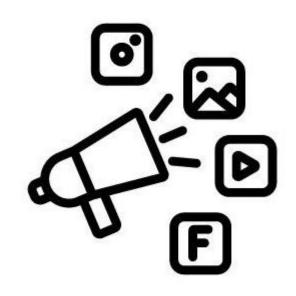# MSc Digital Marketing

September 2024 – April 2025

CODE: Tbc
Course title: MARKETING INTELLIGENCE

Term: FALL

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English**   ☐French
Course leader: Tbc
Speakers: Tbc

≡ COURSE DESCRIPTION

This course aims to provide students with the theoretical knowledge and practical skills needed to conduct business experiments as a mean of driving sustainable consumption in a digital age. The module covers a variety of topics, including the theoretical foundation and hypotheses development, experimental design development, data analysis and reporting. The course is intended to help students understand the importance of business experiments and to prepare them to conduct, analyze, and report on their own experiments in the field of sustainable consumption.

Through a variety of learning activities such as extended reading, reflection, research, and problem-based exercise practice, guided independent study will assist students in broadening their knowledge and understanding of the subject area. In addition, in paper lecture workshops, students will critically examine current literature on experimental research. Finally, students will create their own experimental design in a guided group project.

≡ COURSE OBJECTIVES

The course's goal is to raise awareness about sustainability issues and the importance of businesses acting as corporate citizens. Students will gain an understanding of the importance of business experiments through readings, lectures, research, and hands-on exercises or business cases. After completing this course successfully, the students will have gained methodological knowledge and will be able to use certain tools for designing, analyzing, and reporting business experiments. The students will have completed the following tasks:

1. Recognize and frame the conceptual foundation of business experiments, as well as generate research questions and hypotheses
2. Perform and apply statistical analyses such as analysis of (co-)variance, regression analysis, as well as moderation and mediation analysis
3. Using statistical software (Xlstat or IBM SPSS) for data analysis
4. Interpret, report, visualize, and present the experimental results
5. Critically evaluate and apply theoretical concepts related to sustainable consumption and business experiments

≡ TACKLED CONCEPTS

- Sustainable Development
- Triple Bottom Line
- Corporate Social Responsibility
- Corporate Digital Responsibility
- Theory of Planned Behavior
- Cognitive Dissonance Theory
- Business Experiments
- Analysis of Variance and Covariance
- Correlation and Regression Analysis
- Exploratory Factor Analysis
- Confirmatory Factor Analysis
- Moderation & Mediation Analysis

-   Marketing Ethics

≡ LEARNING METHODS

The course will be delivered through a combination of lectures, short exercises, case studies, paper lectures, and a guided group project. The course content was designed to be highly interactive, with a variety of concepts and examples drawn from contemporary theoretical and industry (managerial) developments in a national and international context. The lectures are intended to convey important theoretical concepts as well as practical examples, whereas the paper lecture workshops are intended to provide students with opportunities to engage, interact, and debate on the current state of literature in business experiments, bringing their own knowledge and skills into the classroom settings. Students are encouraged to propose their own innovative ideas for experimental designs that will assist organizations in promoting sustainable consumption in the digital age as part of the group project.

≡ ASSIGNMENTS AND EXPECTED WORK

Exam – 50%
Paper lectures – 20%
Group project – 20%
Homework – 10%

≡ BIBLIOGRAPHY – COURSE MATERIAL

Sustainability Marketing and Consumer Research

-   Belz, F. M., & Peattie, K. (2009). Sustainability marketing. Glasgow, Hoboken: Wiley & Sons.
-   White, K., Habib, R., & Hardisty, D. J. (2019). How to SHIFT consumer behaviors to be more sustainable: A literature review and guiding framework. Journal of Marketing, 83(3), 22-49.

Market Research

-   Malhotra, N., Nunan, D., & Birks, D. (2017). Marketing research: An applied approach. Pearson.
-   Field, A., & Hole, G. (2002). How to design and report experiments. Sage.
-   Field, A. (2013). Discovering statistics using IBM SPSS statistics. sage.

Business Experiments

-   Anderson, E. T., & Simester, D. (2011). A step-by-step guide to smart business experiments. Harvard Business Review, 89(3), 98-105.
-   Thomke, S., & Manzi, J. (2014). The discipline of business experimentation. Harvard Business Review, 92(12), 17.
-   Viglia, G., Zaefarian, G., & Ulqinaku, A. (2021). How to design good experiments in marketing: Types, examples, and methods. Industrial Marketing Management, 98, 193-206.

≡ NECESSARY SOFTWARE – HARDWARE

Xlstat or IBM SPSS

≡ EVALUATION METHODS

Exam: 50%
Continuous assessment: 50%

≡ **SESSIONS**

- o **SESSION 1: Sustainability and Business**
  - LECTURE: 02h00
  - This week, we will explore concepts related to sustainable development, such as triple bottom line, sustainable development goals, etc. We will also talk about the role of business in society (e.g., corporate social responsibility) and how sustainability marketing has evolved over the years.

- o **SESSION 2: Drivers of Sustainable Consumption**
  - LECTURE: 02h00
  - This week is devoted to theories and concepts concerning sustainable consumer behavior (e.g., theory of planned behavior, cognitive dissonance). Furthermore, we will examine the most important psychological barriers and drivers of sustainable consumption. In the context of the digital age, we will critically discuss these drivers.

- o **SESSION 3: Introduction to Marketing Research and Business Experiments**
  - LECTURE: 02h00
  - The primary goal of this week is to gain an understanding of quantitative and qualitative research methods, as well as the importance of business experimentation in creating sustainable value. We will talk about how to define the marketing research problem and how to develop a research strategy. We'll also look at how to create research questions and hypotheses.

- o **SESSION 4: Introduction to Experimental Designs**
  - LECTURE: 02h00
  - This week, we'll look at developing experimental designs. To begin, we will introduce business experiments as a causal research design. We will also discuss the following topics: causality, validity in experimentation, experimental design classification (pre, true, quasi), statistical designs, and field vs. laboratory experiments.

- o **SESSION 5: Development of Business Experiments**
  - LECTURE: 02h00
  - This week's emphasis will be on experiment design. We will learn about moderators, mediators, and extraneous variables. Another focus will be on the development of experimental treatments and manipulation checks, the design of questionnaires and forms, as well as measurement and scaling.

- o **SESSION 6: Paper Lecture**
  - LECTURE: 02h00
  - Students will be asked to present and debate previously published experimental research studies on sustainable consumption. We will categorize the presented experimental designs based on the presentations using a pre-defined categorization scheme (treatments, constructs, operationalizations, etc.). This scheme will be used to create a systematic knowledge base for the following group project. In the group project, students are required to design business experiments to promote sustainable consumption.

- o **SESSION 7: Analysis I**
  - LECTURE: 02h00
  - This lecture will focus on statistical analysis. The following topics and methods will be covered: descriptive, exploratory, and inferential statistics, frequency distribution, cross-tabulations, a general procedure for hypothesis testing, hypothesis testing related to differences, parametric and non-parametric tests, one-way analysis of variance (ANOVA), and analysis of covariance (ANCOVA).

- o **SESSION 8: Analysis II**
  - LECTURE: 02h00
  - This lecture will focus on statistical analysis. Correlation analysis (partial, non-metric, product moment), multiple regression analysis, regression with dummy variables, analysis of (co-)variance with regression analysis will be covered.

- o **SESSION 9: Analysis III**
  - LECTURE: 02h00
  - The following statistical analyses will be covered in this lecture: moderation analysis with multiple regression analysis, mediation analysis with multiple regression analysis, exploratory factor analysis, and confirmatory factor analysis.

- o **SESSION 10: Coaching on self-created experimental designs**
  - LECTURE: 02h00
  - Individual group discussions and coaching sessions with the professor about the experimental design created by the project groups will take place during this week. The following aspects will be highlighted: design of the experimental treatment (independent variable(s), moderators, mediators, construct operationalization, control variables, manipulation checks, dependent variables, internal and external validity).

- o **SESSION 11: Report Preparation and Presentation, Research Ethics**
  - LECTURE: 02h00
  - We will discuss the importance of the report and presentation, the report preparation and presentation process as well as graph guidelines. Finally, professional ethic codes, ethics in data collection, ethics in the research process, ethical communication of research findings, and key issues in research ethics will be examined.

- o **SESSION 12: Final presentations of group projects**
  - LECTURE: 02h00
  - Project groups present the results of their group project, followed by a critical discussion with the audience about the group project's potential managerial implications.

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Heures d'enseignement /Teaching hours: 24 hours
Crédits /Number of credits: 3
Langue d'enseignement /Teaching language: ☒English ☐French
Responsable de cours /Course leader: Celine Del Bucchia, Michael Roux
Enseignants /Speakers: Celine Del Bucchia, Michael Roux and Company Managers

≡ **COURSE DESCRIPTION**

This course is an immersive experience based on a 10-day full-time marketing project, built up in partnership with a company. Students will work in groups in order to answer the marketing strategy question asked by the company. It is ideal to introduce an MSc in a marketing program to train students from various backgrounds to use appropriate key marketing tools and methods

COURSE OBJECTIVES

Having completed this course, students are expected to demonstrate an understanding of the key concepts in marketing and to be able to implement them in order to propose a marketing strategy to answer a real-life marketing question.

≡ **TACKLED CONCEPTS**

Market analysis, segmentation, targeting, positioning, consumer insight, brand strategy

≡ **LEARNING METHODS**

Coaching – workshops – quizzes

≡ **TRAVAIL ATTENDU /ASSIGNMENTS**

The pedagogical method is adapted to the question asked by the company. Usually, students have to perform a market analysis, go on the field to test or explore hypotheses and pitch their recommendations to the company

≡ **BIBLIOGRAPHIE – RESSOURCES DU COURS /BIBLIOGRAPHY – COURSE MATERIAL**

Required Reading: Dolan, R. (2000) Note on Marketing Strategy.

