

Professor: Ritu Narayan
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Office Hours: By appointment
Phone: (65) 6601 1598
Class Time: Tuesday, 11am- 2pm
Class Location: BIZ 2, To be announced
Prerequisites: MKT1003

OBJECTIVES OF THE COURSE

Perhaps the most profound changes in the world of marketing in the past few years have been due to the growth of the Internet and related technologies. Contrary to conventional wisdom, the Internet has changed all aspects of marketing, not just advertising and selling. This course is designed to introduce you to how the Internet has impacted marketing in the areas of consumer behavior, product management, pricing, channel management, and communication. It aims to enable you to formulate and persuasively communicate rigorous and practical solutions to commonly faced online marketing problems across industries and geographies. You will analyze several cases in this course, and will be introduced to frequently used quantitative techniques in online marketing.

REQUIRED MATERIAL

Before most sessions, you will be required to do some readings which have been selected from the business press, the academic literature, some book chapters and cases. Each reading has been assigned to fulfill at least one of the following objectives a) provide a real world example of the concepts we discuss in class, b) provide an opportunity for a more in-depth understanding of a concept, and c) expose you to the state-of-the art in marketing practice and theory. Readings for a session will be made available at least one week prior to the session. You are not required to refer to any single textbook.

SOME IMPORTANT POINTS

1. There is no prescribed textbook for this course. The readings for most sessions will be provided from multiple sources.
2. This course requires you to analyze **six** cases. Two of these cases will be submitted as group deliverables and will be graded. Cases will not require any data collection.
3. This course will introduce you to some of the most commonly used quantitative techniques in online marketing. Some of the tests might also require quantitative analysis.
4. This course does not entail any project. However, you will present your analysis of a comprehensive case as a group assignment in Week 12.

ASSESSMENT METHODS

Your final grade in the course will be based on both individual and group work. Grades are based on the following items:

1. Class participation, individual	15%
2. Group Case Analysis Write-Up (September 9)	15%
3. Group Case Analysis - Write-up and Presentation (Nov 4)	20%
4. Mid-term test, individual (September 16)	20%
5. Final-term Test, individual (November 11)	30%
TOTAL	100%

1. Class Participation

Attendance and Punctuality

On time class attendance is mandatory. Lateness to class will adversely affect your grade. Students who must miss class should advise the instructor of their absence by e-mail at least one hour before the beginning of the missed class, except in emergency situations.

Evaluating Class Participation

A. Class participation is not limited to comments and responses to questions that the instructor asks. Insightful questions that extend the discussion meaningfully are strongly encouraged. Questions seeking clarification are also welcome. The instructor will evaluate the participation quality on the following dimensions:

- a. Timing: Is the comment relevant to the discussion? Is this an appropriate time to raise this issue?
- b. Insight/Understanding: Does the comment add to our understanding of the situation? Is the comment a constructive challenge or an extension to a previous comment?
- c. Evidence: Can the participant support her/his point with any evidence (data based, experience based, anecdotal, etc.)?
- d. Preparation: Does the comment demonstrate an understanding of the theories, concepts, case facts, and analytical tools presented in class lectures or reading materials?

B. A laptop or tablet computer might be helpful for some class activities or note taking. However, to enable all students to focus on the class discussion without distraction, you are asked NOT to use your laptops in class for any purposes other than those immediately relevant to the class discussion, and to turn off/silence your cell phones. Non-adherence to the policy will adversely affect your participation grade.

C. In a case discussion, I may cold-call on students to start the discussion. I will also cold-call on students at other times, so please be prepared on the material assigned for the day. For cases, please be prepared to present your analysis and recommendation and discuss the questions provided under each case in the course schedule.

2. Group Assignments

A. *Group Case Analysis Write-Up*

You will analyze a case (The New York Times Paywall) in a group not exceeding five students (the group size may be adjusted based on the enrollment). While forming groups please ensure that there is a mix of honors and second/third year students. Please intimate the names of your group members to me by e-mail (one e-mail per group) by August 23. Students who are not a part of any group by the required deadline will be randomly allocated to groups.

