

**Strategic Marketing  
EMBA 5430**

**Course Description and Objectives:**

Strategic Marketing explores how marketing decisions affect the overall performance of the firm. In this course, you will focus on understanding the specific marketing management decisions that lead firms to achieve a sustainable competitive advantage. We will use the basic marketing principles of customer analysis, market segmentation, and positioning as the foundation from which to learn strategic marketing management. We will also explore how digitization is affecting the overall business, marketing, and customer/partnerships. In addition, we will examine the impact of technology and current disruptive models (such as Amazon), how they are changing the way we market to our business partners and how our partners market to their customers. We will examine customer/partner expectations, how to differentiate and provide value at each touch point, how to move from “transactions” to “relationships,” and why every business now needs to embrace “purpose” and “publishing.” In the areas of ethics, we will review the Federal Trade Commission requirements for disclosure by all key stakeholders including business partners, vendors, and board members, and how to create a social media policy that meets with FTC guidelines. In social/digital media we will examine how to protect your online brand image. Finally, we will look at the future, how artificial intelligence, digitization, and robotics are and will affect marketing and business partnerships.

Throughout the course, we will spend time in class discussing preparation work on marketing cases or challenges assigned to you. We will also spend quality time discussing the new marketing issues arising in your businesses and how to effectively and successfully deal with.

All readings, assignments, and course material will be made available on Canvas.

**Learning Outcomes and Objectives:**

This course addresses the following program learning outcomes:

- Students will demonstrate strategic marketing decision-making capability.
- Students will understand the new disruptive forces affecting B to B and B to C businesses and how those disruptive forces are affecting strategic marketing decisions.
- Students will be able to analyze market segments, identify target markets, and understand the forces that position brands using both traditional and digital marketing techniques.
- Understand marketing ethical issues that businesses often face, how to prepare for them, and how to effectively manage challenging marketing ethical issues.
- Understand the FTC disclosure requirements for social media and how to create a social media policy.

### **Due Dates and Canvas**

- All papers must be uploaded to Canvas as a Microsoft Word, RTF or PDF document.
- All presentations must be uploaded to Canvas as a Microsoft PowerPoint or PDF document. Any videos must be embedded, with the URL sent to Joe Barnes in a separate email on the due date and indicating which slide.
- The due date for all papers will be explained on Canvas.
- All articles and videos assigned will be linked and/or posted to Canvas.
- Brief videos that support learning objectives will be posted for most in class sessions. Please see the Pre-Session Reading and Viewing listing for each session posted on Canvas.
- There may be new timely articles added if they provide greater relevance to our class content.
- If you have access to videos that demonstrate any of the class content and we can show/discuss in class, please contact Joe Barnes.

### **Grading and Points Earned**

A 94-100%  
A- 90-93%  
B 84-89%  
B- 80-83%  
C 74-79%  
C- 70-73%  
D 63-69%  
D- 60-63%  
F Below 60%

### **SPECIAL SEATTLE UNIVERSITY LIBRARY RESOURCES AND DATABASES**

You will find excellent sources listed on this page: <http://libguides.seattleu.edu/business>

IBISWorld: Industry Research

eMarketer

Mergent Online (Excellent for company research)

On the following site you will find sources dedicated to marketing: <http://libguides.seattleu.edu/marketing>

- [Business Source Complete](#)  
Search articles from thousands of business and scholarly journals. In addition, this resource provides access to company profiles, country reports, industry profiles, market research reports, and SWOT analyses.
- [ABI/INFORM Trade & Industry \(ProQuest\)](#)  
Search articles from thousands of business, trade, and scholarly journals.

Top journals in marketing

- [Journal of Consumer Research](#)
- [Journal of Marketing](#)
- [Journal of Marketing Research](#)

Here is a site dedicated to psychographics: <http://libguides.seattleu.edu/c.php?g=308463&p=2061781>

Psychographics is the analysis of consumer lifestyles and behavior. Information is usually obtained by survey.

