



## **CM/IB 340 DIGITAL MARKETING, E-COMMERCE AND COMMUNICATION**

IES Abroad Granada

### **DESCRIPTION:**

In recent years digital technology has exerted a transformative impact on the economy, society, and industry, where entire sectors have been disrupted in just a few years. This course offers a comprehensive exploration of digital transformation and its profound impact on industries, consumer behavior, and, more specifically, on marketing communications. Beginning with an introduction to Integrated Marketing Communications (IMC), students will learn how coordinated and consistent messaging across multiple digital platforms can amplify brand impact. The curriculum examines major players in the tech industry (such as Amazon, Apple, Meta) as well as disruptive platforms (such as Airbnb and Uber) that have introduced innovative business models. With the rise of Industry 4.0, automation and artificial intelligence are revolutionizing manufacturing and B2B markets, while social media has become a primary information source for billions, exerting unprecedented influence. Recently, digital advertising has surpassed traditional TV ad spending worldwide, underscoring the increasing preference for digital channels among advertisers aiming to reach their target audiences effectively. Meanwhile, the omnichannel approach is merging e-commerce with brick-and-mortar retail, and digital influencers are now key players in shaping consumer behavior.

Emphasis is placed on essential digital marketing strategies, including Search Engine Optimization (SEO), Search Engine Marketing (SEM), Consumer Brand Engagement (CBE), social media management, content marketing, and Pay-Per-Click (PPC) advertising. These topics will equip students with the knowledge to develop and implement consistent digital communication strategies. Through case studies, individual and group projects, students will examine and acknowledge the latest trends and tools in the digital marketing landscape. Artificial intelligence, influencer marketing, and omnichannel approaches will be explored and discussed, enhancing students' understanding of IMC as a core component of modern digital strategy. The course also emphasizes an analytical approach to digital marketing trends, evaluating current Internet, mobile, and multimedia campaigns to predict future trends. Students will work on individual and group projects that emphasize the integration of emerging media channels into consistent communications strategies, preparing them to develop and implement digital strategies aligned with modern consumer behavior and industry trends.

**CREDITS:** 3 credits

**CONTACT HOURS:** 45 hours

**LANGUAGE OF INSTRUCTION:** English

**INSTRUCTOR:** Dr. Lucia Porcu

**PREREQUISITES:** One business, marketing or communications course, or approval of instructor

**ADDITIONAL COST:** None

### **METHOD OF PRESENTATION:**

The course is divided into two parts: theoretical (focused on the main theories and definitions of digital marketing and marketing communications) and practice (focused on the application of theories and methods to develop digital marketing strategies and plans). The course will be delivered through a combination of lectures, class discussions, student presentations, case study analysis, flipped classroom, and individual and group projects. Students will also participate in practical exercises involving real-life digital marketing tools and strategies, as well as course-related trips to observe digital marketing applications in the business world.

### **REQUIRED WORK AND FORM OF ASSESSMENT:**

- Course participation - 10%
- Midterm Exam - 30%
- Individual project - 25%
- Group project - 35%

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### **Course Participation**

Active participation and consistent attendance are crucial components of this course. Students are expected to arrive prepared, having completed all assigned readings and ready to engage in thoughtful discussions. Participation goes beyond mere attendance; it involves contributing insights, asking questions, and collaborating with peers during class activities. To enrich our learning environment, students are encouraged to bring real-world examples related to the course material. This could include recent news articles, personal experiences, or case studies that illustrate marketing concepts in action. Sharing these examples will help bridge the gap between theory and practice, fostering a better understanding of the subject matter.

The course is fully integrated with Moodle, the IES Online Learning Platform. Students are required to regularly access Moodle for important announcements, supplemental resources, discussion forums, and assignment submissions. Interactive activities will complement in-class learning and provide additional opportunities for engagement.

