

Digital Marketing

strategy & tactics

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Instructor Lecture Guide



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Foreword

The irony of writing a book and teaching digital marketing is not lost on me. Indeed, as I developed the material that first became the course, then became this book, the one constant has always been change.

This, in turn, has forced me to think of digital marketing from a principles perspective, and why it is so important to the modern professional's tool kit. Thus in the book, lecture guide and slides for each of these chapters we approach digital marketing in two ways. First, from the point of view of the strategic manager—those who might guide the vision in their organization requiring an understanding all of the options available as well as how to evaluate them; and secondly from the tactical perspective, for students who will serve in rolls of the practitioner, or who want to dig in to the details and may even launch campaigns themselves.

The teaching notes and class exercises provided for each chapter are designed to offer frameworks I use in my teaching for helping students think broadly and structurally about the channel being discussed. I've incorporated many examples and exercises I to bring the practical deployment of digital marketing into a real world focus (and of course you'll add many of your own).

I've also made an effort to provide context, and many additional sources to help create lectures that will enable understanding of how these channels interact, combining for a cohesive, measurable strategy for using digital channels in broader marketing programs. But—not to the extent that students who do not have a deep background in marketing will get bogged down with too much technical explanation or jargon.

Grading and Time Allocation

Before you jump into Chapter 1, here is a general overview of how I grade students in my classes, and the types of homework and in-class exercises used in my own classroom. All these assets can be found in either this *Lecture Guide* or the accompanying *Test Bank*.

- **Final Exam: 50%** (sample in the *Test Bank*)
- **Group Project: 30%** (of course if you forgo this it will change your allocation) A sample project is located at the end of this *Lecture Guide*.
- **Class participation: 10%** Depending on the size of your class and how you elicit in-class engagement, participation or discussions will vary (many ideas for discussion or in-class exercises can be found in each of the chapter guides).
- **Homework: 10%** To both ensure the students follow the always-changing world of digital marketing, I have them create a class blog as the homework—and suggested one blog post per week (topical, editorial or on timely topics relevant to the chapter) with the first week and last week exempted. Assignments can be general topics related to the chapter content—or specific suggestions from the professor. We also have provided multiple “exercises” or discussion suggestions that can be easily converted to out-of-class assignments—submitted in any way you choose.

Setting up a Class Blog

If a blog works for your class, there are many free platforms—Google owned Blogger.com is the one we use. We use the platform, and its analytics capability, in class to teach SEO (session 2) or again in social sharing (in the social media sessions) to provide hands-on learning. Many campus based LMS systems also have tools that host blogs providing faculty with the functionality to make assignments and assess class responses.

An added advanced bonus is using Google Analytics (the free website analytics tool) for the blog. Blogger allows you to connect your blog directly to Google Analytics, which in select chapters can be a risk-free and hands-on way for the class to discuss web analytics and see the impacts.

Lectures and Class Exercises

Lectures are generally set up to fill one or two class sessions, adjusted for availability of speakers, class discussions, question and answers, and other time based factors. We have provided additional resources for many topics in the book, allowing for each professor to customize the level of depth for each topic and chapter. I generally, structure each week for 3 hours of in-class “lecture material” if necessary, with the following guidelines:

- 1–2 hours of “lecture” material.
- .5–1 hour of class discussion, in-class demos and practice with tools, or case study discussions.
- .5–1 hour for an industry speaker on relevant topic. This could include a local digital agency executive; a digital marketing professional from a local company; an alumna working in the industry; an academic or industry speaker, or similar relevant speaker.

Class Speakers

Each class’s topic areas can be enhanced by a class speaker. Generally, the best candidates are drawn from the local area, and have the capability (and comfort level) to speak with a group your class’s size. Great places to seek speakers are: local digital marketing agencies; local digitally savvy companies (marketing personnel); and even local content marketers/influencers (if you have a local blogger/YouTuber/other personality.)

Speakers are often scheduled for 30-40 minutes of class time plus 20-30 minutes of Q&A; you can adjust this based on the schedule and size of your own class, as well as how involved the class is—more engaged students appreciate additional Q&A time. Speakers should have some sort of presentation to provide structure but are encouraged to engage and go off-topic. The presentation can be an existing presentation (for industry or sales) adapted for the class to minimize preparation.

As a guideline, a good structure is:

- Brief bio and background on the speaker—how did they arrive in their job/role?
- Brief bio and background on their company or organization—what does the agency or company do, and who are their clients?
- A bit of insight into the day's topic from their point of view, (or that of a client example).

This format provides a bit of time for them to mention their business but the emphasis is on delivering real world examples of the digital marketing techniques discussed that session for educational purposes. Case studies of existing clients are usually terrific for this (and often available to bring up online or send link in advance). Avoid speakers who are sales focused and make sure to set the ground rules in advance—if they're trying to find interns or new employees, it's good for that to be mentioned in the introduction!

Lastly, it's always good to snap a few pictures and post on the class blog or other social media, and share with the greater school, college, or university community!

CHAPTER 1

Digital Marketing and the 4 P's

1 or 2 sessions

Chapter Outline

- Overview of Online Marketing—why do we care?
- 4P's of Digital Marketing—why is this a theme of the book?
- Digital
 - Different
 - Growing
 - Effective
 - Dynamic
- How the 4P's have been transformed through Digital Marketing
 - Impact on Product
 - The Long Tail Effect
 - Impact on Price
 - Impact on Placement
 - Impact on Promotion

Key Objectives

- Digital Marketing is growing exponentially (online and mobile).
- The “4 P's” framework helps illustrate foundational points in digital marketing as well as traditional marketing.
- Digital is different from traditional mass media in the way we advertise, the pricing models, targeting models, and the way we engage and interact with consumers.
- The nature of what a *product* is has changed from mass produced similarity to customizable and dynamic platforms.
- The *Long Tail* concept is based on the concept that “online” removes the constraints of physical limitations for marketers, allowing new niche markets to be profitably served.
- Online media has forced more equal access to information through disintermediation.
- Promotion—or where we spread marketing messages—has exploded online with many unique and powerful channels.

Teaching Notes

- **Slide 2:** Why do we care about digital marketing separately from traditional marketing? This is important because people are spending more time in online and mobile media, so marketers are spending more and more money trying to reach them. Brands and advertising are following user behavior with budgets to reach consumers where they spend time and make purchase decisions, and this will continue for the foreseeable future. Emphasize the double digit rates and how this will be the biggest channel by spend, particularly compared to traditional media such as TV, magazines, etc. Digital is provably effective with high ROIs. Digital is different in terms of targeting and pricing and is opening up many new models for business (that we'll cover throughout the book).
- **Slide 3:** Whatever the website, the business model involves advertising. The biggest companies on the Internet depend on this revenue.
- **Slide 4:** Show the video—this is full of great factoids to get students excited and start a conversation, but be sure to highlight that digital is not optional—companies that fail to address digital in their thinking will no longer exist.
- **Slides 5–13:** Here, we're looking to emphasize the practical aspects that make digital marketing important. It's where money is currently being spent and surveys show all marketers plan on spending more so this growth will continue. There are unique opportunities for optimization and improvement, and unique ways of paying on a performance basis compared to traditional media. But digital is also composed of many unique channels from search to display to email to social, which will each have their own challenges we will dig into.
- **Slides 14–15:** The Four P's are the traditional marketing 101 framework for understanding the basics. I often approach this by polling the class on their understanding of "4P's" then revisiting how digital marketing has changed buyer behavior.

By definition, the traditional "4P's" marketing framework helps marketers focus on the ultimate business goals and results of a marketing strategy—and how to frame them and measure them for success. Looking at digital strategy and tactics in a similar way helps us understand what makes digital different and how it changes traditional marketing. We can use this framework to examine the changes. This is a great way to build a foundation for understanding digital and a good basis for class discussion or assignment.
- **Slide 16:** Often marketers will give away software and services to collect data and learn more about their customers, build better relationships, as well as to lock them in to a platform or service. This can be a way to target niche markets and even get customers to suggest new products. Customers can even suggest new products or features instead of a company committee deciding what to offer.

The Apple example is a good one to drive this home; students may all have similar smartphones, but none will have the same apps; the customization is part of the value—and the apps are often free!
- **Slide 17:** Nike example shows that changing the thinking from "I sell shoes" to "I support my customers fitness goals" allows the brand to speak to customers every day rather than just when they're ready to buy.

- **Slide 18:** LEGO example provides a free tool to “build your own” or recommend product ideas; but the data collected is valuable market research.
- **Slide 19:** Introduced by Chris Anderson suggests that the hit driven product decisions of the past were based on the limits of the real world: limited and expensive shelf space (real estate for stores); generally limited opening hours (versus 24/7 online); the need for geographic concentration of customers; and other factors. Online removes these constraints allowing niche markets to be profitably served.

The *Long Tail* is based on the classic observation that Amazon sold more of the unpopular titles of books that could never be found on shelves in stores than the best sellers in aggregate. More niche products with less volume can add up to very lucrative markets—the Internet changes the constraints of a brick and mortar business (real estate or costly shelf space) to a non-constrained, offering huge selection in any niche or product area model.

- **Slide 20:** Note the enabling technology that makes this all possible—Search and Social for product discovery for example.
- **Slide 21:** Long tail example—hot sauce superstores. Most real world stores have Tabasco and Sriracha and maybe that's it because anything else is low volume and can't justify being stocked—but online stores can offer a huge selection and it's easy to find them with Google.
- **Slide 22:** Netflix is a great example as people can watch movies and TV shows that don't have enough demand to be screened in a theater (where you need enough customers to have paying butts in seats!) or even be reruns. They also generate enough data to provide insight into new shows and revivals. (Example, *Full House* became popular and led to the revival, *Fuller House*.) Netflix can aggregate diffuse but large demand, like for documentaries or musicals or Bollywood films.
- **Slide 23:** Price is now transparent. Middleman and their proprietary data have been replaced by easy Internet access to prices and features and reviews. Consumers have access to information that was closely held and is now “disintermediated”.
- **Slide 24:** For example, travel agents and real estate agents used to be a necessity because only they had access to listings and prices; now everyone does. This gives rise to business models that aren't commission based, which aligns the interests better with the consumer.
- **Slide 25:** Hipmunk is an example—they provide travel options with a better interface, for example ranking airplane flights by ‘agony’ a measure of quality, price and likelihood to be delayed among other things. Makes consumers have better info for decision making.
- **Slide 26:** Insurance is so competitive that they provide competitors pricing to keep you on their site—it's too easy to comparison shop! What real world store tells you what the price is across the street at a rival?
- **Slide 27:** Tools and sites like RetailMeNot even provide transparency on the coupons and discounts for products. This means that it's hard for marketers to use coupons and discount codes as a tool since everyone can get them so easily—it becomes the standard price!
- **Slide 28:** Price comparison websites (Price Grabber shown here) contribute to this—it's hard for any web retailer to be too far out of line with its competitors. Paradoxically, this plays to the strengths of

strong brands—we are only willing to buy from Randomsite.com because they trust the reputation of the brand they are buying and its quality.

- **Slides 29–30:** Mobile tools make price comparison not just a research phase of the purchase process, but can actually be used in store to check for better deals. This is impacting how physical retail has to present itself (again much more on this in Chapters 9 and 11).

Placement of product is also impacted. E-commerce, mobile commerce, and social commerce all provide ways to reach customers that previously had more limited selections. We can also reach customers more dynamically than traditional media; changing our minds on placement if you will, based on data and performance. Another good discussion point—advantages versus disadvantages versus traditional placement tactics?

- **Slides 31–32:** Where we buy has changed as websites (like Amazon) and mobile commerce rise. How we buy has also been impacted, with 66% of the consumers using the Internet (at least occasionally) to research purchases. A retailer without a good ecommerce experience, including mobile, will lose share to a competitor that does have one!
- **Slide 33:** This has led to new commercial models. Most manufacturers of products sold to retail chains in the past—they never had to deal with consumers directly and had little data. Now direct to consumer (and the channel conflict it engenders) is a major competitive threat, with higher margins making up for lower volume in the beginning. Gillette had to convince Walmart to give it shelf space, but Dollar Shave Club went direct.
- **Slides 34–35:** from search to banner ads, online video, and content marketing, all bring new opportunities and challenges for marketers. We will review these many options in depth in subsequent chapters. The huge growth of mobile will continue this trend of online and mobile first brands going after incumbents with new direct business models.
- **Slide 36:** Digital also provides a channel for not just acquisition, ongoing customer relationship management that was simply not possible in the past for makers of consumer goods.

Class Exercises

- Set up blog access (see class assignments). Select groups for group projects. If you choose to use another option for posting and sharing information, set this up in the first class session.
- Class discussion for Chapter 1 can center around the impact of digital and enabling technologies on people's lives.
 - Poll the class on how many are Amazon Prime members; use Venmo; use Uber (and whether they used cabs/car services prior); check reviews online before purchasing; use Seamless/OpenTable.
 - Compare desktop first to mobile first strategy.
 - Poll and compare cord cutters vs cable subscribers; owners of Google Chrome, Amazon Fire.
 - Users of stick or other digital media device.

CHAPTER 2

Search Marketing: Search Engine Optimization

1 or 2 sessions

Chapter Outline

- Search and search terms
- Search optimization versus paid search
- The importance of relevance
 - Links and Link performance
- Origin of search and its value to marketers
 - Indexing versus directories
- Tactics and strategies behind SEO
 - Where, how much, and why search spend is so large
- How search engines work
 - Google crawlers and optimizing pages for best results
 - Key words and key phrases
 - On page strategies—optimizing content
 - Off page SEO strategies
- Assessing the ranking and performance of your site

Key Objectives

- *Search Engine Marketing* (SEM) is the foundation of any digital marketing strategy.
- *Search Engine Marketing* is comprised of two major components: *Search Optimization* and “*Paid*” *Search* (PPC).
- SERPs returned from searches *must be relevant* to help searchers find what they are looking for.
- *Optimization* is a strategy (and art and science!) to improve website ranking and performance.
- On Page optimization is the website’s actual content and structure.
- Links are a key factor in determining page rank, part of an “Off Page” strategy.
- Creating engaging content is critical to site ranking and performance.

Teaching Notes

■ **Slides 3–5:** Search and search terms. Review these terms before moving forward. Often, class members have various levels of experience with search marketing you can poll for.

■ **Slides 6–8:** Search optimization versus paid search. Discuss the importance of SEO and PPC to digital marketing; then specifically Search Engine Marketing (SEM). Why do companies care about search? What different strategies do various companies use to differentiate themselves in SEO? Using examples, demonstrate the difference between “paid” search placement and organic search results (SERPS).

Center a short discussion around the concept of “Harvesting Intent” and how it relates to their customers or target audience; good opening for discussion on marketing tactics and how marketers define and understand their audience(s).

- Resource: “The Search” by John Battelle (2005) is a great classic for visual and teaching references as well as general background for students.
- From *Tools and Resources*, lots of good references here: “SEO trends, data and visualizations”; <https://www.google.com/trends>.

■ **Slides 9–11:** The importance of relevance. Why does relevance impact things like SERPs and Search terms? What does understanding search words and phrases tell you about your target audience?

We’ll go into more depth on the technical aspects of “how search works” later in the chapter; here, I explain the basics of attracting “search traffic” (creating key words for search emphasizing the concept of relevance, how we look at page results—SERPs) to assess how effective our organic search is. I also like to point out what types of ads are showing up against our keywords. This is a good place to use the Internet in your class to show real time examples.

Introduce the concept of Links and Link performance (just the basics here; we’ll continue to build on this at the end of the chapter and again in later chapters).

■ **Slides 12–17:** Origin of search and its value to marketers. Concepts of indexing versus directories—so students have a background on the origin of search. Reinforce the magnitude of spending on search, and the attributes and types of search engines; both specialized and global.

