



**Spring 2018 Syllabus for CMGT-549 Digital Entertainment Marketing**

**Class Number: 21745**

**Mondays, 6:30 p.m. – 9:20 p.m., Room: ASC 231**

**Instructor**

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Office hours: Monday 5:30pm-6:30pm by appointment only

**I. Course Description:**

Television is the last 20<sup>th</sup> century mass media to be disrupted by the 21<sup>st</sup> century internet, but it is also going to prove to be the toughest. The American television industry is still a cash machine protected by an intricate web of rights deals and inertia. On the other hand, OTT television has become the most popular source of video content today. OTT is defined as providing a user with access to video content through either an app or a separate OTT dongle or box, connected to a phone, PC or television set. To date, 58% of US households have access to one or several OTT platforms with Netflix, Amazon Prime, Hulu, YouTube Red, HBO Now and Showtime Anytime among many others. As demand continues to increase for content created and distributed by OTT providers, so is the need for subscriber acquisition marketing strategies that help differentiate such content and drive viewership. This course aims to provide students with a broad overview of current market developments in the OTT space and a detail understanding of the strategic differences and marketing strategies across all platforms. The course will examine where the TV industry is today, who the players are, how they interact with each other. We will look at marketing trends that have already rocked the industry and we will make some predictions about where the industry ends up. A key component to this course are guest lectures by executives from main OTT platforms. Readings, case studies and news articles to be utilized in class discussions and the development of final presentations. This is a highly interactive course and class participation is a major component of the final grade.

The curriculum is intended to provide CMGT students the necessary skills to:

1. Understand the current range of OTT platforms, their structure, content, growth strategies and marketing efforts
2. Learn through texts, case studies and exercises the mechanics and unique applications for marketing content only available in a OTT digital world
3. Obtain practical exposure to media and corporate industry professionals who work to create, manage, and extend consumer brands within diverse domestic and global markets.

**II. Required Course Readings**

Industry Articles:

- Weekly reading material will be posted on Blackboard

Required Books:

1. [https://www.amazon.com/Over-Top-Internet-Changing-Television/dp/1514139014/ref=sr\\_1\\_1?s=books&ie=UTF8&qid=1506454140&sr=1-1&keywords=over+the+top+platforms](https://www.amazon.com/Over-Top-Internet-Changing-Television/dp/1514139014/ref=sr_1_1?s=books&ie=UTF8&qid=1506454140&sr=1-1&keywords=over+the+top+platforms)
2. [https://www.amazon.com/Television-Demand-Curatorial-Culture-Transformation/dp/1441148094/ref=sr\\_1\\_1?s=books&ie=UTF8&qid=1506455385&sr=1-1&keywords=on+demand+television](https://www.amazon.com/Television-Demand-Curatorial-Culture-Transformation/dp/1441148094/ref=sr_1_1?s=books&ie=UTF8&qid=1506455385&sr=1-1&keywords=on+demand+television)

3. [https://www.amazon.com/Age-Netflix-Critical-Streaming-Delivery/dp/0786497475/ref=sr\\_1\\_5?s=books&ie=UTF8&qid=1506453707&sr=1-5&keywords=netflix](https://www.amazon.com/Age-Netflix-Critical-Streaming-Delivery/dp/0786497475/ref=sr_1_5?s=books&ie=UTF8&qid=1506453707&sr=1-5&keywords=netflix)

### III. Competencies and Evaluation

Reading Summaries	200 points
Group Term Paper & Presentation	500
Participation	300
<b>TOTAL</b>	<b>1,000 points</b>

#### Reading Summaries

Thoughtful notes on reading assignments will be due by 5pm the day they are due. Please submit these via e-mail. Notes should be 550 words and must include:

- The main points of the reading, definitions of major concepts and examples of their use in the text or other sources
- Significant quotations and commentary on items that you find interesting
- Your reactions/questions/critiques/connections with current events/industry trends and “big ideas” we’ve covered in class
- The full bibliographic citation of the work and page references throughout

Reading summaries will be graded as follows:

