

FOCUS UNIVERSITY INSTITUTE

Madrid, Spain

STRATEGIC MARKETING, CUSTOMER ANALYTICS, AND DIGITAL GROWTH

Program Developer: Luis Fernando (Lou) Villalba, PhD., EdD.

Course Code:	MKT 504 (Provisional)
Credits:	3 North American Graduate Credits / Proposed 6 ECTS
Academic Level:	Graduate (Master's)
Duration:	14 Weeks
Student Workload:	Approximately 150 Hours (42 Guided + 108 Independent)
Delivery Mode:	Madrid-Based, Online, or Blended
Program/Stage:	Master of Business Administration with a Concentration in Business and Sustainability / Common Trunk
Professor:	
Office Hours:	[To be determined]
Contact:	[To be determined]

1. Course Description

This common-trunk graduate course forms part of the Master of Business Administration with a Concentration in Business and Sustainability. It contributes marketing strategy, consumer and organizational markets, customer analytics, branding, pricing, channels, and digital growth to a full-function MBA spanning the principal areas of business administration. The concentration strengthens the program through explicit sustainability outcomes and applications without replacing its broad MBA identity or creating complete course-for-course equivalence with another institution's curriculum.

Customer analytics connects marketing judgment to evidence. Students work with market, behavioral, transactional, digital, financial, and experimental data; evaluate fitness for purpose, provenance, quality, bias, and uncertainty; and apply metrics such as conversion, retention, churn, acquisition cost, contribution, and customer lifetime value. Journey, funnel, cohort, dashboard, forecast, attribution, and experimentation methods are used to compare alternatives without overstating causality or precision.

Digital and AI-enabled marketing is evaluated through customer value, organizational capability, privacy, consent, security, fairness, inclusion, sustainability, and professional responsibility. The Week 14 signature assessment is a Customer Analytics and Responsible Growth Project in which students recommend and defend a measurable marketing and digital-growth strategy supported by transparent evidence, responsible AI use, implementation controls, and an oral defence.

2. Course Learning Outcomes

Upon successful completion of this course, students will be able to:

- LO1. **Integrate** strategic marketing, customer value, behaviour, market research, brand, offering, pricing, channel, relationship, and growth frameworks to diagnose market opportunities and challenges. [Bloom's Level 4: Analyze]
- LO2. **Analyze** customer, market, digital, financial, and experimental evidence while evaluating data provenance, quality, bias, uncertainty, metric fit, and limitations. [Bloom's Level 4: Analyze]

- LO3. **Apply** segmentation, targeting, positioning, journey, funnel, cohort, customer-economics, attribution, forecasting, experimentation, and AI-enabled methods to compare growth options. [Bloom's Level 5: Evaluate]
- LO4. **Evaluate** marketing and AI-enabled growth choices for environmental and social sustainability, sustainable consumption, circular value propositions, inclusion, privacy, green-claims integrity, and stakeholder trust. [Bloom's Level 5: Evaluate]
- LO5. **Create** and defend a responsible growth strategy that produces customer and enterprise value with measurable sustainability outcomes, credible communications, implementation controls, key performance indicators, and professional communication. [Bloom's Level 6: Create]

3. Required Materials

3.1 Main Texts and Open Educational Resource (OER)

- Main Text 1: Kotler, P., Keller, K. L., & Chernev, A. (2025). Marketing management (17th ed.). Pearson.
- Main Text 2 (OER): Gomez Albrecht, M., Green, M., & Hoffman, L. (2023). Principles of marketing. OpenStax. <https://openstax.org/details/books/principles-marketing>

3.2 Supplementary Texts (Non-Open Educational Resources)

- International Chamber of Commerce. (2024). ICC advertising and marketing communications code (11th ed.). ICC.
- European Data Protection Board. (2021). Guidelines 8/2020 on the targeting of social media users (Version 2.0). EDPB.
- Google. (n.d.). Google Analytics 4 demo account and Analytics Academy learning resources.
- Selected current company, market, customer, campaign, platform, and public datasets; peer-reviewed articles; professional cases; and regulatory materials supplied through the LMS.