Recommended textbook: Mullins J., Walker J.R. and Orville C (2013), Marketing Management, a strategic decision-making approach, Mc Graw Hill, 8th Edition

≡ **MODALITES D'EVALUATION /EVALUATION METHODS**

Continuous assessment: group assessment 50%
Final exam: 50%

≡ **SESSIONS**

  o **SESSION 1: Introduction**
    • LECTURE: 02h00
    • Course objectives and organization. Teams.

- **SESSION 2: Project**
  - Presentation of the project. Assignment. The deliverables and the expectations for each coaching session. Q&A

- **SESSION 3: Marketing strategy framework**
  - LECTURE: 02h00
  - Appropriation of the 5C's and STP through case studies.
  - Animation: Quiz in class. Discussion with peers. Debates, votes.

- **SESSION 4: Marketing strategy framework**
  - LECTURE: 02h00
  - Appropriation of the concepts of customer insight, positioning, sustainable positioning, claims.
  - Animation: Exercises in class. Discussion with peers. Debates, votes.

- **SESSION 5: Coaching 1**
  - LECTURE: 02h00
  - Students work in teams and prepare a diagnostic of the brand, using 5C's and STP.
  - Animation: Meeting with your professor. Coaching, feed back from your professor.

- **SESSION 6: Coaching 1**
  - LECTURE: 02h00
  - Students work in teams and prepare a diagnostic of the brand, using 5C's and STP.
  - Animation: Meeting with your professor. Coaching, feed back from your professor.

- **SESSION 7: Prepare your fieldwork**
  - LECTURE: 02h00
  - Workshop to prepare your fieldwork.
  - Presentation of tools. Exercises in class to appropriate tools.
  - Guidelines on how to analyse data.

- **SESSION 8: Coaching 2**
  - LECTURE: 02h00
  - Students work in teams and prepare strategic recommendations and tactics.
  - Animation: Meeting with your professor. Coaching, feedback from your professor.

- **SESSION 9: Coaching 2**
  - LECTURE: 02h00
  - Students work in teams and prepare strategic recommendations and tactics.
  - Animation: Meeting with your professor. Coaching, feedback from your professor.

- **SESSION 10: Final presentation**
  - LECTURE: 02h00
  - Students presentations. Oral presentations in teams. Q&A.

- **SESSION 11: Final presentation**
  - LECTURE: 02h00
  - Students presentations. Oral presentations in teams. Q&A.

- o **SESSION 12: Feedback session**
  - LECTURE: 02h00
  - Feedback on the project, do's, don't, best in class. How to use the marketing strategy framework in a professional context. Conclusion of the course

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Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English**   ☐French
Course leader: Matthieu Mifsud
Speakers: Matthieu Mifsud

≡ COURSE DESCRIPTION

Academics and marketing experts have recently stressed the complexity (and the richness) of what we can call "the contemporary consumer". Consumers have indeed drastically changed: they are now more unstable, more changeable, active, knowledgeable, demanding, channel-hopping and, above all, experience-seeking. Some experts have grouped these new trends under labels and concepts such as consumer-actor, prosumer or post-consumer, that is to say, a consumer actor of his destiny, of his choices, of the products that he imagines, that he criticizes and of which he makes, or not, the success. In such a context, this course provides insights into consumer psychology and the means by which consumer behaviour can be understood and explained in our contemporary world. The course has both theoretical and practical objectives in that we will: (1) explore theory, models and research that are relevant to comprehend consumer psychology, and (2) apply these theories and insights to generate innovative ideas for effective marketing strategies and tactics. By illumining the psychological underpinnings of consumers' motivation, attitudes, preferences, and decision-making patterns, this course will help students not only be familiar with a large body of consumer behaviour literature but also be able to identify theories as they play out in the real world and make more insightful and effective marketing decisions.

≡ COURSE OBJECTIVES

- Identify the major patterns and trends in consumer behaviour.
- Establish the relevance of consumer behaviour theories and concepts to marketing decisions.
- Implement appropriate combinations of theories and concepts.
- Identify, describe, and analyse future consumer behaviour trends

≡ TACKLED CONCEPTS

- Consumer behaviour
- Consumer psychology
- Consumer attitudes
- Consumer funnel

≡ LEARNING METHODS

Methods used in the course include lectures; class discussions based on case studies, a group project and presentations based on current consumer behaviour research.

≡ ASSIGNMENTS AND EXPECTED WORK

Independent learning with a reading schedule combined with group work in relation to the course and the presented in the course case studies.

≡ BIBLIOGRAPHY – COURSE MATERIAL

Solomon, M. R. (2006). Consumer Behavior, Prentice Hall International Edition, 7th edition

Reyes, M. (Ed.). (2020). Consumer Behavior and Marketing. BoD-Books on Demand.
Journal of Consumer Behavior - https://onlinelibrary.wiley.com/journal/14791838
Sherry, J. F. (1995). Contemporary Marketing and Consumer Behaviour: an anthropological sourcebook. Sage Publications.

≡ **NECESSARY SOFTWARE – HARDWARE**

Access to the knowledge hub and key academic journals in the field of consumer behaviour will be required.

≡ **EVALUATION METHODS**

Exam: 50%
Continuous assessment: 50%

≡ **SESSIONS**

- o **SESSION 1: BUYING, HAVING AND BEING: AN INTRODUCTION TO CONSUMER BEHAVIOR**
  - LECTURE: 02h00
  - This introductory session provides an overview of the field of consumer behaviour. We look at how consumers influence the field of marketing and at how marketers influence us. We describe the discipline of consumer behaviour and some of the different approaches to understanding what makes consumers tick.

- o **SESSION 2: CONSUMER & SOCIAL WELL BEING**
  - LECTURE: 02h00
  - In this session, we look at the broad issue of well-being, at both the positive and negative ways the products/services we use affect us and we'll also focus on the central role of ethics in marketing decisions.

- o **SESSION 3: INTERNAL INFLUENCES ON CONSUMER BEHAVIOR**
  - LECTURE: 02h00
  - In this session, we focus on the internal dynamics of consumers. Although "no man is an island," each of us are to some degree "self-contained" in terms of receiving information about the outside world. We are constantly confronted by advertising messages, products, services and other people not to mention our own thoughts about ourselves - that affect how we make sense of the world and of course what we choose to buy. We shall look at some aspect that may be "invisible" to others but is important to understand how consumers make choices.

- o **SESSION 4: CONSUMER CHOICE-MAKING**
  - LECTURE: 02h00
  - In this class, we look at how consumers think about products/services, the steps they use to choose one, and what happens after we buy something. We focus on how we form feelings and thoughts about products and how marketers influence us. Then, we look at the steps we use to identify the best solution to a consumption problem. Finally, we highlight how factors at the time of purchase influence our choices and then what happens after we buy.

- o **SESSION 5: CONSUMER CULTURE**
  - LECTURE: 02h00
  - This class deals with the external factors that influence our identities as consumers and the decisions we make. We provide an overview of group processes and the role that social media plays in consumer decision-making.

We then focus on the ways our income and social status relative to others helps to define who we are. Finally, we discuss the subcultures that help to determine how we buy and consume and dive into broad yet powerful cultural influences on consumer behaviour.

- o **SESSION 6: CONSUMER BEHAVIOR & POST PURCHASE BEHAVIOR**
  - LECTURE: 02h00
  - This class focus on the post-purchase consumer behaviors. We especially discuss the concepts of satisfaction and loyalty and word of mouth and their importance in our contemporary world.

- o **SESSION 7: CONSUMER BEHAVIOR HOT TOPICS WORKSHOP PRESENTATION**
  - LECTURE: 02h00
  - This session will present the interactive workshop on Consumer Behavior hot topics. Using academics research and other resources, students will have to identify some of the key current and future consumer behaviour trends and specificities. Four main topics will be proposed: Health and consumer behaviour, Consumer Paradox and Privacy, Green Consumers and Consumers in the Metaverse. In this session, the project and the methodology will be presented to the students.

- o **SESSION 8: CONSUMER BEHAVIOR HOT TOPICS WORKSHOP (PART 1)**
  - LECTURE: 02h00
  - During the sessions 8, 9, 10 and 11, students will work on their project. They will have to choose one of the four consumer behaviour topics. Then, using research articles and other resources, they will have to find a problematic, identify the main specificities and issues of this topic, as well as give practical implications for marketing.

- o **SESSION 9: CONSUMER BEHAVIOR HOT TOPICS WORKSHOP (PART 2)**
  - LECTURE: 02h00
  - During the sessions 8, 9, 10 and 11, students will work on their project. They will have to choose one of the four consumer behaviour topics. Then, using research articles and other resources, they will have to find a problematic, identify the main specificities and issues of this topic, as well as give practical implications for marketing.

- o **SESSION 10: CONSUMER BEHAVIOR HOT TOPICS WORKSHOP (PART 3) – MID-TERM COACHING SESSION**
  - LECTURE: 02h00
  - In this session, students will present to the professor the current state of their work. A discussion will be made and professors will give feedback to students to help them conduct their work.

- o **SESSION 11: CONSUMER BEHAVIOR HOT TOPICS WORKSHOP (PART 4)**
  - LECTURE: 02h00
  - During sessions 8, 9, 10 and 11, students will work on their project. They will have to choose one of the four consumer behaviour topics. Then, using research articles and other resources, they will have to find a problematic, identify the main specificities and issues of this topic, as well as give practical implications for marketing.

- o **SESSION 12: CONSUMER BEHAVIOUR HOT TOPICS WORKSHOP PRESENTATION**
  - LECTURE: 02h00
  - In this session, students will present the work coming from the workshop. A class discussion will be organized. Key students' findings will be underlined.

CODE: Tbc
Course title: SUSTAINABILITY, INNOVATION, AND IMPACT IN A FINITE WORLD

Term: FALL

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Teaching hours: 24 hours (12 sessions of 2 Hours Each)
Number of credits: 3
Teaching language: ☒**English**   ☐French
Course leader: (Filled in by Program)
Speakers: Bhupesh MANOHARAN

≡ COURSE DESCRIPTION

The concept of sustainability has become an integral part of every business in recent times. At the heart of sustainable management is the triple bottom line—how environmental, economic, and social practices can be integrated into businesses for the benefit of current and future generations. This course will provide students with an understanding of sustainability issues in today's marketplace; equip them with real world strategies and tools to create innovative products and services that foster sustainability; and measure the impact of the innovative solutions in this finite world.