	Key lecture points (maximum 30 points)	Application of concepts (maximum 30points)	Student reactions (maximum 20 points)	Format and presentation (maximum 20 points)
A Grade 100 points per summary, 200 total.	Identified main points of reading and demonstrated a depth of understanding by using relevant and accurate detail to support point selection (18-20 points)	Identified major concepts and provided accurate examples of their application (18-20 points)	reactions/questions/critiques/connections with other authors and “big ideas” we’ve covered in class (18-20 points)	Followed summary formatting template provided, included full bibliographic citation and page references, compliance with APA style, no grammatical errors (18-20 points)
B Grade equivalent	(15-17 points)	(15-17 points)	(15-17 points)	(15-17 points)
C Grade or worse equivalent	(14 points or fewer)	(14 points or fewer)	(14 points or fewer)	(14 points or fewer)

#### Group Term Paper

Students will work in small groups to develop a DISRUPTIVE marketing plan to grow or launch an existing or new OTT platform. Students are expected to apply course learnings in the development of such plan which must include:

- a. Company overview (what business are they in, target market, distribution, etc.)
- b. Plan Goals and Objectives
- c. Programming strategy
- d. Marketing strategy
- e. Target audience research
- f. Tactics and Media mix
- g. Creative development
- h. KPIs (key performance indicators)

The group term paper will consist of a 10-15 page marketing plan that elaborates on the above sections and is due via email to me by 5pm on 4/23.

Group Term Paper will be graded as follows:

	Coverage of all plan sections (maximum 100 points)	Application of concepts (maximum 200 points)	Conducted Research to support recommendations (maximum 75 points)	Format and presentation (maximum 25 points)
A Grade 400 points	Plan fully covers each section of the marketing plan outline above (90-100 points)	Major concepts learned in class were applied in the development of each section (180-200 points)	Evidence of research conducted in the elaboration of tactical recommendations and target audience definition that goes beyond what was presented in class or in the assigned texts (70-75 points)	Compliance with APA style, no grammatical errors (23-25 points)
B Grade equivalent	(80-89 points)	(151-179 points)	(60-69 points)	(20-22 points)
C Grade or worse equivalent	(79 points or fewer)	(150 points or fewer)	(59 points or fewer)	(19 points or fewer)

#### Group Presentation

In addition to the written paper, students are required to produce a PowerPoint presentation that summarizes their plan and do an oral presentation to the class. Oral presentations must be business-like and last up to 10 minutes + Q&A.

Group Presentation will be graded as follows:

	Presentation Content (maximum 50 points)	Use of visual aids (maximum 25 points)	Presentation Skills (maximum 25 points)
A Grade 100 points	Slides reflect bullet pointed summaries of each of the Term Paper sections. Each slide has a mix of charts, graphs, imagery and no more than 7 single-line bullet points demonstrating depth of understanding and application of the topics covered (45-50 points)	Includes well designed and easily understood visual aids. Which the presenter refers to and explains at appropriate times in the presentation (18-25 points)	Total time of presentation is under 10 minutes. Each team member presents a section and introduces the following speaker in a way that the full presentation flows, is coherent and integrated. Presenters speak clearly, using eye contact and engaging the audience (18-25 points)
B Grade equivalent (80-89 points)	(40-44 points)	(15-17 points)	(15-17 points)
C Grade or worse equivalent (79 points or fewer)	(39 or fewer)	(14 points or fewer)	(14 points or fewer)

#### Participation

Each student must contribute to the learning in this class. In most class sessions, you must speak, ask questions, argue respectfully. To do so, you must prepare well: read the assigned materials before class; read, view or listen to other relevant and interesting content; think. Staying silent is poor behavior. Silence is especially unacceptable when we have guest speakers. It sets a poor impression of being disengaged. Judgment of participation is based on the instructors' aggregate

impressions gained throughout the semester. If you participate frequently and enthusiastically, you will earn the full score. You will not earn the full score by merely attending classes. Simply attending classes and only occasionally participating will result in a mediocre score (e.g., half of the possible score). If you are absent, disengaged or disrespectful, you will earn a zero.

#### IV. Grading based on the accumulation of 1000 maximum points

- A 950 or higher
- A- 900-949
- B+ 877-899
- B 833-869
- B- 800-829
- C+ 770-799
- C 730-769
- C- 700-729 (failing grade)
- D 600-699 (failing grade)
- F 599 or lower (failing grade)

#### V. Academic Conduct

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Section 11, *Behavior Violating University Standards* <https://scampus.usc.edu/1100-behavior-violating-university-standards-and-appropriate-sanctions/>. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct/>.

**Note:** Any draft submitted to the instructors is a formal document, subject to the University’s policies regarding plagiarism. Plagiarism is not excused for drafts.

