



UNIVERSITAT DE VIC
UNIVERSITAT CENTRAL
DE CATALUNYA

Centre: Barcelona

Course: **Digital Business**

Programme: Business, Design & Innovation

Course Code:

Semester: 1 and 2 (Fall and Spring)

ECTS credits: 6

Duration: 45 hours (3 hours/week)

Language of instruction: English

Instructor: Fernando L. Mompó

Course description

Many courses on digital business are focused mainly or even exclusively on digital marketing and e-commerce. Those have been the areas where the most obvious changes have been taking place for the last decade, but they are not necessarily the areas where companies can expect the most radical transformations in the near future. To the traditional focus on Promotion and Place P's in the conventional Marketing Mix we add consideration to another two P's, Product and Price, in order to have the whole picture of the new Digital Business Marketing Mix. We also focus on other management areas equally affected by the new digital paradigm, as is the case of IT and organisational issues. In all cases, we look not just at transformations that have already taken place but also at those changes still to come with the potential of becoming key disruptions in the way businesses have been managed for decades. Two sessions are dedicated exclusively to knowing about and understanding disruptions produced by the new digital paradigm in every industry, in order to discover potential new markets and business opportunities.

Attendance policy

Attendance is mandatory for all classes, including study visits. In case of an absence, this should be notified beforehand to the instructor. Unjustified absences will have a negative effect on the final grade. Five absences during the course will result in a Fail grade.

Learning outcomes

By the end of the course the students will:

- Understand how the new digital paradigm not just changes but disrupts business as usual
- Know the kind of changes that digitalisation is causing in different business sectors and industries
- Identify the challenges and opportunities behind this digitalisation
- Discover how to overcome those challenges and turn opportunities into competitive advantages or new businesses

Method of presentation

- Lectures will provide the theoretical content, mainly focusing on real business cases as examples
- Class participation: Students are expected to participate in class discussions related to:
 - A short video shown during class
 - Brief homework given to students the previous week, such as reading an article or business case
- Field visit: We will have a guided tour of the Desigual store, a benchmark for innovative brick and mortar shops

Required work and assessment methods

- New business or innovation opportunity presentation (50%): During the last course session students will present individually or in teams (up to a maximum of three people) an idea for a new business or innovation opportunity based on one or more of the digital disruption dipoles presented and discussed in Sessions 8 and 9. This presentation will account for 50% of the final grade.
- Class participation (25%): Individual active participation in class discussions will account for 25 % of the final grade.
- Weekly homework (25%): Brief homework tasks, requiring no more than an hour's work, usually reading an article or business case, will be given to students each week, accounting for 25% of the final grade.

Contents

Course presentation

Week 1. Introduction to the digital business concept. General overview of topics, the schedule, the evaluation system.

Digital Business Marketing Mix 4 P's: Promotion

Week 2. Gaining visibility for ourselves in an attention economy (1): digital advertising, search engine marketing (SEM), search engine optimisation (SEO), web analytics

Week 3. Gaining visibility for ourselves in an attention economy (2): social media and community managers, e-mail marketing, marketing content

Week 4. Beyond promotion as usual: the emergence of a customer 2.0 and the new kind of relationship required

Digital Business Marketing Mix 4 P's: Place (distribution)

Week 5. Present e-commerce: Best practices & success cases, Digital Design & Usability, What makes us to buy online and what does not.

Week 6.- Future e-commerce: From multichannel to omnichannel, the emergence of mobile, the role of the brick and mortar shop in a digital retailing future

Week 7. Study visit to Desigual, an innovative store exploring a new role for brick and mortar in an omnichannel context.

Finding new business opportunities

Week 8. Inventing and detecting new markets in a changing paradigm (1): The long tail paradigm, infocipation, atoms vs. bits dipole, product vs. service dipole, function vs. emotion dipole

Week 9. Inventing and detecting new markets in a changing paradigm (2): ownership vs. access dipole, service vs. self-service dipole, market vs. customer dipole, competition vs. collaboration dipole

Digital Business Marketing Mix 4 P's: Product

Week 10. The emergence of the social product: markets are conversations, co-innovating with customers, prosumers and makers, crowdfunders as the new "capitalists", the community manager as the new product manager

Week 11. The emergence of the new digital product: from "atoms to bits" to "bits and atoms", the Internet of things as an Internet of products, augmented reality and digitally-enhanced products

Corporate information technology

Week 12. Organisations are information flows: enterprise content management, business process management, business intelligence management, knowledge management, product lifecycle management, enterprise resource planning, e-procurement, "big data".

Digital business organisational changes

Week 13. The extended enterprise, from HQ to networks, collaborative innovation, finding and attracting talent (Recruitment 2.0)

Digital Business Marketing Mix 4 P's: Price

Week 14. Emerging business models on pricing: dynamic and contextual pricing, premium models, free and the future of a new radical price, the sharing economy

Final presentations

Week 15. Time for group presentations, wrap up and final remarks

Recommended reading

Anderson, Chris (2006). *The Long Tail: Why the Future of Business Is Selling Less of More*. Hyperion.

Anderson, Chris (2009). *Free: The Future of a Radical Price*. Hyperion.

Godin, Seth (1999). *Permission marketing: turning strangers into friends, and friends into customers*. Simon & Schuster.

Joseph Jaffe and Maarten Albarda (2013). *Z.E.R.O.: Zero Paid Media as the New Marketing Mode*. Adweek Books.

Ian Daniel (2011). *E-commerce Get It Right! - Essential Step by Step Guide for Selling & Marketing Products Online*. NeuroDigital.

James McQuivey (2013). *Digital Disruption: Unleashing the Next Wave of Innovation*. Amazon Publishing.

Viktor Mayer-Schonberger and Kenneth Cukier (2014). *Big Data: A Revolution That Will Transform How We Live, Work and Think*. Eamon Dolan/Mariner Books.