Digital Marketing & Sales Management

Master in Management
Specialized Master in Full English
Digital Marketing & Sales Management
Introduction

The internet and other digital media have transformed marketing and sales management. Platforms, such as social media networks or blogs, empower consumers to participate in online conversations, describing their perceptions of brands or narrating their experiences on product quality. Consumers are increasingly relying on digital technologies to communicate their purchase decisions and to take purchase decisions. Moreover, thanks to digital technologies, customers get a much wider and faster choice of products, services and prices. For organizations, digital technologies give the opportunity to reach new markets, to offer new services and to better manage the relationship with the customers. Consequently, there is an urgent need to rethink traditional business activities in the context of the developments in the digital media landscape.

"The key question is not whether to deploy internet and digital technology – companies have no choice if they want to stay competitive – but how to deploy it."

Michael Porter

The crucial need for a specialization in Digital Marketing & Sales Management (DMSM) was revealed in a recent study by Adobe, entitled Digital Distress:

- Marketers express doubts in their ability and effectiveness in properly harnessing digital media;
- Less than half of the respondents surveyed feel highly proficient in digital marketing (and sales);
- Strong business performance is highly correlated with “digital proficiency”;
- 60% of marketers believe that companies will not succeed unless they have a digital marketing strategy;
- Digital capital investment is expected to increase;
- Training on digital marketing is sorely lacking.

There is a clear lack of managers proficient in digital marketing on the market. These issues provided the impetus for the creation of the new DMSM specialization at HEC Liege.
Objectives

DMSM entails leveraging upon digital media channels, such as blogs, forums, or social media networks for supporting traditional marketing and sales activities.

The aim of the specialization is to provide world-class specialist training and education in digital marketing and sales management to fulfill the strong demand in digitally proficient marketers and sales executives in local and global markets. Candidates will be able to apply and supplement theoretical knowledge acquired via courses to real-life problems in the forms of consultancy projects and final year projects, in close collaboration with corporate partners.

More specifically, students will be able to:

- Understand and evaluate the technological infrastructures used in DMSM;
- Apply the digital technologies, as part of a multichannel marketing, to attract and retain customers;
- Recognize the opportunities offered in marketing and sales by digital technologies;
- Formulate new strategies in DMSM based on digital technologies;
- Evaluate emerging technological trends and their impacts;
- Apply analytics techniques to solve marketing and sales managerial problems, such as Consumer Intelligence (Customer Segmentation, Opinion Mining).

Key Facts

- Unique collaboration between academia and industry, involving HEC Liège, Groupe Rossel, PFSweb, Selligent, AG Insurance, Universem, Agence du numérique, Google, Epic Agency, Newpharma, Bisnode and Micropôle;
- Strong practical components including internships and master theses in collaboration with companies (project-paper) focusing on core strategic issues faced by the industry, digital consultancy projects, field trips, workshops, and seminars;
- Attractive blend of theoretical and practical subjects, to ensure the premium quality of the program. Courses are designed to be abreast of and to reflect latest developments in cutting-edge research and technologies;
- Run by a multidisciplinary team, comprising of faculty members and practitioners from inside and outside HEC Liège, aligning managerial topics with more technically/technologically oriented ones;
- Unique and new Master in Belgium addressing emerging trends and new companies’ needs for new profiles.
**Links with Business Actors**

Leading organizations with strong foothold and extensive experience in digital media, marketing and sales:

**Job Opportunities**

This Master leads to various job opportunities. In order to remain competitive, companies need to follow the transition to digital and are now looking for young talents able to deal with digital stakes:

- Digital/online Marketing Manager,
- Search Engine Marketing Specialist,
- Community manager,
- Digital Marketing Analyst,
- Digital Account Manager,
- Account Marketing & Communications,
- Social Media Manager,
- SEO strategist,
- Digital Content manager,
- Marketing Designer,
- Digital Sales Manager,
- Mobile Product Manager,
- CRM Manager etc.

However, as marketing remains the major field of expertise, graduates will be also eligible to other job opportunities than digital-related ones:

- Brand Manager,
- Media Coordinator,
- Product Manager,
- Marketing Manager,
- Campaign Manager,
- Advertising Manager etc.
Program

This program is a two-year Master degree with a specialization in Marketing in the first year and a specialization in Digital Marketing and Sales Management in the second year.