### **Midterm Exam**

The midterm exam will be held in class and will encompass all topics covered during the first half of the course. The exam format will include a combination of multiple-choice questions, short answers, and essay-style questions. This structure is designed to assess not only your knowledge of key marketing concepts and theories, but also your ability to apply them to real-world scenarios. To prepare, students should review lecture notes, readings, and any supplemental materials provided by the instructor. Emphasis will be placed on understanding how marketing and communication principles are applied in the professional arena, thus reviewing the case studies and class discussions that highlight these applications will be very helpful.

### **Individual Assignment and Presentation**

During the semester, each student will undertake an individual research project that culminates in both a written report and an oral presentation. For this assignment, students are invited to select a company that has encountered a noteworthy marketing challenge, either achieved significant success or experienced a critical failure. This could be a local business or a well-known international brand, but the selected challenge should provide enough substance for a deep and insightful analysis.

In exploring this case, students should connect the company's situation with key marketing concepts and theories covered in the syllabus. This analysis should reveal how specific principles influenced the outcome of the company's challenge and highlight any alternative approaches that could have changed the results. To enrich the depth of analysis, students will conduct additional research from reliable sources such as academic journals, industry reports, and respected news outlets. Proper citation of these sources is essential.

The written report should be approximately 5 pages in length, excluding references and any appendices. It should follow this structure:

- 1) Introduction. Provide a brief overview of the company and describe the marketing challenge it faced.
- 2) Analysis. Conduct a thorough examination of the situation using course concepts, applying theories to unpack the dynamics at play.
- 3) Findings. Present key insights from your analysis, pinpointing factors that contributed to either the success or failure of the marketing approach.
- 4) Recommendations. Offer thoughtful suggestions for alternative strategies or improvements, drawing on your understanding of marketing principles.
- 5) Conclusion: Summarize the main points of your analysis and reflect on broader implications for the industry.

For the oral presentation, students will prepare a concise, 10-minute summary of their research, followed by a 5-minute Q&A with the professor and classmates. The presentation should be engaging and informative, using visual aids like slides or charts to support key points. Students are encouraged to practice their delivery to ensure clarity and confidence.

### **Group Project**

Students will be assigned to teams and will need to plan and create a group project briefed by the Professor. The number of members for each team will depend on the number of class participants. Groups are expected to self-organize and manage their workflow efficiently. Regular meetings outside of class time are necessary to ensure progress and address any challenges. Utilize collaborative tools such as shared documents, group chats, or project management apps to facilitate communication. The project outcomes to be delivered will be: 1) a detailed document (15-20 pages) covering all the project components. The report should be professionally formatted and include charts, graphs, and references where appropriate; 2) a 20-minute group presentation delivered to the class, simulating a pitch to stakeholders or potential investors. This should be engaging and persuasive, showcasing your team's ability to strategize and plan effectively. The full details of the project's features and requirements will be described in due course.

By engaging deeply with these course elements, students will gain practical experience and a richer understanding of marketing applications. Each assignment is designed to build upon theoretical knowledge and develop skills that are directly transferable to real-world contexts.

#### **LEARNING OUTCOMES:**

By the end of the course, students will be able to:

- Develop a digital marketing and communications strategy that aligns with business and corporate goals, based on the integrated marketing communication (IMC) principles.
- Apply IMC principles in digital marketing and communication, ensuring consistency across multiple channels.
- Implement SEO, PPC, social media, and other digital channels to execute innovative marketing solutions.
- Analyze and anticipate trends in digital marketing and their potential business impacts.
- Demonstrate an overall understanding of digital marketing tools and the impact of digital technologies on business models and marketing communications.

#### **ATTENDANCE POLICY:**

Attendance to all classes and site visits is mandatory. For this course, students are allowed a maximum of 3 unexcused absences. Beyond those, final grades will be lowered one grade for every extra absence (i.e. from B+ to B). Punctuality is also essential: 3 delays of more than 5 minutes equal one absence. A delay of more than 15 minutes equals one absence.

