Digital Marketing Foundations and Strategy 5th edition Zahay Solutions Manual

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Instructor Manual

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PURPOSE AND PERSPECTIVE OF THE CHAPTER

Chapter 1 combines Chapters 1 and 4 from the previous edition. The idea is to set the stage for the strategic emphasis of the book while still acknowledging the direct response and database marketing roots of digital marketing. Adopters may notice the title change of the book from *Internet Marketing in a Digital Environment* to *Digital Marketing: Strategy and Foundations* to reflect the emphasis on both strategy and "how to." While this book has always distinguished itself by its strong emphasis on strategic marketing and the direct marketing foundations of the internet, these concepts are now boldly front and center in this chapter.

The term "digital marketing" has become pervasive, so in this edition we used that term while keeping the emphasis on strategic thinking. We do respect in this text that digital marketing would not be the only term used to refer to these activities. New to this chapter is a comprehensive definition of digital marketing, which includes engagement and a focus on the customer.

Combining the direct marketing foundations chapter and the introductory chapter allows for the introduction of the classic elements of direct marketing (planned contacts, variety of media, lead or order, database, measurable expandable) and the generic marketing objectives (Acquisition, Conversion, Retention, and Value Growth) early in the text. These principles form the basics of digital marketing elaborated upon later in the text. This is important because these basic direct marketing strategies are the foundational strategies of digital marketing. Combining Chapters 1 and 4 meant that some of the more technical information about marketing databases were removed from the book. This material was always a little hard for undergraduates to grasp in detail, but the importance of customer data has been retained in the text.

The perspective of this chapter is also on the disruptive change caused by the digital environment and the corresponding digital transformation that businesses of all kinds must undergo. Steve Case's Waves of Change concept has been replaced by the Four Waves of the Industrial Revolution, which still shows that we are moving to an Internet of Everything (or the Internet of Things), but also how virtual and augmented reality will affect the future.

The topics of digital disruption and digital transformation are discussed. There is an updated version of the digital capabilities framework that powers digitation transformation that incorporates, among other new elements, the importance of the employee experience in digital transformation. Several disruptive technologies are discussed, including artificial intelligence (AI), virtual reality (VR), and augmented reality (AR).

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The section that profiles digital users also highlights major trends and is intended to put the strategy background into the context of the explosive growth of the web. Updated information is given on the characteristics of the global digital population and how they use the internet and mobile technology. The case study of Domino's Pizza is new and illustrates the use of digital technology to transform an apparently simple business of pizza making and asks if Domino's is really a pizza company or a technology one.

List of Student Downloads

Students should download the following items from the Student Companion Center to complete the activities and assignments related to this chapter:

- Downloadable Student PowerPoints

Chapter Objectives

The following objectives are addressed in this chapter:

1. Define digital marketing from a dynamic perspective.
2. List the elements of direct marketing.
3. List the elements of the internet that make it a direct response medium.
4. List the generic marketing objectives that form the basis for digital marketing strategies.
5. Define the critical strategy elements of direct marketing.
6. Describe the implications of disruptive change on digital marketing.
7. List the waves of change and relevant technologies.
8. Compare the concepts of digital disruption and digital transformation.
9. List major trends in the use of digital marketing.

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Key Terms

Artificial intelligence (AI): the ability of a computer to mimic human behaviors.

Augmented reality (AR): an enhanced version of reality created by superimposing computer-generated images on top of the user's view of the real world.

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Cloud computing: a network of remote servers hosted on the internet, not a local server or computer hard drive, to store data and programs and to process data.

Customer lifetime value (CLV): the monetary value of a customer over time.

Customer relationship management or marketing (CRM): the process of managing and tracking customer relationships across channels.

Data: raw, unprocessed facts and numbers. Data mining analytic processes and specialized analytic tools are used to extract meaning from very large data sets.

Digital disruption: change caused by digital technologies that disrupts ways of thinking and acting.

Digital marketing: the use of any digital technology to facilitate the marketing process, with the end goal of customer interaction, engagement, and measurement.

Digital transformation: the rapid change in business activities and operations caused by digital disruption.

First-party data: data from a company's own websites and customer data repositories.

Information: data that have been processed into more useful forms using techniques that range from simple summary formats to complex statistical routines.

Interactive: choices based on user actions that allow for response.

