

Zicklin School of Business  
Baruch College/CUNY  
Department of Marketing

INTERNET MARKETING AND GLOBAL BUSINESS (MKT 9764) Section TR73  
Spring 2006 - Tuesday, Thursday, 6-7:15pm

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### COURSE OBJECTIVES

Recently, while awaiting a connecting flight in Dulles International Airport, the TV monitors announced the planned restructuring of Ford Motor Company with an anticipated 30,000 layoffs. The move is touted as part of a drastic global restructuring to make it more competitive. All around me sat United Airlines employees. Their chatter surrounded the implications for their jobs as their employer, having flirted with bankruptcy for several years, is “reinventing itself” to better serve its customers. They talked about JetBlue, a company that has embraced the Internet as fundamental to its existence as well as a customer service philosophy that has earned it national recognition, with questions. Not by choice, I was flying United with a paper ticket. How “over” is that?

Both Ford and United are emblematic of how the world is changing. It has become “flat”, says Thomas Friedman, a renowned author, with widespread implications for how business is now being conducted. Many of the reasons contributing to this change has been the convergence of the Internet and a wide array of technological and telecommunications advances that have become a vital part of today’s global society. And whereas the last few years have seen the emergence of terms like eMarketing and eBusiness, these terms now fade away as Internet marketing enters mainstream practice.

This course addresses two huge areas: Internet Marketing and Global Business. We will attempt to weave them together. We will examine the changing global social and business environment--largely through Friedman’s book--and the evolution and maturation of Internet Marketing practices through both textbooks and the cases we will explore, and of course, through the many online sites we will visit. Finally, we will rethink global strategy and product innovation through our reading of Blue Ocean Strategy, a book that takes a new view of how corporations should address new product development and cope with global competition by entering uncharted waters where no competition exists.

Hopefully, this look at our “flat world”, a new understanding of the best practices in Internet Marketing, and a look at a new strategy for giving customers what they want will fulfill our course objective of making us more adept at marketing in the first decade of the 21<sup>st</sup> Century.

## COURSE STRUCTURE

How business uses the Internet and new media marketing solutions changes weekly, if not daily. Even the most recent textbooks and cases are soon out of date. In this constant stage of flux, our learning experience will begin each class with a daily review of online media, the daily business newspapers, the cable news networks and prime time media. Through these filters, we will note and observe the transforming global marketplace and the emergence of new media and the marketing best practices that emerge. We will overlay these applied stories on our discussions of actual topics covered by the textbooks, our readings and the websites we will use as resources.

Although I will cover the reading assignments each class, I aim to start each class with a discussions on new developments you describe to me as reported in the media and relate them to past, current or future topics covered in the text. As this discussion will drive the class, be prepared for a more fluid rather than a structured class environment, and be prepared to contribute to each class. Through several Harvard Business School, and other, cases, we will examine "Internet Best Practices", the Google phenomenon, kiosks and iPods, and discuss their continued relevance in developing cohesive internet marketing strategies relevant to today's global marketplace. We will complete our course with a semester-long, hands-on group project designed to simulate the real decision making issues you will face as global marketing managers expert in the art of Internet marketing.

I have invited speakers from avenue a razorfish, one of the largest independent interactive agencies and an operating unit of aQuantive, Inc., a digital marketing services and technology company; UPS, a huge provider of online supply chain management solutions and an important facilitator of shipping online orders; and Dow Jones Interactive, a leader purveyor of online information, to address the class. Hopefully, at least one will visit our class this semester.

## REQUIRED READING

After spending weeks preparing this course, I find it strange to resort to books, as opposed to websites, as required reading. Nevertheless, after reviewing nearly two dozen, I have opted for the following:

- Strauss, El Ansary, Frost, E-Marketing, 4th ed. (Upper Saddle River, New Jersey: Prentice Hall, 2006) ISBN 0-13-146519-9
- Glen Urban, Digital Marketing Strategy, (Upper Saddle River, New Jersey: Prentice Hall, 2004) ISBN 0-13-183177-1
- W. Chan Kim and Renee Mauborgne, Blue Ocean Strategy, (Harvard Business School Press, 2005) ISBN 1591396190
- The Wall Street Journal, orThe Financial Times, orThe New York Times, or online media and cable network news reports. Bring relevant articles to each class for discussion.
- Thomas L. Friedman, The World Is Flat, (New York: Farrar, Straus and Giroux, 2005) ISBN 0-374-29288-4
- The Harvard Business School cases/articles supplementing the text are:  
Product #: CMR258: Unleashing the Power of Yield Management in the Internet Era