■ **Slide 18:** Discuss Search Engine Optimization (SEO), how search engines work, and how marketers can leverage search and tactically improve page rankings.

- Evolution of crawlers and bots—and how this impacted growth of search.
- The concept of “crowdsourcing” as it relates to relevance.
- Introduce concepts of selecting key words, the beginnings of manipulation of search, page rankings (we cover in more depth with visuals later in the chapter).

■ **Slides 19–21:** Tactics and strategies behind SEO—where, how much, and why search spend is so large.

- Deeper dive into Google and their “organic crawl” and optimizing pages for best results.
- Talk a few moments about the Heat Wave research study. You can use the end-of-chapter link for more detail: Travel Tripper, <http://www.traveltripper.com/blog/eye-tracking-in-2017-for-google-hotel-searches-why-the-old-rules-dont-apply>.
- How SEO and PPC (Paid Search) work together (a good place to touch on the ethics of search; white hat and black hat camps and *gaming the system*).

This is a good opportunity to introduce Google algorithms, Google development and algorithm releases. A good source for other visuals is the *Search Engine Journal*; <https://www.searchenginejournal.com/seo-guide/panda-penguin-hummingbird/> from *Tools and Resources*. Also a good time to touch on Google certifications.

- **Slides 22–25:** Introduce “On Page Strategies” taking into consideration all we’ve discussed about optimizing a website—optimizing content to improve page rank, page titles, URLs, metatags, file names, website address, and formatting signals.
 - Tie in the Long Tail effect of good optimization (more info here if that is your intent) <http://www.elliance.com/aha/infographics/long-tail-seo.aspx>.
 - Google Key words and phrases from a more technical perspective. Good place to use one of the tools in class exercises in the next section.
 - Key Word planner in *Tools and Resources* all good teaching visuals here. To provide students with a deeper reading reference, <https://moz.com/beginners-guide-to-seo> in *Tools and Resources*.

Showing the SEO Rapper video is a fun way to pull together all these concepts relevant to SEO.

- **Slides 26–29:** Elements of a good “Off Page SEO Strategies”—strategies involving your website’s attractiveness and interaction with other sites and content.
 - Concepts of Anchor Text and its relationship with other placements.
 - Link building as a key strategy for “Off Page” optimization.
 - Key terms and topics are: inbound or back links; outbound and reciprocal links.
 - Internal links and deep links reference optimization of your site as part of a good linking strategy.
 - How link optimization is perceived by search engines.
 - Assessing the ranking and performance of your site and understanding the concepts of “page rank” and page rank scoring.
 - Link building, creating good content, finding good content—key concepts to increasing the ranking of your site.

You can spend as much or as little time again discussing the ethics of optimization. “Link baiting” and strategies for creating content people want to share and link to from their web pages.

Open Site Explorer by Moz offers visuals for checking and determining value of links:

<https://moz.com/researchtools/ose/>.

- **Slides 30–31:** Optimizing content. Discuss the basic types of content that work well at attracting links: product information, instruction manuals, directions; content must be engaging as well as functional. I tend to only touch on concepts here as Chapter 10 is devoted to inbound marketing and optimizing all types of content.
 - Beyond the basics, what are other good places to begin link building right away? Types of content already developed and on the web—linked to and from your site; trade associations, relevant blogs, or other sites of interest that complement your offering. See teaching tips for good exercises and resources here.
 - A final way to generate content and links is to have your customers and other guests create it for you. Good examples are sites like Yelp and Trip Advisor.

Class Exercises

- Keyword and link testing exercises—can be done as a group in class or as homework
 - for Keyword exercises, use the Google Trends tool and/or the Adwords Keyword planner
 - for Link exercises, use OpenSiteExplorer or Google Advanced Search filters
- Students can select a website or instructor can provide. (If group project companies have been assigned, suggestion is to use these.)
- Compare keyword ideas using *Google Trends* and identify:
 - Higher traffic keyword
 - Geographical differences if any
 - Note rising keyphrases and relate to content on page
- Use Google Adwords Keyword Planner to take keywords and
 - estimate search volume per month for U.S. (or other geography),
 - estimate Cost per click (CPC) against a sample budget (\$10,000/month),
 - estimate traffic based on CPC and budget (# of clicks).
- Key Word Density Analysis: Use this tool <http://tools.seobook.com/general/keyword-density> or Key Word Density Tool from SEMRush.

The keyword density analysis is a way to compare your site's keyword profile as the search engine sees it with your desired keyword targets. It's also a great way to see where you stand compared to competitors. You'll need a domain to examine—a group project “client company” works very well. You may have previously determined a set of keywords the company wishes to rank highly for—words or phrases that when searched should indicate potential customers (for example: “best digital cameras”). Use this list for comparison to the results.

- To start, enter the domain name for analysis into the tool. It will return a list, sorted by frequency of appearance, of the various keywords and phrases that appear on the domain in question. For comparison, enter one or more competitor domains and analyze them as well.
- Next, compare the domain to your target list.
 - Do the target keywords appear in the analysis? What's there and what's missing?
 - Do the target keywords appear in the competitor's analysis? What keywords does the competitor appear to be trying to rank highly for (for example “cheap” or “best”)?
 - What keywords appear on the domain analysis compared to the competitor analysis? Compare and contrast to the target domain. Note the differences in positioning. What does this say about the domain versus the competitors?
 - What kind of content needs to be created to improve this (using the missing keywords)?

(*Advanced*) Describe a strategy to create content that will add desired keywords to the website and could work to improve the search ranking for the desired keywords.

- Use Moz.com and the OpenSiteExplorer.com to identify and review links to a domain. (Suggest group project company domain and/or competitor for comparison.) Discuss using this to identify sources for PR and marketing outreach (blogs, etc.).

- Discussion: If the baseline based on this tool is x links, what strategies could you use to generate more links? What is the benefit? Discuss the value of # of links versus quality of links based on traffic and relevance.

Tools and Resources

- SEO trends, data and visualizations; <https://www.google.com/trends>.
- SEO guide; <https://moz.com/beginners-guide-to-seo>.
- Google Web Master Console and Tools; <https://www.google.com/webmasters/tools/home?hl=en>.
- Google development and algorithm releases: the *Search Engine Journal*; <https://www.searchenginejournal.com/seo-guide/panda-penguin-hummingbird/>.
- Release notes on Google algorithm releases; <https://moz.com/google-algorithm-change>.
- Google Keyword Planner; <https://adwords.google.com/KeywordPlanner>.
- WordPress SEO Tools; <https://wordpress.org/plugins/wordpress-seo>.
- SEO Rapper Video—great tips on design and execution of a good SEO strategy; https://www.youtube.com/watch?v=fnSJBpB_OKQ.
- Inbound Link strategies; <https://moz.com/researchtools/ose>.
- OSE link building opportunities; <https://moz.com/help/guides/research-tools/open-site-explorer>.
- Alexa Page and Traffic Rank tool; <https://www.alexa.com/siteinfo>.

CHAPTER 3

Search Marketing: Search Advertising (PPC)

1 or 2 sessions

Chapter Outline

- Overview of paid search
 - Revenue from PPC versus other digital channels
- How SEO and SEM work together
 - CTR, Landing Pages, Quality Scores
 - Tying SEO and SEM to Long Tail marketing
- Search engines and search advertising
 - A customer view of search marketing
 - Global market share/s
 - The economics of paid search
- Campaign creation and benefits
- How PPC works
 - Google AdWords—expanded keyword and text features
 - AdWords extensions
- Best places to run SEA campaigns
 - Google AdWords
 - Bing (in the U.S.)
- Google shopping—PLAs and GDN
 - YouTube text overlays
- The future of search
 - Local and mobile
 - Voice interfaces, multi-media, specialized search engines
 - Social media and PPC (Facebook, Twitter,

Key Objectives

- Understand the difference between Paid Search Advertising (PPC) and Search Engine Optimization (SEO).
- PPC is advertising where marketers create advertisements targeted to specific keywords or key phrases and bid to show the advertisements against other marketers.
- Google AdWords is the leading paid search platform. Marketers create an account, launch a campaign, and organize ad groups by theme or value proposition.
- The actual advertisements are part of an ad group and the creative (text copy) supports the message of the theme or value proposition.
- Google AdWords is the leading place to run search ads. The standard has recently expanded the amount of text for ads.
- Google Shopping and Amazon offer Product Listing Ads (PLAs) for commercial searches—PLA's are more like data feeds of products than regular search ads.
- Mobile is impacting search by making location and personalization more important factors in marketing and search engine results.
- Voice is impacting search results as more searches are conducted through voice assistants, where ads are not available to marketers.
- Social is impacting search as people begin the path to purchase on social media sites instead of Google.

Teaching Notes

- **Slide 1:** It's important to note this chapter is the second half of Search Marketing. Search Engine Optimization has been covered; this will focus Paid Advertising (search engine advertising or PPC) and the strategies and tactics used.
- **Slide 3:** Review the terminology—it's good to note here that both SEO and PPC use similar terminology, and one can inform the other in terms of insights and learnings.
- **Slide 4:** Key points—this is the paid ads part of search marketing. Unlike SEO, this is easy and quick—you write an ad, put down a credit card, and can start getting traffic immediately. This is also how Google makes almost all of their profits! Even though only about 10-15% of the clicks go to paid ads, those clicks add up to billions.
- **Slide 5:** Marketers still love SEM (and PPC ads) because they work well and are well understood. Search ads also have the benefit of being accessible to businesses regardless of size—the small business owner can use them—no minimums or agencies necessary.
- **Slides 6–8:** The next section is review: how both SEO and PPC can work together. Paid search can get initial traffic to a website that allows a marketer to begin experimenting and optimizing landing pages and copy. The learnings about what keywords lead to conversion can identify SEO priorities as well.

PPC and SEO can both be started right away, but PPC delivers more immediate results. SEO takes longer but over time has big benefits, and the traffic continues—PPC traffic only comes when you buy ads.

One important note is that when both organic and paid results are on the same SERP's, research shows that BOTH the paid and natural inks receive a lift in CTR –click through rates. This averages about 20% in the clicks they get. Researchers believe this is due to the increased screen real estate and the mutually reinforcing branding making users more likely to click.

- **Slide 9:** Optimizing landing pages (through content, key words, key word phrasing and linking strategies—Chapter 2) isn't just good for SEO—if done properly the landing page can increase the Quality Score, which is an important component of the auction process for PPC ads (reviewed in more depth later). In other words good landing pages can lower the effective ad cost. (more on Quality Score later in this chapter)
- **Slide 10:** SEO and PPC should work together to keep branding and messaging consistent.
- **Slide 11:** The analytics from both SEO and SEM/PPC can be used to identify high performing keywords. New keywords for ad campaigns can be found through SEO efforts, and the best performing keywords can be targeted for content and SEM efforts.
- **Slide 12:** Generally speaking, SEO tends to be focused on the more expensive and lower converting “head” keywords, where PPC and ads are focused on more targeted long tail keywords that represent better chances to convert more focused searchers.
- **Slide 13:** Even though PPC is only 10-15% of clicks, it's a huge business—search engines like Google pay big guarantees to be default search engines on major sources of traffic like browsers, etc. The cost shows up as TAC—traffic acquisition cost.
- **Slides 14–15:** Google is the dominant search engine in the US and any country with a romance language. Google's paid advertising program is called *AdWords*.
By market share (either # of searches or revenues generated) Google is the world leader. YouTube alone would be the second biggest search engine in the world.
- **Slide 16:** In countries with a different language/alphabet or legal or political reasons for restricting Google, there is often a large national player; Baidu in China, Yandex in Russia, Yahoo Japan in Japan (not the same company as the US).
- **Slide 17:** The key metric to track is Conversion Rate—we ultimately care about sales or leads, not clicks, which we pay for! Google wants to make money but you can actually optimize your AdWords ads for conversions, not clicks—they realize that unless a company can make money from search ads, they won't be a customer for the long term. Here you can see the various metrics that companies measure in assessing “conversion” in a PPC strategy.
- **Slide 18:** Paid search is a modified reverse Dutch auction; this means that the winner pays one cent more than they next bidder and so on. There are multiple winners corresponding to the multiple positions for ads on search pages. Sometimes it can more efficient to bid for a lower, less expensive search position.

Google AdWords Planner: http://AdWords.google.com/start/te/how-it-works/#?modal_active=none;
The suggested class exercise can provide ideas for a quick hands on experience in of how one uses

these tools to develop a strategy and budget for PPC campaign. (This exercise can also be used after slide 26)

- **Slide 19:** The foundational benefits of search: broad reach, high ROI, high commercial intent, and highly flexible and easy to use.
- **Slide 20:** One of the reasons search is so popular is it's easy to see the high ROI. Most companies can track the PPC ads to the sales they generate.
- **Slide 21:** We sometimes say search engines 'harvest intent'; a user tells us with a search query what they intend to buy. A search advertiser can select those keywords for a targeted ad, show them messaging that addresses that intent, and send them to a specialized landing page to 'harvest' that intent into sales.
- **Slides 22–25:** Walking the class through the math to explain the economics, but also to illustrate the point that the market is competitive, well developed, and ultimately the price you can afford to pay depends on the ability of your business to convert to sales as much as the auction. And, that Google makes a lot of money on the margin here!
- **Slide 26:** Key point: AdWords uses the CTR of ads as a proxy for what the search user is finding *relevant*—and they make more money that way too!
- **Slide 27:** Members of the class looking for further and more practical training can study and take certification exams through the Google Academy for Ads. It's an excellent professional credential. Links to these are listed in the Tools and Resources section of the chapter. You can also introduce students to Google Academy for Ads: brief courses for better ad planning, https://landing.google.com/academyforads/#?modal_active=none. WordStream PPC University offers many short tutorials on PPC advertising, <https://www.wordstream.com/learn>.
- **Slide 28:** Key terms—AdWords is Google's paid ads program on its own properties and partners; AdWords is hierarchically organized into Accounts, with Campaigns, that ran Ad Groups, filled with Ads.
- **Slide 29:** AdWords most recent major change redid the locations of the ads and reduced the amount per page from 11 to 8, plus increased the amount of text to basically double the creative space text.
- **Slide 30:** Bigger titles, more text for ads, and some display URL changes (what the user sees and where it goes.)
- **Slide 31:** The keyword planner lets an advertiser estimate the amount of traffic and what it will cost when running a campaign against selected keywords.
- **Slide 32:** AdWords has extensions—specialized extras that add more information, and space to ads in certain positions (top positions). These can yield extra clicks, with impact to your PPC! Click to call for example allows people to call instead of click through to a website—great for small businesses like restaurants for example.
- **Slide 33:** The AdWords formula is not only about who bids the most—that's about 70%. It also takes into account the CTR of the ads, which shows user interest and response, and factors about the keywords and accounts. This has the effect of making advertisers write more effective and focused ads—it's too expensive to spread the net to unrelated terms.