Internet of Everything (IoE): the use of technology to bring together people, processes, data, and things to make networked connections more relevant and valuable than ever before—turning information into actions that create new capabilities, richer experiences, and unprecedented economic opportunity for businesses, individuals, and countries.

Internet of Things (IoT): network of physical objects embedded with electronics that allow the objects to collect and transfer data.

Mixed reality (MR): a combination of the real and virtual world to produce a new environment in which objects can interact and humans can interact with them.

Radio-frequency identification (RFID): technology that allows the identification of tagged goods from a distance with no intervention by human operation.

Software as a Service (SaaS): software available on a fee-for-use basis instead of on a license or purchase basis.

Third-party data: data collected by companies that do not have a direct relationship to a particular firm's customers.

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Unstructured data: data that have no predetermined models or organized in a predefined way. Unstructured data are often heavily text but not necessarily all text.

Value proposition: a description of the customer value delivered to a specific target market.

Virtual reality (VR): simulation of a three-dimensional image or environment with which the user can interact by using special equipment.

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WHAT'S NEW IN THIS CHAPTER

The following elements are improvements in this chapter from the previous edition:

- Shift in focus from the term "internet" to "digital marketing" while maintaining strategy emphasis.
- Comprehensive definition of digital marketing.
- Direct marketing roots of digital marketing woven into the chapter; separate chapter eliminated.
- Updated information on how consumers and companies use the internet.
- Updated information on the process of digital transformation.
- First-party and third-party data defined in the first chapter to set the stage for the cookie-less world.

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CHAPTER OUTLINE

I. **HOW INTERNET MARKETING HAS EVOLVED INTO DIGITAL MARKETING (01.01)**
Section I defines digital marketing and describes how a technology, the internet, evolved into a practice, that of digital marketing. Because digital marketing can be defined as using any digital technology to facilitate the marketing process, with the end goal of customer interaction, engagement, and measurement, its focus is on customer engagement and interaction. This section sets the stage for explaining how much of the direct marketing practices are the basis for digital marketing.

II. **THE DIRECT MARKETING ROOTS OF DIGITAL MARKETING (01.02)**
Section II outlines how digital marketing relies upon the principles of direct marketing for its success. Because direct marketing is organized, uses a

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database, and is measurable, many of its practices are easily ported to the digital marketing practice. Direct marketers have a competency in managing data, which is critical to the management of digital marketing programs. Instructors can go through the list of definitions of the elements of direct marketing (organized contact, using a variety of media, seeking to produce a lead or an order, requiring and database, measurable and expandable) and discuss how we see these elements in digital marketing.

III. THE INTERNET AS A DIRECT RESPONSE MEDIUM (01.03)

When mass media is used in a direct-response mode, the marketer sets up a learning dialog with the prospective customer. The skilled marketer captures that response and learns from it, allowing for continual refinement and improvement direct-response programs. Similarly, the internet provides even more data, but the principals are the same.

The four *I*s of Internet marketing are relevant to the practice of digital marketing. The internet is, after all, the backbone of digital marketing. Because the internet allows for interactivity, it is information-driven, allows for an immediate response, and seeks to involve the consumer (engagement). The internet therefore is directly responsible for creating digital marketing, as defined in the first section of the chapter. The characteristics of the internet enable direct response to move beyond paper and pencil to the interconnected technology of the web. Responses using the internet as the core of digital marketing are faster, use data extensively, and depend upon a give and take with the customer. This is a good place to discuss Amazon.com and its management of data. Anyone who has ordered items on Amazon has received recommendations for future purchases based on data that they have input.

In what ways is it not a direct-response channel (using “channel” generically either as a communications channel or transactional one)? Here are some more details on the Four*I*s:

- **Interactive.** Interactive activities like purchasing goods and services or games on the internet may help students understand the power of interactivity. From the marketer’s point of view, it is the ability to offer information or products for sale and to document each stage of the prospective customer’s reaction—and then to follow that newly-acquired customer over time, attempting to increase customer value.
- **Information-driven.** None of the marketing techniques that characterize direct-response marketing are possible without thoughtful data capture and use. For databases of significant size, add analytics to the list of necessities.

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- **Immediate.** From the marketer's perspective, immediacy allows the marketer to respond to individual customers while their interest is strong and to get a quicker reading on the success of programs so they can be expanded, revised, or dropped to enhance profitability. It also follows the direct marketing rule, which says to get a prospect to take action immediately (through a powerful offer), because action deferred is most often action not taken.
- **Involving.** Using the concept of passive media like television versus active media in which a person has a sense of participation, the internet is certainly an active medium. In fact, you might say that from a marketing perspective, nothing happens until a customer clicks their mouse.