Product #: R00410: E-Loyalty: Your Secret Weapon on The Web  
Product #: 2645BC Interactive Marketing: New Channel, New Challenge  
Product #: HKU069: Dell: Selling Directly, Globally

I have created a course area on the Harvard Business Online website where you can access your course materials. Go to:

<http://www.hbsp.com/relay.jhtml?name=cp&c=c94882>

The course reference code is c94882. You will need to register with Harvard Business Online. This url lists the required materials for use in this course. The downloaded course materials are encrypted using SealedMedia. You can download the plug-in from <http://download.sealedmedia.com/unsealer/index.asp>

I hope you find this a convenient way to access your course materials. It is certainly the least expensive way to supplement our course.

If you have any questions or need technical assistance, please contact Harvard Business School Publishing at 1-800-810-8858 or 617-783-7700. They are open 8am-6pm Eastern Standard Time. They can also be reached at [techhelp@hbsp.harvard.edu](mailto:techhelp@hbsp.harvard.edu). If all else fails, they will mail you the cases.

#### RECOMMENDED READING

- ❑ Shawn Collins, *Successful Affiliate Marketing for Merchants*, (Que Books, 2001) ISBN 0789725258. This is a useful guide to managing an affiliate program.
- ❑ Joseph Jaffe, *Life After the 30-Second Spot*, (John Wiley & Sons, Inc. 2005) ISBN 0471718378. This book contains several relevant chapters, and addresses alternatives to traditional advertising.
- ❑ Dawn Iacobucci and Booby Calder, *Kellogg On Integrated Marketing*, (John Wiley & Sons, Inc., 2003), ISBN 0-471204765. Chapter 12 is dead-on, other chapters very relevant, a worthwhile read.
- ❑ David Siegel, *Futurize Your Enterprise*, (John Wiley & Sons, Inc. 1999), ISBN 0471357634. Also a worthwhile read though the book is a few years old.

#### RECOMMENDED WEBSITES

We will visit these, and many like them during the semester:

[www.mediumblue.com](http://www.mediumblue.com), [www.akamarketing.com](http://www.akamarketing.com), [www.majon.com](http://www.majon.com),  
[www.clickz.com](http://www.clickz.com), [www.wilsonweb.com](http://www.wilsonweb.com), [www.knowthis.com](http://www.knowthis.com), [www.addpro.com](http://www.addpro.com),  
[www.bluefly.com](http://www.bluefly.com), [www.altoids.com](http://www.altoids.com), [www.toohot.com](http://www.toohot.com), [www.affiliatetips.com](http://www.affiliatetips.com)

#### CLASS PREPARATION

This is a large class. To get an A, be prepared for every class, as I will open each class by asking several students to summarize the topic of the day and to relate the news stories they have clipped to present or past discussions. If you are not prepared, letting me know ahead of time may save us both some embarrassment. 20% of your grade will be from class participation and discussion...it is important that you come to class and voice your opinions in class! Enough said.

I intend to give a mid-term and a final. I will ask you to write-up summaries of the Harvard Business School Cases, and various other topics, three pages max.

## YOUR GRADE

Class Participation	20%
Mid Term	20%
Group Project	20%
Case Summaries	20%
Final	20%

## THE GROUP PROJECT

Please form into six groups. Each group will identify a business that is not maximizing its potential. You are to develop an online/integrated marketing strategy to boost the company's visibility and success in the global marketplace.

In analyzing ideas, think about the most relevant marketing issues and problems that challenge companies in 2006 in the United States. What industries or sectors do you think provide ripe international opportunities today and in the next few years? Remember to not only ask where do the greatest opportunities lie, but more importantly, the most profitable?

Using the web, complete marketing research assessments for your products and recommend an appropriate digital integrated marketing strategy for entering the market. Support your strategy with as much data as feasible regarding industry specific data, competition and projected revenues and margins.

Each group will prepare a 20-minute oral/online presentation to be delivered to the class, one or two page summaries to be handed out to class, and a written presentation not to exceed ten typed pages plus exhibits to be handed to me prior to your presentation.

Form groups by our fourth class and, submit a one-page global internet opportunity by the start of the fifth class.

Each of you will fill out a peer evaluation to value each individual member's contribution to the group result.

Six ideas will be submitted, three will be chosen so that two groups will present on one opportunity.