- [Tapestry Segments ESRI](#)
- [Nielsen Claritas](#)
- [Market Segmentation: a guide to sources of information](#)

This Library of Congress guide lists internet sources that focus on market segmentation: generational, ethnicity, geographic, gender, gay/lesbian, and lifestyle. Sources include books, census sites, subscription and fee items, links to associations and marketing firms and more.

## CLASS SCHEDULE FOR STRATEGIC MARKETING

### Class Dates

Sept. 20 – 3:15-5:30

Oct. 18 – 1:45-5:30

Oct. 19 – 8:15-noon

Nov. 8 – 1:00-5:30

Dec. 13 – 10:30-12:45

Dec. 14 – Joint Ford project 8:15-noon

### **Preparation – Class 1**

#### **Articles to Read Prior to Class:**

Salesforce.com (2019) Fifth Edition, **State of Marketing, Insights and trends from over 4,100 marketing leaders worldwide**. Retrieved from: [https://www.salesforce.com/form/conf/5th-state-of-marketing/?leadcreated=true&redirect=true&chapter=&DriverCampaignId=70130000000sUVq&player=&FormCampaignId=7010M000000ZP24QAG&videoid=&playlistId=&mcloudHandlingInstructions=&landing\\_page=%2Fform%2Fpdf%2F5th-state-of-marketing](https://www.salesforce.com/form/conf/5th-state-of-marketing/?leadcreated=true&redirect=true&chapter=&DriverCampaignId=70130000000sUVq&player=&FormCampaignId=7010M000000ZP24QAG&videoid=&playlistId=&mcloudHandlingInstructions=&landing_page=%2Fform%2Fpdf%2F5th-state-of-marketing)

emarketer.com (2019) **More Than Half of US Households Will Be Amazon Prime Members in 2019**. Retrieved from: <https://www.emarketer.com/content/more-than-half-of-us-households-will-be-amazon-prime-members-in-2019>

mindtools.com (2018) **Triple Bottom Line Concept**. Retrieved from: [https://www.mindtools.com/pages/article/newSTR\\_79.htm](https://www.mindtools.com/pages/article/newSTR_79.htm)

contentmarketinginstitute.com (n.d.) **What Is Content Marketing?** Retrieved from: <https://contentmarketinginstitute.com/what-is-content-marketing/>

**Note: There is an online book available for marketing basics reference, through Creative Commons, “Principles of Marketing,” at the University of Minnesota. You can read it online at <https://open.lib.umn.edu/principlesmarketing/front-matter/publisher-information/> or select a format for downloading at <https://open.bccampus.ca/browse-our-collection/find-open-textbooks/?uid=ca3ef877-1f08-479d-a085-420121782a31&contributor=&keyword=&subject=Marketing>**

DATE	READING	IN CLASS	ASSIGN- MENTS
<p><b>CLASS 1</b>            Sept. 20 –            3:15-5:30            Chardin 142</p>		<p><b><i>Overview of Marketing Today</i></b></p> <ul style="list-style-type: none"> <li>• <b>During class we will take up a current case study in marketing. Each team will work on the case during a portion of class and come up with recommended strategy.</b></li> <li>• The state of marketing today</li> <li>• Review of key marketing basics.</li> <li>• Biggest marketing issues and challenges facing business leaders today</li> <li>• Why the 4P’s morphed into the six Ps - adding Purpose and Publishing.</li> <li>• Why every business must now be in the content creation business.</li> <li>• Why it’s important to create content of “value” that authentically engages your customer/partners. What is “content of value?”</li> <li>• Differentiation and value creation: Viewing marketing as a Value Creation Process. Exploring the role of “value creation” in acquiring/retaining customers</li> <li>• How, when, where to distribute your content.</li> <li>• Understanding the importance of the “Triple Bottom Line” (People, Planet (Sustainability), and Profit)</li> <li>• It’s <i>Why you do what you do</i>, not <i>what you do</i> that differentiates your business. (Simon Sinek)-</li> <li>• Anatomy of a strategic marketing plan that is market-driven and customer/partner-focused.</li> <li>• How disruption is or will affect the operation of your industry and the marketing of your businesses.</li> <li>• Special: Accessing online research resources through the SU Library, such as IBISWorld.</li> </ul>	