You will be required to submit a hard copy of your case write-up on the due date in class, and will also email a copy to me (same deadline).

B. *Group Case Analysis Write-Up and Presentation*

In the final lesson week, you will analyze Sephora Direct case in the **same** group. This is a comprehensive case, which will draw upon several aspects of the course. You will submit a hard copy of the write-up and e-mail me a soft copy at the beginning of class on the due date and also present your case analysis in class. All members of each group are required to present. The presentation will not exceed 15 minutes (including time for questions). Please note that the length of the presentation is subject to change, depending on the class size.

C. *Guidelines for Case Analysis Write-Up (Same for both cases)*

No late submissions will be accepted. All submissions are due at 11 am on the respective due date. The write-up has to be stapled. Detailed guidelines on the format of the write-up: Please write in prose, and do not use bullet points. Follow the pagination and formatting requirements listed below in the appropriate order:

- Cover sheet: includes the names of those submitting the case.
- Case analysis: six pages maximum of text (Times New Roman 12, double spaced, 1" margins minimum on all sides, excluding the cover sheet).
- Exhibits: four pages maximum of exhibits (Times New Roman 10, single spaced, 1" margins minimum on all sides) including tables, figures, additional text, and quantitative analyses. The exhibits should be clear and supportive of the analysis. They should serve to provide greater details for text presented earlier. All exhibits should be referenced in the text (e.g. "A 5% increase in prices leads to decrease in post-tax profits by 10% (Exh. 5).") Reference case facts by page number, for example: "Pepsi adjusted prices infrequently (p.9)."

In fairness to all students, failure to adhere to these guidelines will affect your grade adversely.

Peer Assessment: I will also consider the assessment of your peers in assigning your final grade on group based assignments. If you believe that any of your group members has not contributed his/her fair share of the two group assignments, you could send me an email no later than 11am on November 4, with the following details: the name of the group member, a quantitative assessment of how much the student has contributed to each assignment (e.g. 10% on the first assignment and 20% on the second assignment) and a qualitative assessment of what the student has contributed on each assignment (not exceeding 100 words). Please do not send me an email if you think all group members have contributed equally. Also note that it is acceptable for some group members to contribute less to one assignment but more to the other assignment; so it is important for you to evaluate your peers' contribution across both assignments. I will consider the assessment of your group members in assigning your final grade on group based assignments, especially if I get multiple reports of insufficient contribution.

3. Tests

The Mid Term test will contain a combination of multiple-choice questions, and some short answer questions. The Final Test will contain a combination of math questions, multiple-choice questions, and some short answer questions. Some of the short answer questions will be based on the cases discussed in class. This test will be based on the entire course. The formats of all tests will be discussed in greater detail in class. All tests will be closed book; however I might provide you with some text you can refer to (e.g. cases and formulae). Please make sure you are available on the date of the test. A make-up test will be administered only in the case of a job interview or a medical emergency (and after receiving appropriate and timely documentation).

COURSE MATERIALS

1. Readings

There is no prescribed textbook for this module. All course materials will be posted on IVLE subject to copyright policies. You will be provided with hard copies for copyrighted materials (cases and some articles) in the first or second week of classes. Please refer to the course guideline to make sure you have access to all readings for a particular week. For some sessions, the assigned readings include newspaper articles. You will need to get these from Factiva.

2. Cases

Discussion questions for the case studies will be posted on IVLE at least a week before class. For the group assignments, these will be posted at least a couple of weeks in advance.

3. Handouts

The lecture slides will be posted on IVLE a day before the class. Hardcopies for slides for the first session will be provided in class on August 12.

ABOUT ME

I obtained a Bachelor's degree in Engineering from the Delhi Institute of Technology, an MBA from the Indian Institute of Management (Lucknow), and a Master's degree in Information Systems from the University of Maryland (College Park) in the US. My work experience spans across industries and functions, with a focus on online businesses. I have worked as a sales manager in a FMCG multinational, as a consultant in online business strategy, and as a brand manager for an online jobs portal. My research is at the intersection of marketing and information systems. I study how consumers shop online, why do they talk online about their purchase decisions, and how managers can employ user-generated content to make better decisions. I am also a certified Pilates instructor, and enjoy helping others become stronger and fitter.