## CONTENT:

TOPIC	Content	Readings
TOPIC 1	<p><b>The conceptual evolution of Marketing and Communication: the rise of Integrated Marketing Communication (IMC)</b></p> <ul style="list-style-type: none"> <li>Objective: Acknowledge the evolution of Marketing as a concept, discipline and practice and examine the role of communication within the realm of business management, in general, and marketing management, in particular.</li> </ul>	<p>Reading:</p> <ul style="list-style-type: none"> <li>Porcu, L., Del Barrio-Garcia, S., &amp; Kitchen, P. J. (2017). Measuring integrated marketing communication by taking a broad organisational approach: The firm-wide IMC scale. <i>European Journal of Marketing</i>, 51(3), 692-718. <a href="https://doi.org/10.1108/EJM-08-2015-0587">https://doi.org/10.1108/EJM-08-2015-0587</a></li> </ul>
TOPIC 2	<p><b>Introduction: exploring the digital (R)evolution and landscape</b></p> <ul style="list-style-type: none"> <li>Objective: Set the foundation for understanding the impact of digital technologies on economy and society in general.</li> </ul>	<p>Reading:</p> <ul style="list-style-type: none"> <li>Keinan, A., Maslauskaitė, K., Crener, S., &amp; Dessain, V. (2015). The blonde salad. <i>Harvard Business School Case</i>. <a href="https://www.hbs.edu/faculty/Pages/item.aspx?num=48520">https://www.hbs.edu/faculty/Pages/item.aspx?num=48520</a></li> <li>Si, S., Hall, J., Suddaby, R., Ahlstrom, D., &amp; Wei, J. (2023). Technology, entrepreneurship, innovation and social change in digital economics. <i>Technovation</i>, 119, 102484. <a href="https://doi.org/10.1016/j.technovation.2022.102484">https://doi.org/10.1016/j.technovation.2022.102484</a></li> </ul>
TOPIC 3	<p><b>Digital Marketing and E-commerce</b></p> <ul style="list-style-type: none"> <li>Objective: Understand the core definitions, concepts, and distinctions between digital marketing and e-commerce, exploring their roles in the digital economy and identifying opportunities for businesses to leverage these tools for growth and innovation</li> </ul>	<p>Pre-Reading:</p> <ul style="list-style-type: none"> <li>Su, N. &amp; Singh, M. (2023). Prada, Haute couture in the digital era. <i>Harvard Business School Case</i>. <a href="https://hbsp.harvard.edu/product/W32697-PDF-ENG">https://hbsp.harvard.edu/product/W32697-PDF-ENG</a></li> </ul> <p>Reading:</p> <ul style="list-style-type: none"> <li>Gibson, K. (2024) How to Create a Digital Marketing Plan: 4 Steps. <i>Harvard Business School, Business Inside Blog</i>. <a href="https://online.hbs.edu/blog/post/digital-marketing-plan">https://online.hbs.edu/blog/post/digital-marketing-plan</a></li> </ul>