**Readings Before Classes 10/18 and 10/19**

Pwc.com (2019) **Experience is everything. Get it right.** Retrieved from:  
<https://www.pwc.com/us/en/services/consulting/library/consumer-intelligence-series/future-of-customer-experience.html>

Edelman.com (2019) 2019 **Edelman Trust Barometer Global Report.** Retrieved from:  
[https://www.edelman.com/sites/g/files/aatuss191/files/2019-03/2019\\_Edelman\\_Trust\\_Barometer\\_Global\\_Report.pdf?utm\\_source=website&utm\\_medium=global\\_report&utm\\_campaign=downloads](https://www.edelman.com/sites/g/files/aatuss191/files/2019-03/2019_Edelman_Trust_Barometer_Global_Report.pdf?utm_source=website&utm_medium=global_report&utm_campaign=downloads)

emarketer.com (2019) **Esports 2019.** Retrieved from: <https://www.emarketer.com/content/esports-2019>

Dawar, Niraj (2018) **Marketing in the Age of Alexa.** Harvard Business Review. May-June 2018.

emarketer.com (2019) **Digital Transformation: How Collaboration Tools and Strategies Can Align Organizations with Business Objectives.** Retrieved from: <https://www.emarketer.com/content/digital-transformation>

emarketer.com (2019) **Laws Could Stand in Way of Cashless Retailers.** Retrieved from:  
<https://www.emarketer.com/content/laws-could-stand-in-way-of-cashless-retailers>

**Paper: How does your business determine the unmet needs of your current customer/partners? How should it determine the unmet needs of your current customer/partners? Two pages, single-spaced. Uploaded to Canvas assignments by October 15. Please see Canvas assignments for details.**

DATE	READING	IN CLASS	ASSIGNMENTS
<p><b><u>Class 2</u></b>  <b><u>Oct. 18 –</u></b>  <b><u>1:45-5:30</u></b>            Chardin 142</p>		<p><b><i>Creating Value for Customer/Partners and Understanding Customer/Partner Behavior</i></b></p> <ul style="list-style-type: none"> <li>• During class we will take up a current case study in marketing. Each team will work on the case during a portion of class and come up with recommended strategy.</li> <li>• <b>Creating Value</b>—Treating customer/partners as relationships, not as transactions.</li> <li>• Creating partnerships of value: Strategic Cause Marketing with an ROI.</li> <li>• How customer/partners are interacting with businesses differently in today’s environment</li> </ul>	

