

94708-B2

Applied Strategic Marketing (HNZ 94708)

Specifics

Professor: Ari Lightman

Office Location: 2107c HBH

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Meets: T/TH Section B 5:00-6:20

Length - 7 weeks (Mini 2) 10/22 - 12/5

Location: HBH 1204

Overview

Marketing is going through a radical shift from traditional to digital, broadcast to hyper targeted, internally focused to collaborative across the extended organization. In addition, we are seeing a dramatic shift from a concentration on products and services driven through sales to focusing on customer experience and engagement. Historically, marketing decisions were based on intuition, anecdotal information, company capacity and what has worked in the past. John Wanamaker, a successful United States merchant who opened one of the first and most successful department stores in the United States, which grew to 16 stores and eventually became part of Macy's, coined the term - "Half the money I spend on advertising is wasted; the trouble is I don't know which half".

Dramatic shifts in the marketplace (as a result on the pandemic and now AI) are resulting in changes in consumer behavior, shocks to the supply chain and changes in how organization engage and interact with consumers through a variety of touchpoints. In addition, the impact from disruption including regulations and new technologies is resulting greater fragmentation threatening market share forcing organizations to be more nimble, innovative and responsive. Marketing is increasingly being called on to assess organizational strategies to deal with these shifts. With an increasingly digitized society, data has allowed marketers to assess different channels for interaction, monitor the

customer journey and measure interaction, brand awareness, and consumer sentiment. Marketers are looking to develop individualized consumer experiences which is predicated on data as well as revising processes and interaction across the extended enterprise. Anticipation, resiliency and adaption to these evolving industry dynamics, shocks to the system and changing consumer expectations, is key for staying relevant and being able to take advantages of opportunities as they present themselves.

This class is designed to provide students a foundation of modern marketing but more importantly how they are applied in today's environment. We will be doing this through a simulation where students will run a marketing department over the course of 2 simulated years or 8 quarters (8 moves). We will also cover current issues confronting marketers including messaging bias, data privacy, brand interruption/hijacking, social influence, misinformation, GenAI etc.

In addition to the simulation, we will have individual observational assessments to spur critical thinking as to try and understand rational around marketing approaches and tactics. We will also have in class exercises focused on the simulations to better understand strategies, tactics, and predict possible results.

Class Learnings

- Marketing Concepts and Application
- Critical Thinking and Reasoning focused on marketing related issues
- Team Development - Expectation Setting, Communication and Agility
- Applying marketing concepts in a simulation exercise - planning and running a marketing department
- Future of Marketing in an age of automation, hyper targeting and fleeting loyalty

Grading

- Engagement (see below) - 10%
- Microsimulations - 5%
- Assurance of Learning Assessment - 10%
- Final Submission - 50%
- Observational Assessment – 25%

Engagement

Please feel free to reach out to us to discuss if you cannot make it to class. We will attempt to make every attempt to accommodate without interrupting the learning associated with the class.

Engagement includes active involvement in discussion, interaction with the class either physically or digitally as well as synchronous and asynchronous, team based exercises and sharing experiences around the subject of marketing.

Submissions

Teams will have an exercise weekly and will need to submit their work the following week. They will not be accepted past the due date and time unless a religious observance or a documented medical condition prevents on-time submission and the team has consulted with the instructor in advance for approval of an alternate deadline.

Instructions for each submission will be posted to Canvas and the rubric will be provided in class.

Academic Conduct

Students are subject to Carnegie Mellon University's policies on academic integrity. Plagiarism is a serious offense and can result in failing the course and other disciplinary action. Plagiarism includes, but is not limited to:

- Presenting another writer's work as your own;
- Cutting and pasting content verbatim without using quotation marks to indicate a direct quote or paraphrasing content without citing the source in-text using parenthetical references, footnotes, or endnotes in addition to listing each source on the Works Cited, References, or Notes page in a manner consistent with the format detailed in an approved style guide;
- Providing incomplete or incorrect information about the source cited.

A note about Chat GPT and other GenAI: Since this class will look at ways to incorporate AI into the discipline of marketing, please feel free to use. However if you directly use output from GenAI please cite it appropriately.

Accommodations for Students with Disabilities

If you have a disability and are registered with the Office of Disability Resources, I encourage you to use their online system to notify me of your accommodations and discuss your needs with me as early in the semester as possible. I will work with you to ensure that accommodations are provided as appropriate. If you suspect that you may have a disability and would benefit from accommodations but are not yet registered with the Office of Disability Resources, I encourage you to contact them at [access@andrew.cmu.edu \(mailto:access@andrew.cmu.edu\)](mailto:access@andrew.cmu.edu).


Statement of Support for Students' Health & Well-being

Take care of yourself. Do your best to maintain a healthy lifestyle this semester by eating well, exercising, avoiding drugs and alcohol, getting enough sleep and taking some time to relax. This will help you achieve your goals and cope with stress.

If you or anyone you know experiences any academic stress, difficult life events, or feelings like anxiety or depression, we strongly encourage you to seek support. Counseling and Psychological Services (CaPS) is here to help: call 412-268-2922 and visit <https://www.cmu.edu/counseling> (<https://www.cmu.edu/counseling>). Consider reaching out to a friend, faculty or family member you trust for help getting connected to the support that can help.

Schedule

Date	Topic	HW Observation	Exercise (In Class)
10/22	Introduction		
10/24	Marketing - value, purpose and issues		Marketing Exercise/Simulation Move# 1
10/29	Positioning	Retail Product Assessment	
10/31	QFD and Demand Curves/Planning		Product Feature Decision Analysis
11/5	Online - Segmentation and Targeting	Streaming Services Analysis	
11/7	No Class (TBD)		
11/12	Consumer Behavior	Sampling Methods	



11/14	Pricing	Pricing Exercise
11/19	Data and research	Online Data Collection
11/21	Channels	Channel Research
11/26	Digital Media and Marketing -	
11/28	No Class - Thanksgiving Break	
12/3	AI/ML and Marketing	Google Analytics  (https://moz.com/beginners-guide-to-google-analytics)
12/5	Web3 - Evolution or Maturation of Marketing	



Class schedule and assignments are subject to change.

Important Dates:

- 10/25 – Last day to Add/Drop for Mini II
- 12/13 - Final Due
- 12/17 – Final Grades due by Midnight

Resources

- [Principles of Marketing](https://saylordotorg.github.io/text_principles-of-marketing-v2.0/index.html)  [\(https://saylordotorg.github.io/text_principles-of-marketing-v2.0/index.html\)](https://saylordotorg.github.io/text_principles-of-marketing-v2.0/index.html)
- E-marketing
- [CMU Library Databases](http://search.library.cmu.edu/databases/) (<http://search.library.cmu.edu/databases/>)
- [Advertising Age \(Links to an external site.\)](http://adage.com/)  [\(http://adage.com/\)](http://adage.com/): Complete access to AdAge magazine articles online

- [Consumer Reports \(Links to an external site.\)](http://www.consumerreports.org/cro/index.htm)  [\(<http://www.consumerreports.org/cro/index.htm>\)](http://www.consumerreports.org/cro/index.htm): Rates consumer products and reports on consumer surveys
- IBIS World: In-depth industry market research reports with analysis, data, conditions, segmentation, market share, primary companies, and outlook for over 700 industries in the US.
- [MarketLine: \(Links to an external site.\)](http://www.marketline.com/)  [\(<http://www.marketline.com/>\)](http://www.marketline.com/) Profiles of companies, industries, and countries, often containing SWOT and 5 forces analysis; also covers M&A and financial deal activity, and market data on a number of consumer products.