Innovators of sustainable solutions are the centerpiece of any organization by providing and maintaining a product vision throughout its lifecycle, developing features corresponding to evolving customer and environmental needs, designing great customer experiences, and using marketing tools to promote its adoption**.** A successful innovator also understands, connects, and brings together the various stakeholders to effectively create an impact through the product. This course will allow students to develop deep insights needed to uncover sustainability problems, come up with a vision of a sustainable product, build a viable executable strategy, get the first hires as product owners right and finally manage the various stakeholders to effectuate product growth and impact.

≡ COURSE OBJECTIVES

The course will allow students to learn and understand the strategies and tools that are used in the process of identifying the sustainability need-gaps, building the MVP to address the gaps, setting metrics for the MVP, do a cohort level analysis of different types of users, build the right business model for the MVP, and build the right and impactful GTM strategy for the product.

By the end of this course, students will master the core principles of sustainability & innovative product development for sustainability issues. They will be able to effectively handle the following issues: Consumer Responsibilization, Product Strategy, Product (Eco)-Design and Product Growth and Diffusion.

≡ TACKLED CONCEPTS

- Sustainability; Marketer and Consumer Responsibilization
- Product Strategy (Market Scanning, Stakeholder Analysis, Business Models)
- Eco-Design Thinking (UI/UX Design, Impact Mapping, Story Mapping)
- Product Growth and Diffusion (AARRR funnel, Market Development)

≡ LEARNING METHODS

The course will be taught using real-world applications, case study discussions and working on a group project with close assistance provided by the teacher/instructor

≡ ASSIGNMENTS AND EXPECTED WORK

A Group project on Sustainable Product Management – Product Conceptualization to Product Pitch

≡ BIBLIOGRAPHY – COURSE MATERIAL

- Delmas M. (2018) The green bundle, Pairing the market with the planet, Stanford University Press
- McGreal, Don, and Ralph Jocham. *The professional product owner: Leveraging scrum as a competitive advantage.* Addison-Wesley Professional, 2018.
- Eckhardt, G and S. Dobscha (2019), "The Consumer Experience of Responsibilization: The Case of Panera Cares," *Journal of Business Ethics*
- Corey R. E., *Marketing Strategy – an Overview*, Harvard Business Review (9-500-005)
- Wind Y. & Mahajan V., *Designing Product & Business Portfolios*, Harvard Business Review, January 1981
- Levitt, T., *Exploit the Product Life Cycle,* Harvard Business Review, Nov-Dec 1965.
- Dhalla N., K. & Yuspeh, S. *Forget the Product Life Cycle Concept!* Harvard Business Review, January-February, 1976.
- Levitt, T., *Marketing Intangible Products and Product Intangibles*, Harvard Business Review, May-June 1981.

It is highly recommended to read/watch the following works

- Dave McClure "Startup metrics for Pirates: AARRR"
- Nir Eyal "Hooked, how to build habit-forming products"
- Don Norman "The design of everyday things"

Additional material and case studies will be uploaded by the faculty before every session if required.

≡ NECESSARY SOFTWARE – HARDWARE

Euromonitor Access, HBS Articles

≡ EVALUATION METHODS

Exam: 50% - Individual Exam - 40 Multiple choice questions on the full module
Continuous assessment: 50% - Group presentation of the project

≡ SESSIONS

- **SESSION 1: Course Introduction- Sustainability: What, Why and How?**
  - LECTURE: 02h00
  - **Topics Covered**
    - Course presentation: Structure and Assessment
    - Sustainable Offer and Business Model
    - Between Ecological Utopia and Consumer Behavior
    - The Green Gap: Opportunities and Challenges
    - Levers for Reducing the Green Gap

- **SESSION 2: Moving Beyond Sustainability: Towards Responsibilization in an Interconnected World**
  - LECTURE: 02h00
  - **Topics Covered**
    - Foundations, Feelings, and Touchpoints
    - Marketer Responsibilization
    - Consumer Responsibilization
    - Motivational Responsibilization
    - Responsible Learning
    - Perceptual Responsibilization
    - Attitudinal Responsibilization

- o **SESSION 3: Digital Technology Mediated Marketer & Consumer Responsibilization**
  - LECTURE: 02h00
  - **Topics Covered**
    - Crafting Digital Responsibilization: Gamification and Behavioral Design
    - Consumer Experience of Responsibilization
    - Assembling Immersive Responsiblescapes
  - **Readings**
    - Farmizen: Enacting a Real-World Farmville – Manoharan et al., (2020)
    - Eckhardt, G and S. Dobscha (2019), "The Consumer Experience of Responsibilization: The Case of Panera Cares," Journal of Business Ethics

- o **SESSION 4: Addressing Sustainability & Responsibilization through Innovative Product(s)**
  - LECTURE/CASE STUDY: 02h00
  - **Topics Covered**
    - Basics of Market Scanning and Gap-Identification
    - Developing Marketing Plans for a Sustainable Product
    - Understanding, Product, Market and Customer-centric views
    - Stakeholder Analysis– An Overview
  - **READINGS**
    - Dolan, R. J., Framework for Marketing Strategy Formation, Harvard Business Review, (8153- PDF-ENG) Dec 2019 Updated version.
    - Corey R. E., Marketing Strategy – an Overview, Harvard Business Review (9-500-005)
  - **CASE**
    - MicroFridge: The Concept (HBR Case: 9-599-049)

- o **SESSION 5: Sustainable Product Planning & Strategy**
  - LECTURE: 02h00
  - **Topics Covered**
    - Product Lifecycle: Stages and Strategies
    - Product Planning – Existing and New Markets
    - Market Penetration & Market Development
    - Product Development & Diversification
    - Decoding Planning for Organizational Sustainability
  - **READINGS**
    - Levitt, T., *Exploit the Product Life Cycle,* Harvard Business Review, Nov-Dec 1965.
    - Dhalla N., K. & Yuspeh, S. *Forget the Product Life Cycle Concept!,* Harvard Business Review, January-February, 1976.
    - Levitt, T., *Marketing Intangible Products and Product Intangibles*, Harvard Business Review, May-June 1981.
    - Wind Y. & Mahajan V., *Designing Product & Business Portfolios*, Harvard Business Review, January 1981

- o **SESSION 6: Tactics of Innovation: User and Market Research**
  - LECTURE: 02h00
  - **Topics Covered**
    - How to explore Problem Space - Creating Persona / Journey Mapping / Cohorting
    - Market Sizing - Is it worthy to solve
    - Research techniques for problem explorations
    - Affinity Mapping to create research artefacts
    - Competitive and Industry Analysis- Frameworks

- o **SESSION 7: Building an Innovative MVP & Developing a Product Design**
  - • LECTURE: 02h00
  - • **Topics Covered**
    - **-** Test & Learn Approach
    - - Concept of MVP
    - - Breaking requirement into Epics; Stories & Prioritization
    - - Managing Sprints (Scrum / Jira / Asana)
    - - Product Design Introduction (Usability & Aesthetics)
    - - Eco-Design Systems; Design decisions

- o **SESSION 8: Agile Product Development for an Innovative Eco-Product**
  - • LECTURE: 02h00
  - • **Topics Covered**
    - **-** Agile Product Development for Sustainability
    - - Product Solutioning Process – Creating User flow
    - - Developing Information Architecture
    - - Wireframing and Validation of Hypothesis

- o **SESSION 9: Taking the Innovative Product to the Market (GTM)**
  - • LECTURE: 02h00
  - • **Topics Covered**
    - **-** Designing GTM for different types of business models
    - - Doing A/B testing on GTM
    - - How does a Growth PM drive GTM
    - - Designing you own GTM

- o **SESSION 10: Product Growth and Diffusion**
  - • LECTURE: 02h00
  - • **Topics Covered**
    - **-** Innovation Diffusion – Adopters and Non-adopters
    - - Optimization using AAARR funnel
    - - Release process - Testing, CI / CD; Controlled Release - Scaling up & Roll backs
    - - Growth Hacks – Types and Outcomes
    - - Creating your Growth Hacking Framework

- o **SESSION 11: Measuring the Impact of Innovative Eco-products**
  - • LECTURE: 02h00
  - • **Topics Covered**
    - **-** How to better tie metrics to eco-product strategy
    - - Leading vs lagging metrics; Metrics by Cohort
    - - Performance Tracking Exercise for a Sustainable Product

- o **SESSION 12: Final Wrap-up and Presentations**
  - • LECTURE: 02h00
  - • Each group will present their work during this 2-hour session. A Q&A will follow each presentation.

≡ COURSE DESCRIPTION

This course introduces the key concepts, issues, and frameworks that help strategize and operationalize the firm's digital transformation and omnichannel marketing. Today's developments in digital technology are reshaping the process and the strategy of marketing: firms now highlight the importance of using digital technologies to create a "digital relationship" with customers at any online and offline "touchpoints". The course will cover the study of activities, institutions and processes facilitated by digital technology for creating, communicating and delivering value for customers along their omnichannel journey. The course will integrate the latest technological developments and include forecasted effects of Metaverse, Artificial Intelligence, Blockchain and Web 3 on digital transformation and omnichannel marketing.

The first part of the course will aim at understanding, assessing, and strategizing the digital transformation of a firm. The effects of digital transformation on the firm's environment, marketing strategy, and capabilities will be reviewed. As the massification of digital technologies has led to the emergence of online channels, brands and retailers are building omnichannel strategies, integrating both online and offline channels along the customer journey omnichannel strategies. The second part of the course will cover these omnichannel marketing strategies. We will pay strong attention to the firm's capabilities to implement profitable and sustainable omnichannel marketing strategies. Last, we will equip course participants with tools and frameworks to define relevant KPIs to evaluate the omnichannel marketing performance.

≡ COURSE OBJECTIVES

Having completed this course students should be capable of :

- Defining the key notions and trends that shape the digital transformation and omnichannel marketing *(e.g. : online vs offline channel ; customer journey ; customer data privacy ; big data)*.
- Analyzing/identifying digital transformation and omnichannel marketing strategies through key practical frameworks and decision-making tools.
- Assessing and structuring digital transformation of a firm.
- Building omnichannel marketing strategies and plans.