Please feel free to email me if you need further details about this course outline. I look forward to working with you.

TENTATIVE COURSE SCHEDULE

Note: All changes to this schedule will be announced in class.

Week 1 (Aug 12)

Topic 1: Introduction and Course Overview

Topic 2: Internet and Social Media Adoption

Readings:

- The Social Media Report 2012, Nielsen.
 - The Digital Media Habits and Attitudes of Southeast Asian Consumers, Oct 2011, Nielsen
 - Changing Asian Media Landscape, February 2012, Nielsen
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Week 2 (Aug 19)

Online Consumer Behavior

Topic 1: User Generated Content: WOM, Wikipedia etc.

Topic 2: Implications for marketers

Readings:

- “A Statistical Measure of a Population’s Propensity to Engage in Post-purchase Online Word-of-mouth,” Statistical Science, 2006.
 - Branding in the Digital Age, Harvard Business Review, December 2010.
 - “Group Size and Incentives to Contribute: A Natural Experiment at Chinese Wikipedia,” American Economic Review, June 2011.
 - Deriving the Pricing Power of Product Features by Mining Consumer Reviews, Management Science, August 2011
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Week 3 (Aug 26)

Tapping Communities and Crowds

Topic 1: Case on Online Market Research: Communispace

Topic 2: Online Business Models: The Role of “Crowds”

Readings:

- Case: Communispace
 - “Using the Crowd as an Innovation Partner,” Harvard Business Review, 2013.
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Week 4 (Sep 2)

Topic 1: Online Pricing Management

Topic 2: Online Channel Management

Readings:

- “The Future of Shopping,” Harvard Business Review, 2011
 - “Price Dispersion on the Internet: A Review and Directions for Future Research”, Journal of Interactive Marketing, 2004.
 - “The Economics of Two-Sided Markets”, The Journal of Economic Perspectives, 2009.
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Week 5 (Sep 9)

Topic 1: Case on Online Pricing and Product Management: The New York Times Paywall

Topic 2: Review

Readings:

- Case: The New York Times Paywall

Due at 8am:

- **Case write-up (Word file; 1 write-up per group)**
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Week 6 (Sep 16)

Topic 1: Mid Term Test

Topic 2: Social Media and Networks

Week 7 (Sep 30)

Topic 1: Social Media Marketing

Topic 2: Online Advertising: Display and Banner Ads

Readings:

- “When Does Retargeting Work? Information specificity in Online Advertising”, Journal of Marketing Research, 2013.
 - Tapping the Groundswell with Twitter, HBR, 2011.
 - The Power of Like, comScore, 2011 (Optional)
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Week 8 (Oct 7)

Topic 1: Search Engine Marketing

Topic 2: Search Engine Optimization, Guest Session on Search Engine Marketing

Readings:

- Search Engine Optimization: Note for Marketing Managers,” 2013.
 - Google Search Engine Optimization Starter Guide
 - Google Bows to Web Rivals, WSJ.com, July 2011.
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Week 9 (Oct 14)

Topic 1: Case on Online Advertising: MedNet.com

Topic 2: Mobile Marketing

Readings:

- Case: MedNet.com
 - Mobile Payments Gain Traction Amongst India’s Poor, NYTimes, December 2013.
 - “How Is the Mobile Internet Different? Search Costs and Local Activities”, Information Systems Research, 2013.
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Week 10 (Oct 21)

Topic 1: Case on Mobile Marketing: Bank of America

Topic 2: Regulatory and Privacy Issues in Online Marketing

Readings:

- Case: Bank of America
 - To be decided
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Week 11 (Oct 28)

Topic 1: Course Review

Topic 2: Guest Speaker

Week 12 (Nov 4)

Case Presentations: Sephora Direct

Readings:

- Case: Sephora Direct: Investing in Social Media, Video and Mobile

Due at 8am:

- **Case write-up (Word file) and presentation (PowerPoint file); 1 per group**
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Week 13 (Nov 11)

Final Term Test

Venue and Time: to be announced