3.3 Open Educational Resources (OER)

- OpenStax Principles of Marketing: <https://openstax.org/details/books/principles-marketing>
- OpenStax web edition and instructor resources: <https://openstax.org/books/principles-marketing/pages/1-unit-introduction>
- Google Analytics 4 demo account: <https://support.google.com/analytics/answer/6367342>
- Google Analytics training and Analytics Academy: <https://support.google.com/analytics/answer/11828307>
- ICC Advertising and Marketing Communications Code: <https://iccwbo.org/business-solutions/the-icc-advertising-and-marketing-communications-code/>
- European Data Protection Board targeting guidance: https://www.edpb.europa.eu/documents/guideline/guidelines-82020-on-the-targeting-of-social-media-users_en

- General Data Protection Regulation official text: <https://eur-lex.europa.eu/eli/reg/2016/679/oj>
- Selected Eurostat, OECD, World Bank, national statistical, industry, company, and instructor-approved customer and market datasets.

3.4 Technology Requirements

- Reliable internet connection and Learning Management System access
- Spreadsheet, presentation, collaborative-document, survey, visualization, dashboard, and statistical-analysis software
- Instructor-approved artificial-intelligence and marketing-analytics tools; students will not be required to purchase multiple commercial subscriptions
- PDF annotation and video-conferencing capability for evidence review, campaign and dashboard critique, presentation, and oral defence

4. Assessment Structure

This course combines ongoing customer-analytics laboratories with an individual customer, market, and data-quality diagnosis; an independently completed midterm examination; a segmentation, experimentation, and growth model; and an applied final project. The final Customer Analytics and Responsible Growth Project replaces a conventional final examination and culminates in Week 14.

Assessment Component	Type	Weight	Due Date
Marketing Analytics Labs & Professional Contribution	Ongoing	10%	Continuous
Customer, Market & Data-Quality Diagnosis	Formative	15%	Week 4
Midterm Examination	Summative	20%	Week 7
Segmentation, Experimentation & Growth Model	Summative	15%	Week 10
Final Project: Customer Analytics & Responsible Growth Strategy	Summative	40%	Week 14
TOTAL		100%	

5. Grading Scale

This course uses the American University grading scale:

Letter Grade	Percentage	Description
A	93-100%	Excellent; exceptional achievement
A-	90-92%	Excellent work with minor areas for improvement
B+	87-89%	Very good; above average performance
B	83-86%	Good; solid understanding demonstrated
B-	80-82%	Good work with some areas for improvement
C+	77-79%	Satisfactory; meets basic requirements
C	73-76%	Adequate; acceptable understanding
C-	70-72%	Passing but below average
D	60-69%	Minimum passing; significant improvement needed
F	Below 60%	Failing; does not meet course requirements

6. Course Schedule

Week 1: Strategic Marketing, Customer Value, and Responsible Growth

Topics: Market orientation; marketing strategy; value creation, communication, delivery, and capture; stakeholders; customer outcomes; growth quality; ethics; sustainability; decision questions

Readings: Kotler et al., selected strategy chapter; OpenStax, Chapters 1-2

Synchronous: Customer-value and responsible-growth decision workshop

Asynchronous: Select an organization and frame a customer, market, or growth decision

Week 2: Market Intelligence, Research Design, and Evidence Quality

Topics: Decision-oriented research; primary and secondary evidence; qualitative and quantitative methods; sampling; measurement; construct validity; provenance; bias; uncertainty; reproducibility

Readings: OpenStax, marketing research and intelligence chapter; instructor research-design materials

Synchronous: Research-question, evidence-register, and data-quality laboratory

Asynchronous: Audit the evidence and data available for the selected decision

Week 3: Customer Behaviour, Journeys, Relationships, and Context

Topics: Individual and organizational buying; needs, motivation, perception, learning, choice; B2C and B2B journeys; service and relationship quality; global and intercultural context

Readings: OpenStax, consumer and business buying behavior chapters; selected customer-journey reading

Synchronous: Customer journey, moments-of-truth, and assumption-testing workshop

Asynchronous: Develop personas or jobs-to-be-done hypotheses supported by evidence

Week 4: Segmentation, Targeting, Positioning, and Market Definition

Topics: Market definition; segmentation variables and methods; segment validity and attractiveness; targeting; positioning; perceptual maps; inclusion; stereotype and proxy risk

Readings: Kotler et al. and OpenStax, selected segmentation, targeting, and positioning chapters

Synchronous: Segment evaluation and positioning challenge

Asynchronous: Complete Customer, Market and Data-Quality Diagnosis

Assessment Due: Customer, Market & Data-Quality Diagnosis (15%)