- **Slides 34–35:** AdWords has built in budgeting tools to ensure advertisers can trust the system and be more effective with their budgets, from basic limits and daily caps, to time-based and other filters.
- **Slide 36:** A key tool in search targeting is match types. This is how related searches are included or excluded from targeting and bidding. Walk through match types, and make sure to mention negative match as a way to block unwanted keywords.
- **Slide 37:** Work through with a specific example, cell phones. You can also use any other.
- **Slides 38–41:** Walk through the definition of Quality Score, and highlight that 30% is related to non-monetary factors. This provides a key feedback loop for quality and an opportunity for advertisers to save big in their campaigns through attention to Quality Score. It's a way for smaller budgets to beat the big guys as well!
- **Slide 42:** The Google Display Network is made up of all the partner sites that use Google AdSense—a vast network and often cheaper clicks by an order of magnitude. These are targeted contextually—based on keywords found on the page in its content—not based on searches typed in by a user. As you would imagine, this yields far lower net conversion rates.
- **Slide 43:** Google Shopping ads appear in searches but are not written creative like a search ad—they're data feed driven when Google decides an ad has a commercial basis. We'll discuss PLAs further in a later chapter, but it's worth noting they are high ROI searches with commercial intent.
- **Slide 44:** YouTube overlays are similar to text ads—however, they're more like accessible but low quality display ads, also contextually targeted.
- **Slides 45–51:** As searches have become more mobile—based on user's phones—Google has emphasized local and mobile factors in its results. So, results that are near to the searcher are more important and relevant. Local searches drive users to retail, and mobile is growing fast.
- **Slide 52:** The future of search is wide open. One key area is voice. As people have started to speak searches, the mechanics have changed as the user's voice query is translated into text and then matched to relevant results. More importantly, it's not clear how we can show ads with voice!
- **Slide 53:** Specialty search is growing—YouTube users expect video results, for example, and we have search engines for everything from travel to restaurants to GIPHY, offering largest library of animated GIFs and stickers—these are a threat to Google's dominance.
- **Slide 54:** Some search engines differentiate by features like not tracking you (DuckDuckGo) or semantic results driven answers. Search is so valuable that innovation continues all the time.
- **Slides 55–58:** Social media is often the starting point for searches and broadly speaking, the linking and social signals of sharing can help search determine what's important for relevance. However, social also represents a possible threat to Google and search as people may not see the ads that drive the business model. Google does everything it can to see social signals. Twitter results are incorporated into Google so it can provide real tie results and get relevant social signals.

Class Exercises

For this chapter, there are several exercises that can revolve around different aspects of Google Search Advertising.

First, use the Google AdWords Keyword planner to suggest keywords for an example business, for example “Adventure Travel.” Use this list and the tool to:

- Create a sample advertisement that features a creative message with a call to action, and uses the keyword targeted. (teaches ad copy writing and using keywords to improve quality score)
- Use the bidding tool to see the impact of different budget decisions on the volume of projected clicks. (Try 3 different levels: \$1, \$3, \$5 or something similar) Discuss the relationship between the bid level and the traffic level—is it linear? (No.)
- Using the keywords list, select a sample monthly budget of \$10,000. How many clicks are expected? Can you change the bidding between the different keywords to increase this? (Show how bidding strategy is implemented.)

Tools and Resources

- Here are links to the Google Certification exams for further learning:
<https://support.google.com/partners/answer/3153810?hl=en>
- Link to similar exams for the Bing Ads Certification: <https://advertise.bingads.microsoft.com/en-us/resources/training/bing-ads-accredited-professional-training-faq>
- Google AdWords Planner: http://AdWords.google.com/start/te/how-it-works/#?modal_active=none

CHAPTER 4

Email Marketing

1 or 2 sessions

Chapter Outline

- Email effectiveness
- Email strategies and execution
- How email works
 - Who to send to: List Building
 - What to send: content considerations
 - How to send: design considerations
 - When to send: strategy considerations
- Measuring success
- Integrating email with other channels

Key Objectives

- Understand the foundational effectiveness of email as a customer communications channel, and the role of email as a customer identity mechanism.
- Know the value of email from a marketing perspective; as a permission-based way to reach customers.
- Understand the importance of an email list as a marketing asset.
- Learn best practices for building an email list, and the difference between opt-in, opt-out, and the tradeoff in volume versus interest when signing up for a list.
- Recognize the importance of the “subject line” and “from line”—the envelope—in email deployment.
- Become familiar with copy writing techniques for effective emails.
- Review the timing and content strategies of ongoing email communications.
- Differentiate between email deployment strategies, including trigger-based emails, calendar-based emails, and cadence based campaigns.
- Understand the role and function of an “ESP”; and why using an email service provider (ESP) is advantageous.
- Learn metrics for tracking email success, including deliverability, open rate, click through rate, and how to determine email ROI.

Teaching Notes

- **Slides 1–4:** Email is so much a part of the fabric of our lives it's sometimes overlooked but it's a critical digital technology—not just for advertising but for customer relationship management and engagement. It's critical for receipts, shipping notifications, and other forms of customer communications. Key points for marketing: it's foundational to digital marketing, highly effective in terms of ROI, and is the fundamental identifier for almost everything: accounts, targeting, retargeting, and more. Your email is like your online identification card—you even need it to sign up for new social media and apps!
- **Slide 5:** Despite everything, including the switch to mobile platforms, email remains a dominant and important method of communication particularly for business. Even millennial generations and younger list email as a key activity and communication channel.
- **Slide 6:** For small businesses, it's easy, inexpensive and accessible, so it remains a big part of their marketing.
- **Slide 7:** Email marketing is not just the emails we send—it's advertisement inside emails, which can take the form of banner ads, or full blown sponsored emails from other parties. But the major use case we'll examine is customer communication in many forms.
- **Slide 8:** Email is still a major activity—we even check it in the bathroom! It's the first thing people do in the morning and the last thing at night. (I often use an informal 'raise your hands' poll to illustrate that everyone has their phone and checks their email constantly—good to engage the class in the discussion of the role of email.
- **Slide 9:** Email is often overlooked despite its importance and effectiveness when measured by revenue. However, most email dollars are spent on tools, not ads directly—measuring email's importance by revenue is like measuring the value of a house by the cost of the tools and lumber used to build it.
- **Slide 10:** Email strategies are built around multiple parts: who to send to, what to send them (both the *wrapper* or *envelope* and the contents inside), how to send, and how to track.
- **Slides 11–12:** These slides are a place to review the sheer volume of sending emails commercially, and how important it is to send using an ESP—a specialist in volume—who can provide efficiency tracking and compliance with the law.
- **Slides 13–14:** Building a list—renting addresses, buying addresses, and building compared. For rent, emphasize the advertising like fleeting relationship with the customer—someone sending an email on a marketer's behalf. No ownership of the email address so no chance to follow-up. Bought email addresses are almost always unwillingly or unknowingly shared for other reasons, and succeed only because of volume—most are annoyed to receive email (which will be perceived as spam) and will not likely convert to a sale or long term customer. Exceptions like industry organizations in B2B can however be effective when done properly with notifications and permission.
- **Slide 15:** Spam—unsolicited bulk email. Meaning no pre-existing commercial or legal relationship sent with substantially the same message. (Personalization and customization does NOT change this.) Illegal and can result in a big fine but rarely are the bad actors caught—plus different countries have different laws.

- **Slide 16:** For customers, Spam is simply email they don't want. They may have changed their minds or forgotten, or the emails come too often—all not legal definitions but bad for marketers and makes the job harder. (There is a box in the book that goes into detail about regulatory oversight of Spam.)
- **Slide 17:** Great time for a short discussion—consider what you would do if you were in charge of email marketing for a spammy topic like Viagra! (Mortgages, anything common- how do you cut through the noise? Sadly sometimes you can't)
- **Slide 18:** Note on the mechanics of spam—it's often sent by networks of computers infected by viruses –one of the business models of the bad guys is to send emails for spammers.
- **Slides 19–20:** Email lists are best built organically—this takes time but has the best business outcomes. The harder to get on the list, the more engaged the audience who does get on will be—but at the price of growth. For business, it's a tradeoff between the size of the list and the performance. The spectrum of difficulty is: opt-out (uncheck the box); opt in (check the box affirmatively) and double opt in (check AND confirm).
- **Slides 21–22:** Design emails first to be opened—the subject line and sender need to be clear but compelling. Best practice is “name from business” style of sender, with clear value in the subject line. Mystery does not help—people need to know what they are getting.
- **Slides 23–26:** Design emails for scanning in the preview pane and above the fold. Many people won't open but only scan the preview, so make sure the messaging is effective for this! The increase of mobile opens makes this harder as there is no clear ‘fold’ (a term from newspapers, of what could be seen in the pile; above the fold has to be compelling enough to open and see the rest). ESP's provide tested templates that make this easier to design.
- **Slide 27:** Email marketers' first task when planning an email strategy is to decide what the goal is: do you want to *educate* or *activate* for another sale. This informs everything from the message itself to the deployment strategy.
- **Slides 28–30:** Emails can be deployed in different ways, from one by one triggers (receipts or reminders) to calendar based things like holidays, to relative things like where the customer is in their journey. All can be tested and optimized.
- **Slide 31:** Trigger based example—shopping cart rescue. So many people leave items they are interested in this has a proven high ROI.
- **Slide 32:** Cadence based example –deploying a series of messages according to a personalized set of criteria. For example, emails can be sent to inform about features of a product that a customer has not yet tried.
- **Slide 33:** Perhaps my best email example of life cycle cadence—a literal life cycle. With two pieces of information that are different for everyone, the same sequence of weekly and more messaging about “what to expect when you're expecting” are launched. The two pieces of info are email address and due date; the client, a baby formula company.

- **Slide 34:** Discussion here not just about key metrics but about how hard it is to track them. Is a preview pane an *open* or is it just someone scrolling? Note that emails are tracked by pixels embedded in the email, so it doesn't work with images off by default as most are. Very challenging but tracking is important regardless!
- **Slide 35:** Note the use of email as the identity for social and mobile—email should be thought of as one method of customer communication, but perhaps the most universal—and it's searchable.
- **Slide 36:** Email addresses are not just for direct marketing but can be used with display platforms for audience targeting!

Class Exercises

- Email marketing versus Spam—where is the line? Discuss the legal definition and consumer opinion. What would you do if you had to market in a 'spammy' product area (like Viagra, or mortgages)
- Discuss email as an identity mechanism online. Why do social networks and e-commerce sites use email for this and what do they send you? Is this good? What are the downsides?

Tools and Resources

- “More on Spam,” *Business Insider*: <http://www.businessinsider.com/the-companies-who-send-the-most-emailspam-2016-2>.
- HubSpot's “104 Email Marketing Myths, Experiments and Inspiration” at <https://offers.hubspot.com/email-marketing-myths-experiments-inspiration?hsCtaTracking=479b0e82-5f3a-4247-92c6-cd005ff8fb0c%7C1f677a8c-f4dc-4eb1-8f39-627e8a45e087>.
- Other sources of email statistics to understand how users receive and engage with email: <https://www.hubspot.com/marketing-statistics>, <http://www.wordstream.com/blog/ws/2017/06/29/email-marketing-statistics>.
- MailChimp Email Templates: <https://kb.mailchimp.com/templates/layouts-and-themes/create-a-template-with-the-template-builder>.
- HubSpot Trigger Words: <https://blog.hubspot.com/sales/crazy-persuasive-words-thatll-immediately-motivate-your-prospects-to-take-action-infographic>.
- MailChimp Email Benchmarks and Factbooks: https://mailchimp.com/resources/research/email-marketing-benchmarks/?_ga=2.38332707.1201754590.1506346160-1673647173.1499819357.

CHAPTER 5

Display Advertising: The Basics

1 or 2 sessions

Chapter Outline

- Display advertising overview
- The evolution of display advertising
- How display advertising works
- Ad networks, ad servers, and ad exchanges
- Digital display options
- Getting the most out of display

Key Objectives

- Understand why display is the second largest channel of digital marketing by revenue; experiencing new growth due to better targeting methods, media and mobile growth.
- Display started as the basic banner ad; but has evolved into rich media and video units providing more engagement and interactivity.
- Display is one of the few digital marketing mechanisms that can deliver both branding impact and direct sales.
- Know how display advertising works; planning an ad campaign involves identifying your audience, selecting the appropriate publishers and developing creative assets.
- Digital display options are standardized by the IAB for the industry; providing standard ad sizing and best practices for rich media, interactive techniques and native ads.
- Understand ad exchanges and ad networks; ad exchanges exist to facilitate transactions between two sides of the marketplace—advertisers and publishers—and make money on the transactions. Ad networks typically act on behalf of buyer or seller, facilitating best ROI.
- Creative best practices include integrating maps, calendars, leads, and other functionality into ads; sound and video; interactivity and engagement, and other rich media techniques.
- The most important thing in good creative is testing a variety of messages and approaches to yield best results.
- Targeting is the key to effective and efficient advertising in display; using demographic and behavioral research to identify potential customers.

Teaching Notes

- **Slides 1–7:** Display is the second largest channel by spend. It's been revitalized thanks to social and mobile, video and programmatic. Key terminology is different than search: CPM (cost per thousand) is a dominant payment method—rate per thousands of eyeballs looking as opposed to performance based. CPM is derived from metrics used in traditional media and branding to measure reach. Viewthrough is also important; its research that shows that the clickthrough as a metric *underestimates the impact* of display ads. Unlike traditional advertising, research shows that 40-50% more people take action after seeing a display ad than those who click in search. It's like a bonus of 50% on measured performance. (Much of the other definitions will be directly dealt with in the lecture.)

Better ads and better targeting has led to more spend especially from traditional media brands. The growth leads some to think display will pass search in spend soon.

- **Slide 8:** Banner ads evolved from traditional media as online magazine ads; the first weren't even always clickable as some companies didn't have websites to send them to or weren't looking for a clickthrough—just branding. Things evolved quickly as action (clicks), and engagement (interactivity and measures of impact) became available and important.
- **Slide 9:** Interactive ads appeared early in the form of a Shockwave file (precursor to flash technology)—a playable pong game. This increase in engagement from people interacting in the ad was worth the extra technology it cost HP to make it, a tradeoff for companies that continues to this day.
- **Slide 10:** The early ad ecosystem was simpler and much smaller: advertisers bought ads from publishers to reach consumers, and ad operations players like early entry DoubleClick (using its proprietary DART technology taking advantage of “cookies”) provided trusted 3rd party services such as servers, trackers and reporting authorities.
- **Slide 11:** As more players, particularly ad networks, began to enter the market, the ecosystem and tracking and monitoring became more complex. Making sure the ads were seen by the right people and tracked through more advanced analytics was tougher, as were tracking to ensure things were properly served, charged and compliant with new regulatory provisions.
- **Slide 12:** We've entered a world with lots more money at stake, much more complexity, and more of everything: pricing methods, creative types, exchanges and networks, and of course real time programmatic bidding. New tech players emerge constantly to help optimize parts of the value chain: DSP's (demand side providers) to help optimize the buy side, and Yield Optimizers on the sell side to help publishers make the most money from their inventory.
- **Slide 13:** Display has the highest impact branding ads and most novel ways of targeting and buying the right audiences, so growth is booming as traditional advertisers meet their customers online.
- **Slide 14:** This chart illustrates the complexity of the ecosystem today that collectively accomplishes all these wonderful things. (I usually make a nod to this with a bad joke about the “simple chart that explains it all”). Key points: complexity makes attribution hard and fraud difficult to track; working media (dollars for actual ads instead of technology is often less than the goal of at least 50%; and bad actors can flourish). See “The History of Online Advertising,” Adpushup Blog, <https://www.adpushup.com/blog/the-history-of-online-advertising> or <https://lumapartners.com/luma-content/> for additional background on today's landscape.