- The first year includes general lectures in Management and Marketing and general courses with regard to digital trends (i.e. Digital Business, Marketing Analytics, eBranding as part of the Branding and Reputation Management course).
- The second year is devoted to the specialization in Digital Marketing & Sales Management with specific courses on Digital Marketing, eCommerce and eBusiness, and Web and Text Analytics. It also includes practical workshops given by sponsoring companies.

YEAR 1

General courses in
Management (45 credits)
including
Digital Business (3 credits)
+ Marketing (15 credits)
  • Branding and Reputation Management
  • Marketing Analytics
  • Consumer Intelligence & Marketing Research

YEAR 2

General courses in
Management (10 credits)
+
Track Digital Marketing and Sales Management (45 credits)
  • Digital Marketing (5 credits)
  • Digital Consultancy Projects (5 credits)
  • Skills Portfolio (5 credits)
  • Internship (10 credits)
  • Master Thesis in collaboration with a company – “Project-Paper” (20 credits)

Optional (select one course) (5 credits)
  • Web and Text Analytics
  • eCommerce and eBusiness
DIGITAL BUSINESS

The digital revolution has entered a new phase, stronger and more disruptive. Companies and organizations must start a deep reflection on their digital transformation (business models, marketing, training, work organization and human resources, relationships with customers, partners and suppliers, research and development etc.). The goal of this course is to complete the training which our students have already received in management and information systems with a specific focus on digital business & marketing concepts:

• Introduction to the digital transformation: four major technological trends are driving this transformation: cloud computing, mobile, data and social empowerment;
• Introduction to digital marketing;
• Web standards and eBusiness platforms;
• eBusiness & eCommerce models;
• Search engines and content marketing;
• Digital display and advertising;
• E-mail marketing and affiliation;
• Social media marketing;
• Mobile marketing;
• New trends in digital marketing (data driven marketing, real time marketing, 3D, personalization, API, sharing economy etc.).

BRANDING AND REPUTATION MANAGEMENT

We live in a "branded world" in which daily life is filled with brands. Therefore, brands appear rather routine and banal. However, their nature is far more complex than it seems at first sight. The main objective of Branding and Reputation Management is to provide students with a comprehensive and up-to-date treatment of the subjects of brands, brand equity, and strategic brand management. Specifically, the course provides insights into how profitable branding strategies can be created by building, measuring, and managing brand equity.

MARKETING ANALYTICS

No company can survive without a good management information system. Information and Communication Technologies (ICT) are the key of the success. A company must be able to collect, analyze and handle huge volume of data in order to answer managerial questions. Amazon, Google, Facebook are obviously success stories confirming the importance of data management. This course focuses on data analysis: How to transform
raw data into valuable information? Common applications in marketing and sales are the analysis of customer loyalty, the analysis of the market basket, the identification of prospective customers. This course covers techniques starting from advanced reporting with Excel, database basic queries, OLAP cubes, reporting with advanced tools like Tableau up to data mining methods like decision trees, neural networks or cluster analysis (using SAS Enterprise Miner).

CONSUMER INTELLIGENCE & MARKETING RESEARCH

Information is regarded as the essential raw material in today’s business. In contexts of uncertainty and constant change, companies which know how to collect, to organize and to interpret relevant information effectively are said to have a competitive advantage in the market. Therefore, making effective use of consumer intelligence is one of the most important challenges facing professionals today. Managers all over the world have to decide every day how to collect and process information about market developments, how to transform this information into insight, and how to incorporate the insight into their strategic marketing decisions.

DIGITAL MARKETING

As a leading management school, HEC Liege wants to prepare its students for the new digital world and the opportunities of digital marketing. This course is devised into different modules: short theory sessions and advanced workshops. The short theoretical sessions will be given by professors of specific subjects on topics which have been addressed in the course “Digital Business” and which will be analyzed and discussed in depth in this course. Each theoretical session will be followed by a practical workshop given by an expert of one of our corporate partners.