Week 5: Customer Metrics, Unit Economics, Cohorts, and Lifetime Value

Topics: Objectives and metric trees; acquisition, conversion, contribution, retention, churn, recency, frequency, monetary value, cohorts, CAC, CLV; assumptions; sensitivity; decision relevance

Readings: Instructor customer-analytics materials; OpenStax, selected metrics sections

Synchronous: Cohort, customer-economics, and metric-selection laboratory

Asynchronous: Build an auditable customer-metrics model and sensitivity analysis

Week 6: Digital Journeys, Funnels, Channels, Attribution, and Dashboards

Topics: Digital touchpoints; funnels; channel objectives; paid, owned, and earned media; attribution limits; dashboards; vanity versus decision metrics; data gaps; accessibility

Readings: OpenStax, digital and social media marketing chapter; Google Analytics demo-account guidance

Synchronous: GA4 demo-data exploration and executive-dashboard critique

Asynchronous: Prepare for the midterm with an integrated customer and market evidence case

Week 7: Midterm Examination and Marketing Integration

Topics: Integration of customer value, research, evidence quality, behavior, journeys, segmentation, positioning, customer economics, digital funnels, attribution, and responsible marketing

Readings: Review Weeks 1-6 materials

Synchronous: Individual midterm examination; generative AI is not permitted unless expressly authorized

Asynchronous: Post-examination correction and professional-learning plan

Assessment Due: Midterm Examination (20%)

Week 8: Brand, Offering, Experience, and Pricing Strategy

Topics: Brand meaning and equity; value propositions; product-service systems; innovation and adoption; experience design; service recovery; pricing objectives, value, elasticity, fairness, and architecture

Readings: Kotler et al. and OpenStax, selected offering, brand, customer experience, and pricing chapters

Synchronous: Value proposition, brand, experience, and pricing decision case

Asynchronous: Connect the selected growth opportunity to offering, experience, and pricing choices

Week 9: Experimentation, Causal Reasoning, Forecasting, and Learning

Topics: Hypotheses; A/B and multivariate tests; randomization; power and practical significance; confounding; causal claims; holdouts; forecasting; test-and-learn portfolios; stopping and scaling rules

Readings: Instructor experimentation and forecasting materials; selected analytics case

Synchronous: Experiment design, inference, and responsible-scale workshop

Asynchronous: Design and analyze a feasible growth experiment or evidence-based quasi-experiment

Week 10: Growth Models, Resource Allocation, and Portfolio Decisions

Topics: Growth levers; acquisition, activation, retention, referral, and revenue; market penetration and development; channel and portfolio allocation; scenarios; financial implications; constraints and trade-offs

Readings: Kotler et al., selected growth and resource-allocation sections; instructor growth-model materials

Synchronous: Segmentation, experiment, and growth-model decision review

Asynchronous: Submit Segmentation, Experimentation and Growth Model

Assessment Due: Segmentation, Experimentation & Growth Model (15%)

Week 11: AI, Personalization, Privacy, Consent, Fairness, and Security

Topics: AI-assisted research and content; recommendation and personalization; predictive scoring; human oversight; privacy and consent; sensitive data and proxies; fairness; security; explainability; vendor governance

Readings: EDPB Guidelines 8/2020; GDPR selected provisions; ICC Code AI and data-driven marketing guidance

Synchronous: Personalization, targeting, and AI-governance case

Asynchronous: Complete privacy, fairness, security, provenance, and human-oversight assessment

Week 12: Integrated Digital Growth, Communications, Channels, and Responsibility

Topics: Integrated communications; content, search, social, mobile, community, influencer, partner, sales, service, and omnichannel decisions; inclusion; environmental claims; consumer trust

Readings: OpenStax, integrated communications and digital marketing chapters; ICC Code (2024)

Synchronous: Responsible campaign, channel, and claims review

Asynchronous: Complete final-project strategy, channel architecture, budget logic, safeguards, and measurement plan

Project Milestone Due: Final-project decision brief, evidence plan, and responsible-analytics review

Week 13: Customer Analytics and Responsible Growth Studio

Topics: Strategic synthesis; dashboard storytelling; option comparison; recommendation; implementation; governance; experimentation roadmap; AI provenance; oral-defence preparation

Readings: Review course resources relevant to the selected organization, customer, market, and growth decision

Synchronous: Project studio, peer challenge, instructor consultation, and defence rehearsal

Asynchronous: Complete strategy report, analytics portfolio, AI Usage Statement, presentation, and reflection