- **Slide 15:** Attribution. One of the biggest challenges is giving credit along the marketing funnel to the appropriate ad channels when prioritizing where to spend for impact. This chart is to show basic analytics; Path 1 and Path 2 look very similar but which makes attribution more difficult?
- **Slide 16:** It's also questionable whether clicks are the best measure of impact—companies like MOAT have explored other engagement and attribution measures to demonstrate display effectiveness. <https://www.inmobi.com/blog/2017/09/19/metrics-that-matter-the-new-viewability-standards-for-mobile-video>.
- **Slide 17:** Most ads these days are deployed dynamically, meaning that three simultaneous decisions/auctions are happening in a split second for any ad: where to show the ad; who to show it to; and what ad to show them for maximum impact. There is also a back end of data to better identify targets. This happens in real time, impression by impression, so rules must be established so computers can decide this—in other words, real time bidding on programmatic decisions.
- **Slides 18–21:** Standards were created to make sure advertisers could create an ad once and use it everywhere, encouraging industry growth. Without them, it would be like having to create a different TV commercial for every channel—it would make mass campaigns much harder. These standards have evolved, but 4-6 (Universal package, often called the 4 pack or 6 pack) have been widely adopted and have the most inventory, leading to a commoditization. The IAB has designed new standards (LEAN) to encourage impact and maintain higher pricing for ads with more sophisticated media, native ads and other high engagement placements. The standard sizes continue to be the source of volume and commodity pricing.
- **Slides 22–27:** Ad exchanges versus networks. An exchange facilitates transactions; a network actually makes money from the sale and therefore has the seller's interest in mind—the commission is higher with the higher price. Both exist to help clear the enormous amount of inventory generated at market prices. This means that the pricing models can often be performance based and provide an opportunity for arbitrage if there is an auction. The video demonstrates this evolution and its worth showing to point out all of these things co-exist in the market—often the same banner inventory can be sold through several places.
- **Slide 28:** High performing creative shows one of several characteristics: relevant ads (good targeting); integrated into the place its seen (good context); rich media (multimedia has impact) and unfortunately annoyance and intrusion can work too.
- **Slide 29:** Examples of common rich media types; use an example live in class as an alternative.
- **Slides 30–31:** Research shows that there is a relationship between intrusion and impact—but it's possible to be impactful without being annoying. It's harder to be better—but don't be annoying. Users vastly prefer control over sound and video etc.—it can negatively impact a brand otherwise.
- **Slide 32:** Now we shift to creative. The first topic is “viewability”—whether an ad can be seen—has become a selling point as more tracking shows many ads paid for are never seen due to the page never scrolling down that far etc. Advertisers don't want to pay for those ads, but the rates reflect the blended viewability, so better metrics would increase the prices on the ones that are viewable.
- **Slides 33–35:** Using rich media features in a relevant way can cut through the clutter and improve the performance—look at the IKEA ad, which jams the whole store into a small space –reinforcing their message!

- **Slide 36:** Targeting online can take the work brands have done understanding the customer through personas and target these customers directly online segmenting them using a wide array of variables—not just broad audiences with a lot of the target attributes like a mass media campaign (think TV, magazines or direct mail).
- **Slide 37:** There are many ways to get the data to target, but digital allows us to move away from the demographic (what a customer usually looks like) to behavior (who is interested). “Our targets aren’t people who look like X; but they are people who want to buy from us.” Digital allows niches to be reached (Long Tail).
- **Slide 38:** In theory, addressable targeting means a win win-win for all; advertisers spend less money to reach only the desired audience; publishers get more for more targeted audiences; and the audience sees relevant ads they might actually care about.
- **Slide 39:** One great example of targeting behavior is re-targeting: following someone who showed up at a store or site once (behavior) with relevant ads. It’s a high ROI method on a small population.
- **Slide 40:** A good initial strategy is to use demographics to identify target audience, and behavior to target likely buyers; campaign performance can inform what creative executions are most effective.
- **Slides 41–43:** These are just for fun to exemplify the importance of placement. Computers don’t always get it right—these humorous ad placements are rare but can be bad if they are the one your boss or client sees. With all the handoffs between networks and exchanges, it’s hard to keep things safe.

Class Exercises

- *Metrics review:* Use this tool to set benchmarks and expectations for display ad campaigns. This works as a live demo in class, leading to assigning individuals or teams time to set up their own campaigns (<https://www.richmediagallery.com/learn/benchmarks>).

Tools and Resources

- Extensive History of Online Advertising on HubSpot; <https://blog.hubspot.com/marketing/history-of-online-advertising>.
- The IAB (Interactive Advertising Bureau) resource guide: http://www.iab.com/wp-content/uploads/2015/11/IAB_Display_Mobile_Creative_Guidelines_HTML5_2015.pdf.
- Ad galleries and search tools: <https://www.iab.com/guidelines/universal-ad-package/>; <https://www.richmediagallery.com>; <http://showcase.sizmek.com/>; <https://moat.com/>.
- Double Click, Viewthrough conversion tracking resources: <https://support.google.com/adxbuyer/answer/166342?hl=en>.
- Doubleclick Ad Gallery—good source of ideas and inspiration: <http://www.richmediagallery.com>.
- Sizmek Showcase—another source of inspiration: <http://showcase.sizmek.com/>.

CHAPTER 6

Display Advertising: Advanced Topics and Trends

1 or 2 sessions

Chapter Outline

- Creative trends in display
- Rich media and video: quality drives virality
- Challenges in display
- A compromise for consumers—native advertising
- Programmatic and Real Time Bidding (RTB)
- Trends in ad optimization: the digital difference

Key Objectives

- Creative is trending towards bigger, more intrusive, and more rich media ads. Mobile has added to this by having less real estate available and increasing the use of “expandables.”
- Learn how sound, video, and interactivity, coupled with good creative execution, can drive the best results.
- Display faces challenges in getting noticed due to saturation (banner blindness), viewability, and even ad blockers.
- Differentiate native advertising from display—native ads try to seamlessly blend advertising into the editorial voice and content style of a site to make it more appealing and more difficult to ignore.
- Programmatic advertising and real time bidding (RTB) have exploded from nothing to the large majority of all ad impressions served in display; generally bought through rules based, programmatic exchanges.
- Understand how advertisers use data—their own or data bought or rented from suppliers—to better target (or re-target) desired audiences wherever they are on the Internet, not on a single property.

Teaching Notes

- **Slides 1–7:** In this chapter we will expand on some of the basics from Chapter 5. Focusing in greater detail on types of creative and deployment. Trends in display are worth reviewing as they are driving

growth: more video, more mobile and more data driven targeting. The industry is also seeing a backlash against some of the intrusiveness and privacy issues. The rise of Ad Blockers reflects this. Research shows you don't have to annoy to succeed (slide 6 again, we revisit—once talking about intrusiveness, now with a bit more about targeting) and the IAB standards and industry guidelines as they relate to more sophisticated ads (LEAN, slide 7). For more on standards: <https://www.iab.com/guidelines/>.

- **Slides 8–13:** Rich media—sound and video—are much better at getting brand messaging across. The Sizmek galley and also DoubleClick's RichMediaGallery.com are great places to find and demonstrate even more examples of good ads and campaigns.

Two examples here of high performing long form messaging that could never have been done on TV are BlendTec and Dollar Shave Club. “Will it Blend” is amazing—it shows the product in action and has gone viral over and over again as they blend iPhones and Xboxes. And if they can blend those, your smoothie is no problem. Cost was cheap—the CEO stars in it—and impact was high. Dollar Shave Club got the same message across with many key marketing points—high quality, the cost of endorsements and extraneous tech of the mainstream brands—and also changed the business model to very high value LTV subscription customers.

- **Slide 14:** The cost of Ad blockers—higher than the real impact because it measures the lost revenue not whether those ads would have been worthwhile. Nevertheless, it's a threat to the business model of the publishers if bad actors drive people to install ad blockers. Google has taken action to penalize sites with bad ad behavior.
- **Slides 15–16:** Ad blockers work the same way—either block a list of advertisers or identify the ads before loading on a web page and stop them. The problem for many is their own business model is often to make advertisers pay to whitelist their ads—essentially paying twice to show their ads! Publishers also are angered that someone else is taking money from their ads.
- **Slides 17–18:** Less prevalent in the US but Germany and France are seeing high rates. Usage skews male and younger, and tech savvy.
- **Slide 19:** Native Advertising is one way to improve performance. It's harder to block and more natural to consume as a user, plus it's higher priced so publishers like it. It can be misleading so some consumers have reservations, but it's also very effective. Many more examples here if you choose to spend more time on this: https://giveitanudge.com/best-native-advertising-examples-of-2018/?gclid=EAIaIQobChMlVjclZ3b2wIVDINpCh3GFgdXEAAAYASAAEgL2dfD_BwE.
- **Slide 20:** The growth of programmatic and RTB are linked—with the enormous amount of inventory being traded in RT the bidding and placements have to be rules based and programmatic—humans can't make those decisions.
- **Slide 21:** Programmatic is a huge portion of ALL inventory, but the majority of the revenue from most publishers is premium often hand sold inventory.
- **Slide 22:** Technology masks the complex processes of split-second bidding and decisions for every programmatic impression. From our Tools and Resources section a great resource: Top 10 Programmatic Ad Tools: <https://digitalready.co/blog/top-10-tools-in-programmatic-advertisement>.

- **Slide 23:** Pricing has gone from a simple auction to more complex models; exchanges are now often private, representing higher quality inventory, to ensure better pricing. Unverified inventory is cheap and often arbitrated. Even the bidding process has gotten more sophisticated with *header* bidding helping maximize yields across multiple markets.
- **Slides 24–25:** Programmatic growth is huge with most impressions by volume now served that way.
- **Slide 26:** Key to impact and effectiveness is optimization. This example shows two points: first, that CTR and Conversion Rate are both highly variable depending on the traffic source. There is a 4× difference in CTR for example between high and low performers! However, there is a 6× difference between the conversion rate. If you optimized on the wrong metric—CTR—you would have missed the best performers. The important thing is to do both, which should yield a roughly 10× improvement in efficiency—but focus on the desired goal—sales or conversions—not just what’s easy to measure.
- **Slide 27:** Just optimizing on creative executions—different ads—can also yield huge improvements. Test and learn—even the difference in wording (10% off and \$10 off on a \$100 product) can perform differently!
- **Slide 28:** One easy area is frequency capping. Research shows that as a rule of thumb, effectiveness falls off after a few views for the same ad. For ads looking for clicks, 3 is the max; branding can do up to 6 for impact. After that, it’s more profitable to show the ad to a new or potential customer.

Class Exercises

- *Tools demo:* MOAT—demonstrate the Moat ad tool, allowing you to research brands and industry placements. Corona Extra example: https://moat.com/advertiser/corona-extra-beer?report_type=display.
- *Rich Media Gallery:* Demonstrate and discuss the examples of best practices here (<https://www.richmediagallery.com/>).

Tools and Resources

- “How you should be leveraging native ads in 2017.” Columnist Brad O’Brien of *Marketing Land* takes a close look at native advertising, what it means for your brand and how it can drive results at every stage of the marketing funnel. <http://www.marketingland.com/how-leveraging-native-ads-2017-199123>.
- Yahoo Gemini “Custom Audience Targeting” helps engage and expand your audience: <https://gemini.yahoo.com/advertiser/home>, <https://advertising.yahoo.com/solutions/native-advertising>.
- Top 10 Programmatic Ad Tools: <https://digitalready.co/blog/top-10-tools-in-programmatic-advertisement>.

CHAPTER 7

Social Media: Communities and Targeting Advertising

1 or 2 sessions

Chapter Outline

- Social media overview
- The power of communities
 - The three elements of social media
 - Why social media for marketing?
- Leading social networks—Facebook and everyone else
- Marketing in social media
- Which network is the right network?
 - Social media: advertising considerations
 - Social media: privacy considerations
 - Social media: where to engage?

Key Objectives

- Social media is the digital mapping of our real world connections; it consists of three elements: a portal, user generated content; and the social graph.
- Know that the leading social networks are Facebook/Instagram, LinkedIn, Pinterest, and Snap. Twitter and YouTube are considered social and community sites although not properly social networks.
- Understand that marketing in social networks can take place through paid advertisements using the extensive information for targeting, community building and content sharing.
- Companies and advertisers seek to use the social graph on networks like Facebook or Twitter in a non-invasive way to spread their brand message.
- Content can be promoted or sponsored to get great reach and is a form of native advertising.
- Facebook has made it difficult for brands and marketers to reach their followers organically due to changes in their Edgerank algorithm for the news feed; marketers have responded by paying to promote content.

Teaching Notes

- **Slides 1–4:** The basics of social media are something students understand as consumers, but it's important they understand the mechanics as well. Some define the social web as the two way communication it generates compared to the one way communication of a broadcast media; others base their definition on the online technologies that enable this communication. A third way is to use the Facebook definition—a more marketing and strategic one—of “the digital mapping of our real world connections (slide 7).”

A video I use for class intro, Eric Qualman #Socialnomics 2017: <https://www.youtube.com/watch?v=PWa8-43kE-Q>. It's the 7th version of this Social Media Revolution Series by Erik Qualman based on his #1 bestseller *Socialnomics*. Other variations available too.

- **Slide 5:** Humorous way to point out that different social networks and apps are used for different purposes, with different communities, and different methods of interaction: posts, pictures, video, chats etc.
- **Slide 6:** Humans have had tools for social relationship management for a long time; the Internet just makes it so much more efficient to share and interact.
- **Slide 7:** Mark Zuckerberg defines social media as the digital mapping of our real world connections. It's short but implies a lot—that we first meet in real life, implying a shared experience of work or school, geography, and language.
- **Slides 8–11:** It's important to structurally define the three elements that have come together to form the powerful social media of today. Portals—places to get information—have existed as web pages like Yahoo etc. for a long time. User-Generated-Content (USG), covered in depth in Chapter 8, is the production of content by non-professionals—everything from blogs and posts, to pictures and videos, to likes and shares. This also existed before. The Social Graph, the actual web of our social connections used to effectively filter all this information, is the most important element. If directories like the old Yahoo portal, edited and curated by humans, were the original way to find what was important; Google and search engines, with their algorithms for relevance, were the second way; then the Social Graph powers the third way—filtering information by using our social connections (reflecting our own preferences) to determine relevance and importance.
- **Slides 12–13:** The social graph maps our direct and indirect connections as well as the nature of how we share and how we respond to rank the importance of the connections. This is how social networks determine what news, pictures, and videos to show us. For example, Baby pictures are cute, but my friends and families are the ones I care about most.
- **Slide 14:** Social Media is important to marketers for a few key reasons, but the main one is that this is simply where people are spending so much of their time—marketers need to go where their customers are! Coupled with so much more personal detail (aka data) for targeting, it's a great channel for finding and attracting new customers.
- **Slide 15:** Good graphic that represents the activities people do online—social is so much. A good place to poll class and lead interactive discussion.
- **Slide 16:** Messaging platforms have emerged worldwide as almost a next gen, stripped down version of a social network based primarily on communication. More marketers are experimenting

here every day. (Hootsuite is a simple but powerful tool for the average social media marketer—or enterprise—to manage all their social networks in one convenient dashboard, with analytics: <https://hootsuite.com>.)

- **Slide 17:** The old familiar version of the marketing funnel relied on mass media to spread the word through reach and frequency. The new world has so much of commercial intent beginning with asking your network of friends.
- **Slides 18–19:** With all the time spent, it's no wonder that marketers are spending more on social platforms to reach new customers. It's worth noting that Facebook and its properties are capturing most of the spend! Marketers are all trying to spend more on social.
- **Slide 20:** KLM (airline) is an example of a committed social media marketer who uses Social for both direct investment and to raise its brand profile. The brand actively supports customer service on social, even listing wait times on social media, and creates events for content marketing. *Note:* this is where you might show additional live examples of social media placement and content marketing of your preference.
- **Slide 21** More money for social based ads should not overlook the enormous growth of content marketing.
- **Slides 22–24:** Facebook is capturing enormous share of the dollars in social ads. Both Facebook and Instagram capture a large amount of this. Facebook analytics page: <https://www.facebook.com/facebookanalytics>.
- **Slide 25:** The Facebook advertising challenge is a fun in-class exercise to force students to use the FB ads program and create targeted ad. This exercise pits the class against each other for prizes or bragging rights. Students need to know the criteria and try to get as close as possible to 50,000 people in their test audience. Facebook targeting home page: https://www.facebook.com/business/help/121933141221852?helpref=page_content. Each student will need to create an ad account in their own personal interface. They won't have to pay for anything but they will need to enter the Facebook Ads Interface through the menu on the right side of the top bar to begin the exercise.

