

**BMGT 798F GS01**  
**DIGITAL BUSINESS STRATEGY**

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Class location: Shady Grove Campus  
Class hours: Thu, Jan 2, 2003; Sat, Jan 4, 2003; Thu, Jan 9, 2003; Sun Jan 19, 2003.  
Office hours: By prior appointment

**Course Materials**

There is a required case packet. The case packet consists of the course outline, cases, discussion questions, articles and copies of session overheads. It will be available in the University Book Store about a week before the start of the first class. In addition, you are encouraged to read current articles relating to marketing that appear in publications such as *Business Week*, *Fortune*, *Business 2.0*, *Red Herring*, and *The Wall Street Journal*.

**Course Description and Objectives**

This course is designed to give you a good understanding of strategic thinking for digital business start-ups and venture teams within bricks and mortar corporations (clicks and mortar businesses). It will cover digital business strategy formulation and implementation of programs to meet with the needs of the customers, while achieving the business objectives. The focus will be on understanding of the basic digital concepts and frameworks and application of the concepts in the form of case analysis, discussion of real-world examples, and development and presentation of digital ideas and plans. The course will emphasize the following key elements:

- 1. Strategic Analysis of Digital Business Opportunities:** Issues of focal concern include analysis of the digital business space including markets, business models, company, competitors and customers, segmentation analysis, target segment selection, and product positioning.
- 2. Digital Business Steps:** The important elements include the digital vision, digital strategy, digital business model, digital marketing, and digital business organization.
- 3. Digital Business Plan:** This includes the process of writing and presenting a business plan for a digital business venture. It involves your team coming up with a digital business idea or concept, writing and presenting a detailed business plan based on that concept.

The course will also highlight special topics in marketing such as *B2B*, *B2C*, and *C2C* in the

form of cases and several industry examples.

### **Course Delivery and Requirements**

To meet the objectives, the course will follow a sequence of readings, lectures, and case analyses. A variety of multimedia including overhead projector, slide projector, video equipment, and computer will be used. Because the course is offered in a compressed format, it will be very intensive and will require each student to be deeply immersed in the course from the start of the first class until the submission of his/her group's digital business plan. Each student will be expected to remain completely focused and prepared at all times during the course. In addition, after class hours each day, each student will be required to prepare for cases due for discussion in the next class.

### **Readings and Lectures**

The texts and other readings are meant to provide knowledge of digital business strategy concepts. In addition, they are intended to serve as useful reference material. Application of the concepts will be realized through class discussions, case analysis and the course project assignment. You are expected to come prepared to each class with the assigned readings as detailed in the attached class schedule. The sessions will highlight, discuss and amplify concepts from the readings and illustrate them with real-world examples. You should use the sessions to discuss and clarify issues raised by the readings.

### **Discussion Cases**

The purpose of the discussion cases is to help you apply the marketing concepts to a variety of real life situations. You are required to read the relevant case for each class discussion and come prepared with your analysis of the issues outlined in the assigned questions. For some of the cases, you will be expected to analyze and present in groups. You may be called on to present and defend your recommendations on the issues in each case. Guidelines for analysis of discussion cases will be provided in class.

### **Evaluation**

Evaluation of your performance in the course will be based on two components: (1) A project requiring you to submit a business plan for a digital business venture and (2) class contribution. The following is the percentage breakdown of the weights of each of these components.

Project	70
Class contribution	30
Total	100

## **Project**

The objectives of the project are to: (1) develop your ability to analyze an digital business opportunity, develop a concept or idea, and present your recommended business plan for a new venture in a written form; (2) to present your business plan in front of investors, and (3) develop your team skills. Your business plan has to be clear, concise, and persuasive that a venture capitalist or an angel should be compelled to fund your business plan.

Your business plan should address all the issues that will be provided during the course. It should not exceed 12 pages of text, and additional 3 pages of appendices. All plans must be typed double-spaced in 12-pt. font and should not exceed the page limit assigned. The page limit does not include the cover page and the table of contents. The business plan report and the presentation are due by email to me by 8.30 am (Eastern Standard Time), January 27, 2003. The plan can be submitted by groups of 4 to 6 students. Group members are expected to get together and work on the business plan and to share the work equitably on the business plan. Your written business plan will be evaluated on the basis of *content (70%)* and *presentation of the written plan (30%)*. To facilitate refinement of the business plan ideas and concepts, each group will have an opportunity to present a summary of their intended plan to an audience comprising me, a guest venture capitalist, and the class during the last day of the class. Each group can use the feedback obtained after presentation to revise their business plan before submitting their final written business plan. Further guidelines will be provided in class.