Week 14: Responsible Growth Presentations, Oral Defence, and Integration

Topics: Integration of strategy, customer analytics, digital growth, financial implications, experimentation, AI, ethics, privacy, sustainability, implementation, and professional judgment

Readings: No new readings; review project evidence and course and certificate-cluster outcomes

Synchronous: Customer Analytics and Responsible Growth presentations, oral defence, peer learning, and course synthesis

Asynchronous: Submit final report, analytics portfolio, presentation, AI Usage Statement, and individual reflection

Assessment Due: Final Project: Customer Analytics & Responsible Growth Strategy (40%)

7. Detailed Assignment Descriptions

7.1 Marketing Analytics Labs & Professional Contribution - 10%

Learning Outcomes Addressed: All course learning outcomes

Description

Graduate marketing competence develops through disciplined preparation, evidence review, model building, interpretation, challenge, and reflection. Students complete customer and market laboratories, explain analytical choices, test assumptions, distinguish description from causal inference, and contribute constructively to peer learning.

Requirements

- Attend a minimum of 12 of 14 synchronous sessions and participate actively
- Complete research, customer, segmentation, metrics, cohort, funnel, dashboard, experiment, AI-governance, and strategy laboratories
- Explain data, models, assumptions, uncertainty, limitations, and marketing implications in accessible managerial language
- Provide respectful, specific, evidence-based, and useful feedback during peer and project reviews
- Follow privacy, consent, confidentiality, attribution, verification, accessibility, and AI-use disclosure requirements

Participation Rubric

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Preparation & Engagement (25%)	Consistently prepared; contributions materially advance marketing and customer analysis	Regular preparation and useful contribution	Basic preparation and participation	Unprepared, absent, or minimal contribution
Analytics Labs (35%)	Rigorous, auditable work with excellent interpretation and decision relevance	Strong work with minor gaps	Basic work with limited integration	Incomplete, unsupported, or formulaic work
Peer Contribution (20%)	Challenge materially improves peers' evidence, models, choices, and safeguards	Constructive and relevant feedback	Basic feedback with limited detail	Little or unprofessional engagement
Professional & Responsible Conduct (20%)	Exemplary privacy, verification, intercultural respect, accessibility, attribution, and disclosure	Responsible conduct with minor lapses	Meets minimum requirements	Repeated or serious professional concerns

7.2 Customer, Market & Data-Quality Diagnosis (Formative Assessment 1) - 15%

Learning Outcomes Addressed: CLO1, CLO2, CLO3, CLO4

Due Date: Week 4

Description

Students define an approved customer, market, or growth decision and diagnose its evidence base. The work connects customer value, behavior, journeys, market structure, segmentation, positioning, stakeholder context, and the quality and fitness of available data.

Requirements

1. Define the organization, decision, customer or market scope, audience, time horizon, and intended use
2. Analyze customer needs, behaviors, journeys, alternatives, relationships, market conditions, and intercultural context
3. Develop and evaluate segmentation and positioning hypotheses without relying on unsupported stereotypes or sensitive proxies
4. Audit sources and datasets for provenance, definitions, completeness, timeliness, representativeness, bias, privacy, consent, and fitness for purpose
5. Identify evidence gaps, assumptions, preliminary growth questions, research priorities, limitations, and an AI Usage Statement

Total Length: 1,800-2,200 words plus customer journey, segment or positioning exhibit, evidence register, and data-quality audit

Format: APA 7 analytical report and visual exhibits; submit via LMS as PDF and editable source files

Customer, Market & Data-Quality Diagnosis Rubric

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Decision, Scope & Context (15%)	Precise decision, customer and market scope, audience, horizon, and responsible-growth context	Clear scope with minor gaps	Adequate scope and context	Decision or scope unclear
Customer & Market Analysis (25%)	Integrated evidence reveals needs, behavior, journeys, relationships, alternatives, and context	Strong analysis with minor gaps	Basic analysis with limited integration	Analysis superficial or unsupported
Segmentation & Positioning (20%)	Defensible hypotheses show fit, differentiation, inclusion, and uncertainty without stereotyping	Sound hypotheses with minor gaps	Basic segmentation and positioning	Segments arbitrary, biased, or unsupported
Evidence & Data-Quality Audit (30%)	Provenance, definitions, quality, bias, privacy, consent, fitness, gaps, and limits are critically evaluated	Strong audit with minor gaps	Basic audit with partial traceability	Evidence unreliable or audit incomplete
Synthesis, Communication & AI Transparency (10%)	Priorities are executive-ready, fully cited, auditable, and transparently disclosed	Professional synthesis with minor issues	Adequate but uneven	Unclear, poorly cited, or opaque