TOPIC	Content	Readings
TOPIC 4	<p><b>Search Engine Optimization (SEO) and Search Engine Marketing (SEM) within the Paid, Owned and Earned Media framework</b></p> <ul style="list-style-type: none"> <li>Objective: Analyze the roles of SEO (Owned Media) and SEM (Paid Media) within the Paid, Owned, and Earned (POE) media framework. Understand how these strategies interact to maximize search engine visibility and drive traffic while fostering engagement through earned media.</li> </ul>	<p>Pre-reading</p> <ul style="list-style-type: none"> <li>Han, E. (2024). Paid vs. Owned vs. Earned Media: What's the Difference? <i>Harvard Business School, Business Inside Blog</i>. <a href="https://online.hbs.edu/blog/post/earned-vs-paid-media">https://online.hbs.edu/blog/post/earned-vs-paid-media</a></li> </ul> <p>Reading:</p> <ul style="list-style-type: none"> <li>Israeli, A. &amp; Wilson, A. (2023). Crocs: Using Community-Centric Marketing to Make Ugly Iconic. <i>Harvard Business School Case</i>. <a href="https://hbsp.harvard.edu/product/524006-PDF-ENG">https://hbsp.harvard.edu/product/524006-PDF-ENG</a></li> </ul> <p>SEO and Google Ads exercises.</p>
TOPIC 5	<p><b>Special focus: Social Media Marketing</b></p> <ul style="list-style-type: none"> <li>Objective: Explore the strategic use of social media platforms to build brand presence, engage with audiences, and drive conversions. Analyze the unique characteristics, trends, and metrics of key platforms (Meta/Facebook, X, Instagram, etc.), and learn how to create and manage effective social media campaigns tailored to business objectives.</li> </ul>	<p>Reading:</p> <ul style="list-style-type: none"> <li>Leung, F. F., Zhang, J. Z., Gu, F. F., Li, Y., &amp; Palmatier, R. W. (2022). Does influencer marketing really pay off? <i>Harvard business review</i>. <a href="https://hbr.org/2022/11/does-influencer-marketing-really-pay-off">https://hbr.org/2022/11/does-influencer-marketing-really-pay-off</a></li> <li>Moorman, C. &amp; Pauwels, K. (2024). Why Marketers Are Spending Less on Social Media. <i>Harvard business review</i> <a href="https://hbsp.harvard.edu/product/H08FI6-PDF-ENG?Ntt=social%20media%20marketing">https://hbsp.harvard.edu/product/H08FI6-PDF-ENG?Ntt=social%20media%20marketing</a></li> </ul>
TOPIC 6	<p><b>Email Marketing and User Experience</b></p> <ul style="list-style-type: none"> <li>Objective: Analyze the role of email in digital marketing, focusing on measurable metrics, optimization techniques, and campaign effectiveness. Learn the principles of creating excellent user experiences, focusing on website design and delivering consistent, high-quality interactions.</li> </ul>	<p>Reading:</p> <ul style="list-style-type: none"> <li>Aleman, C. (2022). 3 strategies to earn consumer trust in email marketing. <i>Harvard business review</i>. <a href="https://hbsp.harvard.edu/product/H07C21-PDF-ENG?Ntt=email%20marketing">https://hbsp.harvard.edu/product/H07C21-PDF-ENG?Ntt=email%20marketing</a></li> <li>Email Marketing statistics: <a href="#">The Ultimate List of Email Marketing Stats That We Think You Should Know</a></li> <li>Schrage, M. (2016). Why user experience always comes first. <a href="https://hbsp.harvard.edu/product/H034F8-PDF-ENG?Ntt=user%20experience">https://hbsp.harvard.edu/product/H034F8-PDF-ENG?Ntt=user%20experience</a></li> <li>Rothaermel, F.T. &amp; Kim, J. (2023). Mc Donald's Corporation. <i>Harvard business review</i>. <a href="https://hbsp.harvard.edu/product/MH0081-PDF-ENG?Ntt=mc%20donald%27s%20corporation">https://hbsp.harvard.edu/product/MH0081-PDF-ENG?Ntt=mc%20donald%27s%20corporation</a></li> </ul>

