

Centre: Barcelona

Course: **Digital Business**

Programme: Business, Design and Innovation

Semester: 1 and 2 (Fall and Spring)

Credits: 6

Duration: 45 hours (3 hours / week)

Language of instruction: English

Instructor: Fernando L. Mompó

Course description

Many courses on digital business focus mainly on digital marketing and e-commerce. They are the ambits in which the most obvious changes have been taking place over the last decade, but they are not necessarily the ambits in which companies can expect the most radical transformations in the near future. Further to the traditional focus on the P's of Promotion and Place in the conventional Marketing Mix, we should now add consideration of two further P's, Product and Price, in order to complete the picture of the Digital Business Marketing Mix. We also focus on other aspects of management affected by the digital paradigm, such as 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 to cause disruption in the way business is carried out.

Prerequisites

None

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. Seven unjustified 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 changes and disrupts business-as-usual
- Know about the kinds of change that digitalisation is causing across business sectors and industries
- Identify the challenges and opportunities behind digital business paradigms
- Discover how to overcome challenges and turn opportunities into competitive advantages or new businesses

Method of presentation

- Lectures will be the vehicle for theoretical content, mainly focusing on examples from real business cases
- Class participation. Students are expected to participate in class discussions on short videos and articles shared in class
- Field visits. Depending on the semester, students will visit the Casa Batlló, one of Antoni Gaudí's signature buildings which has recently added digital resources to its visitors' tour (Fall semester), or the Mobile World Congress, the world's largest gathering for the mobile sector, held annually in Barcelona (Spring).

Required work and evaluation

- Tests. Students will take two tests during the course, accounting for 70% of the final grade.
- Class participation. Individual active participation in class discussions will account for 30 % of the final grade.

Contents

Course presentation

Week 1. General overview of the course: topics, schedule and evaluation. Introduction to digital business as a concept.

The Digital Business Marketing Mix. The 4 P's: Promotion

Week 2. Digital advertising (business as usual?). Banners and digital advertising technology and ecosystems

Week 3. Gaining visibility in an attention economy (1). Search engine marketing (SEM) and search engine optimisation (SEO)

Week 4. Gaining visibility in an attention economy (2). Marketing content

Week 5. Gaining visibility in an attention economy (3). Social media. The emergence of 2.0 customers and new kinds of relationship

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

Week 6. e-commerce now: from multichannel to omnichannel. The role of brick-and-mortar outlets in digital retailing in the future

Week 7. e-commerce in the future: trends in e-commerce. What makes us buy online or not

Week 8. Study visit

The Digital Business Marketing Mix. The 4 P's: Product

Week 9. The emergence of new digital products. From “atoms to bits” to “bits and atoms”, the internet of things as an internet of products, augmented reality and digitally enhanced products

Week 10. The emergence of new business models based in digitalisation. Servitisation and mass customisation

Week 11. The emergence of social products. The sharing economy, co-innovating with customers, prosumers and makers; crowdfunders as the new “capitalists”

The Digital Business Marketing Mix. The 4 P's: Price

Week 12. Emerging business models on pricing. Dynamic and contextual pricing, premium models, free (the future of a radical price). The sharing economy

Corporate information technology

Week 13. Organisations as information flows. Enterprise content management, business process management, business intelligence management, knowledge management, product life-cycle management, enterprise resource planning, e-procurement, big data

Digital business organisational changes

Week 14. The extended enterprise, from HQ to networks. Collaborative innovation; finding and attracting talent (Recruitment 2.0)

Summing up

Week 15. Synthesis. The case of the board games market

Recommended reading

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

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

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

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

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

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

Jeff Gothelf and Josh Seiden (2017). *Sense and Respond: How Successful Organizations Listen to Customers and Create New Products Continuously*. Boston: Harvard Business Press.