≡ LEARNING GOALS

LO3 (Select appropriate disciplinary fields to resolve a problem / situation).
LO9 (Think "out of the box" to imagine and submit new ideas. Arbitrate between innovative ideas).

≡ TACKLED CONCEPTS

- Digital transformation components, steps of the digital transformation
- Digital transformation capabilities
- Digital marketing
- Platform, social media, User-generated content, search engines, platform ?
- Omnichannel vs multichannel, online vs offline.
- Distribution channel, communication channel
- Omnichannel customer journey
- Marketing cross effect
- Omnichannel profitability
- Research shopping
- Omni channel strategy
- Big data in an omnichannel context
- 4P marketing strategy in an omnichannel context
- KPIs in the omnichannel setup

≡ **LEARNING METHODS**

Methods used in the course include lectures, class discussions based on academic and business articles readings, business cases, managers' intervention and in-class exercises.

≡ **ASSIGNMENTS**

Compulsory HBR-like and business press articles readings. Each student prepares a report on one business press article and one HBR-like article.
Preparation of a comprehensive case study analysis on digital transformation and omnichannel marketing.

≡ **EVALUATION METHODS**

Individual exams consist of mini-essays.
Case study presentation on digital transformation and omnichannel marketing of a firm using the concepts and frameworks presented during the sessions

Exam: 50%
Group work: 50%

≡ **SESSIONS**

o **SESSION 1: AN INTRODUCTION TO DIGITAL TRANSFORMATION AND OMNICHANNEL MARKETING.**
- An introduction to digital transformation and its effects on the marketing strategy. Presentation of the course objectives and evaluation method.

o **SESSION 2: IMPACT OF DIGITAL TRANSFORMATION ON FIRM'S ENVIRONMENT**
- Understanding in-depth how digital technologies transform customer decision-buying processes as well as marketing practices and theories.
- Changes in consumers' buying process (prepurchase, purchase consummation, and post-purchase stages)
- The effect of Social media and user-generated content (role of e-WOM)
- The role of the platform and two-sided markets (network effects, information asymmetry)
- Search engines to acquire free information on products and services

o **SESSION 3: EFFECTS OF DIGITAL TRANSFORMATION ON MARKETING MIX DRIVERS**

- The reinvention of 4P model (product, price, promotion, place) in a digital and automation context
- The revised concept of products (core product augmentation with digital services, use of digital technologies, and morphing products into digital services)
- Pricing challenges in a personalized digital context
- Rise of new channels (including the emergence of metaverse)

- **SESSION 4: DIGITAL TRANSFORMATION, VALUE CREATION AND MARKETING STRATEGY**
  - Capture the value for the customers (value equity, brand equity, relationship enquiry and customer satisfaction)
  - Capture the value for the firm (profit, volume sales)
  - Brand management strategy in the context of digital transformation

- **SESSION 5: WHAT IS OMNICHANNEL?**
  - The many ways customers might interact with a company (in physical stores, by surfing the web, on social media, and in emails, apps, SMS, and other digital spaces).
  - Meet customers where they are, providing them with good service in line with their preferences and needs. Role of IA and automation.
  - Omnichannel, customer-centric approach, vs multichannel, product-centric approach (CX could be different for each channel)

- **SESSION 6: BUILD AN OMNICHANNEL MARKETING STRATEGY (brand's perspective)**
  - Communication channel and distribution channel (incl. social selling, or metaverse)
  - Personalization focus : tailored, targeted, and relevant cross-channel engagement at scale.
  - Ecosystem focus : rich cross-channel platforms integrated with consumer needs and lifestyles.
  - Predictive analytics taking advantage of AI and machine learning

- **SESSION 7: BUILD AN OMNICHANNEL MARKETING STRATEGY (retailer's perspective)**
  - Commerce focus: cross-channel shopping experience both in-store and online.
  - How is Retail Media transforming the relationship of brands and retailers with consumers?
  - Emergence of apps in retailing (Alipay, WeChat Pay, Amazon Go)

- **SESSION 8: BUILD FIRM CAPABILITIES (1 / 2)**
  - Focus 1: the informational challenge
  - Omnichannel marketing success rests on the firm's ability i) to access, integrate and exploit data (including machine learning, AI), ii) to determine the marketing attribution by channel and iii) to protect consumer privacy.
  - Share of use cases

- **SESSION 9: BUILD FIRM CAPABILITIES (2 / 2)**
  - Focus 2: omnichannel corporate culture, financial resources, KSA

- **SESSION 10: OMNICHANNEL STRATEGY: PERFORMANCE ASSESSMENT**
  - Defining omnichannel objectives and the related KPIs.
  - Assessing the digital transformation of a firm and actions plans to progress.

- **SESSION 11: CASE STUDY PRESENTATIONS (1/2)**

- **SESSION 12: CASE STUDY PRESENTATIONS (2/2) + SEMINAR WRAP-UP**

≡ **COURSE DESCRIPTION**

A practice-based course about strategic and tactical marketing in digital environments.

≡ **COURSE OBJECTIVES**

At the end of this course, the student will understand:

- Evolution of the digital environment

- Understand the different digital marketing tools and practices

- Learn best practices in digital content marketing

- Understand the factors influencing consumer behavior in digital settings

- Critically assess company's digital presence across platforms

- Able to measure performance of marketing activities

≡ **TACKLED CONCEPTS**

Digital marketing – Search engine positioning - Social media content strategy – consumer engagement – electronic word-of-mouth – influencer marketing – social media analytics – online trust – e-commerce – website quality – website usability – social media analytics – digital & social media marketing metrics

≡ **LEARNING METHODS**

Class exercises
Case studies
Lectures

≡ **ASSIGNMENTS AND EXPECTED WORK**

Individual exam (50% of the mark)
Group-work activity (50% of the mark)

≡ **BIBLIOGRAPHY – COURSE MATERIAL**

Kingsnorth, S. (2022). *Digital marketing strategy: an integrated approach to online marketing.* Kogan Page Publishers.
Evans, D., Bratton, S., & McKee, J. (2021). *Social media marketing.* AG Printing & Publishing.
Chaffey, D., & Ellis-Chadwick, F. (2022). *Chaffey: Digital Marketing 8e.* Pearson Higher Ed.
Google Adwords program. https://ads.google.com/intl/it_FR/home/

- ≡ **EVALUATION METHODS**

Individual exam (50% of the mark)
Group-work activity (50% of the mark)

- ≡ **SESSIONS**

  - o **SESSION 1: Digital marketing fundamentals**
    - LECTURE: 02h00
    - Introducing digital marketing
    - Introduction to module assessments

  - o **SESSION 2: Owned media I**
    - LECTURE: 02h00
    - Digital touchpoints
    - Search engine organic positioning
    - Digital presence
    - Website/app quality

  - o **SESSION 3: Owned media II**
    - LECTURE: 02h00
    - Usability
    - Usability assessment
    - Group-work activity

  - o **SESSION 4: Owned media III**
    - LECTURE: 02h00
    - Social media marketing goals
    - Social media marketing metrics

  - o **SESSION 5: Owned media IV**
    - LECTURE: 02h00
    - Content marketing
    - Value co-creation
    - Consumer engagement

  - o **SESSION 6: Paid media I**
    - LECTURE: 02h00
    - Search engine marketing
    - Google AdWords
    - Visibility metrics

  - o **SESSION 7: Paid media II**
    - LECTURE: 02h00
    - Social media advertising
    - Behavioral advertising
    - Display advertising

  - o **SESSION 8: Paid Media III**
    - LECTURE: 02h00
    - Mega, Micro and Nano Influencers
    - Influencer marketing
    - Celebrity paid endorsements
    - Social media analytics for influencer marketing
    - Influencer metrics

- o **SESSION 9: Earned Media I**
  - LECTURE: 02h00
  - Online Consumer Communities
  - Case study analysis

- o **SESSION 10: Earned Media II**
  - LECTURE: 02h00
  - Electronic word-of-mouth: consumer reviews and ratings
  - Electronic word-of-mouth: hashatgs and organic mentions
  - Electronic word-of-mouth: influencers and celebrities

- o **SESSION 11: Earned Media III**
  - LECTURE: 02h00
  - Electronic word-of-mouth Exercise and Case Study Analysis

- o **SESSION 12: Students' Presentations**
  - LECTURE: 02h00
  - Presentation and assessment of group-work activity

CODE: Tbc
Titre du cours /Course title: GROWTH MARKETING

Term : FALL

Heures d'enseignement /Teaching hours: 24 hours
Crédits /Number of credits: 3
Teaching language:　　☒**English**　　☐French
Responsable de cours /Course leader:
Enseignants /Speakers: Charles-alexandre Peretz

≡　COURSE DESCRIPTION

This course introduces the concepts, techniques and structure of a digital marketing strategy for either B2C or B2B brands/Companies.
The multiplicity of the channels, the medium, the tools and the analysis are morfing the digital marketer from a simple message builder to a full digital strategist.
We will segment and construct a funnel of acquisition, conversion and retention using the existing framework and how to adapt them to every kind of activity.

Through this course you will be able to think, construct and setup a full digital marketing strategy performance/data oriented.
The focus on the efficiency of the Marketing effort is the aggregate of different steps:
- KPI's : how to setup a stack of tools to analyze, launch and optimize a digital activity
- Channels: Paid / Social / CRM will be analyzed regarding the objectives, strategy and possibility that they offer.
- Messages: What medium, to whom, when and how.
- Website: A brief analysis of technical performance, UX, A/B testing and key metrics
- CRM: how to segmentize, nurture, maintain and analyze your database.

≡　COURSE OBJECTIVES

Having completed this course students should be capable of :

- Full-funnel marketing analysis construction and apprehension.
- How to setup a full data oriented performance strategy
- Select and compare : tools / channels / priorities.
- Build a team, a roadmap and create the right reporting as a digital strategist.

- The tactics / Hacks / methods to put your brand / Company on the right track.

