows you to set up an account and experiment with a real online adwords campaign. “Learning by doing” is the key to understanding and getting good at online campaigns and so this can be a real help.
16. In a similar way, Google runs an annual student adwords contest where student teams get to spend $200 for a small business. The event runs Feb-June and I can sponsor any MBA teams who wish to do this (outside of class) for experience. All students should “take the tour” of Google’s adwords and adsense online material to familiarize themselves with these tools.
17. Hootsuite has good online resources to help you learn about how to get the most from this platform. With the Pro tool ($9.99 per month you get access to Hootsuite University tools) and we may have access for free through the course, tbc.
18. Managing online forums, P O’Keefe, 2008, Amacom.
19. Naked conversations: how blogs change the way businesses talk with customers, R Scoble and S Israel, 2006, Wiley. Robert Scoble was a senior executive at Microsoft where, in part, he helped find a meaningful role for corporate blogging. Now, an independent consultant, his blog, [www.scobelizer.com](http://www.scobelizer.com) continues to be rich and worth reading.
20. The Anatomy of Buzz Revisited: Real-life Lessons in Word-of-Mouth Marketing, E Rosen, 2009, Doubleday. <http://www.emanuel-rosen.com/>
21. Word of Mouth Marketing: How Smart Companies Get People Talking, A Sernovitz, 2009 Kaplan
22. Multichannel Marketing: Metrics and Methods for On and Offline Success, A Arikan, 2008, Wiley.
23. http://www.backbonemag.com/Web2/PICK20\_Winners\_2009.asp A Canadian look at successful, Web 2.0, social media driven companies – undertaken with KPMG. Published August 2009. Good text books
24. Internet Marketing: building advantage in a networked economy. Mohammed R, Fisher R, Jaworski B, Paddison, G. Second edition. McGraw-Hill/Irwin MarketspaceU, 2003.
25. This was an excellent text when written (2003) and although the examples are now somewhat dated, many of the concepts are solid and I have continued to use some of these in my slides and teaching.
26. Internet Marketing: strategy, implementation and practice. D. Chaffey et al, 3rd edition, 2006, FT Prentice Hall. Multiple later editions with some differing titles. This UK author provides a pragmatic and useful toolkit, that is supported with a lot of good material at http://www.davechaffey.com/
27. E-Marketing (4th edition), Strauss, J. El-Ansary, A. Frost, R. 2006 (or later edition as this is regularly updated), Pearson Prentice Hall. One of the more widely used texts in N. American schools – a good primer.
28. Harvard Business Review articles: the December 2010 issue has a good collection in digital media related articles.

Websites, blogs and newsletters

Note: many of these sites have free newsletters and/or RSS feeds. I have been increasingly switching from daily/weekly newsletter alerts (which can overwhelm one’s inbox) to RSS feeds from sites that I find useful. I compile these on a separate tab on my iGoogle home page, which makes it easy to do a quick daily scan.

1. www.forrester.com Everyone enrolled in this course should make it a priority to sign-up for the full text access to Forrester. With your UBC library card entering via the Sauder Lam library database portal, a one-time sign-up allows you full text access. Compare the one page summaries available to the public on the Forrester site (and the cost of a full text download) versus what is available to you as a UBC registered database member. The Forrester site is probably the single most important source of data and analysis about technology and web marketing. The good news is that you can use it to inform yourself, become stimulated and inspired to explore further. The bad news is that Forrester’s usage and even citation policies are very restrictive (check them out), and essentially prevent you from using anything that goes beyond a “closed” school project, without explicit written permission. As course assignments in BAMA 513 require that you create and publish to a public blog, you will not be able to directly use Forrester material in your work, you should still consider it an important resource.

The Chief Customer/Experience Officer Playbook, B. Temkin, October 3, 2007, is a good first Forrester paper to consider reading. It takes a macro strategy and organizational change view of the web enabled customer revolution.

1. www.emarketer.com Again, you should access this via the Sauder Lam library database portal (it is a standalone database beginning with “e.”) You will get full text access, unlike the abstracts if you go directly to the company website. The usage and citation policies are more open than those of Forrester BUT you should take good care to read the conditions and abide by them.
2. Altimeter group white papers: includes Solis, Owyang and Li. On their site, blogs and/or slideshare
3. WARC data base – standalone under W in library database. Advertising news and research from around the world, including much that is digital.
4. www.1to1.com The home site of the Peppers and Rogers consulting group. Lots of free resources, including white papers and case studies. Not exclusive about online marketing but its focus on personalization and customer experience means that much of the content has a web focus.
5. www.iab.net Interactive advertising bureau.
6. http://www.iab.net/insights\_research/309763 for the downloads relating to the study entitled: Marketing & Media Ecosystem 2010 Study.
7. www.marketingsherpa.com This provides many great, data and exhibit rich examples of what works and what does not, (with a significant online focus.) Most material is free to web for a few days only and then goes into a fee to retrieve archive.
8. www.wilsonweb.com includes option to sign up for the webmarketing to-day newsletter. Although the style can sometimes come over as a little eccentric, this is one of the longest established practical newsletters on web marketing.
9. http://www.dmnews.com/ Direct marketing news – mostly about web marketing.
10. http://notetaker.typepad.com/cgm/ Blog on consumer generated media.
11. http://social-media-university-global.org/ an experimental, interesting blog in the spirit of “learning by doing.”
12. http://www.marketingprofs.com/ not exclusively about web marketing but many of the stories and cases are relevant. Limited, but still useful, free access.
13. http://www.clickz.com/ a great source for digital marketing news.
14. http://searchengineland.com/ one of a number of “search” focused news sites.

In summary, there is no shortage of stimulating and useful content. Your job is to seek it our, read and process it, organize, and put it to use. If you have read this far, then you will be wondering about how to prepare for the first class. The week-by-week guide tells you something of the topics. Use the reading list or the authors and web-searches, to find relevant content to inform yourselves and prepare for discussion.

**SLIDES** -class slides per web. Slides will be limited to provide an agenda structure and not a replacement for reading and preparation.