

Squared Online is the digital marketing leadership course developed with Google and powered by AVADO. Taught over five months by industry experts, it's the **only** digital marketing course that also develops your leadership skills, so that you can become a change agent in your organization.

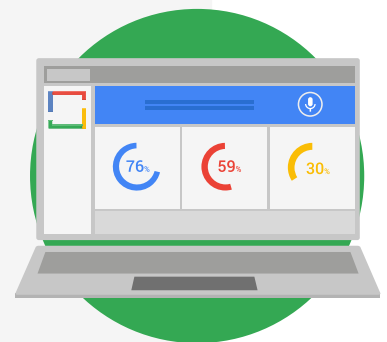
Technology and organizations are constantly changing, presenting both challenges and opportunities. Squared Online gives you the tools to handle the changes! In this hands-on learning environment, you'll collaborate virtually with your peers, putting your leadership and marketing skills into practice.

At the end of your journey with Squared Online, you'll be equipped with a tangible action plan to optimize your marketing strategies and the tools to become a change-maker in your organization.







## Squared Online equips you to:

- **Propose new ideas that help marketers respond to digital disruption**
- **Suggest innovative, customer-centric ways to engage with audiences**
- **Integrate technology into your marketing strategies to reach your customers at the right time**
- **Use data to inform decisions that grow your business, having adopted a “single customer view” mindset**
- **Recommend strategies that enable your organization to leverage the latest emerging technologies**



Your Squared Online journey doesn't stop at theory. It's a hands-on course with different activities to solidify your learnings. You'll be:

-  Solving real-world business challenges and applying concepts through group project work
-  Collaborating with your fellow Squares in a virtual environment
-  Participating in live online classes with digital marketing and leadership experts
-  Solidifying personal development and progress through self-reflection and peer feedback

**Why is Squared Online different?** It's more than just developing digital marketing skills – Squared Online empowers you to be a leader and “change-maker”, no matter what point you're at in your career. Combining practical solutions to digital marketing challenges with a strong focus on leadership and personal development, there's so much in store for you on this journey.

At the beginning of the course, you'll set personal goals to guide your personal development. As you move through your Squared journey, you'll have the chance to reflect on your progress, along with feedback from your fellow Squares.

## What you'll learn

### Leadership

At the start of the course, you'll learn about four key digital leadership attributes that will develop throughout your Squared journey. These four attributes give you the mindset and behaviors that will enable you to drive change in your organization.



**Digital champion** – embracing the complexities and capabilities of digital technologies



**Collaborative** – engaging others across functions and organizational structures



**Customer-first** – putting the customer at the heart of everything you do



**Change-maker**

**How will your leadership skills be developed?** You will:



Identify challenges faced by leaders looking to drive marketing transformation in their organizations, and bring together digital marketing strategy and leadership behaviors to analyze how to solve these challenges



Address key leadership challenges through group projects



Respond to leadership case studies in weekly learning activities



Reflect on how you might demonstrate the leadership attributes to tackle challenges in your own context, at the end of each module

With these in view, you will have leadership skills to drive marketing transformation in your organization, regardless of your position or level.

## Digital Marketing

Along with leadership development, Squared Online equips you with current and forward-thinking digital marketing concepts. Your journey kickstarts with an overview of the current digital landscape. You'll explore how digital disruption has revolutionized marketing practices. In a world of digital disruption, you'll learn about the importance of keeping customers at the heart of everything you do.

First, you have to build the right message! By looking at customer journeys, you'll map the moments that matter most and identify customer needs along the way. This will help you build customer-centric messages that reflect your unique brand values.

After you have the right messages, next you'll look at the best ways to deliver those messages at the right time across multiple channels, meeting the customer where they are in their journey. You'll look at industry best practice, for example making sure your messages are accessible on mobile devices and search and display. You'll also dive into programmatic technology to integrate these channels, ultimately creating a seamless customer experience across all platforms.

As you start engaging with your customers, you'll learn how to access customer data and use it to build tailored and coordinated experiences. You'll develop a measurement plan, incorporating data analytics and attribution models, to help optimize future decisions.

The last leg of your course will enable you to be forward-thinking with the latest technology developments and be able

## How does Squared Online work?

Squared Online is made up of five modules and takes a total of five months to complete. We suggest you set aside 4–6 hours a week, which will give you time to complete:



Campus activities



Individual assessments



Group projects and feedback







Live Classes with expert



Reflection activity

There are no exams or essays in Squared Online. Instead you'll be continually assessed via project work, self-reflection, group feedback and completion of activities. To graduate from the Squared Online course, you'll need to:

-  Complete 90% of all activities in each module and the Get Started Area
-  Fully participate with your team to complete all group-based projects
-  Gain a pass mark for group projects and individual assessments by the deadlines
-  Submit group feedback and personal reflection

You'll learn and connect via the Virtual Campus, this is the central hub of Squared Online and your home base throughout your time on the course. It provides a one-stop-shop for all the Live Classes, lessons, tools and resources – with 24/7 access so you can study at a time that suits you!