≡　LEARNING GOALS

LO3 (Select appropriate disciplinary fields to resolve a problem / situation).
LO9 (Think "out of the box" to imagine and submit new ideas. Arbitrate between innovative ideas).

≡ **TACKLED CONCEPTS**

- Datalake / datastructure
- Paid Media : Social Ads, SEO, SEA, Affiliation, RTB, Display, Sponsorship, Emailing, Native Ads
- A/B testing
- Content marketing: Communication / Influence
- AARRR Framework vs Loops
- CRM: RFM,
- KPI's: LTV, CAC/LTV, ROAS, ROI, Churn…

≡ **LEARNING METHODS**

Methods used in the course include lectures, class discussion based on cases studies, as well as in-class exercises for website construction and Performance campaigns.

≡ **ASSIGNMENTS**

Recent articles from the digital press / marketers (e.g. JDN, Esquimoz, Neil Patel…) or online videos are handed out throughout the course and are required readings.
There are no textbook required for this class.

≡ **EVALUATION METHODS**

Group Exam consisting of Group Project – 50%
Individual exam consisting of MCQ – 50%

≡ **SESSIONS**

o **SESSION 1 : AN INTRODUCTION TO DIGITAL MARKETING/GROWTH**
- An introduction to the Digital marketing landscape and its key issues. Presentation of the course objectives and evaluation method.
- Growth definition and foundations

o **SESSION 2 : DEFINING THE FRAMEWORKS AARRR**

- Details of the AARRR framework and how to adapt to every activity. Compare to loops

- o **SESSION 3 : KPI'S**
  - The tools to collect, organize and read your data.
  - What are the key figures that we should observe to pilot your business. How to setup the right tracking. S2S tracking and GTM configuration.

- o **SESSION 4 : ACQUISITION: SOCIAL ADS**
  - How to choose the right social ads Channel to what purpose? What message to what target using which data?
  - How to drive your tests:
    - Where: the platforms, the options
    - What: video, text, picture, slider, audio, animation
    - How: the strategies, the funnels
    - When: the period to accelerate and to withdraw

- o **SESSION 5 : ACQUISITION: SEA**
  - Google and Bing.
  - Explaining the keys of the business, the tools and the right setup

- o **SESSION 6 : ACQUISITION: SEO**
  - How SEO works, how to implement it and follow the performances.

- o **SESSION 7 : ACQUISITION: CONTENT MARKETING**
  - Channels, messages, tracking and tools to create a full funnel content strategy. Influence and performance?

- o **SESSION 8 : ACQUISITION: Other Channels**
  - Affiliation, RTB, Display, Email Marketing and other digital marketing strategy, how to create the perfect coverage of your business and what to expect.

- o **SESSION 9 : ACTIVATION: WEBSITES, LANDING PAGES, A/B Tests**
  - Focus on the performance: How to setup, track and monitor the performances of your website. The necessity of optimizing your landing pages and how to ?
  - What to test, when and how in a very data-minded industry.
  - A/B tests
  - Smoke tests
  - Growth hacking

- o **SESSION 10 : RENTENTION: CRM / NURTURING / NPS**
  - Defining retention metric / Activation (Creating habit and aha moments) Define CRM, optimize and control the conversion.
  - Creation of a nurturing program
  - How to use CRM to increase recurring revenue. Cohorts analysis
  - Showing how retention is at core : generating acquisition and monetization Include a bit of resurrection/ Reactivation here
  - By cutting one acquisition session, we can either introduce a session on revenue/monetization (Willingness to Pay, LTV, Payback, ARPPU), engagement (Framework ELMR, Psych Framework). Interesting as well to have a session on growth modelling (creation of a growth model on Excel)

- o **SESSION 11: GROUP STRATEGY**
  - Group assignement : Create a brand and develop the full roadmap for the first Year.

- o **SESSION 12: PRESENTATIONS**
  - Presentation of the group assignment.

CODE: Tbc

Course title: DATA MARKETING AND THE MarTech STACK

Term: FALL
_____

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English**   ☐French
Course leader: (Filled in by Program)
Speakers: (Name of teachers)

≡ COURSE DESCRIPTION

Marketers now have access to a wealth and variety of consumer and customer data, that open up the possibilities for re-shaping and adapting consumers' journeys. Following the data lifecycle, this course focuses on the presentation of the main methods and purposes for data collection, processing, activation and measurement.
The objective of the course is twofold : it aims to provide a complete overview of data flows that you could face while working on digital marketing projects. Besides, it will introduce as well the most common and important tools that are used by marketers and that constitute the so-called « MarTech Stack ».
The animation approach is hybrid and will both include tools presentations associated with their use cases, while involving students as well in the discovery, to test technologies and experience their potential.
The expected outcome for students is a global understanding of the digital marketing environment, with its privacy regulations, and technological challenges. It should provide as well a pragmatic comprehension of available tools, regarding their purposes and potential. And business insights will be tackled all along the course to cover performance and steering notions.

≡ COURSE OBJECTIVES

At the end of this course, students should be able to :
- Navigate through the MarTech landscape, understand the value of the different data types marketers can access, and the main use-cases that are available.
- Understand the fundamentals of AI and algorithmic-marketing.
- Master the basics of Website analytics and Marketing automation,
- Incorporate privacy regulations and privacy-enhancing best-practices in their data-driven approaches.

≡ LEARNING GOALS

LO1 (Formulate a personal and well-informed opinion).
LO2 (Formulate hypothesis to understand a complex situation, in a structured way, by mobilizing disciplinary frameworks if necessary).

≡ TACKLED CONCEPTS

- Understanding data added value for marketing,
- Big picture and understanding of martech tools associated to their purposes,
- For data collection, processing and activation : purposes and methods,
- Webanalysis, AB Testing, Data visualisation, segmentation, personalisation, relational marketing,
- For omnichannel strategies : challenges and potential
- Monitoring methods,
- Privacy and GDPR main rules to work with data
- Data quality challenges and potential

- Data governance goals

≡ **LEARNING METHODS**

The course includes lectures, in-class case studies preparation and presentation, class discussion, tools discovery.

≡ **ASSIGNMENTS**

Prepare and present exercises and use cases.

≡ **EVALUATION METHODS**

Exam: 50%
Continuous assessment: 50%

≡ **SESSIONS**

PART 1 - Collecting data is meaningful for marketing purposes

- o **SESSION 1 - DATA OFFER TREMENDOUS OPPORTUNITIES FOR MARKETING STRATEGY AND OPERATIONS**
  - Presentation of the case study that will be a common thread for all the lessons,
  - Introduction to the topic : why is data so important in marketing ? What are the main data collection purposes ? What are the mandatory privacy notions to consider while working with data ?
  - Presentation of the various data sets that a digital marketer could face all along the customer journey
  - Overview of collection operation for each data type (methods and tools)
  - Overview of the MarTech stack : how to build a 360° view of the customer *(NB : each of the mentioned tools will be discussed further in the course)*

PART 2 - Processing data to get insights and support decision making

- o **SESSION 2 : DATA ANALYSIS - MAKE THE MOST OF QUANTITATIVE DATA WITH WEB ANALYTICS**
  - Overview of the main web analytics solutions (with assets and limits) and how they collect data
  - How to analyse customer journeys : deep dive on Google Analytics
  - How the "raw data" is used for other purposes (links with Platforms-as-a-Service)

- o **SESSION 3 : DATA ANALYSIS - INVESTIGATE ON USERS' BEHAVIOURS WITH QUALITATIVE DATA**
  - Overview of the main Customer Experience management tools of the market (with assets and limits)
  - Deep dive on a solution (to be determined)
  - Representing insights with data visualisation tools

- o **SESSION 4 : SEGMENTATION - CREATING A SEGMENTATION TO ADDRESS GROUPS OF CUSTOMERS BASED ON THEIR SPECIFICITIES**
  - Introduction to segmentation (purposes, methodologies, expected outcomes)
  - Focus on the Customer Data Platform, a method for segmentation (and presentation of all the other use cases of the tool)
  - Overview of the main market's solutions (with assets and limits)

- o **SESSION 5 : DATA SCIENCE - WHAT DOES AI ENABLE ?**
  - Machine learning, AI, and algorithms : added value and limits
  - Presentation of projects based on these technologies to highlight their potential (clustering, prediction, scoring, personalization etc)

PART 3 - Activating data for a dynamic and contextualised animation of audiences

- o **SESSION 6 : PERSONALISATION - TARGETING CUSTOMERS AND PROSPECTS WITH THE RIGHT MESSAGE AT THE RIGHT TIME AND THE RIGHT PLACE**
  - Presentation of AB Testing : methods and potential
  - Data is an opportunity for media strategy (display, RTB, search)
  - Data is an opportunity for relational marketing : introduction to CRM
  - Challenges and limits : the technical complexity to recognize and identify a single user
  - On-site personalisation methods and tools

- o **SESSION 7 : ADVERTISING - OVERVIEW OF THE ADVERTISING ECOSYSTEM (DSPS, ADSERVERS, ETC.)**
  - The role of data in the advertising ecosystem
  - Overview of the tech stack : DSPs (key tools for online media buying), Adservers (measuring the performance of media campaigns)

- o **SESSION 8 : SOCIAL MEDIA - IMPROVING BRAND AWARENESS AND CONSIDERATION THANKS TO SOCIAL MEDIA MANAGEMENT**
  - Overview of social media platforms and their media options available
  - Activating campaigns on social media and measuring performances
  - Challenges and limits

- o **SESSION 9: RELATIONAL MARKETING - INDUSTRIALISING AND AUTOMATING THE RELATIONSHIP WITH PROSPECTS AND CUSTOMERS**
  - Marketing Automation : definition and overview of the main market's solutions (with assets and limits)
  - Links with CRM and customer service
  - Deep dive on Hubspot

- o **SESSION 10 : OMNICHANNEL - RECONCILING PHYSICAL AND DIGITAL ENVIRONMENTS**
  - Presentation of the potential synergies, web to store and store to web mechanisms
  - Cross-channel activation
  - The complexity of measuring online channels contribution to offline sales (ROPO effect)

PART 4 - Once you have activated your data : measurement is key to monitor your activity, improve its efficiency and adjust budgets' allocation

- o **SESSION 11 : MONITORING OVERALL PERFORMANCE**
  - Global business performances monitoring,
  - Media performances analysis : overview of different methods (deterministic KPIs, attribution methods, customer Lifetime Value concept)
  - Introduction to Marketing Mix Modelling : a system analysing the impact of marketing investments on business

PART 5 - Other notions to steer business

- o **SESSION 12: DATA QUALITY AND DATA GOVERNANCE - ESTABLISH A LONG-TERM STRUCTURE**
  - Introduction to data quality : what is at stake, and main methods' presentation
  - Establishing data governance (quality, readiness and compliance) principles, to structure, unify and share the data knowledge and for all collaborators
  - Perspectives for the future of the industry

≡　COURSE DESCRIPTION

This course introduces the key concepts, issues, frameworks as well as the key channels/disci- plines that shape the Integrated Marketing Communications landscape for B2C brands. Today's context makes the art and science of Marketing Communications particularly challenging : Marketers are under great pressure to demonstrate the effectiveness and efficiency of their MarComs efforts, whilst, at the same time, being asked to reduce some of the negative impact of their campaigns (think carbon footprint of digital advertising) or even use advertising as a force for Good.