Exercise: Have every student open up their Facebook Ads interface. The nominal client challenge is that we are testing the market for an adventure travel service for singles. However, we aren't concerned with the ad itself—we're going to illustrate some points about targeting. After selecting "driving traffic to a website" as a goal, we're going to need an audience. Using the targeting criteria in the FB ad interface, the students have 5 minutes to get within 45k-55k in audience size—the arbitrary target is 50k. Anyone within the range is eligible to win based on quality of targeting.

Selecting for demographics is easy—refining it will make the points we want.

Data—selecting for "Single" should be obvious. Selecting for a tighter age range, perhaps. Geography should be a factor—people need to be near each other to date. And, what about an interest in the outdoors? The goal here is to pick whoever best suits the target profile.
- **Slides 26–30:** Profiles of the most prominent socials right now.
- **Slide 31:** No matter what your personal preference is, you must go where our customers are and will be—that means you should choose your social networks based on where customers really are and what they share there.

- **Slide 32:** While there is a cross company similarity in most social networks, Snap skews very young.
- **Slides 33–34:** Facebook is number one in almost every country, but there are many other important social networks. The secondary social networks ecosystem shows that there are many other platforms out there that might be good for a marketer to find their customers. Do determine what social network is the best, marketers need to think about where their customers are, and where they will be—whether Facebook and other large networks or small niche networks. Marketers also need to consider the type of content and frequency of posting necessary to participate in a community and whether they can afford and sustain the needed effort.
- **Slide 35:** Regardless of what social networks you like, it’s important as a marketer to ask the basic questions of who will be there and how to reach them. This list from HubSpot, a leading inbound marketing firm. They have additional resources to add to this discussion: <https://blog.hubspot.com/marketing/biggest-social-media-lessons-hubspot-learned>, or <https://academy.hubspot.com>.

Class Exercises

- *Exercise:* Have every student open up their Facebook Ads interface. The nominal client challenge is that we are testing the market for an adventure travel service for singles. However, we aren’t concerned with the ad itself—we’re going to illustrate some points about targeting. After selecting “driving traffic to a website” as a goal, we’re going to need an audience. Using the targeting criteria in the FB ad interface, the students have 5 minutes to get within 45k-55k in audience size—the arbitrary target is 50k. Anyone within the range is eligible to win based on quality of targeting.
 - Selecting for demographics is easy—refining it will make the points we want.
 - Data—selecting for “Single” should be obvious. Selecting for a tighter age range, perhaps.
 - Geography should be a factor—people need to be near each other to date. And, what about an interest in the outdoors? The goal here is to pick whoever best suits the target profile.

Tools and Resources

- Video for class intro: Eric Qualman #Socialnomics2014 <http://youtu.be/zxpa4dNVd3c>.
- Hootsuite is a simple but powerful tool for the average social media marketer: <https://hootsuite.com>.
- New tools and ideas to manage social media advertising: <https://optinmonster.com/23-tools-that-will-take-your-social-media-marketing-to-the-next-level/>.
- SocialMention—simple social monitoring tool to illustrate concepts: <http://www.socialmention.com>.
- Followerwonk—simple free tool to show follower and interest information from Twitter: <https://moz.com/followerwonk/>.
- Hootsuite Academy—social media courses and tools: <https://education.hootsuite.com/>.
- Hubspot Academy—more courses and tools on inbound and content marketing: <https://academy.hubspot.com/>.

CHAPTER 8

Social Media: Content Marketing, Influence, and Amplification

1 or 2 sessions

Chapter Outline

- Content marketing and community outreach strategies
- Communities—consumers *trust each other*
- User-Generated Content—content types
- Customer Relationship Management—supporting the community
- Maximizing Social—online PR and earned media
- Social Media—community and reputation management
- Content Marketing—attracting and retaining customers
 - Three methods for generating content
 - Sharing your content for maximum visibility
 - Seeding and sponsoring content on social media
- Does Social drive sales?
- Social Mention Dashboard

Key Objectives

- Content marketing is described as a strategic marketing approach focused on creating and distributing valuable and relevant content to attract and retain a targeted audience.
- Content marketing and community outreach strategies help marketers integrate public relations or publicity efforts in their marketing mix, engaging with or *amplifying* the voices of influential figures to drive positive messaging for the brand.
- Consumers trust one another far more than they trust advertisers when selecting and evaluating content.
- User-Generated Content (UGC) is defined as any type of content that has been created and put out there by unpaid contributors.
- Social and user-generated content are two sides of the same coin. Social media provides the filter for consuming information; UGC provides the content that powers the networks, fills them with rich content, and makes users come back for more.

- A good content strategy involves owned, paid and earned content—and moderating and managing content that is being created and virally shared by third parties.
- Inbound marketing is a defined approach focused on attracting customers through creative content and interactions that are relevant and helpful—not interruptive.
- Influence and amplification metrics allow marketing to properly measure, prioritize, and evaluate engagement and effectiveness of their social and UGC content strategies.

Teaching Notes

- **Slides 1–5:** Content marketing uses user-generated content to spread positive messages around brands—because as surveys prove users trust each other way more than marketers.
- **Slides 6–8:** User-generated content is created by people, not pros. Not for money, so often the value is recognition. It can take any form—text, photos, etc.—but is more trusted and authentic precisely because of its origins—even if lower quality. One can generate an engaging class discussion here asking students what types of content they create and share—or a recent example of UGC they found compelling.
- **Slide 9:** Even Rupert Murdoch, the oldest of old school media moguls, recognizes this is changing the dynamic from a monologue of brands shouting at consumer using traditional mass media to a dialog and conversation.
- **Slide 10:** When done right, engaging with consumers, fostering discussion and dialog, can encourage the creation of a volume of supportive and more trusted content from consumers for consumers to view and engage with.
- **Slide 11:** The old world was characterized by high costs of entry; limited distribution, and therefore the brands could be authoritative. The new world is peer to peer and interactive—consumers talk back and take control.
- **Slide 12:** Social networks and UGC are two sides of the same coin; user-generated content is why people come back and spend time, but it's the social filter and easy distribution and creation tools that make the content so simple to spread.
- **Slide 13:** Wayfair gets users to show off their home setups, featuring Wayfair's products as part of their pride of their home—and it's real and authentic so it speaks to other consumers. : #wayfairathome Instagram posting.
- **Slide 14:** Interactivity means customers can talk back—and sometimes they won't say positive things or support the brand. There are many strategies to deal with this, but most important is to have a plan, acknowledge to problem, and work towards a solution.
- **Slides 15–16:** Dell Hell is a classic example. In 2005, Jeff Jarvis—a prominent New York professor and a blogger—bought a Dell computer with an extended warranty and home service. Unfortunately, he had a lemon—and Dell wouldn't fix his problem, instead making him suffer through offshore call centers and a runaround. He ultimately blogged about his frustrations in an open letter—and tapped into a vein of discontent.

<https://www.theguardian.com/technology/2005/aug/29/mondaymediasection.blogging>

Anecdotally, legend has it that Michael Dell searched his own name and saw all the nasty and frustrated results on Google, and ramped up the social media team to deal with the problems.

- **Slide 17:** This Twitter interaction shows how you can use negative comments to stay on brand, reinforce your mission, and win over the rest of the audience. A Ted Cruz supporter trolled the Washington Post for posting a headline that wasn't friendly to the Senator; their snarky but sober response won a lot of respect.

- **Slide 18:** Social and UGC have some very real challenges, noted here—plus Privacy and Fake news and material.

Exercise: [Great place for an in-class discussion about privacy in social media, fake news, and how far back is fair for posts to impact a person—use a current event of a social media based firing or censure as a jumping off point.]

- **Slides 19–20:** Social media is general seen as *earned media*—similar to public relations. This is distinct from owned media—where you control the message—and paid media, where you can buy access to share the message. Earned relies on word of mouth, buzz, and viral marketing. Distinguish between the three and discuss which is easiest, most credible, etc.

- **Slide 21:** Online PR has many things going for it. It's cheap if done right, compared to paid media; it can be tracked more effectively than traditional PR as well. Online PR and the content it creates also help SEO and spreads the message to social media communities. All of this is vital to support the brand and its reputation. A good place to show or recommend the video from *Tools and Resources* (video about branding and reputation management): <https://www.youtube.com/watch?v=nXG7zYWKHGU>.

- **Slide 22:** An illustration that should point out the positive outcomes—buzz, traffic, and engagement—and that it can be defensive in a crisis as well.

- **Slide 23:** Agile marketing—in this case “meme surfing” or tying a brand to current events or news to make it relatable in a humorous or interesting way—can work well even for brands that don't sell online directly, by keeping them top of mind and in consideration. This Oreo example shows a well-done creative that was planned and executed on key social channels to get timely responses. (You can have the class guess the newsworthy tie-in: Pride, Panda birth, Mars landing, Elvis's birthday)

- **Slide 24:** Inbound Marketing is the process of using content creation to attract, nurture, and convert leads to customers. www.HubSpot.com is an excellent resource for additional examples and approaches.

- **Slide 25:** If the old media world was about reach and frequency—hitting a targeted audience repeatedly with the same message—new media is about influence and amplification. Targeting people who can repeat and leverage the message. Using influencers can amplify a message, but influencers must cause things to happen—retweets, shares, and ultimately sales.

- **Slide 26:** Some influencers have become mini media properties in their own right with huge reach, bigger than many cable channels; brands have responded and begun advertising and sponsorship.

- **Slide 27:** A useful reference—and an example of content marketing.

- **Slide 28:** When trying to use content marketing, a key decision is how you will get the content. The 3 C's of content generation are *Collection*—aggregating content on a topic or theme, without judgment or editing, *Curation*—editing and adding value by selecting the best of a theme, and *Creation*—making unique and original content. The level of difficulty (and potentially cost) increases with the effort and authenticity of the content type selected.
- **Slide 29:** Distribution is the next decision—where and how and in what form the content will get out there. At its most basic, it's a table of what you're creating and sharing, and where and what form you're doing it. Align with your audience and your goals.
- **Slide 30:** Reference chart of sharing or viral triggers. When creating content, one can strategically evaluate the sharing triggers; why would someone share your content? Consumers don't want to help marketers; they want to look smart or funny or share value in some way with their networks.
- **Slide 31:** Smart car example; uses humor to turn a negative customer remark into a teaching opportunity for its safety features.
- **Slide 32:** Students often grumble that this only works for cutting edge and savvy organizations; the social media flow chart is not only a good example, it showcases the most mainstream and stodgy organization—a government/military account from the air force. If they can do it anyone can!
- **Slide 33:** Once you're creating content, making sure it's seen by enough people to have a chance to be shared (and perhaps go viral) is important. This is a seeding strategy—you can use sharing sites or paid promotion but the goal is the same—to find an audience that will share organically for their own reasons.
- **Slide 34:** Some content types are very useful for B2B; turning live events or customer stories into valuable and shareable content can really leverage things.
- **Slides 35–38:** Using content sharing, seeding sites, or paying for promotion to get things started is also important when trying to generate buzz.
- **Slide 39:** Like traditional branding, it's not always easy to measure social media and content marketing impact on sales directly.
- **Slide 40:** Success in social means establishing a baseline for relative reference, since sales can't always be directly inferred. Track reach, and engagement, compared to your initial position. Create a relevant range of performance and follower accounts using competitive benchmarking. Monitor things over time for results.
- **Slide 41:** Socialmention is a free (but flawed) tool that can be used to illustrate points about sentiment analysis, keywords, media types for sharing, and the like.
Exercise: Run a brand name through the social engine—and see what happens! I once ran Skittle and found the word 'vodka' highly associated. Turns out some social media active college kids had a party the night before—and if you put skittles in a vodka shot it turns that color. Who knew? Social Mention real time social media search tool: <http://www.socialmention.com>.
- **Slide 42:** Pinterest depends on users to aggregate and organize photos. Key differences from other social/photo sharing sites? People share things they aspire to have, not their lunch or baby pictures; the pictures have links back to the store or where found; and the main users who adopted early on were middle American scrapbooking moms.

- **Slide 43:** Instagram is a visual network for photo sharing and part of Facebook—but has great targeting and ad products. Enjoying a moment in the sun as it ramps ad growth.
- **Slides 44–46:** Snap! Hugely over presents in the youth generation. We'll see if they stick around. Lots of innovation and new marketing products to test.

Class Exercises

- One can generate an engaging class discussion as you go through the first 6–8 slides; by asking students what types of content they create and share—or a recent example of UGC they found compelling.
- Timely discussion on fake news as it relates to Social and UGC content. [Great place for an in-class discussion about privacy in social media, fake news, and how far back is fair for posts to impact a person—use a current event of a social media based firing or censure as a jumping off point.]
- Online PR and branding, good place to show or recommend the video from *Tools and Resources* (video about branding and reputation management): <https://www.youtube.com/watch?v=nXG7zYWKHGU>.
- Social mention exercise: Run a brand name through the social engine—and see what happens! I once ran Skittle and found the word “vodka” highly associated. Turns out some social media active college kids had a party the night before—and if you put skittles in a vodka shot it turns that color. Who knew? Social Mention real time social media search tool: <http://www.socialmention.com>.

Tools and Resources

- Video about branding and reputation management: <https://www.youtube.com/watch?v=nXG7zYWKHGU>.
- “BrandYourself DIY Reputation Management Tools,” looking better on Google!
https://brandyourself.com/info/about/howItWorks_
- Social Mention real time social media search tool: <http://www.socialmention.com/>.
- Google Trends, explore and search media by phrase or topic: <https://trends.google.com/trends/explore>.
- FollowerWonk, *tools to explore and grow your social graph including Twitter analytics tools:*
<https://moz.com/followerwonk/>.

CHAPTER 9

Mobile and Its Impact

1 or 2 sessions

Chapter Outline

- The evolution of mobile
- Mobile as a marketing channel
- Mobile platforms: iOS and Android
- Channel differences between Mobile and Desktop
 - Mobile design and user experience
 - SEO for intent, proximity and clarity
- Mobile marketing: messaging
- Mobile search
- Mobile display advertising
- Mobile websites
- Mobile app ecosystem

Key Objectives

- As mobile access to information and services from the Internet continues to grow we will see user behaviors continue to evolve.
- Unlike a desktop computer, a mobile phone is *personal*, *location* and *time sensitive*, and *social* and *connected*.
- Mobile as a Marketing Channel allows marketers to know where we are located, who we're connected to, and how and when to provide help with searches, purchases, or other services people require on a regular basis.
- Mobile marketing tactics must be designed to align with and support consumer behavior, from initial search, throughout their purchase journey.
- Mobile has created significant design and technical implications for marketers; from basic website design and navigation to search, how ads are displayed and rich media.
- Personal information is at the center of the success of social advertising on mobile; allowing for simple identification, location and information sharing.

- The Mobile Application Ecosystem has led to more than a billion downloads a month on both the iPhone and Google app stores.
- A key to mobile app design is *removing friction*; allowing users to accomplish their goals quickly and efficiently.