IV. GENERIC DIRECT MARKETING STRATEGIES (01.04)

Generic strategies of direct marketing are used throughout the book. Ask students to analyze an offer they have received recently (a phone ad, an email, or a direct mail piece) and see if they can determine if the goal is acquisition, conversion, retention, or value growth.

- **Acquisition.** Customer acquisition is clearly the first step. In some instances, it means that the customer actually makes a purchase. In other cases (sales lead generation programs, whether B2C or B2B), acquisition can be defined as acquiring the name and (email) address of the prospective customer for follow-up. Ask the class if anyone is aware that the name and email address being captured from a website visit can be used for subsequent marketing efforts. The activities of automobile manufacturers and dealers in their sales lead generation efforts are a good example.
- **Conversion.** If the program is a multiple-step sales lead effort, conversion may require moving the customer through several stages of increasing commitment, often using increasingly valuable incentives. If it is a sales program, conversion can refer to efforts to make the sale and retain the customer. Incentives that decrease in value are sometimes used in a multiple-step conversion activity. It may be worth reminding students that all this effort is for naught if the customer is not satisfied with the product, or if the service and support needed to make it perform properly is flawed.
- **Retention.** Retention is the stage in which customers are not only retained but also in which marketers can engage in important activities to increase CLV, primarily increasing volume, cross-selling, and up-selling.
- **Value Growth (or Growth).** In this stage, marketers want to deepen the relationship in terms of increasing commitment to the brand and engagement. These actions should lead to a larger revenue value, but

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the value goes beyond adding up purchases. Value can be in lifetime value or the value of social media referrals and word-of-mouth.

V. CRITICAL STRATEGY ELEMENTS OF DIRECT MARKETING (01.05)

Critical strategy elements are important throughout digital marketing. A good in-class activity is to have students in groups or individually discover a good offer and have the class analyze it. In most cases, the offer won't be clear, and there will be no time deadline or incentive to purchase (call-to-action). However, a good digital marketer should be able to write a good offer, so this is a valuable exercise. Students can also share stories about when they received offers that were well-targeted and when they received offers that were not. All of these strategy elements should spark good class discussion. The elements are summarized below:

- **The offer.** The complete proposition made by the marketer to the prospective customer. It includes two of the marketing 4 *P*s—product and price. It also includes branding and positioning as well as any other marketing activity that affects tangible attributes or product image. An offer typically answers the questions of What, By When, and Why. The customer should clearly understand what is required, by what time deadline, and why.
- **The list.** The mailing and telephone list business is a well-established part of the direct marketing industry. List rental firms now offer email lists. It is important that marketers carefully investigate the background of any rental list they consider to ensure that it has no evidence of "spam." If the list is cheap, assume it has not been collected with due respect for customer privacy.
- **The media.** The text makes the point that any medium can be a direct-response medium if the relevant direct-response techniques are used. One of the keys is a clear call to action. Students can think about television infomercials, which have all the characteristics of direct response. On the other hand, if you can find a B2B ad in a trade or general news magazine that has a 1-800 number and a website URL but no clear call to action, that makes an interesting comparison. Most direct marketers would not classify a broadcast or a print ad as direct response if it had only a 1-800 number and/or a URL with no request that the prospect call or no indication what benefits the prospect would derive from calling.
- **The creative execution.** Direct marketers have always downplayed the importance of creative execution, attributing only about 10% of the pulling power of a direct-response promotion to the creative. As we learn more about digital marketing, creative execution may become a

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higher art form because of the ability to use rich media and other interactive elements.

- **The service and support**. Direct marketers have also long recognized the essential role of customer service and support in generating customer satisfaction in their non-personal environment. Consequently, mail and catalog marketers have learned to do it well and have transferred it onto the web rather smoothly.

VI. DISRUPTIVE CHANGE (01.06)

Disruptive change is a staple not only of digital marketing, but of life, with technologies impacting how companies are run and how they market to their customers. The biggest disrupters of change are virtualization and AI. ChatGPT and its counterparts are disrupting how marketing is conducted. A good class discussion would be how the role of the marketer might change with more dependence on AI for creating content.