7.3 Midterm Examination (Summative Assessment 1) - 20%

Learning Outcomes Addressed: CLO1, CLO2, CLO3, CLO4

Due Date: Week 7

Description

The individual midterm examination assesses independent mastery of strategic marketing, customer behavior, research and evidence quality, segmentation, positioning, customer economics, digital journeys, funnels, attribution, dashboards, and responsible-data foundations. Unless expressly authorized for a specific accommodation, students may not use generative-AI tools during the examination.

Requirements

1. Explain and connect customer value, behavior, journey, relationship, market, brand, segmentation, targeting, positioning, and channel concepts
2. Evaluate research designs, sources, datasets, metrics, and visualizations for decision relevance, quality, bias, and uncertainty
3. Calculate and interpret customer, funnel, cohort, acquisition, retention, churn, contribution, and lifetime-value measures
4. Diagnose an unfamiliar marketing problem and select justified analytical and strategic methods
5. Recommend a responsible response while addressing assumptions, privacy, fairness, ethics, limitations, and implementation

Format: 120-minute examination with applied short answers, data interpretation, calculations, method selection, and integrated decision cases

Conditions: Individual work; approved reference sheet permitted; generative AI not permitted

Midterm Examination Rubric

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Conceptual Integration (20%)	Marketing and customer frameworks are accurately connected and selected for purpose	Strong integration with minor gaps	Basic understanding with some errors	Major concepts missing or inaccurate
Evidence & Method Judgment (20%)	Sources, designs, metrics, models, and visualizations are critically evaluated	Sound judgment with minor gaps	Basic evaluation with limited depth	Methods or evidence misused
Quantitative Analysis (25%)	Calculations are accurate, auditable, well interpreted, and sensitivity-aware	Strong analysis with minor errors	Basic analysis with some errors	Material calculation or interpretation errors
Responsible Marketing Reasoning (20%)	Privacy, fairness, ethics, context, uncertainty, and implementation are integrated	Sound reasoning with minor gaps	Basic treatment with limited integration	Material responsibilities omitted
Recommendation & Communication (15%)	Coherent, calibrated response is concise and convincingly defended	Clear response with minor issues	Understandable but uneven	Recommendation unclear or unsupported

7.4 Segmentation, Experimentation & Growth Model (Summative Assessment 2) - 15%

Learning Outcomes Addressed: CLO2, CLO3, CLO4, CLO5

Due Date: Week 10

Description

Students construct and defend an evidence-based model that connects target segments, customer economics, growth levers, and a feasible learning agenda. They compare options and design an experiment or other defensible evaluation method with clear measures, safeguards, and decision rules.

Assignment Focus

The model must distinguish observations, assumptions, predictions, correlations, and causal claims. Students may use synthetic, public, or authorized de-identified data; personal, confidential, or improperly obtained data are prohibited.

Requirements

1. Segment definitions, selection logic, value proposition, positioning, customer journey, and material inclusion or proxy risks
2. Auditable customer-economics and growth model with metric definitions, baseline, assumptions, scenarios, and sensitivity analysis
3. Experiment or evaluation design with hypothesis, unit, treatment, comparison, outcomes, sample logic, confounders, validity, and stopping or scaling rules
4. Comparison of growth options, channels, resource implications, customer and stakeholder effects, privacy, fairness, security, and sustainability
5. Recommendation with expected value, risks, safeguards, ownership, decision thresholds, monitoring, and learning cadence
6. Reproducible workbook or notebook, source and data dictionary, limitations, and complete AI Usage Statement

Total Length: 1,800-2,200-word decision memorandum plus segment, model, experiment, and dashboard exhibits

Format: Professional decision memorandum, analytical files, visual appendices, and 5-7 minute model defence; submit via LMS

Segmentation, Experimentation & Growth Model Rubric

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Segment, Value & Journey Logic (15%)	Targets, positioning, value, journey, and risks are evidence-based and coherent	Strong logic with minor gaps	Basic logic with partial evidence	Arbitrary or unsupported choices
Customer Economics & Growth Model (25%)	Auditable model integrates metrics, scenarios, sensitivity, and decision relevance	Strong model with minor gaps	Basic model with limited testing	Model unreliable or incomplete

