Programme: M.Sc In International Hospitality Management

Course Title: DIGITAL MARKETING

<table>
<thead>
<tr>
<th>Course Code: DIGM901</th>
<th>Scheduled for semester:</th>
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<tbody>
<tr>
<td>Prerequisite/s: Nil</td>
<td>Credit hours: 3</td>
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<tr>
<td>Co-requisite/s: Nil</td>
<td>Nominal Contact Hours: 36</td>
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Hours Breakdown:
Lectures, Tut/Sem Directed Learning
Self Managed Learning, Project/s & Assignment/s Assessments

Total Course hours: 120

<table>
<thead>
<tr>
<th>Lecturer: Dr. Sanjay Nadkarni</th>
<th>Tel Ext: 5128</th>
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<tbody>
<tr>
<td>Lecturer’s email address</td>
<td><a href="mailto:Sanjay.Nadkarni@emiratesacademy.edu">Sanjay.Nadkarni@emiratesacademy.edu</a></td>
</tr>
<tr>
<td>Lecturer’s Office Hours</td>
<td>TBC</td>
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Rationale

Digital Strategy focuses on how digital media is changing the business landscape. These ‘new age’ tools include the internet and mobile devices, which together are changing the concepts of time, distance, experience, and the way in which individuals socially connect with one another and with organizations.

Success in DIGITAL requires mastery of a range of concepts and techniques including (though not restricted to) search engine optimization, disintermediation, paid search marketing, digital marketing channels and co-branding strategies. It is also important to know when to select a specific combination of these mixes. Similarly, to make a website more effective requires knowledge of a range of success factors for traffic building including accessibility, data integration and content, usability, persuasion and visual design. The importance of leveraging distribution channels in engaging with guests and achieving conversions enabled by digital convergence platforms, in particular, the Social Local Mobile (SoLoMo) trinity needs to be noted.
The contextual framework of the course will focus on questions such as- How are these disruptive technologies and business models impacting the tourism and hospitality sector? What are the growth drivers and challenges for the Industry? How can hoteliers distinguish the hype from substance?

**Teaching Philosophy**
The course will involve a blended format using a combination of seminars, discussions and self-directed learning. A problem-centric approach will be used around which the content will be delivered.

**Contribution to Graduate Profile:**
Upon completion of this course the student will be able to:

1. Make a professional contribution to the process of corporate leadership within hospitality businesses.
2. Plan, design, construct, execute and present business research using a range of methodologies, analytical techniques and presentation formats.

**Specific Learning Outcomes**

**Knowledge:**

*Upon completion of this course, students will know how to:*

- LO 1. Understand the basics of digital strategy formulation and implementation.
- LO 2. Understand the role of Internet in the marketing mix from a service industry perspective.

**Skill**

*Upon completion of this course, students will be able to demonstrate:*

- LO1. Ability to deliver the online customer experience.
- LO 3. Evaluate channel performance.
Self Development Competence

Upon completion of this course, students will be able to demonstrate the need to continually research and up skill the following areas:

- LO 1. Search Engine Optimization, Search Engine Marketing
- LO 2. E-mail campaigns
- LO 3. Social Media Engagement
- LO 4. Digital Analytics

Role in Context Competence

Upon completion of this course, students will be able to effectively contribute to the following activities or endeavours:

- LO 1. Formulation of a digital strategy plan and implementation roadmap from a service industry perspective

Course Aims and Objectives

As a result of taking this course you will develop an understanding of Digital Marketing concepts and tools along with applications in the hospitality industry.

Indicative Content*:

<table>
<thead>
<tr>
<th>Session</th>
<th>Set</th>
<th>Topic</th>
<th>Suggested Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>05/01</td>
<td>1 &amp; 2 The Internet &amp; its impact on business</td>
<td>Chp 1, 2 &amp; 3</td>
</tr>
<tr>
<td>2</td>
<td>07/01</td>
<td>3 Website design &amp; navigation</td>
<td>Chp 6; Best Practices in Hotel Website Design</td>
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<tr>
<td>3</td>
<td>09/01</td>
<td>4 Digital Governance &amp; Security</td>
<td>Chp 4</td>
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<tr>
<td></td>
<td></td>
<td>5 Consumer behavior online</td>
<td>Chps 4 &amp; 8; travel booking path-urgent wakeup call; Consumer e-satisfaction-theoretical constructs</td>
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<tr>
<td>Session</td>
<td>Set</td>
<td>Topic</td>
<td>Suggested Reading</td>
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<td>4</td>
<td>6</td>
<td>Search engine optimization (SEO) &amp; search engine marketing (SEM)</td>
<td>Chp 7; 10 digital optimization tips for travel; Is hotel SEO dead?</td>
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<tr>
<td>5</td>
<td>7</td>
<td>Online pricing &amp; promotions in the era of SOLOMO</td>
<td>Chps 3 &amp; 10; Mobile consumer report Nielsen; Hebs Hotel mobile tech trends; Hebs DM budget planning; DM plan template (Smart Insights); HeBS DM budget &amp; customer engagement channel</td>
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<tr>
<td>6</td>
<td>8</td>
<td>E-services &amp; CRM</td>
<td>Chp 8; e-CRM IKM paper; CRM in Hotels IRMM paper</td>
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<tr>
<td>7</td>
<td>9</td>
<td>Social Media- SOLOMO, metrics &amp; KPIs</td>
<td>Chps 5 &amp; 9; Hotel website analytics-best practices; Convergence-best practices for hotels; Meaningful metrics for DM in hotels</td>
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<tr>
<td>8</td>
<td>19/01</td>
<td>The Future of Travel &amp; Hospitality- A Google Perspective (Guest Speaker- Google Head of Travel, MENA Region)</td>
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<tr>
<td>9</td>
<td>21/01</td>
<td>Digital &amp; Entrepreneurship (Guest Speaker- Founder &amp; CEO, Cobone; Co-founder, Triperna; General partner, Emerge Ventures)</td>
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<tr>
<td>10-11</td>
<td>23/01</td>
<td>Digital Strategy from a hospitality practitioner’s perspective (Guest Speaker- Director of Digital Strategy, Jumeirah)</td>
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<tr>
<td>12</td>
<td>Assignment Progress Review</td>
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<tr>
<td>Submissions</td>
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*Content and sequence of topics are indicative and can vary in order to achieve an optimal learning experience. Guest lecture/seminar schedule may change in the event of unforeseen events.*
circumstances leading to the unavailability of the invited speaker. Topics that are shaded are ‘self-study’ driven and will be reviewed against the backdrop of the themes discussed in class.