Topics which will be discussed are:

- Digital strategy
- Multi-channel marketing
- Digital marketing communication
- Online customer experience
- Mobile marketing
- Social media marketing
- E-mailing
- CRM analytics
- E-commerce
- Social advertising
- Search Engine Optimization
- Data analytics
DIGITAL CONSULTANCY PROJECTS

This course emphasizes the practical nature of the DMSM specialization. The projects will be defined by corporate partners and faculty members. In these projects, students will be presented with real-life challenges faced by the (partner) enterprises in their daily activities. They will be then asked, in groups, to formulate, develop and even implement solutions for the companies to overcome these challenges. Thus, the aims of the projects are two-folds: 1) to provide students with the opportunities to work on real-life issues faced by enterprises; 2) to train the students and to equip them with a basic set of skills to act as consultants in providing working and efficient solutions to daily problems faced by enterprises. To guide the students in their tasks and in the successful completion of the projects, faculty members and colleagues from the partner companies will provide close supervision.

WEB AND TEXT ANALYTICS (option)

The emergence of social networks has led to a proliferation in the volume of unstructured text data, expressed in natural language. Buried within those texts are meaningful information nuggets, which, if properly identified and extracted, could be exploited by enterprises to enhance various corporate activities, such as business intelligence. For instance, companies can rely on sentiments, opinions or complaints on products, expressed by consumers on review websites, such as Amazon or in blogs, in order to identify trends, detect unfulfilled customer wishes and improve product quality. In this course, we will study various techniques, which are grounded in text analytics, and which enable us to download text data (e.g. from live Twitter streams), analyse the data using sophisticated statistical and linguistics concepts and theories in order to extract valuable information (e.g. opinions of consumers) from text data sources. Students will also work on a project in which they will have to develop and implement a basic application for a given text analytic task, e.g. document classification or opinion mining.

eBUSINESS AND eCOMMERCE (option)

Broadly speaking, eCommerce refers to transactions conducted online. eBusiness encompasses eCommerce activities and also deals with processes that are internal to an organization, such as production and finance. eCommerce and eBusiness have important ramifications both for the business organizations and for consumers alike. For example, consumers have at their disposal a wide plethora of online shopping malls, electronic catalogues, and are able to rely on online decision-aids, such as ratings and the experience of previous consumers in blogs, forums and review sites before deciding to make a purchase.
For business organizations, the issue is not whether to adopt eBusiness or eCommerce, but rather how to better leverage upon these technologies to differentiate themselves from competitors, such as the ability to monitor the Voice-of-the-Customer (VOC) on Web 2.0 channels (blogs, forums, social media). The aforementioned issues are some of the subjects that will be addressed in this course. The main aim is to provide students with a solid background in eCommerce and eBusiness. In particular, the course focuses on how eCommerce and eBusiness are related to core business processes and information systems, such as supply chain management, sales and marketing. In addition, this course will expose students to the technologies and technical aspects underlying eCommerce and eBusiness applications. Guest speakers from industry will also participate in delivering lectures on selected topics.

**MASTER THESIS (Project-Paper)**

Within the scope of their master thesis (project-paper), students analyze a management issue which is related to their specialization and make managerial recommendations for a specific organization which can be private or public, profit or non-profit seeking, located in Belgium or the EUREGIO. The student is present in the company throughout the whole academic year, once a week during the first 4-months term and full-time during the second 4-months term. The total is about 4 months presence in the company. The first 10 weeks of work spent in-house on the project-paper make up the students' internship. For more details, go to the "Project-Paper" menu available on LOL@.

**Admission Requirements**

Candidates are also requested to review the application process and the application deadline schedule on the website of HEC Liege and to plan accordingly. Applications have to be sent by email to michael.ghilissen@ulg.ac.be.
Contact and information

Head of Specialization (Program Coordinator, Contact Person for Applications)
> Michaël GHILISSEN, Associate Professor of Marketing • michael.ghilissen@ulg.ac.be

Contact Person for Master Theses (Project-Papers)
> Sophie LERUTH • sophie.leruth@ulg.ac.be

Academic Referent (Digital Technologies):
> Dr. Ashwin ITTOO, Assistant Professor of Information Systems • ashwin.ittoo@ulg.ac.be