And if you have any questions or difficulties, the Support Team is on hand to help! We'll keep you up to date on how you're doing – and if you don't pass an element of the course, we'll be on hand to help you get back on track. We're committed to making sure your experience is as rewarding as possible.

## Modules



### Get Started Welcome to Squared Online

#### Module Overview

The Get Started module gives you the rundown of the Squared Online course and the chance to meet your fellow Squares. By the time you've completed this module, you'll have a clear idea of what the course covers, how you'll learn and how to navigate the Squared Online virtual campus and get tips to succeed from our Support Team. This will be your guide to success!

#### By the end of this module, you'll be able to:

- Explain the basics about the Squared Online course structure to help you plan
- Identify key strategies to help you succeed
- Navigate the Squared Online virtual campus to find relevant information
- Outline the fundamentals of virtual collaboration to help you tackle the group projects
- Set your goals for the course



## Module 1

### Embracing Change

#### Module Overview

You'll start your Squared Online journey by exploring the concept of digital disruption and what it means for your role in marketing. As consumer behavior and technology change rapidly, companies are pressured to transform marketing practices to stay relevant in business. You'll discover key characteristics and strategies to help ensure businesses are able to adapt to digital change.

#### Digital marketing topics:

- Digital disruption and marketing transformation
- Changes in consumer behavior and the technology landscape
- Marketing strategies for a digital age
- Adopting a digital-first approach in organizational characteristics and leadership behavior

#### You'll be able to:

- Explain why digital disruption is forcing businesses to embrace digital-first marketing strategies
- Analyze disruptive changes in technology and consumer behavior in order to transform marketing strategies in your organization
- Suggest digital-first marketing strategies that respond to disruptive changes in technology and consumer behavior
- Suggest how businesses should adopt digital-first behaviors to survive in the digital age

#### Leadership Challenge

*Keeping up and leading the way with digital changes*

The digital world is all about the customer – and as a marketer, no one knows the customer better than you! That's why we believe that marketers need to take the lead in driving digital change, to help their businesses respond to the challenges of digital disruption. This module introduces the Squared Online leadership attributes – four key behaviors that you'll develop throughout your Squared journey to help you become a digital marketing change agent.

#### Group Project

Drawing on the digital marketing and digital-first behaviors, you'll create a "case for change" that outlines a high-level strategic plan for transforming marketing practices and processes of a company that's at risk of becoming outdated or failing. You'll identify the challenges and opportunities facing that company and propose new marketing strategies to address them.



## Module 2

### Customer-Centricity

#### Module Overview

Your customers play a critical role and their needs will guide your overall marketing transformation. In Module 2, you'll examine the non-linear customer journey in the digital age and the frameworks to map customer experience with your brand. Your understanding of customer needs throughout the journey will help you to effectively build your brand mission and devise relevant social and content strategies for your customers.

#### Digital marketing topics:

- Customer journey
- Brand mission
- Content
- Social

#### You'll be able to:

- Apply customer journey frameworks to map your customer needs and the moments that matter to them
- Suggest ways to align your brand values with customer needs and across your marketing practices to create a seamless customer experience
- Create a content plan to reach your audience with the right messages at specific moments in their journey
- Propose social engagement strategies that address the interests of your targeted segments and brand values

#### Leadership Challenge

*Collaborating to put the customer first*

Customers in the digital age use both online and offline channels in their journeys and expect a seamless experience across those channels. As a result, organizations can struggle to provide that consistent experience if different marketing functions operate in silos.

In this module, you'll examine case studies that show how companies have embraced collaborative working and successfully broken down marketing silos to ensure a seamless experience throughout the customer journey.

#### Group Project

For the group project, you'll imagine you're working at a leading company and build a strategy to revamp an existing brand. To do this, you'll apply what you've learned about a customer journey framework, brand mission, social and content strategies. This plan needs to be good too, because you'll have to explain how all the marketing functions come together to execute the overall strategy.



## Module 3

### Digital Channels and Technologies

#### Module Overview

In the digital age, your customers expect real-time interactions with your brand in the moments that matter to them. In Module 3, you'll learn how to reach your customers with content using multiple channels. And timing is key! You'll learn how to ensure that your messages reach them at the right time. This module goes deeper into industry best practice on mobile design, search, and display and video.