Although the main Paid, Owned and Earned Media/Assets marketers can resort to are defined and illustrated, the course focuses on the advertising side of Marketing Communications, hence on Paid Media and its associated disciplines. Traditional channels and tactics, as well as digital ones, are discussed. However, digital channels and tactics constitute the core of the course, as the related ex- pertises are highly sought after on the job market. Last, the course embraces both the creative AND the data-driven/automated dimensions of the practice of Marketing Communications today, particularly as it pertains to Paid Media. Doing so, the course tries to explain and illustrate the roles played by "Magic" (creativity, intuition, craft) and by "the machines" (AdTech, notably) in advertising and MarComs success.

≡　COURSE OBJECTIVES

Having completed this course students should be capable of :

- Defining the key notions and trends that shape the current advertising and Marcoms land-scape (e.g. : Full-funnel marketing ; Digital advertising in the privacy age ; Greenhouse gas « advertised emissions » ; Goodvertising).

- Analyzing/identifying MarComs issues through key practical frameworks and decision-mak-ing tools, such as the funnel and its various applications.

- Selecting the right key paid disciplines and tactics available to today's marketers, in the Branding as well as in the Performance space.

≡ LEARNING GOALS

LO3 (Select appropriate disciplinary fields to resolve a problem / situation).
LO9 (Think "out of the box" to imagine and submit new ideas. Arbitrate between innovative ideas).

≡ TACKLED CONCEPTS

- Marcoms and advertising.
- Paid, Owned, Earned Media.
- Branding vs Performance objectives, long term vs short term, effectiveness vs efficiency.
- Advertising fundamentals : Media strategy and Creative strategy ; How advertising works.
- The different applications of the marketing funnel : Brand funnel (w/ Brand health trackers), Conversion funnel, Growth funnel, Consumer journeys.
- The key objectives at each stage of the funnel & the associated tactics and KPIs in the branding space as well as in the performance space : Mass-media advertising , SEO/SEA, Retail media, (Programmatic) Display, Social Ads, Online video advertising, Content marketing (including influencer marketing).
- Focus on key Branding issues : Awareness, Mental availability and Image.
- KPIs in the branding and in the digital performance space (CAC/CPA, ROAS/ROI…).

≡ LEARNING METHODS

Methods used in the course include lectures, class discussion based on video cases studies from award-winning marketing campaign, as well as in-class exercices for both Branding campaigns and Performance campaigns.

≡ ASSIGNMENTS

Recent articles from the trade press (e.g. Adage, Marketing Week, Adweek…) or online videos are handed out throughout the course and are required readings.
There are no textbook required for this class.

≡ EVALUATION METHODS

Individual exam consisting of mini-essays – 50%
Continuous assessment – 50%

≡ SESSIONS

- ○ **SESSION 1 : AN INTRODUCTION TO MARCOMS.**
  - An introduction to the MarComs landscape and its key issues. Presentation of the course objectives and evaluation method.

- ○ **SESSION 2 : DEFINING AND PUTTING TO WORK DIFFERENT MARKETING COMMUNI- CATIONS DISCIPLINES**
  - Defining the key MarComs disciplines.
  - How to drive and convert qualified traffic to an E-Commerce website (case study 1)

- How to use mass-media to drive awareness and trial for a consumer product launch (case study 2). How a brand can promote a social cause through activism (case study 3).

- **SESSION 3 : ADVERTISING BUILDING-BLOCKS (1)**
  - The basics of creative and media strategies.
  - Focus on the creative strategy (target audience, insight, message, creative concept, creative execu- tions)
  - Group assignment : designing a creative strategy for a consumer good company.

- **SESSION 4 : ADVERTISING BUILDING-BLOCKS (2)**
  - Presentation of the group assignment.
  - Focus on the media strategy (from the Media plan to the Media buy).

- **SESSION 5 : ADVERTISING BUILDING-BLOCKS (3)**
  - How (digital) advertising is bought and sold. Introduction to Programmatic advertising and AdTech. Data and privacy in digital advertising.

- **SESSION 6 : DEFINING OBJECTIVES AND SETTING PRIORITIES (1)**
  - An introduction to the marketing funnel.
  - Focus on different applications of the marketing funnel : Brand health trackers (brand funnel data).

- **SESSION 7 : DEFINING OBJECTIVES AND SETTING PRIORITIES (2)**
  - Focus on different applications of the marketing funnel : Growth funnels, Conversion funnels, Con- sumer journeys.

- **SESSION 8 : KEY ISSUES IN THE BRANDING SPACE (1)**
  - Defining and measuring Awareness, Mental availability and brand Image.

- **SESSION 9 : KEY ISSUES IN THE BRANDING SPACE (2)**
  - Creative best practices for upper and mid-funnel (Branding) strategies. Media best practices for upper and mid-funnel (Branding) strategies.

- **SESSION 10 : KEY ISSUES IN THE PERFORMANCE SPACE**
  - Defining Performance objectives and the related KPIs, with a focus on digital advertising tactics and KPIs (such as ROAS or CPA).
  - Achieving Performance objectives through SEA, Social ads and Display advertising.

- **SESSION 11 : ADVERTISING FOR GOOD (1)**
  - Reducing the carbon footprint of (digital) advertising Inclusivity and Representations in advertising.

- **SESSION 12 : ADVERTISING FOR GOOD (2)**
  - Promoting behavioral change and sustainable practices through advertising. Advertising in a finite world : a conundrum.

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≡   COURSE DESCRIPTION

This course is designed to provide students with a comprehensive understanding of the principles and strategies of social media and influencer marketing. The course will cover the history and evolution of social media platforms, as well as the role of social media in today's digital landscape. Students will learn how to create and manage a social media strategy for a business or organization, including how to create and curate engaging content. In addition, students will develop skills in analysing and interpreting social media metrics to measure the success of a campaign.

The course will also cover the legal and ethical considerations of social media marketing and advertising, as well as emerging trends and platforms. Students will learn how to use social media to build and engage with a community, and how it can be used to improve online visibility and SEO.

In addition to social media, the course will also cover influencer marketing, a relatively new but increasingly important marketing strategy. Students will learn how to identify and evaluate potential influencers, craft effective campaigns, and measure the success of influencer marketing campaigns. The course will also cover the legal and ethical considerations of influencer marketing, as well as the role of micro-influencers. Students will learn how to use influencer marketing to build brand awareness, drive e-commerce sales, and increase customer loyalty.

≡   COURSE OBJECTIVES

The course is developed to equip students with knowledge and reasoning skills to handle real life data driven marketing problems. Upon completion of the course students should be able to achieve the following learning outcomes.

1.   Understand the history and evolution of social media platforms.
2.   Learn how to create and manage a social media strategy for a business or organization.
3.   Develop skills in content creation and curation for social media platforms.
4.   Analyse and interpret social media metrics to measure the success of a campaign.
5.   Understand the legal and ethical considerations of social media marketing.
6.   Learn how to use social media advertising to target specific audiences.
7.   Develop skills in writing and editing for various formats, such as blog posts, e-books, white papers, and videos.
8.   Understand the role of SEO in content marketing and how to optimize content for search engines.
9.   Learn how to identify and evaluate potential influencers for a brand or campaign.
10. Understand the role of micro-influencers and how to effectively work with them.
11. Learn how to use influencer marketing to build brand awareness, credibility and reputation
12. Learn how to use Influencer marketing to drive e-commerce sales and increase customer loyalty.

≡ **TACKLED CONCEPTS**

- Social Media Channels
- Content Strategy
- Content Storytelling
- Content Development
- Media Selection
- User Experience
- Influencer Marketing

≡ **LEARNING METHODS**

The course depends on a mix of several learning methods. The focus in on learning-by-doing. Specifically, it consists of interactive class lectures with many in-class exercises and discussions, software tutorials, online learning, group work and an individual assignment

≡ **ASSIGNMENTS AND EXPECTED WORK**

Students will be graded based on assignments where learnt concepts are applied in a practical manner, using exercises and cases. Group assignments account for 50% of students' final grades, while an individual assignment counts for another 50%.

≡ **NECESSARY SOFTWARE – HARDWARE**

Hootsuite

≡ **EVALUATION METHODS**

Exam: 50%
Continuous assessment: 50%

≡ **SESSIONS**

- **SESSION 1: Introduction to Social Media and Influencer Marketing**
  - LECTURE: 02h00
  - Students would learn the evolution of social media and its strategic application in marketing context. Students would learn how to create and manage social media strategy for businesses across different industries. The class would also cover history and evolution of social media platforms in today's digital landscape.

- **SESSION 2: Creating and Managing a Social Media Strategy**
  - LECTURE: 02h00
  - This session will cover the process of creating and managing a social media strategy for a business or organization. Students would learn how to set goals and objectives for a social media strategy, identify target audiences, and choose the appropriate social media platforms to reach those audiences.