TOPIC	Content	Readings
TOPIC 7	<b>Content Marketing</b> <ul style="list-style-type: none"> <li>Objective: Discover how to craft compelling content for storytelling, incorporating visuals, copywriting, and emerging tools like generative AI for content creation.</li> </ul>	Reading: <ul style="list-style-type: none"> <li>Cordon, C., Shapiro, D., Snejbjerg, L., Stenderup, M. &amp; Azimova, A. (2017) Lego in the age of digitization. <a href="https://hbsp.harvard.edu/product/IMD976-PDF-ENG">https://hbsp.harvard.edu/product/IMD976-PDF-ENG</a></li> <li>Acar, O. A. (2023). A Practical Guide for Marketers Who Want to Use GenAI. Harvard Business Review. <a href="https://hbr.org/2023/12/a-practical-guide-for-marketers-who-want-to-use-genai">https://hbr.org/2023/12/a-practical-guide-for-marketers-who-want-to-use-genai</a></li> </ul>
TOPIC 8	<b>Case studies in Digital Marketing and Communication</b> <ul style="list-style-type: none"> <li>Objective: Analyze real-world digital marketing campaigns, including successes and failures, to identify best practices and innovative approaches.</li> </ul>	Reading: <ul style="list-style-type: none"> <li>Horvath, D. (2024). Coca-Cola causes controversy with AI-made ad. NBC news. <a href="https://www.nbcnews.com/tech/innovation/coca-cola-causes-controversy-ai-made-ad-rcna180665">https://www.nbcnews.com/tech/innovation/coca-cola-causes-controversy-ai-made-ad-rcna180665</a></li> <li>How Oreo Won The Solar Eclipse With Its Clever Integrated Campaign. <a href="https://jessicagioglio.com/oreo-solar-eclipse/">https://jessicagioglio.com/oreo-solar-eclipse/</a></li> <li>McTigue, K. &amp; Anderson, T. (2023). Disney+ and Machine Learning in the Streaming Age. <i>Harvard Business Review</i>. <a href="https://hbsp.harvard.edu/product/KE1251-PDF-ENG">https://hbsp.harvard.edu/product/KE1251-PDF-ENG</a></li> </ul>
TOPIC 9	<b>Careers in Digital Marketing and Communication</b> <ul style="list-style-type: none"> <li>Objective: Explore career opportunities and emerging trends like AI, AR, VR, the metaverse, and IoT, envisioning the integrated future of digital marketing.</li> </ul>	Reading: <ul style="list-style-type: none"> <li>Digital Marketing Career Roadmap: Jobs and Levels Guide (by Coursera). <a href="https://www.coursera.org/resources/job-leveling-matrix-for-digital-marketing-career-pathways">https://www.coursera.org/resources/job-leveling-matrix-for-digital-marketing-career-pathways</a></li> </ul>

#### COURSE-RELATED TRIPS:

TBC

#### REQUIRED READINGS:

- ACAR, O. A. (2023). A Practical Guide for Marketers Who Want to Use GenAI. *Harvard Business Review*. <https://hbr.org/2023/12/a-practical-guide-for-marketers-who-want-to-use-genai>
- ALEMANY, C. (2022). 3 strategies to earn consumer trust in email marketing. Harvard Business Review. <https://hbsp.harvard.edu/product/H07C21-PDF-ENG?Ntt=email%20marketing>
- CORDON, C., SHAPIRO, D., SNEJBJERG, L., STENDERUP, M. & AZIMOVA, A. (2017) Lego in the age of digitization. <https://hbsp.harvard.edu/product/IMD976-PDF-ENG>
- Digital Marketing Career Roadmap: Jobs and Levels Guide (by Coursera). <https://www.coursera.org/resources/job-leveling-matrix-for-digital-marketing-career-pathways>
- Email Marketing Statistics: The Ultimate List of Email Marketing Stats That We Think You Should Know. <https://blog.hubspot.com/marketing/email-marketing-stats>