Another point is that technologies ebb and flow. The QR code was nearly dying until the pandemic created a need for contactless transactions. Now many restaurants ask patrons to scan a QR code instead of opening a menu, and there are many other applications. Ask students when they have been surprised by the use of a technology in a recent customer experience. Another question is to ask what technologies that they use on a daily basis were not available or commercialized when they were born.

VII. THE WAVES OF INTERNET CHANGE (01.07)

Figure 1.4 illustrates that there have always been disruptive changes as we have moved from an agrarian culture to one based on information. While the text focusses on the IoT and AI, VR and AR, there might be other technologies to discuss in class when teaching this chapter. Things are constantly changing. Here is a short summary of the Four Waves of Industrial Revolution:

- **Cradle of Humanity:** The beginning of mankind, invention of tools, control of fire
- **Agrarian Wave:** A primarily agriculture society, invention of steam power, and the beginnings of division of labor
- **Industrial Wave:** The start of mass production, the production of goods, and the invention of many modern technologies such as electricity and the telephone
- **Information Wave:** Using internet technology for globalization of the supply chain and value chains and the digitization of everything, driven by the invention of electronics, semiconductors, and the internet
- **Integrated Wave:** Cooperation between humans and machines in applications of “smart” technology and AI

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VIII. DIGITAL DISRUPTION AND DIGITAL TRANSFORMATION (01.08)

It almost seems that this could be the subtitle of this edition of the text; so much has changed and the change is so pervasive. Both topics go far beyond marketing, with digital disruption affecting our lives and our jobs and digital transformation affecting all organizations and all aspects of business—not just marketing. Students should understand that this section sets the theme for the entire book.

Digital transformation is a tall order; how does a business do it? Figure 1.7 exhibits the elements in the transformation. The updated graphic from the 4e places more emphasis on the employee experience and business model innovation, as well as the digital platform, which can power other innovations. The increased emphasis on the human side of things shows that *people* can transform a business, not technology alone. The road to digital maturity shown in Figure 1.8 means that a business must be innovative and adaptive. The chapter ends with a discussion of various transformative technology. Students should understand that transformation is a powerful task.

IX. A PROFILE OF DIGITAL USERS (01.09)

This section is intended to put the strategy background into the context of the explosive growth of the web. It is a story that is ongoing, and these are the aspects of the story that are relevant to digital marketing. Look to finding the latest information on trends to share with the class. Below are some of the trends highlighted in the chapter:

- The number of people with access to the web is growing rapidly, with most of the new users accessing it through mobile devices. Large opportunities for growth still exist in developing countries. Social media is also an important element of growth, and mobile is important in that growth also.
- Previous users will recall that there used to be extensive discussion of demographic differences in internet use. However, in these days in developed countries essentially everyone who wants to be connected is connected. The differences are in the details—who uses what, when, and for what purposes. That is the sort of detail that is vital to marketers. As one goes through the consumer used data, it is worth reminding students that all these data are still at a very high level; brand marketers generally have to dig much deeper to uncover the best strategies for reaching their target audiences.
- There is still a “digital divide” in terms of access to broadband in the United States and in awareness of web collaborative services.
- The section on business use begins with the four core direct marketing strategies, which really are general marketing strategies. These

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strategies are acquisition, conversion, retention, and value growth. Digital drives these activities, and analytics are the key to success.

- It is no surprise to anyone that the web has spawned a host of large and powerful companies. The degree to which many of the top 10 companies in revenue in Figure 1.17 are Chinese may, however, be a surprise. If you want top global sites, try Alexa.com. It may surprise students that many of the top sites in India are the same as in the U.S.
- At the end, the chapter returns to the topic of digital transformation as one of the most important trends in digital marketing and emphasizes strategy and not technology. There is a discussion question in this chapter's manual that follows up on the Domino's case.
- As an introduction to the rest of the text, the last sentence of the chapter reminds us that it is important to remember that "good marketing puts strategy formulation first, then places the customer front and center, and focuses on excellent customer experiences at all customer touchpoints." If our student marketers can follow this advice, they will be successful.

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Discussion Questions

1. How does the definition of digital marketing relate to its origins in direct marketing?

   Answer: Digital marketing can be defined as using any digital technology to facilitate the marketing process, with the end goal of customer interaction, engagement, and measurement. Direct marketing and digital marketing both emphasize planning to contact specific customers and have goals for engagement or interaction. While the definition of direct marketing emphasizes more than one-time interactions, digital marketing focuses more on long-term engagement. However, both concepts also emphasize measurements for improving practices.