- **SESSION 3: Storytelling in Content Marketing - Content Creation and Curation for Social Media**
  - LECTURE: 02h00
  - This lesson will cover the use of storytelling as a technique for engaging and connecting with audiences through social media content. Students would learn how to create compelling stories that align with the overall content marketing

strategy, and how to use various formats such as text, images, videos, and audio to tell those stories.

- Students will discuss how to use visual elements, design, and branding to enhance the effectiveness of the content. It would also cover how to use storytelling to build a narrative around a brand, product or service.

- ○ **SESSION 4: Analyzing and Interpreting Social Media Metrics**
  - LECTURE: 02h00
  - Students would learn how to track key performance indicators (KPIs) such as engagement, reach, and conversions, and how to use analytics tools to analyze and interpret the data.

- ○ **SESSION 5: Legal and Ethical Considerations of Social Media Marketing**
  - LECTURE: 02h00
  - This lesson will cover the laws and regulations related to social media marketing and advertising, as well as the ethical considerations that businesses and organizations need to keep in mind when using social media for marketing purposes. Students will also learn the ethical implications of using social media to influence public opinion, and the importance of being truthful and transparent in social media marketing.

- ○ **SESSION 6: Social Media Advertising and Targeting**
  - LECTURE: 02h00
  - This session will cover the process of using social media platforms to reach specific target audiences through advertising. Students will learn various types of social media advertising, such as display ads, sponsored posts, and influencer marketing, and discuss the advantages and disadvantages of each. Students will also learn how to create effective ad campaigns, set budgets and goals etc.

- ○ **SESSION 7: Social Media in Crisis Communication and Reputation Management**
  - LECTURE: 02h00
  - This session will cover the use of social media in crisis communication and reputation management. Students will learn how to use social media to respond to crisis situations, such as negative publicity, product recalls, or natural disasters, and how to use social media to maintain and improve a company's reputation. The class will cover best practices for monitoring and responding to social media mentions, creating crisis communication plans, and engaging with stakeholders.

- ○ **SESSION 8: Influencer Marketing**
  - LECTURE: 02h00
  - This session will cover the use of influencers as a marketing strategy to reach and engage with target audiences through social media. Students will learn how to identify and evaluate potential influencers, craft effective campaigns, and measure the success of influencer marketing campaigns using metrics such as engagement, reach, and conversions.

- ○ **SESSION 9: Building and Engaging with a Community on Social Media**
  - LECTURE: 02h00
  - This session will cover the process of building and engaging with a community on social media platforms. Students would learn how to identify and target specific communities, and how to create content and campaigns that align with the interests and needs of those communities. The lesson will cover best practices for community management, including how to respond to comments

and messages, how to moderate content, and how to use analytics to measure the success of community-building efforts.

- o **SESSION 10: The Impact of Social Media on SEO and Online Visibility**
  - LECTURE: 02h00
  - This lesson will cover the impact of social media on search engine optimization (SEO) and online visibility. Students will learn how social media can affect website traffic, search engine rankings, and online visibility. The class would cover best practices for using social media to improve SEO, such as creating high-quality content and using keywords and hashtags.

- o **SESSION 11: Building Relationships and Thought Leadership through Content**
  - LECTURE: 02h00
  - This lesson will cover the use of content marketing as a way to build relationships and establish thought leadership in a specific industry or niche. Students will learn how to create high-quality, valuable, and relevant content that aligns with the overall marketing strategy, and how to use that content to build relationships with customers and other stakeholders.

- o **SESSION 12: Creating effective Influencer marketing campaign**
  - LECTURE: 02h00
  - This lesson will cover the process of creating an effective influencer marketing campaign. Students would learn how to identify and evaluate potential influencers, craft effective campaigns, and measure the success of the campaign using metrics such as engagement, reach, and conversions. The class will cover best practices for influencer selection, campaign planning, and execution.

CODE: Tbc
Course title: DIGITAL PRIVACY & ETHICS

Term: SPRING
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Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English**   ☐French
Course leader: (Filled in by Program)
Speakers: Caroline Lancelot

≡ COURSE DESCRIPTION

This course focuses on raising students' awareness of the risks related to the collection and use of consumers' data and on the necessary responsible management of this data.
This course addresses privacy issues related to Big Data and data processing activities in general. Technologies such as the Internet of Things (IoT), mobile phones and Big Data are already changing the way companies operate, strategize and communicate. As the digitization of their processes progresses, companies are realizing that operating reliable digital services and protecting sensitive data are essential to build trust with customers and maintain their business.
Any organization that ignores these changes risks significant financial loss and, inevitably, reputational damage. The threats are real and not just the responsibility of the IT department; it is up to marketing managers to understand and oversee the company's response to digital threats.
The first challenge is the changing regulatory environment. In Europe, the new General Data Protection Regulation (GDPR) went into effect in May 2018 and imposes stricter rules on companies that process personal data. Organizations that fail to provide secure ways to collect and analyze data face hefty fines. Elsewhere in the world, other forms of regulation exist that must be identified in order to adapt to them. Regulatory compliance requires the participation of marketing managers. These regulatory aspects are therefore discussed without going into the details of the law, but rather by focusing on understanding the issues and consequences.
With an ever-increasing number of security breaches and privacy incidents, consumer privacy awareness is also becoming increasingly important. Consumers have become particularly attentive to the actions of organizations that collect and process their personal information. As a result, customer trust is becoming a company's most important asset. Understanding consumers' expectations and fears in this area is essential for a marketer today.
Finally, the last part of the course is the appropriation of concepts, methods and tools to deploy responsible data management.

≡ COURSE OBJECTIVES

- Identify the privacy threats to which organizations are exposed,
- Identify regulatory constraints,
- Identify the expectations and needs of consumers regarding the handling of their data and the protection of their privacy,
- Identify and implement strategies and methods for organizations to better manage their customer data in a socially, ethically and regulatory compliant manner.

≡ TACKLED CONCEPTS

Data Privacy, Big Data, Regulation, Data Collection, Use and Processing, GDPR, Liability, Privacy Management Models, Vulnerability, Cookies, User/ Consumer Privacy, Psychology of Privacy Privacy Centricity, Privacy metrics, Privacy Maturity.

≡ LEARNING METHODS

This course covers the concepts necessary to understand and manage data processing issues in an organization. The course also addresses the ethical implications of personal data processing.

The course is a combination of interactive lectures, discussions, group work presentations and case studies on the various topics covered. Additional assignments or exercises may be proposed between sessions.
The course leads the students to appropriate the notions and concepts through exercises, reading of articles and group work.

≡ ASSIGNMENTS AND EXPECTED WORK

The objective of this course is to help students become aware of the data management threats they are likely to encounter, the compliance issues they will face, the operational dilemmas they will have to resolve, and most importantly, the actions they will have to take.
Students will need to take ownership of the resources provided so that they are able to critically address the topics covered.
Part of the course could be made available as online self-study modules.
Depending on the resources provided, students may be asked to do some preparatory work prior to the course (readings, syntheses, creation of computer graphics, surveys, etc.).
Group presentations may be made.
A final exam (multiple choice questions, 1 hour) will assess the knowledge and skills acquired by the students.

≡ BIBLIOGRAPHY – COURSE MATERIAL

This course does not have any assigned textbook. Required readings will take the form of articles and reports, from both academic and non-academic resources. Required readings will be posted prior to the sessions. Some readings are provided below as a guide. A complete bibliography will be provided in advance of the course. The bibliography will be updated regularly.

John L., Kim T. & Barasz K. (2018). Ads that don't overstep. Harvard Business Review, 96(1), 62-69.
Martin K.D., Borah A., & Palmatier R.W. (2018). A strong privacy policy can save your company millions. Harvard Business Review.
Morey T., Forbath T., & Schoop A. (2015). Customer data: Designing for transparency and trust. Harvard Business Review, 93(5), 96-105.
Turow J., Hennessy M., & Draper N. (2015). The tradeoff fallacy: How marketers are misrepre-senting American consumers and opening them up to exploitation. Available at SSRN 2820060

≡ EVALUATION METHODS

Exam: 50%
Continuous assessment: 50%

≡ SESSIONS

The course is divided into 2 main parts. The first part is more important and is dedicated to the understanding of the issues while the second part deals with the solutions.

o Part 1. STAKES

1. Introductory session on privacy-related decision-making
Through real-life examples, this section introduces the type of decisions users and managers have to make in relation to privacy.

2. Definitions and fundamental principles around privacy
This part will introduce the basic concepts of the course, such as Big Data and privacy.

3. Understanding tensions around data and technologies
This section discusses the issues related to the collection and use of customer data.

4. Privacy and Data protection legal landscape
This part deals with the evolution of the regulatory landscape as well as the regulatory issues in Europe and in the world on these questions.
This section presents the key elements of the European legal framework.

5. Consumer privacy and psychology of privacy
This part focuses on the evolution of consumer expectations and behavior on the subject.

6. Why marketing should care
This part aims at identifying why marketers are concerned by these issues.

- **Part 2. SOLUTIONS**

7. Privacy Management Models
This section discusses solutions to reduce threats and vulnerabilities to individuals and organizations. It presents several privacy management models (such as the Privacy by Design paradigm) and their principles.

8. Technical privacy
This section introduces some (technical) tools that managers can use to manage privacy.

9. Privacy failures and recovery strategies
This covers examples of privacy failures and the strategies that should be put in place to recover customer trust.

10. Privacy as a strategy
This section discusses the strategies that can be put in place to gain competitiveness in this area.

11. Privacy metrics
This section presents privacy metrics, benchmarks and frameworks to supervise and measure performance and evolutions in relation to privacy.

12. Case Study

CODE: Tbc
Course title: WEB AND SOCIAL MEDIA ANALYTICS

Term: SPRING

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Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒English   ☒French
Course leader: Koen De Bock
Speakers: Koen De Bock

≡ COURSE DESCRIPTION

The domain of digital marketing is nowadays largely driven by performance measurement and data analytics. This course focuses on the usage of data and analytics to evaluate and optimize online traffic generation channels on the one hand, and companies' digital presence, i.e. their website and social media accounts, on the other. This course provides a thorough introduction to the field of web analytics which focuses on measuring user behaviour on owned channels, i.e., first and foremost, the company website, but also mobile apps and social media profile pages. The focus of this course lies in website analytics and social media analytics. Methods and frameworks for planning, implementation, measurement, analysis and optimization will be discussed. Moreover, the following major optimization application domains are tackled: web user profiling and traffic reporting, conversion rate optimization, traffic channel optimization, UX optimization, social media profile management and social listening applications.