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Experiment & Causal Reasoning (25%)	Design supports credible learning with clear validity, limits, and decision rules	Sound design with minor gaps	Basic design with limited causal discipline	Design cannot answer the question
Option Comparison, Sustainability & Responsibility (15%)	Options integrate resources, customers, circularity, privacy, fairness, security, sustainability outcomes, and claims integrity	Strong comparison with minor gaps	Basic comparison and safeguards	Material effects or duties omitted
Recommendation, Measures & Learning (15%)	Choice, thresholds, ownership, monitoring, and learning cadence are compelling	Practical recommendation with minor gaps	Basic recommendation and monitoring	Recommendation unclear or impractical
Reproducibility, Communication & AI Transparency (5%)	Concise, fully cited, auditable, reproducible, and transparently disclosed	Professional with minor issues	Adequate but uneven	Unclear, unreproducible, or opaque

8. Final Project: Customer Analytics & Responsible Growth Strategy (Summative Assessment 3) - 40%

Learning Outcomes Addressed: All course learning outcomes (CLO1-CLO5)

8.1 Project Overview

The final project is the signature assessment of the course and the first primary-evidence assessment in the MBA common trunk. Students analyze customer and market evidence, evaluate data quality, develop segmentation and growth insights, use AI or analytics transparently, and recommend a responsible, measurable marketing and digital-growth strategy.

8.2 Project Scope

Each student selects an approved organization and consequential customer, market, or growth decision for which lawful, non-confidential, and sufficiently reliable information is available. Suitable decisions include market or segment development, acquisition and retention, customer experience, offering and pricing, channel strategy, digital growth, brand renewal, personalization, or responsible campaign design.

8.3 Deliverables

Strategy Report and Analytics Portfolio (3,500-4,500 words, excluding appendices)

1. Executive Decision Summary: Decision, customer or market opportunity, alternatives, material evidence, risks, and recommendation
2. Customer and Market Diagnosis: Needs, behavior, journeys, relationships, market structure, competitors, stakeholders, context, and evidence quality
3. Segmentation and Value Strategy: Segment logic, target choice, positioning, brand, offering, experience, pricing, channels, and inclusion
4. Customer Analytics: Metric tree, cohorts or funnels, customer economics, attribution limits, dashboard, assumptions, sensitivity, uncertainty, and limitations
5. Growth and Learning Plan: Alternatives, experiment portfolio, forecasts or scenarios, resources, financial implications, stopping and scaling rules
6. Responsible Digital and AI Practice: Privacy, consent, fairness, security, accessibility, sustainability, communications integrity, human oversight, and governance
7. Implementation and Measurement: Sequencing, ownership, capabilities, partners, budget logic, KPIs, safeguards, review cadence, and adaptation
8. Evidence and AI Record: Dated sources, data dictionary, reproducible analytical trail, verification, substantive human judgment, reflection, and complete disclosure

Executive Presentation and Oral Defence (12-15 minutes plus 5-10 minutes for questions)

- Present during the Week 14 synchronous session
- 10-12 slides or equivalent executive-ready visual narrative supported by customer, market, financial, experimental, and responsible-growth evidence
- Respond to questions about sources, data, methods, segments, customer economics, causal claims, AI use, privacy, trade-offs, implementation, and measurement
- Professional, accessible, and interculturally responsive communication with clear attribution and independent graduate mastery expected

8.4 Project Timeline & Milestones

Week	Milestone	Deliverable	Weight
Week 9	Growth Decision Concept	Organization, customer or market decision, scope, alternatives, and access approval	Formative feedback
Week 12	Strategy & Analytics Review	Diagnosis, segmentation, model, options, responsible-analytics review, and measures	Peer/instructor review
Week 13	Complete Draft & Challenge	Strategy report, analytics portfolio, presentation, and AI record	Instructor feedback
Week 14	Final Presentation & Defence	Final strategy package, analytical files, presentation, and individual defence	40% of final grade

8.5 Final Project Grading Rubric

Strategy Report and Analytics Portfolio (70% of Final Project Grade)