		<ul style="list-style-type: none"><li>• How to put your customer/partners at the heart of your strategy.</li><li>• <a href="#">Discuss Papers</a></li><li>• Understanding and Analyzing Customer/Partner Behavior</li><li>• How to build trust with customer/partners.</li><li>• How to maximize customer/partner engagement through experiential marketing</li><li>• How to develop a thorough understanding of customer/partners and prospects, and what motivates buying behavior.</li><li>• The importance of the customer/partner experience at every touch point. The importance of walking in their experience through different scenarios.</li><li>• Understanding changes in the customer/partner decision journey and how customer/partners are interacting both with businesses and each other.</li><li>• Understanding when to interact with customers/partners—engagement vs interruptions</li><li>• Understanding the buying-decision process of customer/partners.</li><li>• Understanding Micro-Moments and customer/partner behavior.</li><li>• How to determine the wants and needs of existing, and prospective customer/partners.</li><li>• How to Identify unmet customer/partner needs</li></ul>	
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DATE	READING	IN CLASS	ASSIGN- MENTS
<p><b>Class 3</b>  <b>Oct. 19 –</b>  <b>8:15-noon</b>            Chardin 142</p>		<p><i>Digital Leadership in a Changing World</i></p> <ul style="list-style-type: none"> <li>• During class we will take up a current case study in marketing. Each team will work on the case during a portion of class and come up with recommended strategy.</li> <li>• Strategic Issues in the Digital World</li> <li>• Marketing strategies for the digital world and digital transformation of industries and businesses.</li> <li>• Why digital is a “leadership challenge,” not a technology challenge.</li> <li>• Disruptors affecting customer/partner behavior. Industries and businesses. From eSports, to the subscription economy, the access economy, and the sharing economy.</li> <li>• How to leverage your website with content of <i>value</i>.</li> <li>• Developing Thought Leadership in the digital world and why this is so important.</li> <li>• How to strategically determine which social/digital channels, and what type of content will be of the greatest value with your customer/partners.</li> <li>• How to create “engagement” in the digital world.</li> <li>• The power of storytelling. How to tell the right stories that engage in the digital world.</li> <li>• Why digital is a new way of gathering insight and delivering value and engagement to customer/partners, and prospects.</li> <li>• Why the lines between sales, marketing &amp; services are far less clear in the digital world.</li> <li>• How to use digital to deeply understand and deliver on customer/partner wants and needs.</li> </ul>	

**Readings Before November 8 Class**

blog.alexa.com (2019) **How to Define and Measure Marketing Objectives**. Retrieved from: <https://blog.alexa.com/marketing-objectives/>

impactbnd.com (2019) **How to Come Up With 2019 Marketing Goals Based on Business Goals**. Retrieved from: <https://www.impactbnd.com/blog/how-to-set-marketing-goals-based-on-business-goals>

Martin, Roger (2019) **Pricing Needs to Reflect What People Want to Be, Not Just What They Want**. Harvard Business Review. January 25, 2019.

marketbeam.io (2019) **Advocacy Marketing Strategy 2019 – Brand Advocacy, Employee Brand Advocacy**. Retrieved from: <https://marketbeam.io/advocacy-marketing-strategy-2019/>

**Paper: What do you believe are the best sources in which to reach your customer/partners to listen to their industry and specific business needs, and why? Industry trade publications (which ones), social media (which ones), clubs/associations (which ones), conferences (which ones), etc. Please be complete and explain why for each one. Two pages, single-spaced. Uploaded to Canvas assignments by November 5. Please see Canvas assignments for details.**

DATE	READING	IN CLASS	ASSIGNMENTS
<p><b>CLASS 4</b>  <b>Nov. 8 –</b>  <b>1pm-5:30pm</b>            Chardin 142</p>		<p><b><i>Putting It All Together: Developing a strategic integrated marketing communications program</i></b></p> <ul style="list-style-type: none"> <li>• During class we will take up a current case study in marketing. Each team will work on the case during a portion of class and come up with recommended strategy.</li> <li>• Listening to your customers and understanding their wants and needs. Papers.</li> <li>• Setting strategic marketing objectives, supported by tactics, by-when dates, and how you will measure success (KPIs).</li> <li>• Segmentation, Targeting, and Positioning Strategies</li> <li>• Using market segmentation to gain a competitive advantage</li> <li>• How to determine “the right” marketing mix.</li> </ul>	

		<ul style="list-style-type: none"><li>• Pricing Strategies: How to use price to communicate value to your customer/partners</li><li>• Communicating product/service positioning as the foundation for developing the marketing mix.</li><li>• The importance of customization for customer/partners in marketing.</li><li>• How, when, where to distribute your content of value that authentically engages your customer/partners.</li><li>• How to use social and digital media to amplify your share of voice in combination with other marketing initiatives.</li><li>• Strategic Advocacy for your business. Traditional and Innovative approaches. Why research shows customer/partners continue to expect businesses to take a stand on important issues.</li></ul>	
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Readings Before December 13 Class
<p><b>Social Media Ethics Made Easy: How To Comply With FTC Guidelines (2016) Barnes, Joseph</b>            9781606498521 Available at <a href="http://www.businessexpertpress.com/books/social-media-ethics-made-easy-how-comply-ftc-guidelines/">http://www.businessexpertpress.com/books/social-media-ethics-made-easy-how-comply-ftc-guidelines/</a></p> <p>Blog.hubspot.com (2019) <b>5 Crisis Communication Plan Examples &amp; How to Write Your Own</b> [Template]. Retrieved from: <a href="https://blog.hubspot.com/service/crisis-communication-plan">https://blog.hubspot.com/service/crisis-communication-plan</a></p> <p><b>No Paper. Working on Ford project.</b></p>