The course balances theory and practice. Students will learn to use software platforms commonly used for web and social media analytics

≡ COURSE OBJECTIVES

After successful completion of this course, students should be able to:

- Understand the concepts, opportunities and limitations and added value of web analytics and social media analytics for companies with a form of online presence (website, apps, and social media accounts)

- Gain insights into the different types of web analytics and social media analytics

- Understand the importance of measurement planning in web analytics and social media analytics

- Know how to create a measurement plan and implementation plan

- Understand different types of online goals

- Understand key metrics in web analytics and social media analytics

- Master basic and advanced functionalities of Google Analytics or other platforms to analyze data and answer questions

≡ TACKLED CONCEPTS

- Web analytics
- Social media analytics
- Social media listening
- Conversion rate optimization
- User experience optimization

- Traffic channel optimization
- Web user profiling and traffic reporting

≡ LEARNING METHODS

The course depends on a mix of several learning methods. The focus in on learning-by-doing. Specifically, it consists of interactive class lectures with many in-class exercises and discussions, software tutorials, online learning, group work and an individual assignment

≡ ASSIGNMENTS AND EXPECTED WORK

Students will be graded based on assignments where learnt concepts are applied in a practical manner, using exercises and cases. Group assignments account for 50% of students' final grades, while an individual assignment counts for another 50%.

≡ BIBLIOGRAPHY – COURSE MATERIAL

No required textbook or mandatory readings. Optional readings:

Ahlou, F., Asif, S. and Fettman, E., (2016) Google Analytics Breakthrough: From Zero to Business Impact, Wiley.

Loban, M. and Yastrebenetsky, A., (2020) Crawl, Walk, Run: Advancing Analytics Maturity with Google Marketing Platform, Lioncrest.

≡ EVALUATION METHODS

50 % : Individual exam
50 % : Group assignments

≡ SESSIONS

- **SESSION 1: Introduction to Web and Social Media Analytics**
  - LECTURE: 02h00
  - In this session we will provide a formal definition of web analytics, the types of web analytics, main software vendors/platforms. Introductory case studies that illustrate the main applications of web analytics are discussed.

- **SESSION 2: Measurement planning**
  - LECTURE: 02h00
  - Measurement planning is central to any web analytics effort. In this session, students are taught a structured approach to create a measurement plan, including the definition of objectives, strategies and tactics, choosing comprehensive and complementary sets of KPIs and metrics, setting associated targetes and predefining segments of interest.

- **SESSION 3: Web analytics: implementation**
  - LECTURE: 02h00
  - Implementing web analytics, with a focus on Google Analytics page tagging.

- **SESSION 4: Web analytics: advanced tracking and measuring**
  - LECTURE: 02h00
  - Advanced tracking and measurement: setting goals, tracking ecommerce, event tracking, site search tracking. These concepts are then illustrated through an in-class assignment.

- **SESSION 5: Web analytics: standard reports, metrics and dimensions**
  - LECTURE: 02h00
  - An introduction to traffic and audience reporting by focusing on the standard reports and reporting concepts, discussing conventional metrics and available dimensions for segmenting traffic.

- **SESSION 6: Web analytics: methods for analyzing and visualising data**
  - LECTURE: 02h00
  - An overview of more advanced tools and techniques for analyzing and visualizing data in Google Analytics: advanced table filters, advanced segments, custom reports, plot rows function, etc. Students tackle an in-class exercise to master these techniques.

- **SESSION 7: Web analytics: applications**
  - LECTURE: 02h00
  - An overview of the main application domains in web analytics (beyond traffic & audience reporting): conversion rate optimization and traffic channel optimization.

- **SESSION 8: Web analytics: cases**
  - LECTURE: 02h00
  - A more elaborate team assignment on advanced web analytics applications related to CRO and traffic channel optimization.

- **SESSION 9: Web analytics: team presentations of assignments**
  - LECTURE: 02h00
  - Team presentations in which teams present their conclusions of the previous assignments.

- **SESSION 10: Social media analytics: social presence analytics**
  - LECTURE: 02h00
  - In this session we will provide a formal definition of social media analytics, the types of social media analytics, main software vendors/platforms. Introductory case studies that illustrate the main applications of social media analytics are discussed.

- **SESSION 11: Social media analytics: social listening**
  - LECTURE: 02h00
  - An in-depth overview and demonstration of social listening tools and practical team assignment

- **SESSION 12: Team presentations of assignments**
  - LECTURE: 02h00
  - Team presentations of social media analytics group work.

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒**English**   ☐French
Course leader: Tbc
Speakers: Tbc

≡   COURSE DESCRIPTION

This course is designed to provide students with hands-on experience in creating and implementing digital marketing strategy for a real life client company. Students will work in teams to develop a comprehensive digital marketing plan for a real-world business. Throughout the course, students will apply principles and strategies of digital marketing and use various digital marketing tools and technologies to achieve growth strategies. Their curriculum may include researching the target audience, developing an effective content strategy, creating and distributing content, measuring and analysing the results of digital marketing campaigns.

The course will aim to cover topics such as creating a digital marketing plan, using data and analytics to inform and measure the success of digital marketing efforts, and optimising content for search engines. Students will also learn about the legal and ethical considerations of digital marketing.

In addition, students may apply how to use social media and other digital channels to reach and engage with target audiences, and how to use storytelling to connect with audiences. Students will also have the opportunity to learn to build relationships and establish thought leadership in a specific industry or niche.

≡   COURSE OBJECTIVES

The course is developed to equip students with knowledge and reasoning skills to handle real life data driven marketing problems. Upon completion of the course students should be able to achieve the following learning outcomes.

1. Understand and apply the principles and strategies of digital marketing and its role in the overall marketing mix.
2. Learn how to create and implement a digital marketing plan that aligns with business objectives.
3. Develop skills in using and applying digital marketing tools and technologies, such as Google Analytics, social media management tools, and email marketing platforms.
4. Understand and apply SEO strategies in digital marketing to optimize content for search engines.
5. Use social media and other digital channels to reach and engage with target audiences.
6. Learn how to integrate different digital marketing tools, channels, and tactics to create a comprehensive and cohesive digital marketing campaign.

≡   TACKLED CONCEPTS

- Problem Identification
- Project Objective Development
- Group Co-ordination
- Digital Strategy
- Social Media Strategy
- Digital Analytics
- Growth Marketing

- Website and App Development

≡ LEARNING METHODS

The course will be delivered following a mixture of several learning strategies. Primary focus will be on learning-by-doing. Specifically, the course consists of interactive class lectures with many in-class coaching, exercises, discussions, online learning, and group work.

≡ ASSIGNMENTS AND EXPECTED WORK

Students will be graded based on assignments where learnt concepts are applied in a practical manner, using exercises and cases. Group Presentation accounts for 50% of the final grade, Group Report will account for another 50%.

≡ EVALUATION METHODS

Client Presentation: 50%
Project Report: 50%

≡ SESSIONS

- ### SESSION 1: Introduction and Project Briefing
  - LECTURE: 02h00
  - Introduction to the project and group formation.

- ### SESSION 2: Client Briefing
  - LECTURE: 02h00
  - Full project briefing and business problem definition from the client.

- ### SESSION 3: Digital Strategy Objective Development
  - LECTURE: 02h00
  - Instructor led coaching towards problem identification and project objective development.

- ### SESSION 4: Coaching Session 1 (Market Research 1)
  - LECTURE: 02h00
  - Instructor led coaching towards market research and objective refinement.

- ### SESSION 5: Coaching Session 2 (Market Research 2)
  - LECTURE: 02h00
  - Instructor led coaching towards market research and objective refinement.

- ### SESSION 6: Coaching Session 3 (Market Research Presentation)
  - LECTURE: 02h00
  - Instructor led presentation and feedback towards objective and market research finalisation.

- ### SESSION 7: Coaching Session 4 (Strategy Development 1)
  - LECTURE: 02h00
  - Instructor led coaching towards project strategy development and evaluation.

- ### SESSION 8: Coaching Session 5 (Strategy Development 1)
  - LECTURE: 02h00
  - Instructor led coaching towards project strategy development and evaluation.

- o **SESSION 9: Coaching Session 6 (Strategy Development Presentation)**
  - LECTURE: 02h00
  - Instructor led presentation and feedback towards project strategy development and evaluation.

- o **SESSION 10: Coaching Session 7 (Project Report Finalisation)**
  - LECTURE: 02h00
  - Instructor led support and feedback towards report writing and project completion.

- o **SESSION 11: Final Client Presentation**
  - LECTURE: 02h00
  - Group project presentation to client and judges.

- o **SESSION 12: Final Client Presentation and Report Submission**
  - LECTURE: 02h00
  - Group project presentation to client and judges. Final report submission

Course title: TECH FOR GOOD

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒English

COURSE DESCRIPTION

This course questions how the digital industry and technologies can serve economic and social inclusiveness and environment protection. Through this class, students will learn about carbon footprint due to use of digital technologies and explore responsible digital practices. Finally, students will learn about low tech approach for an inclusive and sustainable use of technologies.

Course title: Creative Writing

Teaching hours: 24 hours
Number of credits: 3
Teaching language: ☒English

COURSE DESCRIPTION

Creative Writing is a hands-on creative writing course, with a "tools, not rules" approach to jumpstart creative process, hone skills as a writer and storyteller, and help you make your words leap off the page. Through this class, students will benefit from coaching from a writer and will acquire skills as a writer and editor, with a number of strategies under your belt to grab (and keep!) a reader's attention. Through a fun and interactive course, students will develop rare mad writing skills.Drawing inspiration from successful pieces from contemporary writers, including James Baldwin, Jamaica Kincaid, Mary Oliver, David Sedaris, Lynda Barry, and others, students will work with guided observations, writing prompts and individually tailored feedback to complete, revise and finalize a short story