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Customer, Market & Evidence Diagnosis (15%)	Integrated, current evidence identifies material needs, causes, opportunities, and data limits	Strong diagnosis with minor gaps	Basic diagnosis with limited integration	Diagnosis unsupported or incomplete
Segmentation, Positioning & Value Strategy (15%)	Defensible choices align target, value, brand, offering, experience, pricing, and channels	Strong choices with minor gaps	Basic strategy with limited integration	Choices arbitrary or disconnected
Customer Analytics & Decision Models (20%)	Accurate, auditable analysis connects metrics, cohorts or funnels, economics, uncertainty, and decisions	Sound analysis with minor gaps	Basic analysis with limited depth	Analysis unreliable or misinterpreted
Growth Alternatives & Learning Plan (15%)	Credible options, experiments, forecasts, trade-offs, and decision rules support learning and scale	Strong plan with minor gaps	Basic options and learning plan	Options or tests unsupported
Responsible and Sustainable Digital & AI Practice (15%)	Privacy, consent, fairness, security, accessibility, sustainability, integrity, and oversight are integrated	Responsible treatment with minor gaps	Basic safeguards	Material responsibilities omitted
Implementation, Governance & Measurement (10%)	Sequencing, ownership, resources, KPIs, safeguards, and review are actionable	Practical implementation with minor gaps	Basic implementation and measures	Implementation vague or impractical
Evidence, Reproducibility & Professional Quality (10%)	Executive-ready, fully cited, reproducible, current, and transparently disclosed	Professional with minor issues	Adequate but uneven	Unprofessional, unreliable, or opaque

Executive Presentation and Oral Defence (30% of Final Project Grade)

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Executive Decision Narrative (30%)	Compelling narrative connects customer insight, analytics, options, responsibility, and recommendation	Clear narrative with sound prioritization	Adequate narrative with gaps	Unclear or unsupported narrative

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Analytical Visuals & Evidence (25%)	Accurate visuals make segments, journeys, economics, experiments, uncertainty, and trade-offs immediately understandable	Professional visuals support the decision	Basic visuals with limited analytical value	Visuals inaccurate, inaccessible, or absent
Professional & Intercultural Presence (20%)	Confident, concise, accessible, and responsive to diverse stakeholder perspectives	Professional delivery and engagement	Adequate delivery with limited adaptation	Unprofessional or ineffective delivery
Oral Defence (25%)	Responses demonstrate independent mastery of evidence, data, methods, causal limits, responsibility, and implementation	Sound responses demonstrate strong understanding	Basic responses with some uncertainty	Unable to explain evidence or defend judgment

9. Course Learning Outcomes, Program Outcomes, and Assessment Alignment

Course Learning Outcome	Analytics Labs	Diagnosis	Midterm	Growth Model	Final Strategy
CLO1	✓	✓✓	✓✓	✓	✓✓
CLO2	✓	✓✓	✓✓	✓✓	✓✓
CLO3	✓	✓	✓✓	✓✓	✓✓
CLO4	✓	✓	✓	✓✓	✓✓
CLO5	✓	✓	✓	✓✓	✓✓

Key: ✓ = Addressed | ✓✓ = Primary Focus

10. Course Policies

10.1 Attendance & Participation

Regular attendance and active participation in synchronous sessions are essential for success in this course. Students are expected to attend all scheduled synchronous sessions with cameras enabled. If you must miss a session, please notify the instructor in advance. More than two unexcused absences may result in a reduced participation grade.

10.2 Late Submission Policy

- Assignments submitted within 24 hours of deadline: 10% penalty
- Assignments submitted 24-48 hours late: 20% penalty
- Assignments submitted more than 48 hours late: not accepted without prior approval
- Extensions may be granted for documented emergencies with advance notice

10.3 Academic Integrity

All work submitted must be your own original work. Plagiarism, including the use of AI-generated content without proper disclosure, is a serious academic offense. All sources must be properly cited. Violations of academic integrity will result in a zero for the assignment and may lead to further disciplinary action.

10.4 AI Usage Policy

Artificial intelligence may support selected discovery, segmentation, analysis, modeling, experimentation, personalization, content, and communication activities in this course, but students remain accountable for every source, data element, metric, model, claim, judgment, and recommendation.

1. **Assessment Conditions:** The Week 7 midterm examination is completed without generative AI unless the instructor expressly authorizes a specific tool or accommodation.
2. **Transparency and Provenance:** Every AI-assisted submission must include an AI Usage Statement identifying tools, purposes, material prompts, outputs used, data supplied, verification steps, and substantive human revisions.
3. **Verification and Analytical Integrity:** AI output is not evidence. Students must verify claims against authoritative sources, preserve definitions and analytical logic, distinguish correlation from causation, state assumptions and uncertainty, and avoid fabricated customers, sources, data, quotations, results, or experiments.
4. **Privacy, Consent, Security, and Responsible Targeting:** Personal, sensitive, confidential, client, or proprietary information must not be entered into public AI or analytics systems. Collection, linkage, profiling, personalization, experimentation, targeting, and communications must respect applicable law, consent, purpose limitation, data minimization, fairness, security, accessibility, consumer protection, and institutional requirements.