## **Class Contribution**

Class contribution is a very important aspect of the course. Your learning will be greatly enhanced by discussing your ideas and views in the class. Class contribution, especially during case discussions, will be expected. Evaluation of your class contribution will be based on both the *quality* and the *quantity* of your contributions, especially during case discussions. *Quality* of contributions, however, will receive greater consideration than *quantity* of contributions. Class attendance, therefore, is very essential. I may call upon anyone at random to address specific questions raised in the class. If at any time during the course you wish to discuss my perception of how well you are doing, please talk to me.

## **Grading**

A relative overall grading system will be used. Your overall grade will be a weighted average of your grades in the two components. Further details on grading will be provided in the class. Late submissions of business plan will be penalized with lower grades. At the time of submission of your business plan, you will be also asked to submit a peer evaluation that would be used to determine if the individual members have made equitable contributions to group efforts. An individual who contributes less than equal share than her/his peers in her/his group will be penalized with grades lower than that of

her/his group, consistent with the extent of contribution.

## **Conduct**

You are expected to abide by the University's Code of Academic Integrity that will be enforced in this course. Any violations will be strictly dealt with according to University rules. If you have to miss any class for any genuine reason, please inform me in advance as far as possible. Please do not come late to any class. Please refrain from chatting, reading unrelated materials, eating, drinking, sleeping, and any other distracting or disruptive behavior during the class.

## **Continuous Improvement**

I am committed to continuous improvement in the quality of teaching and learning. To achieve this, I will use several mechanisms. First, you are invited to speak to me freely at any time about any aspect of the course. Second, I will distribute 3' x 5' "sun-mud" cards at the end of everyday. You may indicate the merits and demerits of the course and your suggestions for improvements on these cards. You need not write your names on the cards. Your feedback will help me gauge how the course is progressing and make it a worthwhile learning experience for you. After each feedback administration, I will share the summary of your feedback with you and will try to make the necessary adjustments in my teaching based on your feedback. Third, I will administer a survey of feedback on course material through a form. This mechanism will be particularly helpful for me to make the course more effective for future classes. Finally, course evaluation forms will be administered at the end.

## **Academic Integrity and Special Needs**

The University's *Code of Academic Integrity* is designed to ensure that the principles of academic honesty and integrity are upheld. All students are expected to adhere to this Code. The Smith School does not tolerate academic dishonesty. All acts of academic dishonesty will be dealt with in accordance with the provisions of this code. Please visit the following website for more information on the University's Code of Academic Integrity:

[http://www.inform.umd.edu/CampusInfo/Departments/JPO/AcInteg/code\\_acinteg2a.html](http://www.inform.umd.edu/CampusInfo/Departments/JPO/AcInteg/code_acinteg2a.html)

Special Needs: Any student with special needs should bring this to the attention of the instructor as soon as possible, but not later than the second week of class.

## **TENTATIVE SCHEDULE**

<i>Day</i>	<i>Time</i>	<i>Topic</i>
1	8.00-9.15	Course Overview and Introduction Business Plan Assignment
	9.30-10.45	Digital Vision and Digital Evolution, Digital Strategy
	11.00-12.15	Digital Strategy, Digital Business Model
	1.00: 2.00	Guest presentation (Digital Strategy and Digital Business Model)
	2.05: 3.00	Guest presentation case
	3.10-4.00	Guest presentation case (continued)
	4.15-6.00	Group exercise (Business plan assignment)
2	8.00-9.15	Digital Business Model, Digital Business Marketing: Multichannel Marketing
	9.30-10.45	Case on Multichannel Marketing
	11.00-12.15	Customer Relationship Management (CRM)
	1.00-2.00	Mini-case on Digital Strategy (to be provided in class)
	2.05-3.00	Mini-case on Digital Strategy (continued)
	3.10-4.00	Digital CRM
	4.15-6.00	Group exercise (Business plan assignment)
3	8.00-9.15	Digital Branding, Pricing, Personalization
	9.30-10.45	Case on Digital Marketing/Mobile Business
	11.00-12.15	Demand and supply chains, Digital Business Organization

	1.00-2.0	Guest presentation: (Digital Business Marketing, Digital Business Organization)
	2.05-3.00	Guest presentation case
	3.10-4.00	Guest presentation case (continued)
	4.15-6.00	Group exercise (Business plan assignment)
4	8.00-8.30	Group Presentation Preparation
	8.30-10.00	Group Presentation: Digital Business plan
	10.15-11.15	Group Presentation: Digital Business plan
	11.30-12.15	Feedback on Group Presentation: Guest Venture Capitalist(s), Others
	1.00-2.00	Digital Business Organization, Mobile Digital Business
	2.05-3.00	Mobile Digital Business
	3.10-4.00	Course Wrap-Up
	4.15-6.00	Course Wrap-up and Course Evaluation

## **Attachments**

Attachment 1: Case Analysis Questions

Attachment 2: Guidelines for Written Business Plan

Attachment 3: Guidelines for Better Decision Making

Attachment 4: Guidelines for Business Plan Presentation

Attachment 5: Peer Evaluation Form