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the *Office of Equity and Diversity* <http://equity.usc.edu/> or to the *Department of Public Safety* <http://capsnet.usc.edu/departement/departement-public-safety/online-forms/contact-us>.

This is important for the safety whole USC community. Another member of the university community – such as a friend, classmate, advisor, or faculty member – can help initiate the report, or can initiate the report on behalf of another person. *The Center for Women and Men* <http://www.usc.edu/student-affairs/cwm/> provides 24/7 confidential support, and the sexual assault resource center webpage [sarc@usc.edu](mailto:sarc@usc.edu) describes reporting options and other resources.

#### VI. Support Systems

A number of USC’s schools provide support for students who need help with scholarly writing. Check with your advisor or program staff to find out more.

Students whose primary language is not English should check with the *American Language Institute* <http://dornsife.usc.edu/ali>, which sponsors courses and workshops specifically for international graduate students. *The Office of Disability Services and Programs*

[http://sait.usc.edu/academic-support/center-programs/dsp/home\\_index.html](http://sait.usc.edu/academic-support/center-programs/dsp/home_index.html) provides certification for students with disabilities and helps arrange the relevant accommodations. If an officially declared emergency makes travel to campus infeasible, *USC Emergency Information* <http://emergency.usc.edu/> will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology.

**Course Schedule (Jan 8 – May 15)**

<b>Week</b>	<b>Date</b>	<b>Topic</b>	<b>Readings</b>	<b>Assignment Due</b>
1	1/8	Introduction to the class TV industry today, players and structure	1. Over the top, How Internet is changing the TV industry, pg. 1-50 2. Television on demand, pg. 97-123	
2	1/22	TV industry ratings and how they are used on marketing strategies <b>David Glyn-Davies, TV researcher guest speaker</b>	3. Television on demand, pg. 57-76	
3	1/29	Disruptors and the effects of cord cutting <b>Mireya Dongo, Univision OTT deals negotiator guest speaker</b>	4. Over the top, How Internet is changing the TV industry, pg. 51-100 5. Television on demand, pg. 123-168	
4	2/5	Future predictors <b>John Calkins, CEO RAW8</b>	1. Over the top, How Internet is changing the TV industry, pg. 100-165 2. Television on demand, pg. 170-186 3. <a href="http://www.reuters.com/article/us-fox-walt-disney/fox-held-talks-to-sell-most-of-company-to-disney-cnbc-idUSKBN1D62GU">http://www.reuters.com/article/us-fox-walt-disney/fox-held-talks-to-sell-most-of-company-to-disney-cnbc-idUSKBN1D62GU</a>	Reading summary
5	2/12	What is next in video marketing <b>Melissa Grego, CEO The Hollywood Radio and Television Society, guest speaker</b>	Read: <a href="https://www.marketwatch.com/story/the-man-who-gave-us-the-dvr-says-roku-is-the-future-of-tv-2017-11-07">https://www.marketwatch.com/story/the-man-who-gave-us-the-dvr-says-roku-is-the-future-of-tv-2017-11-07</a> <a href="http://www.makeuseof.com/tag/best-free-roku-channels/">http://www.makeuseof.com/tag/best-free-roku-channels/</a> Hulu Read: <a href="http://fortune.com/2017/05/03/hulu-live-tv-streaming/">http://fortune.com/2017/05/03/hulu-live-tv-streaming/</a> <a href="http://fortune.com/2017/10/09/hulu-original-series-esl-esports/">http://fortune.com/2017/10/09/hulu-original-series-esl-esports/</a> RiotGames <a href="http://www.espn.com/esports/story/_/id/18292308/mlb-bamtech-streaming-platform-inks-300-million-exclusivity-deal-riot-games-league-legends">http://www.espn.com/esports/story/_/id/18292308/mlb-bamtech-streaming-platform-inks-300-million-exclusivity-deal-riot-games-league-legends</a>	
6	2/26	Netflix Part I & II	1. The Age of Netflix, pg. 1-140	
7	3/5	Netflix Part III <b>Gabriel Garcia-Nava, Head of LatAm Social Media, Netflix, guest speaker</b>	2. The Age of Netflix, pg. 141-225	Netflix reading summary
8	3/19	Launching an OTT platform: Pantaya – Lionsgate case study <b>Jasmine Rezai, Pantaya VP Marketing, guest speaker</b>	Review site: <a href="https://www.pantaya.com/">https://www.pantaya.com/</a> Read: <a href="http://deadline.com/2017/08/lionsgate-hemisphere-media-pantaya-spanish-language-streaming-service-latinx-latino-hispanic-1202139842/">http://deadline.com/2017/08/lionsgate-hemisphere-media-pantaya-spanish-language-streaming-service-latinx-latino-hispanic-1202139842/</a>  <a href="https://www.prnewswire.com/news-releases/pantaya-and-sprint-join-forces-to-expand-distribution-of-spanish-language-films-to-millions-of-new-fans-300533549.html">https://www.prnewswire.com/news-releases/pantaya-and-sprint-join-forces-to-expand-distribution-of-spanish-language-films-to-millions-of-new-fans-300533549.html</a>	
9	3/26	Comcast Xfinity: Case study	<a href="http://corporate.comcast.com/comcast-voices/comcast-launches-xfinity">http://corporate.comcast.com/comcast-voices/comcast-launches-xfinity</a>	