2. The origin of the internet is unusual in the history of commercial media. What makes it unusual, and what qualities does that impart to the medium?

   Answer: The internet is unique in that it was not initially considered a commercial media but rather a technology to accomplish a specific task, such as file transfer. Early web browsers required extensive technical knowledge, and it was not until the creation of browsers with graphical interfaces, including Netscape, that the general public became interested in the internet. Web portals like Yahoo!, Lycos, and AOL gained early popularity. eBay and Amazon were among the earliest to

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recognize the potential of ecommerce. Google transformed the way we work and live with its access to information at our fingertips.

3. The text lists the ways the internet is a direct response medium. List the elements by which the internet differs from direct response as a marketing medium.

   Answer: The internet can make use of unique characteristics such as the Four *I*s of Internet Marketing from Figure 1.1 (Interactive, Information-Driven, Immediate, and Involving). The internet can provide more immediate responses than traditional direct response mechanisms, such as mail and email, and can use data (information) to create interactive and involving experiences. You can ask students about their experiences with their favorite games or products or about how they have gone down "rabbit holes" and become consumed by the internet.

4. Find an email or online ad. Does it contain a good offer? Why or why not?

   Answer: Students should use the information from the text that the offer involves product, price, positioning, and any other product-related elements that make up the complete proposition presented to the prospective customer. An offer typically answers the questions of What, By When, and Why. The customer should clearly understand what is required, by what time deadline, and why. A good offer would be something like, "Free shipping if ordered by midnight." The company wants the customer to order (what) by midnight (when) to get free shipping (why). Often students leave out one or more of these elements, and going over the material several times at different points in the text can reinforce these principles.

5. In addition to the offer, what are the elements of a direct marketing strategy?

   Answer:
   1. *The offer*—product, price, positioning, and any other product-related elements that make up the complete proposition presented to the prospective customer.
   2. *The list*—the targeting vehicle.
   3. *The media used*—with the understanding that any medium can be a direct response medium with the proper implementation.
   4. *The creative execution*—which tends to play a secondary role in this action-oriented context.
   5. *The service and support*—long recognized as a key element in this environment where the shopping experience and many sensory stimuli are not present.

   While the offer is important, having a good list is generally considered to be the next most important of the critical strategy elements, and ties into having a strong database to support direct and digital marketing programs.

6. Explain the "customer lifetime value" concept. Thinking about a specific firm, how

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could it use the concept of CLV to increase the overall profitability of its customer base?

Answer: If students can boil it down to a rather brief phrase, they can understand the concept. We have previously used a more technical definition "the NPV of customer gross margin, less costs of servicing the customer"; however, these days we tend to use "monetary value of a customer over time" to make the example more accessible to students.

For example, you can ask students how much they spend at Starbucks or a coffee vendor each week, month, and year. You can project out over a five- or ten-year time frame by multiplying the yearly total as appropriate and show students that they could make good headway on a down payment for a car or a house by brewing their own coffee!

7. Why is it important for the marketer to distinguish between customer acquisition, conversion, retention, and value growth when developing marketing strategies?

   Answer: The distinction is important because marketers take different actions depending on the stage. Here are some examples:
   1. *Customer acquisition*—Marketers must reach out to acquire new customers from their current market segments and to add new segments when the time is right. Customer acquisition often involves advertising and general promotional approaches.
   2. *Customer conversion (sales)*—Actually achieving a desired action by new customers is key to marketing success. Promotions and coupons might help customers make the decision to convert.
   3. *Customer retention*—It is cheaper to retain an existing customer than to acquire a new one. Loyalty programs and other ways to keep customers returning are often used by marketers at this stage.
   4. *Customer value growth*—Customers who remain loyal over time are likely to purchase more than other classes of customers. It is the job of marketers to facilitate the growth in customer value, as we have discussed earlier in this chapter. They might do so by direct engagement on social media or other platforms.

8. What are the current characteristics of how consumers and businesses operate on the internet?

   Answer: Consumers are spending more time on internet-based media, particularly on mobile devices. They are streaming videos and music and gaming but also using videos for work-related activities (Figures 1.10a and 1.13). You can ask students for their own perspectives on how they spend their time on the internet.

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Businesses are emphasizing data analytics and optimizing the company website and search capabilities as well as investing more in MarTech (marketing technology) and using direct marketing techniques in digital marketing (Figure 1.14).