- GIBSON, K. (2024). How to Create a Digital Marketing Plan: 4 Steps. Harvard Business School, Business Inside Blog. <https://online.hbs.edu/blog/post/digital-marketing-plan>
- HAN, E. (2024). Paid vs. Owned vs. Earned Media: What's the Difference? Harvard Business School, Business Inside Blog. <https://online.hbs.edu/blog/post/earned-vs-paid-media>
- HORVATH, D. (2024). Coca-Cola causes controversy with AI-made ad. NBC News. <https://www.nbcnews.com/tech/innovation/coca-cola-causes-controversy-ai-made-ad-rcna180665>
- How Oreo Won The Solar Eclipse With Its Clever Integrated Campaign. <https://jessicagioglio.com/oreo-solar-eclipse/>
- ISRAELI, A. & WILSON, A. (2023). Crocs: Using Community-Centric Marketing to Make Ugly Iconic. Harvard Business School Case. <https://hbsp.harvard.edu/product/524006-PDF-ENG>
- KEINAN, A., MASLAUSKAITE, K., CRENER, S., & DESSAIN, V. (2015). The blonde salad. Harvard Business School Case. <https://www.hbs.edu/faculty/Pages/item.aspx?num=48520>
- LEUNG, F. F., ZHANG, J. Z., GU, F. F., LI, Y., & PALMATIER, R. W. (2022). Does influencer marketing really pay off? Harvard Business Review. <https://hbr.org/2022/11/does-influencer-marketing-really-pay-off>
- MCTIGUE, K. & ANDERSON, T. (2023). Disney+ and Machine Learning in the Streaming Age. *Harvard Business Review*. <https://hbsp.harvard.edu/product/KE1251-PDF-ENG>
- MOORMAN, C. & PAUWELS, K. (2024). Why Marketers Are Spending Less on Social Media. *Harvard Business Review*. <https://hbsp.harvard.edu/product/H08FI6-PDF-ENG?Ntt=social%20media%20marketing>
- PORCU, L., DEL BARRIO-GARCIA, S., & KITCHEN, P. J. (2017). Measuring integrated marketing communication by taking a broad organisational approach: The firm-wide IMC scale. *European Journal of Marketing*, 51(3), 692-718. <https://doi.org/10.1108/EJM-08-2015-0587>
- ROTHARMEL, F. T. & KIM, J. (2023). McDonald's Corporation. *Harvard Business Review*. <https://hbsp.harvard.edu/product/MH0081-PDF-ENG?Ntt=mc%20donald%27s%20corporation>
- SCHRAGE, M. (2016). Why user experience always comes first. *Harvard Business Review*. <https://hbsp.harvard.edu/product/H034F8-PDF-ENG?Ntt=user%20experience>
- SI, S., HALL, J., SUDDABY, R., AHLSTROM, D., & WEI, J. (2023). Technology, entrepreneurship, innovation and social change in digital economics. *Technovation*, 119, 102484. <https://doi.org/10.1016/j.technovation.2022.102484>
- SU, N. & SINGH, M. (2023). Prada, Haute couture in the digital era. Harvard Business School Case. <https://hbsp.harvard.edu/product/W32697-PDF-ENG>

#### RECOMMENDED READINGS:

- BELCH, G.E. & BELCH, M.A. (2021). *Advertising and Promotion: An integrated Marketing Communications Perspective*, 12th Edition, McGraw Hill.
- CHAFFEY, D., & ELLIS-CHADWICK, F. (2022). *Digital Marketing*. 8<sup>th</sup> edition. Pearson.
- VISSER, M., SIKKENG, B., & BERRY, M. (2021). *Digital marketing fundamentals: From strategy to ROI*. Taylor & Francis.

#### INSTRUCTOR BIOGRAPHY:

Lucia Porcu is a Professor in the Department of Marketing and Market Research at the University of Granada. She holds a Ph.D. in Economics and Business Administration, an MPhil in Marketing and Consumer Behavior, and an MBA in Tourism Management. Prof. Porcu's research focuses on integrated marketing communications, consumer behavior, and the impact of digital media on marketing strategies. Her work has been widely published in prestigious international journals such as the *Journal of Business Research*, *Journal of Retailing and Consumer Services*, *International Journal of Human-Computer Interaction*, *International Journal of Hospitality Management*, and *Computers in Human Behavior*. In addition to her academic research, Prof. Porcu has played a prominent role in the academic community. She chaired the International Conference on Corporate and Marketing Communications in 2021 and is a member of the Editorial Boards of leading journals, including the *International Journal of Advertising* and the *Journal of Marketing Communications*. Prof. Porcu also serves as a reviewer for numerous high-impact journals.