10.5 Communication Expectations

The instructor will respond to emails within 48 hours during the work week. For urgent matters, please indicate 'URGENT' in the subject line. Course announcements will be posted on the LMS. Students are expected to check the LMS and their university email daily.

10.6 Accessibility & Accommodations

Focus University Institute is committed to providing equal access to all students. Students requiring accommodations should contact the Disability Services Office and the instructor at the beginning of the term. Reasonable accommodations will be made to ensure full participation in all course activities.

10.7 Netiquette Guidelines

Online learning requires respectful, professional communication. When participating in synchronous and asynchronous discussions, please use professional language, be respectful of diverse perspectives, avoid all-caps (which reads as shouting), and provide constructive feedback. Remember that cultural differences may affect communication styles.

11. Additional Resources

11.1 Library & Research Support

- Focus University Institute Library: Marketing, consumer behavior, analytics, statistics, management, communications, technology, law, sustainability, and interdisciplinary research databases
- Research Librarian consultations available for market, customer, industry, company, legal, regulatory, and methodological evidence

11.2 Writing & Academic Support

- Writing and Learning Support: Graduate marketing analysis, quantitative reasoning, dashboards, executive writing, presentation, and study consultations
- APA Citation Guide: Purdue OWL (owl.purdue.edu)

11.3 Technical Support

- IT Help Desk: LMS, account, spreadsheet, analytics, visualization, dashboard, presentation, accessibility, and approved-tool support
- Data-quality, metric, experiment, privacy, accessibility, source-verification, and AI Usage Statement tutorials in the course 'Getting Started' module

11.4 Professional Development

- OpenStax Principles of Marketing and Google Analytics demo account: Foundational marketing and digital-analytics learning resources
- ICC, EDPB, EUR-Lex, and relevant national regulators: Responsible communications, privacy, data protection, consumer protection, and targeting guidance
- Eurostat, OECD, World Bank, national statistics, company filings, and approved industry sources: Market, customer, digital, economic, and organizational evidence

11.5 Suggested Bibliography (APA 7)

European Data Protection Board. (2021). Guidelines 8/2020 on the targeting of social media users (Version 2.0). https://www.edpb.europa.eu/documents/guideline/guidelines-82020-on-the-targeting-of-social-media-users_en

European Parliament & Council of the European Union. (2016). Regulation (EU) 2016/679 (General Data Protection Regulation). Official Journal of the European Union, L 119, 1-88. <https://eur-lex.europa.eu/eli/reg/2016/679/oj>

Gomez Albrecht, M., Green, M., & Hoffman, L. (2023). Principles of marketing. OpenStax. <https://openstax.org/details/books/principles-marketing>

International Chamber of Commerce. (2024). ICC advertising and marketing communications code (11th ed.). <https://iccwbo.org/business-solutions/the-icc-advertising-and-marketing-communications-code/>

Kohavi, R., Tang, D., & Xu, Y. (2020). Trustworthy online controlled experiments: A practical guide to A/B testing. Cambridge University Press.

Kotler, P., Keller, K. L., & Chernev, A. (2025). Marketing management (17th ed.). Pearson.

Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of Marketing*, 80(6), 69-96. <https://doi.org/10.1509/jm.15.0420>

Wedel, M., & Kannan, P. K. (2016). Marketing analytics for data-rich environments. *Journal of Marketing*, 80(6), 97-121. <https://doi.org/10.1509/jm.15.0413>

World Federation of Advertisers. (2023). Global media charter 3.0. <https://wfanet.org/knowledge/item/2023/09/05/global-media-charter-30>

Selected current peer-reviewed research, official platform documentation, public datasets, company evidence, and regulatory guidance supplied through the LMS.

12. Syllabus Disclaimer

This syllabus represents a plan for the course and may be modified at the instructor's discretion based on pedagogical needs, material changes in markets, customers, organizations, technologies, platforms, privacy or consumer-protection requirements, source or data availability, or unforeseen circumstances. Students will be notified of significant changes through the LMS and email. Continued enrollment constitutes acceptance of such modifications.

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