Helpful Hints: The goals of this exercise is working together as a group, using the internet as a marketing research tool, formulating a strategy that might actually work, and doing a great job presenting what information you have in a convincing manner. One of my MBA students got a job, in part, because the project he worked on was closely related to his anticipated responsibilities at his new firm. The purpose of this assignment is to replicate as much as possible the type of work you may be called on to do when hired, and to focus on identifying online opportunities and crafting an integrated strategy to capitalize on them. If you have any problems see me right away.

## SUPPLEMENTAL MATERIAL

Supplemental material will be posted to the blackboard. Please check regularly.

## GETTING IT DONE

It is the express policy of the class that no late assignments will be accepted under any circumstances. I expect each student to bear individual responsibility for his or her work and to uphold the ideal of academic integrity.

See [http://www.baruch.cuny.edu/academic/academic\\_honesty.html](http://www.baruch.cuny.edu/academic/academic_honesty.html) regarding academic integrity. Make sure not to plagiarize anyone else's work either intentionally or unintentionally. Plagiarism is defined as using someone else's words or ideas without proper attribution. The proliferation of Web pages and electronic publications makes it easy for plagiarism, accidental or otherwise, to occur. When in doubt, make sure to include a full citation either as a footnote or as a reference at the end of the paper.

For example, the above three sentences was excerpted from the course syllabus of Masaaki Kotabe, The Washburn Chair of International Business and Marketing, Temple University, International Marketing (MKT 514).

<b>Internet Marketing and Global Business</b>		<b>E-Marketing</b>	<b>DMS-Urban</b>	<b>Other</b>
<b>Date</b>	<b>Topic</b>	<b>Chapter</b>	<b>Chapter</b>	<b>Reading</b>
26-Jan	Course Intro, Class Rules, Class Objectives			Friedman
31-Jan	Understanding Convergence Defining E-Commerce			Friedman
2-Feb	Strategic E-Marketing--Understanding the shift from the Business Model to an E-Business Model...revisiting customer needs/behavior	<b>1-2</b>	<b>3</b>	Friedman
7-Feb	Developing the E-Marketing Plan A New Channel and a New Challenge	<b>3</b>		Friedman HBS-Interactive Marketing
9-Feb	E-Marketing Environment and Global Markets	<b>4</b>	<b>1-2</b>	Form Groups
14-Feb	Ethical and Legal Issues	<b>5</b>		Project Proposals Due
16-Feb	A Look at Dow Jones--An integrated purveyor of information on the web.			Project Decisions
21-Feb	No Class, Monday Schedule			
23-Feb	Marketing Research on the Web- Making sense of all the data	<b>6</b>	<b>5</b>	
28-Feb	Another Look at Consumer Behavior Building Trust with the Consumer	<b>7</b>	<b>6</b>	

2-Mar	Developing Loyal Customers--the key to long-term online success. Amazon.		<b>15</b>	HBS--E Loyalty
7-Mar	Segmentation and Targeting Strategies	<b>8</b>	<b>7</b>	
9-Mar	Differentiation and Positioning	<b>9</b>		
14-Mar	Developing Products For the Net	<b>10</b>	<b>9-10</b>	
16-Mar	A Look at Dell: Selling Directly, Globally		<b>4</b>	HBS Case Report Due
21-Mar	Mid Term Exam			
23-Mar	Pricing On The Web	<b>11</b>	<b>13</b>	
28-Mar	Distribution On the Web	<b>12</b>		
30-Mar	E-Marketing Communications	<b>13</b>		Project status report due.
4-Apr	E-Marcom and Selling		<b>11-12</b>	
6-Apr	A Look at Global Marketing Strategies		<b>8</b>	Blue Ocean
11-Apr	A Look At UPS--An E-Commerce Facilitator		<b>14</b>	Blue Ocean
<b>13-20 Apr No class/Spring Recess</b>				
25-Apr	Customer Relationship Management	<b>14</b>		Blue Ocean
27-Apr	Guest Speaker (Razorfish/UPS/DJ)			
2-May	Increasing Yield Management on the Web- A strategy for increasing profitability			HBS-Yield Management-Paper Due
4-May	Global Business in the Digital Age Where will it go? What about Google?			
9-May	Project Presentations/Discussions	<b>Project</b>		Paper due
11-May	Project Presentations/Discussions	<b>Project</b>		Paper due
16-May	Project Presentations/Discussions	<b>Project</b>		Paper due
19-26 May Final Exams				