Teaching Notes

- **Slides 1–4:** Mobile is so ubiquitous and has changed our world so profoundly that especially for students it's often hard to remember the sheer magnitude. The first few slides are here to set this up by comparing to the way things used to be—concerts and other events used to be about being there, not about recording selfies and live video. Anecdotes are useful to help the younger students relate—I often will ask how many people share their phone with someone? No hands go up, and then I point out I used to share a phone line connected to the wall with 3 roommates when I graduated college. Norms have changed—sharing a phone seems unsanitary. Key points: it's a PERSONAL device; one that's an intensely powerful computer incorporating so many functions beyond the phone it was born from (see the Radio Shack ad); and that what's different is that unlike a desktop computer, a mobile phone is PERSONAL, LOCATION AND TIME SENSITIVE, and SOCIAL AND CONNECTED.
- **Slides 5–7:** While mobile phones have been a goal and a concept for more than a hundred years, it took until the 80's and 90's for the mobile phone infrastructure and technology to catch up and be deployed aggressively. It was the iPhone and the pricing deal with AT&T in the late 2000's—the 'unlimited data' deal AT&T offered to subscribers to get the groundbreaking iPhone—that allowed people to browse the mobile web extensively without regard to the 'meter' running of per minute charges. (This is reminiscent of the behavior after AOL allowed unlimited browsing on the Internet.) Mobile apps were introduced soon after, and the rest is history.
- **Slide 8:** Despite the fact that there are so many mobile phones, and for much of the world it's the first and primary method of accessing the Internet at all, data shows marketing and ad dollars actually are UNDER-represented on mobile channels compared to time spent by consumers. This suggests a secular shift of brand ad dollars from older media channels to newer channels like mobile has only just begun.
- **Slide 9:** Smartphones are personal devices that are expressions of our individuality. (A good exercise is to compare phone cases—someone will have a blinged out “Hello Kitty” case, sports team or the like.) Even those of us who have the same phone—iPhone's for example—are highly unlikely to have the same app collection. Since smartphones are personal, location and time aware, and socially connected, they offer amazing possibilities for marketers.
- **Slide 10:** Personal devices, tapped into social networks, photo and chat apps for messaging and communication, can be used to leverage real time needs and information. Two good class call-outs—how many people would buy a new smartphone if it didn't have social media apps? And also worth noting how much breaking news is from average citizens on their cell phones—despite news organizations with professionals and helicopters and the like. We all carry real time communications devices with editing suites and live broadcast capabilities at all times!

- **Slide 11:** Before smartphones, it was very hard to build for the mobile web. Not only was bandwidth limited, but carriers like Verizon maintained a ‘walled garden’ around their proprietary infrastructure. If you wanted to provide media and information to a subscriber on their network, it was expensive, slow moving, and difficult—and the consumer had to work hard to find the media at high cost. Innovation was slow. AT&T, Verizon, and other wireless carriers functioned as gatekeepers and innovation was slow.
- **Slide 12:** Today, Apple and Google are the new gatekeepers, of a kind, in that they control the app stores and environment for the vast majority of smartphone users in the world. But innovation has blossomed once users were free to browse the mobile web, download what apps they choose (not just the ones provided with the phone), and pay flat or low rates for usage. (I feel stressing the importance of data pricing in the growth of the smartphone ecosystem is important here.)
- **Slide 13:** Every channel has important new factors. For Search, mobile is more than half of the searches, and location and proximity to results in the real world is often a highly ranked relevance factor in SEO for search results.
- **Slides 14–15:** Websites are now being designed to account for varying screen sizes that people may access them to ensure usability wherever the source of the browser. Responsive design essentially reconfigures and resizes the graphics and controls to match the user’s chosen experience platform. Google has free testing tools to ensure fast loading times and other best practices.
- **Slide 16:** The Zero Moment of Truth (ZMOT) is a Google concept that riffs off of marketing’s traditional first moment of truth—the shelf presentation of a product at point of sale, and the second moment of truth (the product experience at home). Google points out through research that now people conduct extensive research on their phones—often in the store!—before the first moment of truth and this impacts the user journey to purchase.
<https://www.youtube.com/watch?v=g40rrWBx2ok>
Exercise: Share the ZMOT video on Youtube with the class and discuss the emerging personal shopping behaviors of the class. Do they match the model? Why is this important for marketers?
- **Slide 17:** Display ads have changed as well. As a response to smaller screen size, the use of *expandables* (ads that grow when interacted with) *interstitials* (ads between pages or levels or the like, interruptive) and *takeovers* (ads that take control and block content with no user input) have grown dramatically. Unlike desktop ads, most mobile ads drop you right back into your experience, rather than send you off on a web journey, so some users like them better.
- **Slides 18–19:** Social Ads have evolved similarly to display, but are also leveraging the network and its personal information about the user: sharing is easy and lead generation that fills in the information for you (known from your profile) are more and more common. The growth of Facebook’s revenue has been entirely driven by mobile ads on FB and Instagram.
- **Slides 20–22:** The app ecosystem has gone from non-existent ten years ago—there was no app store when the iPhone launched—to hundreds of billions of downloads and billions of dollars in revenue. Mobile users spend the vast majority of their time in mobile apps—much of this on social networks.
- **Slide 23:** Design considerations of a site versus an app are worth reviewing. Generally, businesses with high engagement and repeat customers or users will want a more secure controlled app environment as compared to the mobile web which is faster and cheaper to deploy and maintain.

The distinction between mobile apps and responsive websites may disappear as 5G networks grow the bandwidth available.

- **Slide 24:** Marketers need to be aware of regional differences in app vs web use and behavior, but in the US it is firmly an app economy.
- **Slide 25:** Mobile is the source of all digital growth and apps are driving much of this. All major activities, from commerce to social media to video consumption, are moving to mobile.
- **Slide 26:** Google’s main source of revenue is search ads—and these are different in mobile. There are fewer ads and Google has redone its interface to adapt to mobile—now there are up to 4 ads on the top and bottom of both mobile and desktop search. (Previously, desktop had 3 on top and 8 on the side.)
- **Slide 27:** Mobile also has features like “Click to call” (it is a phone!) and location features for searches ‘near me’—research shows this provides 15%-20% added clicks—people who want to call a restaurant for a table, not see its website, for example.
- **Slide 28:** It’s important to remember that SMS text messaging is alive and well in mobile marketing—used for promotional messages, confirmations and alerts. Particularly for slower adopting of technology populations (older, poorer, etc.) this ensures access for everyone as it’s a baseline technology. The same campaigns from text message mediums also translate well to chat apps- a link to the future!

Class Exercises

- **Zero Moment of Truth.** How is this different in mobile from other shopping behaviors? Share the ZMOT video on YouTube with the class and discuss the emerging personal shopping behaviors of the class. Do they match the model? Why is this important for marketers?
<https://www.youtube.com/watch?v=g40rrWBx2ok>.
- For a deeper discussion on responsive design, you can reference this resource for more information regarding responsive versus adaptive design of websites: <https://www.uxpin.com/studio/blog/responsive-vs-adaptive-design-whats-best-choice-designers>. Which is better and when? What would drive marketers to invest in an app versus drive users to a website?

Tools and Resources

- Marketers can use the free *Google Mobile Site Testing Tool* <http://www.youtube.com/watch?v=ILiLaRXHUr0> and <https://testmysite.thinkwithgoogle.com/> to ensure they are fully optimized to rank well.
- The site *Google My Business* makes it easy to create and update listings—so you can stand out, and bring customers in. <https://www.google.com/business/>.
- A resource for more information regarding responsive versus adaptive design of websites: <https://www.uxpin.com/studio/blog/responsive-vs-adaptive-design-whats-best-choice-designers/>.

CHAPTER 10

E-Commerce and Shopping: Product Listing Ads

1 or 2 sessions

Chapter Outline

- The e-commerce landscape
- The growth of e-commerce
 - The online storefront
 - Omnichannel strategies for retailers and others
- Amazon, Google and online storefronts
- E-commerce evolution; SaaS and subscription models
- Product listing ads
- Google Analytics
- E-commerce, branding and packaging

Key Objectives

- One of the most common online business models is e-commerce: selling goods and services through digital storefronts.
- Storefronts present an opportunity to capture data at every level of the marketing funnel, from awareness of a brand or product, through consideration and purchase, to loyalty and relationship management.
- Retail e-commerce sales worldwide will increase at four times the rate of retail sales.
- Top consumer e-commerce activities are collecting product information, checking/comparing prices and searching for deals, promotions, and coupons.
- Amazon is excellent at both ends of e-commerce continuum, from systems and logistics to leveraging voice of the customer and building customer loyalty.
- SaaS storefront software and services allows new entrants to avoid having to build from scratch and deploy templated storefronts and services at an affordable price.
- Subscription e-commerce models provide customers with high value long term fulfillment of products and services; and marketers with higher value repeat customers.

- Product Listing Ads use retailers' own feeds of product images, descriptions, and prices to dynamically create a carousel of relevant product results aligned to searches with high commercial intent.
- Google Analytics, Google Shopping, and the Merchant Center offer e-commerce retailers the ability to track consumer behavior from the advertisement to the purchase.

Teaching Notes

- **Slides 1–3:** Online shopping or e-commerce has grown to become an integral part of our lives, presenting challenges for marketers whether you are selling online, competing with online stores, using a hybrid 'bricks and clicks' model, or just depending on one of these models to sell your product. In this chapter we'll various e-commerce business models, but focus on Google and Amazon, and specifically Product Listing Ads, a type of ad distinct from those we have already seen.
- **Slide 4:** E-commerce is huge and growing, but still only represents a small percentage—around 15%—of all commerce. The importance of online in the shopping process is that more than 50%—over half of all commerce—has some portion of the customer's journey taking place online. You may test drive a car in the real world, but you decide which car to test drive by reading online reviews. E-commerce is 15% and growing but online influences more than 50% of sales.
- **Slide 5:** One example of the growth of e-commerce is the annual record setting Thanksgiving Black Friday/Cyber Monday sales—where online keeps growing. Given the time of year, I usually grab “in the news” retail examples to generate discussion here.
- **Slide 6:** The top search categories for online purchases should be no surprise: electronics, clothing, toys and jewelry, all both gift items and price competitive categories.
- **Slide 7:** E-commerce sales from mobile devices represented a small amount of overall sales in 2017 but is growing rapidly and is expected to hit 50% by 2020. This should not underestimate the broader impact of mobile on current purchase processes, where research, price checking, reviews, location based promotions, and other parts of the user journey often take place on a consumer's phone.
- **Slides 8–9:** The U.S. is a leader in e-commerce globally, but lags in mobile, most likely due to established desktop behaviors and reliable infrastructure that many developing countries are simply skipping (for many reasons cost and sustainability being two) and going straight to mobile.
- **Slide 10:** When asked why they don't purchase on mobile, consumers point out it's mostly usability related problems. It's harder to browse and navigate information and inputting purchase data is difficult. Security is a related concern. The Smart Insights site has more detail if you wish to highlight this topic for class discussion: <https://www.smartinsights.com/ecommerce/ecommerce-strategy/barriers-to-mobile-conversion>.
- **Slide 11:** One of the major changes in the online commerce ecosystem is the growing dominance of Amazon. Consumers are not just buying more from the e-commerce giant, they are actually starting more and more of their searches for new products there—increasing the chance it captures them for these purchase. Other retailers worry this could limit their ability to compete, and for Google, it's an existential threat as well—Google can't monetize those searches with ads.

- **Slide 12:** It's worth remembering the Amazon started with books before it became the sprawling and dominant online retailer of today. It recognized the power of the Long Tail (selling more of less popular items, vast selection); created affiliate marketing (sharing sales with those who drive leads); innovated to make the process much easier (one click buying); and loyalty programs like Prime and free shipping as well.

Exercise/Discussion: Amazon and its other businesses: Amazon Web Service, Prime Media, Ads; brick and mortar businesses like Whole Foods and its new bookstores. The book provides a great jumping off point.

- **Slides 13–16:** Amazon's competitive advantages from selling everything to everyone are now seen in its amazing logistics (warehouse picture) and its ability to attack industries on price across the value chain. Things like batteries (and other example) represent markets with commodity products and little brand loyalty—and Amazon is finding and succeeding in all of them.

- **Slide 17:** Amazon is also leveraging its core customer base and investing into tactical brick and mortar locations from lockers to book stores. The latest is Whole Foods, an entry point into the grocery market that provides physical locations in generally affluent areas. They have successfully offered Prime members benefits to shop at Whole Foods, and are launching other hybrid efforts to create synergy between clicks and bricks. This article summarizes the first year of the acquisition, but there are others out there too. <https://www.cnbc.com/2018/06/15/a-year-after-amazon-announced-whole-foods-deal-heres-where-we-stand.html>.

- **Slide 18-19:** At the same time Amazon is becoming a dominant force across industries, it's never been easier for a business to set up its own an electronic storefront. Platforms like Shopify, a software as a service storefront provider with more than half a million stores and an ecosystem of value added vendors, makes it as easy as possible and cheap at \$9/month and up. New brands and even more established ones can focus on the parts of their business that matter—not the infrastructure of the storefronts. We mention Big Commerce in the book but there are others that have functionality attractive to various market segments. <https://www.top10ecommercesitebuilders.com/>.

- **Slide 20:** One way new brands have tried to compete is changing the economics of customer acquisition. Subscription commerce essentially switches purchases to a replenishment model or discovery model. Discovery allows a brand to curate an experience of fashion or taste; whereas replenishment actually changes to economics—subscription for a product like deodorant or razors changes the customer acquisition economics from selling one unit, to a stream of subscription payments, more predictable and with a higher LTV.

Video and discussion: Show the “Dollar Shave Club” video and discuss the changes in economics and marketing in the business that led this company to go from startup to \$1 bn + acquisition by Unilever. The classic marketing “razors and blades” example turned on its head! The video mentions everything—the price, celebrity endorsements, quality, convenience, even the ludicrous marketing of features you don't need.

<https://www.youtube.com/watch?v=ZUG9qYTJMsI>

- **Slides 21–25:** Google's Product Listing Ad is a key ad unit for selling through e-commerce. It's very different than search ads: driven by a data feed, there's no creative, just the product info. It's the

very bottom of the funnel and only shown when Google determines commercial intent. Those who see the ad know the company name, see the product and price and even more info, so if they click through, they are much more likely to convert. The ad is still a CPC ad. The Ad units are generally managed through the Google Merchant Center (the data feed etc.), and tracked and optimized through Google Analytics, linked for conversion optimization.

- **Slides 26–27:** Amazon’s burgeoning ad business is driven in part by its version of the PLA, Sponsored Products. As Amazon becomes the starting point for many commercial searches, this will be a critical placement.
- **Slides 28–29:** Facebook’s product ads on Facebook and Instagram are carousels of pictures of the products and highly effective. While not data feed driven, they are similar and benefit from linkage to the social network and positive reinforcement of those who have used the product in your network.
- **Slide 30:** Pinterest, as a network of pictures of aspirational things, has powerful commerce ads in its promoted pins. People on the network are already looking at items so commercial intent is there and Pinterest ads convert at a higher rate than similar photo networks. Marketers have leveraged the active nature of Pinterest fans by sponsoring contests and giveaways to showcase popular products.
- **Slides 31–33:** The e-commerce revolution has ironically made the *delivery* the first moment of truth in product marketing, rather than the shelf experience. This means smart brands are viewing packaging not as a cost, but as a branding opportunity. Boxes from online only brands are more colorful and higher quality than the brown cardboard pile you may have seen in the past, with much more attention paid to the ‘unboxing’ experience on the inside as well. For many brands this is the only tangible point of contact with the customer so they are making the most of it with high quality packaging.
- **Slide 34:** The full circle of e-commerce versus brick and mortar is now complete with major online brands opening up physical stores. Many, like Bonobo’s, are merely guide shops, meaning you can’t actually walk out with a purchase—it’s shipped to you. This ironically provide more selling space, since the shops carry little inventory, and have served as points to gain new customers. Amazon, Warby Parker, etc. are showing that physical stores still have a strong place in the retail portfolio.