You'll conclude by learning more about programmatic technology, and how it creates a seamless and integrated customer journey.

#### Digital marketing topics:

- Mobile
- Search
- Display and video
- Programmatic

#### You'll be able to:

- Use mobile technology to engage with your customers across their journey
- Plan an effective search campaign that assists your customers in their decision-making process across their journeys
- Develop relevant display and video strategies to engage with your customers across their journeys
- Devise a programmatic approach that integrates different channels to optimize your marketing strategies

#### Leadership Challenge

*Championing new technologies and integrating channels*

Digital-savvy marketers keep up with the latest developments for their preferred channels, while business leaders tend to have a broader strategic view across the whole organization. The leadership focus for this module is how to ensure marketers and leaders can communicate and collaborate with each other to combine their technical and business expertise.

In this module, you'll find out how marketers can champion marketing tech solutions, and explore the value of helping leaders to make unified technology choices that enable the whole business to deliver the right messages at the right time across the customer journey.

#### Group Project

Using the brand that you revamped in Module 2, you'll create an integrated marketing campaign plan using search, display and video strategies as well as programmatic technology. You'll also propose strategies to enable people in different functions within the company to make unified technology solutions to deliver the campaign.



## Module 4

### Data, Analytics and Insights

#### Module Overview

At this stage of your Squared Online journey, you'll have mastered creating content and using technology for a seamless customer journey. Next up, Module 4 is all about data and analytics! You'll learn the fundamentals of analytics and build a measurement plan to track successes (and failures), all to help inform future marketing decisions.

You'll learn the ins and outs of Google Analytics and data-driven attribution models to get customer insights and maximize your advertising budget. Finally, you'll explore the value of achieving a single customer view (SCV) to give you an accurate view of your customers and their interactions with your brand across all channels.

#### Digital marketing topics:

- Introduction to data and analytics
- Google analytics
- Attribution
- Single customer view

#### You'll be able to:

- Explain the fundamentals of data and analytics to enable you to make strategic marketing decisions
- Develop a marketing measurement plan to translate your business objectives into goals, KPIs, segments and targets
- Derive customer insights using Google Analytics to inform effective marketing activities
- Apply attribution models to optimize your budget allocation across marketing channels
- Explain how you would approach single customer view implementation to address challenges and get team leads on board

#### Leadership Challenge

*Drawing on data*

Data is fueling the digital revolution, so as a digital marketing change agent it's vital that you take the lead in handling, analyzing and optimizing data to inform marketing and wider business decisions.

In this module, you'll explore the importance of modelling an ethical approach to using data and communicating data through storytelling. You'll also explore the challenge of different functions making siloed technology choices and storing customer data in different ways and different systems. This data fragmentation hinders an organization's ability to get a single customer view and makes it difficult to create a seamless experience – how can you, as a marketing change agent, help to tackle this challenge?

#### Individual Assessment

No group project in this module! But you'll complete an individual online assessment with a series of multiple choice questions to help nail down what you've learned.





## Module 5

### Creating Change

#### Module Overview

In Module 5, you'll look ahead to the technology developments that continually transform the marketing landscape. You'll also examine the key aspects of organizational culture that could either help or hinder marketing transformation. And at this point, you've mastered the ins and outs of the digital landscape and the opportunities and challenges that come with that. We've carved out a week for you to connect the dots. You'll reflect on what you've learned, evaluate how you've achieved your goals, and develop an action plan to put everything you've learned into action.

#### Digital marketing topics:

- Emerging technologies
- Culture and innovation
- Connecting the dots

#### You'll be able to:

- Evaluate the impact of the latest technology developments on marketing strategies in order to drive future business decisions
- Examine how the right organizational culture can enable the adoption of digital-first and customer-centric marketing strategies
- Plan ways you can enhance digital-first and customer-centric behaviors and marketing strategies that will enable your organization to thrive in the future

#### Leadership Challenge

*Becoming an agent for change*

With the digital landscape evolving rapidly, leaders need to embrace change. In this module, you'll bring together all the skills and attributes to develop your ability to drive change in a constantly changing environment. You'll analyze examples of real-world companies harnessing the latest technologies to further transform their marketing practices. You'll also examine aspects of organizational culture that can help support marketing transformation. At the end of the course, you'll bring together your digital marketing and leadership knowledge to develop an action plan that will help you to become a change agent in your own organization.

#### Group Project

You'll create a "marketing transformation roadmap" outlining a detailed strategic plan for transforming a company's marketing strategies. This will take into account the technology developments on the horizon. Your roadmap will bring together everything you've learned so far about digital marketing and leadership behaviors needed to drive digital-first business.