9. What are some changes in your own life and that of your family that you can reasonably expect from the Internet of Things?

   Answer: There are many possible ways to answer this question. Many students using smart devices will be conditional for preferred activities from sports to fitness to photography. Do students drive cars with some connectivity? What do they think of it, and do they find it useful? Do they or their families have smart assistants like Amazon's Echo in their homes? How do they like them? Any annoyances? Customers often turn off voice purchasing or require a voice code to avoid accidentally ordering items from Alexa that they did not mean to order.

10. Why is the mobile web a separate entity from the fixed internet? Why is it important that marketers track developments in mobile as well as in the internet?

    Answer: The answer to the first part of the question is simply the technology. The internet is fixed because it requires a physical network of wires and servers to function. The mobile web works off cell towers that have antennas and electronic communications devices attached to them. One reason the mobile web has taken off in developing countries is that it is quicker and much cheaper to deploy mobile technology than the cables required to carry internet traffic.

    So much of marketing seems to be "follow the eyeballs." If that's where customers are, that's where marketers much be also. Students might want to push it farther—the mobile web is taking over at the expense of the fixed internet. Are there things in your home that used to be wired? Many families have Wi-Fi home security systems, as well as wireless thermostats and smoke detectors.

11. What is the meaning of digital disruption? Of digital transformation?

    Answer: Digital disruption is technology-induced change that changes the way we do things. A classic example is Uber and the impact on the local transportation industry. What other examples can students think of?

    Digital transformation is the process businesses (and non-profit organizations and governmental organizations) must undergo to survive the disruption and to thrive in the environment created by it. Figure 1.7 gives a suggestion as to the requirements for transformation, and Figure 1.18 shows the stages of strategic business digital transformation. Note the importance of planning and continuous feedback in the process.

12. How should businesses attain digital maturity? What is the final outcome state

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that marks a digitally mature business?

Answer: Figure 1.8 indicates that business must drop a "business as usual" mentality and begin a process of strategic change that includes small-scale experiments, a more formalized approach based on positive experiments, individual groups recognizing the power of strategic change leading to a designated team charged strategic transformation. This concept ends with a firm becoming agile—innovative and adaptive to the ever-changing environment.

The final stage is a way of saying that there is no end state. The process is ongoing and will continue to be so as long as technology continues to advance.

13. Technology is at the center of all digital transformation. Why or why not?

    Answer: Technology is not necessarily at the center of all transformation. Consider management approaches to important subjects like workforce diversity and employee engagement, for example. Figure 1.18 shows that the planning process for digital transformation must happen before technology is purchased and that transformation requires planning for, among other things, culture change.

    But digital transformation is driven by digital technology. And while there is other transformation going on, both the amount and the impact of digital transformation seems by far the greatest. As such it has a huge impact on our lives.

14. Do you agree that Domino's Pizza is not a pizza company? Why or why not?

    Answer: The obvious answer is that it does deliver pizzas. However, their technology has become so supplicated that they could almost be delivering anything. Ask students what other type of business could use this technology to delivery excellent customer service.

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Additional Activities and Assignments

1. Consider having students follow one company, hopefully in the Fortune 1000 so it is large enough to find information, and have them report on how the firm uses the various digital marketing techniques and strategies discussed in this and the following chapters. The Appendix also has an excellent project outline. Instructors can launch this project in conjunction with Chapter 1.
2. Suggest that the students start following the internet resources listed below and signup for email alerts from these companies.

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3. Consider assigning a weekly group presentation on a topic of interest in digital marketing. It can help everybody stay up to date. Students can use a relevant article from one of the sources listed below. Both the students and professor stay current this way!
4. The HubSpot inbound certification is a good one to assign for this course, and we often teach the course side by side with that certification.

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Additional Resources

Internet Resources

Students can sign up for email alerts, attend webinars, and download free content on most of these sites. Usually, some personal information, like an email address, is required, although much of the content is free to look at.

- Updates for Digital Marketing, 5th edition, https://digitalmarketing5eupdates.blogspot.com/
- Digital Marketing Foundations and Strategy Facebook page, https://www.facebook.com/profile.php?id=100068170835035
- Marketing Charts
- Emarketer
- SEJ (Search Engine Journal)
- Dave Chaffey Smart Insights
- HubSpot Inbound certification course on HubSpot Academy is free but requires registration.

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