DATE	READING	IN CLASS	ASSIGNMENTS
<p><b>CLASS 5</b>  <b>Dec. 13 – 10:30-12:45</b>  <b>Eval.</b>            Chardin 142</p>		<p><b><i>Understanding Ethical and Legal Issues in Marketing</i></b></p> <ul style="list-style-type: none"> <li>• Legal Issues in the Social/Digital World</li> <li>• FTC Rules on Disclosure, how to create and implement a social media policy.</li> <li>• NLRB rulings on employee social media posts.</li> <li>• Privacy and customer/partners data. Use for retargeting or selling? Impact on trust in your business vs. revenue.</li> <li>• Understanding the impact of GDPR</li> <li>• <b>In Class Teams Exercise: Dealing with a timely marketing case study and reporting out.</b></li> <li>• Strategic Crisis Management: Why every business needs a simple go-to crisis communications plan, and how to “manage the media.” Lessons learned (Case studies: United Airlines, Pepsi/Jenner Ad, BP Oil Spill, Trump Tweets about Boeing and other brands)</li> <li>• The future of marketing.</li> <li>• Understanding how artificial intelligence and enchanted objects will change every industry.</li> <li>• How AR/VR/MR and new delivery methods will change customer/partner behavior and create new marketing opportunities.</li> </ul>	
<p>Dec. 14            8:15 am  <b>Presentations</b></p>			

## Title IX

Title IX of the Education Amendments of 1972 (Title IX) prohibits discrimination based on sex in educational programs or activities that receive Federal financial assistance. This prohibition includes sexual misconduct, which encompasses sexual harassment and sexual violence. Seattle U remains committed to providing a safe and equitable learning, living, and working environment. Seattle U offers emergency, medical, and other support resources, as well as assistance with safety and support measures, to community members who have experienced or been impacted by sexual misconduct.

Seattle U requires all faculty and staff to notify the University's Title IX Coordinator if they become aware of any incident of sexual misconduct experienced by a student.

For more information, please visit <https://www.seattleu.edu/equity/>. If you have any questions or concerns, you may also directly contact the Title IX Coordinator in the Office of Institutional Equity (**email:** [oiie@seattleu.edu](mailto:oiie@seattleu.edu); **phone:** 206.296.2824)

### University Resources and Policies

#### Academic Resources

- Library and Learning Commons (<http://www.seattleu.edu/learningcommons/>)  
*(This includes: Learning Assistance Programs, Research [Library] Services, Writing Center, Math Lab)*  
*Note: The Learning Commons does not offer tutoring for EXLR/EMBA/HEMBA-level students.*
- Academic Integrity Tutorial *(found on SU Online)*

#### Academic Policies on Registrar website

(<https://www.seattleu.edu/registrar/academics/performance/>)

- Academic Integrity Policy
- Academic Grading Grievance Policy
- Professional Conduct Policy *(only for those professional programs to which it applies)*

#### Notice for students concerning Disabilities

*If you have, or think you may have, a disability (including an 'invisible disability' such as a learning disability, a chronic health problem, or a mental health condition) that interferes with your performance as a student in this class, you are encouraged to arrange support services and/or accommodations through Disabilities Services staff located in Loyola 100, (206) 296-5740. Disability-based adjustments to course expectations can be arranged only through this process.*