		<b>Ruben Mendiola, Ex-Comcast Xfinity GM, guest speaker</b>	<a href="http://variety.com/2017/digital/news/comcast-xfinity-instant-tv-launches-1202573808/">http://variety.com/2017/digital/news/comcast-xfinity-instant-tv-launches-1202573808/</a>  <a href="http://money.cnn.com/2016/04/21/technology/comcast-xfinity-cable-app/index.html">http://money.cnn.com/2016/04/21/technology/comcast-xfinity-cable-app/index.html</a>	
10	4/2	YouTube TV Google Fiber <b>Erin Shultz, Head of Sales &amp; Operations Google Fiber, guest speaker</b>	Google read: <a href="https://finance.yahoo.com/news/google-making-easier-stream-live-160035539.html">https://finance.yahoo.com/news/google-making-easier-stream-live-160035539.html</a> YouTube Read <a href="http://fortune.com/2017/02/28/youtube-tv-live-streaming-subscription/">http://fortune.com/2017/02/28/youtube-tv-live-streaming-subscription/</a> <a href="http://fortune.com/2017/10/03/youtube-tv-mlb-world-series/">http://fortune.com/2017/10/03/youtube-tv-mlb-world-series/</a>	
11	4/9	Crackle Studios: Case study <b>Eric Berger, GM Crackle Studios, guest speaker</b>	Review site: www.crackle.com Read: <a href="https://www.sony.com/en_us/SCA/company-news/press-releases/sony-pictures-television/2008/crackle-launches-new-original-programming.html">https://www.sony.com/en_us/SCA/company-news/press-releases/sony-pictures-television/2008/crackle-launches-new-original-programming.html</a>  <a href="http://fortune.com/2015/04/29/crackle-streaming-stars/">http://fortune.com/2015/04/29/crackle-streaming-stars/</a>  <a href="http://variety.com/2017/film/news/chevy-chase-federal-offense-sony-crackle-1202605347/">http://variety.com/2017/film/news/chevy-chase-federal-offense-sony-crackle-1202605347/</a>	
12	4/16	Amazon Studios: Case study <b>Amazon Studios guest speaker</b>	<a href="https://www.amazon.com/Prime-Video/b?node=2676882011">https://www.amazon.com/Prime-Video/b?node=2676882011</a>  <a href="http://www.foxbusiness.com/markets/2016/05/10/amazon-launches-youtube-like-video-service.html">http://www.foxbusiness.com/markets/2016/05/10/amazon-launches-youtube-like-video-service.html</a>  <a href="http://variety.com/2016/digital/news/amazon-prime-video-standalone-monthly-1201755340/">http://variety.com/2016/digital/news/amazon-prime-video-standalone-monthly-1201755340/</a>  <a href="https://en.wikipedia.org/wiki/Amazon_Video">https://en.wikipedia.org/wiki/Amazon_Video</a>  <a href="https://en.wikipedia.org/wiki/Amazon_Studios">https://en.wikipedia.org/wiki/Amazon_Studios</a>	
13	4/23	Team Presentations	Teams 1-4	
14	4/30	Team Presentations	Teams 5-8	
15	5/2	Final papers due Speaker TBD		All final papers due

**Note 1:** Chapter coverage and timing may be altered at the discretion of the instructor.

**Note 2:** Case studies may be added to some of the chapter discussions, at the discretion of the instructor.

**Note 3:** The contents of this syllabus may be subject to change if circumstances require. If such changes do occur, they will be announced in class.