Class Exercises

- **Exercise/Discussion:** Amazon and its other businesses: Amazon Web Service, Prime Media, Ads; brick and mortar businesses like Whole Foods and its new bookstores. The book provides a great jumping off point.
- **Video and discussion:** Show the “Dollar Shave Club” video and discuss the changes in economics and marketing in the business that led this company to go from startup to \$1 bn + acquisition by Unilever. The classic marketing “razors and blades” example turned on its head! The video mentions everything—the price, celebrity endorsements, quality, convenience, even the ludicrous marketing of features you don’t need. <https://www.youtube.com/watch?v=ZUG9qYTJMsI>.

- *Discussion:* the future of retail—use guide shops and Amazon stores (the Go Market, book stores, Whole Foods acquisition) as a jumping point to discuss what downtown and shopping malls might look like in the future. How will consumer behavior change? Upside and downside of these changes?

Tools and Resources

- *The Everything Store: Jeff Bezos and The Age of Amazon* book. Available (yes!) on Amazon:
<https://www.amazon.com/Everything-Store-Jeff-Bezos-Amazon-ebook/dp/B00BWQW73E#46938>
- Google Merchant Center: https://www.google.com/retail/solutions/merchant-center/#?modal_active=none.
- Website analytics, Google Analytics etc.: https://www.google.com/analytics/#?modal_active=none.
- Post sale—loyalty and cross-sell/upsell—what is the resource?

CHAPTER 11

Evolving Business Models

1 or 2 sessions

Chapter Outline

- How the Internet changes things
- Revenge of the niches: selling fewer “hits” and many more misses
 - The Long Tail and its impact on digital sales and distribution
 - Disruption: Media, Music, Books, Travel . . .
- The evolution of next generation business models
 - Bricks and clicks vs Online
 - Online infrastructure and tools enable the new sales models
 - Direct sales: bricks versus clicks; channel conflicts
 - Disintermediated sales
 - Digital sales & distribution
 - Subscription commerce
 - Cloud based software as a service (SaaS)
- Change is the only constant; business models in flux

Key Objectives

- The Internet has impacted every aspect of traditional business; removing constraints and creating new models that have impacted every aspect of the 4 Ps.
- Extending the business’ reach beyond strictly defined customer demographics, physical locations, and traditional market segments has redefined traditional retail and distribution.
- Online infrastructure and tools are enabling new digital sales models.
- Digital advances in infrastructure, payments, platforms and logistics allow for a “Long Tail” shift down the demand curve—resulting in a flattening of the hit driven popularity of traditional products and access to “niche” products and brands.
- Disintermediation of the middlemen in many industries has allowed consumers access to information and to go directly to stores and manufacturers.
- Subscription models may be one of the most important but underappreciated innovations in digital; empowering a brand with new ways to sell products and services and efficiently acquire and retain customers.

- Digital has also allowed brands to leverage previously untapped value of customer relationships to fund growth, improve customer experiences and drive ongoing innovation in products and services,

Teaching Notes

- **Slides 1–3:** The Internet and online commerce have fundamentally changed the way we can do business. By removing some of the constraints of traditional businesses, new models are possible. Some of the changes—explored by the article (made into a book) “The Long Tail” are removing the need for geographic concentration of customers, since customers can be anywhere, not just near the store; removing the time constraint, as online is 24/7; and nearly limitless selection, as shelf space as a real estate problem is no longer a challenge.
- **Slides 4–7:** (we touched on this earlier in the book but its impact on business models is expanded here) Chris Anderson, former WIRED magazine publisher and founder of TED Talks, wrote an article called the *Long Tail*. He noted that Amazon was sell more books that were not able to be found in any bookstore anywhere, then the nominal “hits” (popular books), and was making more money per unit due to less competition. In other words, they could aggregate the small but real demand for a large number of low volume products and make more money. Books, travel, music—we’re now seeing proof that demand is moving down the curve of popularity as more niche options that better fit consumer demand and are both discoverable thanks to Internet search etc. and accessible to the mass market.
- **Slide 8:** Netflix is a great example of this impact on movies. A giant multiplex usually shows multiple screenings of a big blockbuster but not a single screen dedicated to indie films, musicals, documentaries or production companies like Bollywood. Demand isn’t concentrated enough in a particular geography at a particular time—when the theater is open to show the film. Yet Netflix can offer these high demand genres on demand and users flock towards the catalog. Now with discoverability enhanced through recommendations and data, Netflix can actually look at viewing patterns and meet demand as it views the data—like bringing back a nostalgic television brand like ‘Full House’ to a new generation with ‘Fuller House.’
- **Slide 9:** The Internet is enabling disintermediation across retail products as well. Most companies that sell products have the same biggest customer –Walmart. It’s a battle to keep prices low and get on their shelves. Stores serve as the agents of the manufacturers and control the customer data and the profit. But, what if you could go direct? New brands can sell on their own website, limited only by their marketing efforts and discoverability, or through online aggregators who have no shelf space limitations. A new hot sauce maker, for example, would be hard pressed to get shelf space next to Tabasco and Sriracha in the store. But there are many hot sauce superstores online that specialize in offering a vast selection—and they can also go direct.

Discussion/workshop: If Walmart pays a brand 25 cents per dollar of value wholesale, what are the implications of going direct on pricing? What is the sales volume needed for the same profit? Marketing?

- **Slide 10:** Bricks versus Clicks—both have strengths and weaknesses, and a hybrid strategy tries to leverage both. For example, buy online but return or exchange at any store; kiosks in the store for more product offerings, etc.
- **Slides 11–12:** Many different models of e-commerce have emerged—it’s worth reviewing each. The first is sales of products—which implies good shipping infrastructure. The second involves disintermediating large dollar, infrequent purchase industries, where the middleman often had all the information, experience, and power. Digital Sales is primarily a media phenomenon—and sales or rental through subscriptions varies by type: music (Spotify), movies (Netflix), games (Steam), books etc. The last two are subscription models for products and services. Both are particularly noteworthy for changing the nature of the economics of the business—subscriptions have higher life time values—allowing for increased cost of customer acquisition as customer retention is higher. All of these models depend on good infrastructure and tools; for discovery, payment, shipping, customer service and the like.
Exercise: Select an industry and discuss what channel conflicts might exist due to disintermediation or a shift in sales/pricing models?
- **Slides 13–14:** Examples of e-commerce brands Amazon and Bonobo’s (acquired by Walmart)—born online, and now moving into physical brick and mortar locations with guide shops, kiosks etc.
- **Slides 15–18:** More and more traditional businesses, for their part, are trying to go direct. P&G, Mattel and others are trying *replenishment strategies* for commodity sundries and *cream skimming* strategies for hot products like toys at Christmas. Even if the companies lose some sales because of channel conflict, the online sales can be much more profitable. This often generates active discussion; who has been successful and why? What are some of the failures? Why did their strategies fail?
- **Slide 19:** Amazon Go, a cashless store with no checkout, is the other side of the spectrum. Amazon is capitalizing on its massive account base and innovative technology to remove friction from the retail process. While still an experiment, it’s a preview of where things are going and a reminder of the value of physical retail. (There are a number of current articles pro and con on the future of this model if you wish to generate discussion here).
- **Slides 20–23:** Disintermediated industries, both B2C and B2B were notable in the past for many things. Usually a high value product with a big penalty for a bad decision, bought infrequently—like travel, jobs, real estate, or cars for consumers or equipment, enterprise software or systems for B2B purchases. Middlemen held a data advantage over the consumer or purchaser and used it. The experience could be overwhelming—does anyone miss used car salesmen? Expertise was often built on proprietary data, like travel databases and real estate listings. Making this data available to digital shoppers allowed competition and price comparisons.
- **Slides 24–27:** Travel is a great example—it used to be the travel agent had all the information and might only provide you with the flight or hotel information where they received commissions. This went online first as online travel agents with easy comparisons of different flight data, but ultimately evolved into a model of discovery and personal service—the provider (Priceline or Trivago for example) doesn’t even sell the travel product in many cases. Hipmunk, for example, competes on the personalized features in its user interface for finding the right flight for you.

- **Slides 28–29:** The politically powerful real estate business has been fighting these changes but the Internet allows people selling their homes to do it themselves. Discovery tools from search to Craigslist, to community sites like Nextdoor and others make it possible to connect with buyers. Since research shows that real estate agents don't necessarily get you the best price for your home—they go for volume of transactions, not the best price for each transaction—this makes sense for many consumers when selling their biggest asset!
- **Slides 30–31:** The promise and perils of digital distribution have played out in front of us with the growth of the Internet. Books, music, film, and games have all become more accessible and less expensive—collapsing high price point businesses and creating new models. Reviewing the pros and cons here will help to set up the examples that follow in the next sequence of slides.
- **Slides 32–34:** Music is the canary in the coal mine for digital. Years of high prices and restricted access from the industry burst apart with the appearance of Napster and now many others making peer to peer sharing a reality. The industry has reformed around digital downloads and from purchases of “albums” to subscriptions and streaming. Ironically, while sales of music are down, the music business (touring and tickets, merchandising, etc.) is seeing the healthy impact of the Long Tail.
- **Slides 35–36:** Movies and television are similarly undergoing a sea change. The previous world of scarcity—limited channels and times to show product—has given way to on demand subscriptions and binge watching. Digital distributors are also producers disintermediating traditional power brokers of TV and movie production. With more distributed user bases not tied to geography, Netflix now has more subscribers than any cable company, and it and its competitors are financing a Golden Age of new content creation targeted to the tastes of their users.
- **Slides 37–38:** Subscription commerce models can take relatively mundane products and turn the economics on their head. By acquiring customers representing a stream of monthly payments, the customers are higher value. Dollar Shave Club was acquired for more than \$1bn by Unilever. Harry's (staying with the shaving genre), with almost a billion dollar valuation, has inked a distribution deal with Target that provides it physical presence for customers to engage with the brand.
- **Slide 39:** SaaS, software as a service, turns traditional enterprise software sales on its head. Software is accessed through the cloud and can be sold on a monthly subscription or by usage rather than through log sales processes and multiyear contracts. This not only reduces the risk but by makes it possible to sell directly to the end users rather than annual contracts to the procurement department, making the sales process smoother and more efficient.
- **Slides 40–43:** Alternative ways of financing products have also changed the game. Crowdfunding platforms like Kickstarter allow users to pre-purchase products they think are innovative, allowing the market to provide capital instead of companies or VCs searching for new products. Many amazing products have been funded this way (Pebble watch example); and discovery and development of these new products is being facilitated by a burgeoning ecosystem like Product Hunt for new products. Sometimes they're not so amazing. Zach Brown put a Kickstarter project up as a joke because he wanted to make some potato salad. He raised \$55k! (The story has a happy ending—he threw a huge block party called “Potato Stock” and gave away a lot of potato salad.)

- **Slide 44:** There are some great resources to explore these further, and this can be used for research for class projects, evaluating companies as an exercise, or to illustrate business model development as part of an entrepreneurial curriculum.
- **Slide 45:** Internet of Things (IoT) is the connection of more and newly smart devices to the grid. From data-driven manufacturing to smart appliances and now common household items like Ring or Nest, businesses are developing “transformational” strategies and plans to best leverage opportunities driven by connected, intelligent products and services. (We’ll discuss this in greater detail in chapter 12 when we look at innovations).

Class Exercises

- *Discussion/workshop:* If Walmart pays a brand 25 cents per dollar of value wholesale, what are the implications of going direct on pricing? What is the sales volume needed for the same profit? Marketing?
- *Exercise for class discussion:* Select an industry and discuss what channel conflicts might exist due to disintermediation or a shift in sales/pricing models?

Tools and Resources

- Subscription Business Models: <https://pakman.com/churn-is-the-single-metric-that-determines-the-success-of-your-subscription-service-6e82d9d9ea01>.
- SaaS Business Models: <http://www.forentrepreneurs.com/saas-business-models-slide-deck/>.
- Media Business Models: <http://towknight.org/research/a-roadmap-for-digital-media-startups/>.

CHAPTER 12

Emerging Channels and Opportunities

1 or 2 sessions

Chapter Outline

- Getting up close and personal
 - Location, location, location (LBS)
 - Point of sales systems
- Gaming gets serious
 - Video games: the industry
 - Gaming styles and users
 - Around game ads; in game ads
 - The value exchange
 - Custom branded games (advergames)
- Voice, visual assistants, and beyond
- Wearables, cars, and homes
- Marketing in face of change

Key Objectives

- Location based services (LBS) are any information, entertainment, or marketing offer that is personalized based on the location data provided by a mobile device.
- In-store navigation uses in-store devices to track the location of a shopper (by their phone) and use the data to help them find items or showcase specials.
- Gaming has become a multi-billion dollar industry, with a number of new and attractive options for brand or product integration by marketers.
- The world is moving to voice and visual controls and interfaces; but it is still not completely known how to best integrate or advertise against these commercial voice searches.
- Outputs like augmented, mixed, and virtual reality are emerging ways to overlay digital information into a user's real and virtual environments.
- As more people get selective information from dedicated "smart" devices, the possibilities for targeting and the complexities in reaching them increase dramatically.
- The transition from traditional mass media marketing techniques to digital and now to the mobile world has disrupted the way marketing operates at every level.

Teaching Notes

- **Slides 1–2:** There’s always something new and exciting coming down the road, and this lecture is where we review the innovations that aren’t just cool, but are likely to have a big impact on marketing and business. Professors should swap out as needed, if they have covered in other areas, but most important are gaming, voice/visual interfaces and “smart” products and appliances that are revolutionizing our homes and the way we live; and the data they provide marketers.
- **Slides 3–4:** Location based services, and all the marketing possibilities associated with knowing where and when a consumer is, are a critical evolution of the mobile platform. *Geofencing*, for example, allows targeting around a physical location like a store. Coupled with *Dayparting* (*knowing the time of day*) one can create restaurant ads that promote breakfast in the morning, lunch around noon, and dinner at night for example. Point of Sale systems—enabled computers in their own right—are closing the loop on attributing these sales.
- **Slide 5:** A note on the technology—we are not actually using GPS, Global Positioning Services; this requires satellites circling the earth. Most location is determined by cell phone tower triangulation; the phone’s location is computed by pinging the three nearest cell towers. (And you thought you’d never use that high school trigonometry.) It’s worth noting this isn’t a good method for vertical location; we still can’t tell what floor someone is on in a building for example.
- **Slide 6:** Location Based Services are actually a broad array of enabling technologies and services, made possible by almost every person on the planet carrying around a smartphone with location data and motion sensors. These services rely on mapping and social media based networks as well.
- **Slides 7–8:** These services are disruptive in ways that change our behavior. Ridesharing services built on LBS are now a common feature of the nightly news because they are part of the fabric of our transportation. Waze—bought by Google for more than \$1b in a bidding war—has changed traffic patterns in some towns. One town added speed bumps to certain streets to keep cars from Waze-driven visits.
Class Discussion: What are other social applications that utilize location based services? Are there downsides to location based social network apps? Do the advantages outweigh the risks? (For example, Tinder is a representative example of a “stranger” dating app that allows users to search the strangers around any range. Most conferences, events, or sports venues also offer apps to connect to others with similar interests in close proximity. These can be an efficient and convenient way to build a connection with other people and save communication/distance costs—but privacy issues and fraud may come into play.)
- **Slide 9:** In-store navigation is one area being explored by retail. Using in-store devices called beacons, stores can track the location of a shopper and use the data to help them find items on their list or showcase specials.
- **Slides 10–11:** The loyalty program is changing as well. Instead of punch cards, new loyalty cards are digital and can simplify payment, encourage repeat business and referrals, and provide data.
- **Slides 12–14:** Examples of beacons in use. Macy’s is an upfront retail example, while Estimote makes the tools for others to use.