Assessment and Evaluation

*Individual assessment: 40%
*Group work: 50%
*Peer Evaluation: 10%

Assessment schedule & Submission guidelines

The assignments have been prepared in consultation with Jumeirah’s Digital Strategy Team who will also provide inputs in assessments. The grading criteria for the group as well as the individual assignment are rigour of analysis, relevance to context and up-to-date nature of the information on which the analysis is based. Presentation and formatting also carries weight.

GROUP ASSIGNMENT

50% (+10% peer evaluation)
Based on the Google Travel suggestion that customers experience travel in various phases: Dreaming, Researching, Booking, Experiencing and Sharing…

a. What are the various new customer life cycles of the luxury hospitality guest? Provide a brief description.

b. How has the life cycle changed in the past decade?

c. What are the digital touchpoints at the various stages of their journey?

d. How do they buy based on demographics?

Your group will prepare a project brief which should be scalable to a business case. You are expected to support your answers with conceptual constructs derived from industry reports and academic publications. You are encouraged to cite up-to-date reports and articles. In your report, include the citations as footnotes at relevant junctures, and where applicable, insert hyperlinks. Subject to availability of time, your group will be invited to make a brief presentation based on your report.

The group assignment was originally formulated to focus on the luxury market segment, but you if you have compelling reasons to focus on an alternative segment, you may do so. In your report, be clear about the target segment you have identified. The assignment should demonstrate how digital drivers have influenced the customer life cycle in the past decade. You may create personas to demonstrate your point, though this is not mandatory. In essence, there are 2 vectors to this assignment- longitudinal (evolution in the past decade) & 'latitudinal' (geographical/cultural patterns) of leisure travel consumption in travel & hospitality.

You may opt for a generic approach (global patterns, e.g. Japanese, Korean outbound) or taking a deep dive into any one location (destination level). You should be able to benchmark consumption patterns of the luxury offering with reference to geography (i.e. source markets). For instance identify some of the key source markets for say, Barcelona or South African safari resorts and research/benchmark the impact of DIGITAL on the customer life cycle from these markets and how these have evolved over the last decade. Alternative demographic segmentation such as gender and/or age can also be used.

Subsection Guidelines:

Cite sources (footnotes & hyperlinks, not APA style) in support of your analysis, wherever applicable. Upload your assignment (in Word/ODF/PDF/PPT format) to the group assignment submission area on the Moodle course page no later than 30th Jan 9 pm. A softcopy of your assignment should be e-mailed to sanjay.nadkarni@emiratesacademy.edu.
From the AHLA’s Managing Hotel Electronic Distribution Channels primer, select any one of the first 8 chapters. Provide a critique of the chapter and develop a ‘mini’ literature review (between 3 to 5 refereed journal articles, excluding those cited in the primer) that would provide insights and/or alternative perspectives on the topic. For instance, if you have chosen ‘Pricing Strategies’, critically evaluate the chapter content in terms of the key takeaways. Highlight with the support of relevant literature your agreement of /disagreement with the analysis in the primer and how you see the strategies evolve in the foreseeable future, with digital as an enabler. In the absence of relevant/up-to-date academic journal articles, industry reports from authoritative sources may be cited. Suggest what are the managerial implications of your findings.

Submission Guidelines:

Upload your assignment (in Word/ODF/PDF format) to the individual assignment submission area on the Moodle course page no later than 26th Jan 9 pm. The file name should correspond to your student ID. A softcopy of your assignment should be e-mailed to sanjay.nadkarni@emiratesacademy.edu

**Academic Integrity**

- Each student in this course is expected to abide by The Emirates Academy of Hospitality Management’s Academic Integrity Policy.
- Plagiarism, in any form is not permitted

**Instructional Materials and Resources**

**Textbook**

<table>
<thead>
<tr>
<th>Book Title</th>
<th>Digital Marketing: Strategy, Implementation &amp; Practice, 4/E</th>
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<tbody>
<tr>
<td>Author(s)</td>
<td>Dave Chaffey, Fiona Ellis-Chadwick</td>
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<tr>
<td>Edition*</td>
<td>5 th</td>
</tr>
<tr>
<td>Publisher</td>
<td>Prentice Hall</td>
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<tr>
<td>ISBN</td>
<td>9780273774610-2</td>
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Online resources

- Introduction to E-marketing
- Remix - The Online Marketing Mix - Remix
- eModels - Internet marketing models
- eCustomers - Online customer behaviour
- E-tools - Marketing innovation
- Site Design
- Traffic Building
- E-CRM
- E-business

Course Materials Available On EAHM Moodle

Class hand-outs will be available at http://eahm.moodle.ae