Videos to stimulate discussion: What is the future of in-store location? Is this something you'd want? Why or why not? Shopkick/Macy's <https://vimeo.com/129155659>; Estimote <https://www.youtube.com/watch?v=wtBERi7Lf3c>; Retail innovations from Phillips <https://www.youtube.com/watch?v=QCXiTOT7vGE> (this last one on YouTube offers other options to choose from).

- **Slide 15:** Gaming has become a multi-billion dollar industry. The old stereotypes of a teenage boy in his basement no longer applies. Grandma has a segment too! Once impenetrable to most marketers, today there are a number of options for brand or product integration. To understand the industry we must first look at it from a gameplay or distribution perspective. Casual games are short, low investment, and often played on a mobile device; genre type games often offer 40-80 hours of gameplay and are more immersive; and MMOG (Massively multiplayer online games) or MMORPG are often completely immersive, open ended in their gameplay.
- **Slide 16:** Gaming consoles—essentially dedicated gaming computers with speed and graphics—are major platforms in living rooms around the world. Sony Playstation, Microsoft Xbox, and Nintendo Wii are three of the biggest, with a presence in tens of millions of homes.
- **Slides 17–18:** As noted, gaming is big business (\$134b and growing), and it's notable that mobile, the biggest part, is also the lowest priced segment... most games are free or low priced! New Zoo (slide image) offers amazing market intelligence, trends, device utilization and user segmentation for marketers; <https://newzoo.com/trends>.
- **Slide 19:** E-Sports—watching others play games is also big business. The media rights are approaching a billion dollars in value. The leagues and championships have millions of dollars in prizes and are consistently selling out arenas.
- **Slide 20:** Gaming franchises are also generating value. Grand Theft Auto 5 is now the single most valuable entertainment property in the world—the fastest ever to make a billion dollars. The franchise is bigger than Star Wars, Harry Potter, and the like. “In game” purchases alone account for hundreds of millions of dollars—fake items in a fake world.
- **Slide 21:** The emerging standards for advertising in games are well thought out, but the main problem remains: how does one advertise a real world consumer product in a gaming environment. For sports games, ads seem natural; for swords and sorcery worlds, it's more difficult. The next few slides offer greater detail on ad types for games; and can generate active classroom discussion as you walk through the examples.
- **Slide 22:** Around game ads use the space around a game for ads and sponsorship.
- **Slides 23–26:** In game ads are more creative; these can be in game ad units like billboards or integrations like clothing, cars, and equipment. Some, poorly executed, received more attention for their silliness—like the cup o noodles integration.
- **Slide 27:** The Value Added Exchange can make an ad welcome—a scenario where watching an ad can provide an in game benefit like “powerups” or gold is very well received. Concerns, however, are always there about gameplay.
- **Slide 28:** Some of the many payment models of gaming ads. Depending on the marketers goals these can be tied to business metrics quite easily.

- **Slide 29:** Branded integrations work similarly to what is done with movies—if you pick the right property, it can be very effective—like skate clothing in Tony Hawk’s Skateboarding game. Car companies will even pay to be among their perceived competitors in the selections in racing games for example.
- **Slides 31–33:** The custom branded game, when done right, can be the best—integrating the brand into the right environment. IKEA for example, lets you buy the same furniture you had in your apartment for your Sims in their fake apartments. Chipotle won awards with its game, but for most brands the challenge is game play. To avoid a great idea with a poorly played execution, many brands simply partner with existing games and brand them—like the movies Rio and Star Wars with Angry Birds. This combines a built in fan base with well-known playability and success.
In-class exercise or homework: Assign a few products or product categories to the class, and ask that they create a very short marketing plan for the gaming market. Which market segment and ad type would they recommend? What monetization model? What will it take to make a profit?
- **Slides 33–35:** The world is moving to voice and visual controls and interfaces. We are in the early stages of getting voice command devices into our homes—Siri, Hey Google, Cortana, Alexa, and many more all trying to become the next portal for commercial activity. One big question for marketers is: How do we advertise against these commercial searches? We can’t show little text ads like on Google... this a big unknown!
- **Slide 36:** Visual technologies are also emerging for commercial purposes. Domino’s ‘order by pizza emoji’ is a primitive version of this.
- **Slide 37:** Innovation in retail is everywhere, but consumers just aren’t sure what they’d want if anything.
- **Slide 38:** Pinterest is innovating in visual search, which shows great promise—matching things on visual characteristics, so you could see a pair of shoes and get an array of similar pairs. The vision is that the picture can be the starting point for the search journey!
- **Slide 39:** This brings us to augmented, mixed, and virtual reality. Virtual Reality is a completely immersive environment, as recently seen in the movie “Ready Player One.” More promising and commercially useful day to day are augmented reality, which overlays digital information on the real world, and mixed reality, which does the same but with other people in a consensus; shared mixed reality.
- **Slides 40–42:** Examples of Augmented reality—can use as classroom exercises. IKEA uses a catalog as a trigger to show what furniture would look like in your home. You’re much more likely to buy if you can see what it will look like! <https://www.youtube.com/watch?v=vDNzTasuYEW>
Living Wine Labels is a great app to show as an example of extending the marketing experience into a richer message. InkHunter also shows a great use—testing out a tattoo BEFORE you get it permanently. (Another one you can test in class)
- **Slide 43:** Review the spectrum of digital reality.
- **Slides 44–46:** New devices are out there, creating new challenges for marketers: virtual reality; wearables; smart appliances. All will create challenges in reaching the consumer with the right message at the right time! There are many more examples and visuals to add here if you want to

cover smart appliances and the “Internet of Things” more broadly: <https://interestingengineering.com/future-of-the-smart-home-11-innovations-that-could-change-the-way-we-live>.

- **Slide 47:** We may even see new platforms for accessing the Internet take-over. The only constant: change. [At the end of class, I often show this video, which is a great snapshot of the near future: Corning’s “A Day Made of Glass,” in the *Tools and Resources* section in the book. https://www.youtube.com/results?search_query=corning+day+of+glass. With 26 million views, it’s the most viewed industrial video ever—it was created for a shareholder meeting. It demonstrates so many real life situations in the near future—a great spark for discussion.]

Class Exercises

- *Class discussion:* What are other social applications that utilize location based services? Are there downsides to location based social network apps? Do the advantages outweigh the risks? (For example, Tinder is a representative example of a “stranger” dating app that allows users to search the strangers around any range. Most conferences, events or sports venues also offer apps to connect to others with similar interests in close proximity. These can be an efficient and convenient way to build a connection with other people and save communication/distance costs—but privacy issues and fraud may come into play).
- *Videos to stimulate discussion:* What is the future of in-store location? Is this something you’d want? Why or why not? Shopkick/Macy’s (<https://vimeo.com/129155659>); Estimote (<https://www.youtube.com/watch?v=wtBERi7Lf3c>); Retail innovations from Phillips (<https://www.youtube.com/watch?v=QCXiTOT7vGE>)—this last one on YouTube offers other options to choose from.
- *In-class exercise or homework:* Assign a few products or product categories to the class, and ask that they create a very short marketing plan for the gaming market. Which market segment and ad type would they recommend? What monetization model? What will it take to make a profit?

Tools and Resources

- [Final Videos—Corning’s “A Day Made of Glass” 1 and 2] Corning, the glassmaker, made a video for its shareholder meeting a few years ago to show how the glass it makes would be part of the incredible technologies that are becoming available in our homes, cars, schools, and offices. The video became the most viral industrial video of all time—version 1 has more than 26m views, and the second version almost 6m. https://www.youtube.com/watch?v=6Cf7IL_eZ38, <https://www.youtube.com/watch?v=jZkHpNnXLB0>.
- Virtual Reality Projects and Design Ideas
http://community.foundry.com/?_ga=2.63233319.989181735.1515763881-1281914348.1515763881

Sample Group Project Guidelines

The group project I reference in the *Foreword*, is a critical part of my course and represents the opportunity for students to truly work with the tools and strategies presented in class. It's also a percentage of the grade. (This of course can be modified based on how you structure your class). I break up the class in teams, again—size and compilation up to you.

Each team is assigned a client company selected to provide a full range of channel experience (these can be assigned by the professor or students can submit a company for your approval that meets the criterion of the project). I assign companies who have committed to meet (or conference call) with each team three times and to provide ongoing feedback for the projects. For a less extensive project, one can assign companies that have a sufficient amount of public information available to meet most of the criterion of the project.

Each team will develop customized strategies for their clients' unique businesses. Below, is a guideline for the scope of the project, requiring students to prepare an analysis for the following sections:

- **Overview and Strategy:** Company strategic goals and comparable competitors.
- **Search:** SEO (site/keyword and link building) and PPC.
- **Display:** Target segments and suggested media.
- **Email:** List development, content strategy, and message triggers and cadence.
- **Social:** Facebook strategy and other opportunities for social and community content.
- **Mobile and Emerging:** Mobile and LBS platforms; Emerging media and other suggestions.
- **Summary:** Recommendations, targets and metrics for success; measurement strategy.

The end result of the group project is a strategic marketing report. This will include an overview of the company, its goals, and its competitors; a channel-by-channel evaluation and tactical assessment; and a summary strategy with insights and suggested areas for improvement, testing, or exploration.

I require the submission in the form of a paper (Word Doc) and an in-class presentation of their summary results as they would to the client. Expected paper length: 10–15 pages. The presentation should be roughly 5–10 minutes, and consist of at least 3 suggested slides: the client overview; the problem or challenge; and your solution. Graphics and research are additional.

Overview and Strategy

The first thing each team will do is review the client's business with them (or the professor if you choose not to involve actual clients). At this point, we want to see a business overview, the names of their key competitors, and their main goals. You'll also want to see what group or groups they see as key customer segments (or personas), as well as what user journeys they feel are important for their main site. Finally,

what are the client's goals for advertising? Awareness, lead generation, sales, email signups, downloads—more than one is fine but at least one is necessary.

Key outputs from this first stage:

- Summary of client business and key competition (for competitive/comparables review)
- Goals and objectives (to be translated into conversion metrics)
- Target customer segments/Personas (one sheets)
- Key value propositions (to be translated into keyword/keyphrases)
- Conversion goals and metrics

Tools to use:

- Client Interviews or Company Research
- Competitive Research

Search

The search phase begins by identifying keywords and phrases that the client must rank highly in order to generate traffic and customers. You will want to compare and evaluate the client's performance versus competitors or comparables in organic search, as well as any key differences in positioning identified through keyword research. Ultimately, you'll review keywords and CMS strategies. (Content strategy comes later.) The final piece will be an evaluation of keywords from a lead generation and customer acquisition basis and the construction and optimization of a Paid Search campaign. When possible, User Journeys analysis will allow development of one or more segments/personas to target with messaging, and specific conversion goals allow for optimization, as does Landing Page A/B testing.

Key outputs from the search stage:

- Keyword/Keyphrase suggestions and Google Adwords PPC media buy plan
- Example Google Adwords text ads (ideally, a test campaign in market)
- Keyword density analysis (and benchmarked against key competitors)
- Goals identified and conversion goals set for optimization (if possible with client)
- Landing page suggestions (if possible with client)—matched to ad text and tested
- A/B testing of landing/conversion pages (if possible with client)

Tools to Use:

- Website Grader
- Keyword Density tool
- Google Trends
- Google Keyword Planner tool
- Google Analytics (conversion goals for ROI optimization; user journeys for segment/persona development; A/B testing for landing pages)
- WordPress and HubSpot reference tools

Display

Many clients will not currently be doing display advertising but this is more about presenting options. Students will use learnings from their research on search and customer segments to develop an ROI-based strategy targeting sites and networks appropriate to the client. We'll use tools and targeting to determine what best matches with the target demo, and what cost-effective parameters and metrics make sense. Our goal is that they consider this as a complement to their social strategy—and may use sponsored posts and other promotion for seeding the best content from their content strategy.

Key Outputs for the display stage:

- Targeted suggested media buy
- Vertical networks available (by segment)
- Remarketing/Lookalikes plan

Tools to Use:

- Google/DoubleClick Ad Planner
- Moat
- Doubleclick and Sizmek ad galleries (for ideas and examples)
- Quantcast; Compete; Alexa

Email

Many of your clients will have an email strategy in place. Evaluate the strategy and value of the current email list. Review the target audience and confirm or suggest the target segments and audiences. Recommend the appropriate frequency for time-based communications and trigger-based communications available through customer touchpoints. Develop a cadence and write up/wireframe sample emails.

If students are not speaking directly with their client company, you can modify this section such that public search or research will provide some level of insight here.

Key outputs for the email stage:

- List of trigger based touchpoints with message points (a messaging calendar and sample emails)
- Content strategy and frequency suggestions by audience
- Messaging cadence for sample customer journeys

Tools to Use:

- Mailchimp

Social and Content

Social Networks and User Generated Content, as well as content strategies in general, are particularly important. Evaluate social media presences for the client on the major networks: Facebook, Twitter, LinkedIn, Instagram, Pinterest etc. Estimate the value of a friend/follower on each network and the overall asset value of the permission-based assets. Identify influencers and determine the topics that activate their interest.

Part of social media strategy involves creating content that consumers and brand advocates can connect with. Detail the content creation points, the parameters, topics, and 'voice', and outline this in a content strategy flow chart. Determine the appropriate frequency for publishing and moderation/measurement. Suggest the appropriate mix of original, curated, editorial, aggregated, and user generated content.

Determine the best points to create and distribute content and the appropriate channels, from Twitter to Tumblr to Wordpress, Flickr and Youtube, and Slideshare, Scribd, and Quora.

Key outputs for the social and content stage:

- Content Marketing Strategy: Timeline and content flow chart (creation, distribution, schedule)
- Facebook (or other social network) targeting examples
- Content distribution channels/lead gen strategy—channel recommendations
- Permission-based asset strategy—Facebook fans, LinkedIn Group members, Twitter followers
- Baseline and strategy (current/against competitors)

Tools to Use:

- Social Mention or similar tools
- Display Planner or other site tools
- Youtube, FB, Quora or other influencer identification tools
- Facebook, LinkedIn, etc.
- Slideshare, etc.
- FollowerWonk

Mobile and Emerging

In this final section you should address how a mobile impacts the strategy you have chosen and add anything that might be helpful. Discuss mobile applications if appropriate and how the company addresses mobile browsing; the important of geographic targeting and local offers if applicable; and even text/SMS marketing if appropriate. For all clients, the amount and trend of their mobile traffic—as well as any insight as to differences in behavior—may be important if available.

Tools to Use:

- Google Analytics—Desktop vs. Mobile usage data
- MobileTest.me

- Google Website Grader
- Google Cloud Lab
- AppAnnie rankings

You can also have some fun with new and emerging channels such as:

- Games and apps
- Location based services (like Swarm)
- New social networks
- Phone apps
- Augmented reality (Oculus)

These are just some of the newer channels that might be appropriate to the client. I encourage creativity here as long ideas tie to the strategy and the objectives and metrics that guide it.

Summary

In the final section, the goal is to tie together the strategy across all the channels and build a measurement plan to match it. A great way to do this is to break out the plan against the client's proposed budget. (If the team isn't sure, they can prepare a table breaking out (\$10k, \$100k, \$1mm per month versions—or adjust as appropriate). Any metrics (costs, sales goals, etc.) should be mentioned here along with appropriate targets or comparable ranges.

Tools to Use:

- Google Analytics
- Other measurement tools

After all that—remember that these are just guidelines I use and can be modified as needed. The objective here is for teams to create a well thought out strategy with actionable recommendations for each client company—using research and best practices to get there.