

## Syllabus

### Course Overview

This course builds on coursework and knowledge gained from BUS3030, Fundamentals of Marketing and Sales, and BUS3026, Foundations and Future of Health Care Delivery Management.

Marketing of health care products and services is a relatively new business function, only formally recognized as such in the 1980s. This course begins by examining the history and evolution of marketing efforts in the U.S. health care industry to provide an understanding of how it has become a fully integrated, vital business management function.

To better understand the overall health care marketing strategic planning process, you will review and build on your current knowledge of fundamental business marketing concepts, strategies, and techniques and apply it to health care products and services. The course provides an in-depth examination and analysis of internal and external forces and influences related to health care marketing planning efforts. Examples of these forces include consumer behavior, service utilization, social media, health data, and current trends that could affect future marketing practices.

Although you might not be directly responsible for specific marketing functions in your career, you may be directing staff or working alongside marketing professionals to ensure marketing plans are effective and aligned with the overall strategic plans of your organization. Taking this into consideration, your coursework is designed to provide an opportunity to focus on and apply your knowledge to the health care system sector and business management roles and responsibilities related to your individual career goals. In addition, you will explore the use of audiovisual technology as a management communication tool and conduct an informational interview with a professional in the health care marketing field to better understand how the various theories and concepts play out in direct application.

### Informational Interview

As noted above, in Unit 8 or 9 of this course, you will conduct an informational interview with a health care industry marketing professional or marketing professional who works with health care organizations. You will need to plan for this activity; give yourself ample time to identify an interviewee and schedule a time to meet with him or her. Refer to the related assignment instructions in Units 7, 8, and 9 for details.

### Audiovisual Presentation

In Unit 9, you will use Kaltura or similar software to record an audiovisual presentation based on your informational interview of a health care marketing professional. Refer to the Campus tutorial [Using Kaltura \[PDF\]](#) to learn about this tool, which is available to all Capella learners.

If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact [Disability Services](#) to request accommodations.

### Course Competencies

(Read Only)

To successfully complete this course, you will be expected to:

- 1 Examine the history and evolution of business marketing concepts and techniques used in the U.S. health care system.
- 2 Apply critical thinking skills to determine how internal and external influences impact health care product and service marketing efforts.
- 3 Relate business management roles and responsibilities to the planning process of organizational marketing efforts in the health care industry.
- 4 Analyze the critical role of marketing in the health care organization's overall strategic plan.
- 5 Communicate in a manner that is professional and consistent with expectations for members of the business professions.

### Course Prerequisites

Prerequisites: BUS3025 or BUS3026, BUS3030.

## Syllabus >> Course Materials

### Required

The materials listed below are required to complete the learning activities in this course.

#### Integrated Materials

Once the [Capella University Bookstore](#) opens for the quarter, as a registered learner you will receive an e-mail containing a direct link you can use to obtain your materials. Please follow the instructions provided to you by the bookstore to download digital materials. Some materials are available only in hard-copy format and will be shipped to you. The bookstore will indicate any materials that may involve shipping.

#### Hardware

Capella University requires learners to meet certain minimum [computer requirements](#). The following hardware may go beyond those minimums and is required to complete learning activities in this course. **Note:** If you already have the following hardware, you do not need to purchase it. Visit the [Course Materials](#) page on Campus for more information.

#### Kaltura Media Activity

- Headset with microphone
- External or built-in webcam

### Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool.

- Bernhardt, J. M. (2006). Improving health through health marketing. *Preventing Chronic Disease*, 3(3), A73.
- Nair, L., & Kambli, R. (2015). Healthcare marketing: A changing panorama. *Express Healthcare*.
- Thomas, R. K. (2015). Marketing health services (3rd ed.). Chicago, IL: Health Administration Press.

## External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- American Marketing Association. (n.d.). Retrieved from <https://www.ama.org/Pages/default.aspx>
- Centers for Disease Control and Prevention. (n.d.). Gateway to health communication & social marketing practice. Retrieved from <https://www.cdc.gov/healthcommunication/>
- Crooks, V. A., Ormond, M., & Jin, K. N. (2017). Reflections on 'medical tourism' from the 2016 Global Healthcare Policy and Management Forum [PDF]. Retrieved from [https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5547446/pdf/12919\\_2017\\_Article\\_75.pdf](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5547446/pdf/12919_2017_Article_75.pdf)
- Medical Practice Marketing. (n.d.). Retrieved from <http://medicalpracticemarketing.org/>
- Medical Tourism Association. (n.d.). Retrieved from <http://www.medicaltourismassociation.com>
- Quirk's Media. (n.d.). Retrieved from <https://www.quirks.com/>
- Radu, G., Solomon, M., Gheorghe, C. M., Hostiu, M., Bulescu, I. A., & Purcarea, V. L. (2017). The adaptation of health care marketing to the digital era [PDF]. *Journal of Medicine and Life*, 10(1), 44–46. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5304370/pdf/JMedLife-10-44.pdf>
- Society for Healthcare Strategy & Market Development. (2017). Retrieved from <http://www.shsmd.org/>
- The Johns Hopkins Bloomberg School of Public Health, Center for Communication Programs. (n.d.). How to write a creative brief. Retrieved from <https://www.thehealthcompass.org/how-to-guides/how-write-creative-brief>
- United States Census Bureau. (n.d.). American fact finder. Retrieved from <https://factfinder.census.gov>

## Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

## Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

## Unit 1 >> The History and Evolution of Health Care Marketing

### Introduction

Unit 1 begins with a study of the history and factors that have influenced the need, growth, and acceptance of formal marketing efforts and the resulting growth in opportunities for related professional careers.

Although health care marketing is considered a vital function for products and services in the health care delivery industry, this was not always the case. When the concept was introduced in the 1970s, it was not accepted readily—or even deemed appropriate—in what was then considered primarily a nonprofit industry. Nevertheless, the United States has experienced radical transformation in perception, attitude, and accepted practice of health care delivery and promotion over the last few decades. For instance, it is noteworthy that the United States and New Zealand are the only countries that allow direct-to-consumer pharmaceutical advertising that includes product claims.

In your discussion work for Unit 1, you will explore a mini case study related to building a strong, evidence-based case in support of the adoption of a formal marketing effort. In your Unit 1 assignment, you will investigate the history of health care marketing in the United States and the reasons why health care marketing requires a unique approach, relating your learning directly to the sector of the health care system you are pursuing for your career.

## Learning Activities

### u01s1 - Studies

## Important Notes

This course takes a different approach to assigning textbook readings from other Capella courses you may have completed. Instead of directing you to read a specified range of textbook pages, each unit's readings include a list of chapters that contain content relevant to the unit topics.

### Best Practice Study Steps For This Course

- Begin each unit by reading the unit introduction.
- Proceed to your unit studies to review the unit study materials.
- Locate the textbook chapters listed for the unit. Read the introductions, summaries, and key points for each chapter listed.
- Review any additional study materials listed for the unit.
- Carefully read over the descriptions of the unit discussions, assignments, and assignment scoring guides.
- Return to the listed textbook chapters and other study materials to access relevant content to complete your coursework.

If you have questions or need clarification about this approach, please contact your instructor for assistance.

## Readings

Use the Capella University Library to read the following chapter in your *Marketing Health Services* text, which includes content relevant to this unit's topics and activities:

- Chapter 1, "The Origin and Evolution of Marketing in Healthcare."

## Health Care Industry Websites

Browse and bookmark the following websites to increase your awareness of professional organizations supporting health care marketing professionals and to use them as resources for current and relevant information in your studies.

- [American Marketing Association](https://www.ama.org/). (n.d.). Retrieved from <https://www.ama.org/>
- Centers for Disease Control and Prevention. (n.d.). [Gateway to health communication & social marketing practice](https://www.cdc.gov/healthcommunication/). Retrieved from <https://www.cdc.gov/healthcommunication/>
- [Medical Practice Marketing](http://medicalpracticemarketing.org/). (n.d.). Retrieved from <http://medicalpracticemarketing.org/>
  - Consider subscribing to the association's free *Success Tools* newsletter to support your work in this course.
- [Society for Healthcare Strategy & Market Development](http://www.shsmd.org/). (2017). Retrieved from <http://www.shsmd.org/>

## Campus Links

- [APA Style and Format](#).
- [BUS4124 Library Research Guide](#).
- [Capella University Library](#)
- [RefWorks](#).
  - Use of RefWorks is required for an activity in Unit 5. RefWorks is a research management tool that helps you collect, organize, and store library citations. If you don't have an account, consider setting up one now so you can make the most of the research you conduct throughout the course. Follow the above link to open your account and access the tutorials.

### u01s1 - Learning Components

- Identify key influences and forces during the evolution of marketing in the U.S. health care industry.
- Recognize marketing as a key component in the overall strategy of a health care organization.
- Explain why a marketing plan is integral to an organization's overall formal business plan and strategy.

### u01a1 - Formal Health Care Marketing Effort

## Overview

Although health care marketing is an accepted and flourishing business function in the United States, a lack of competition or unchanging demographics may have resulted in small or remote health care facilities not having experienced the need to promote themselves in their communities.

For this assignment, you will create a memorandum advocating the need for and potential benefits of a formal marketing strategy for an organization.

## Instructions

For this mini case study, assume the role of manager of a small physical rehabilitation organization that has been the exclusive provider of rehabilitation services in your area for decades. The local hospital has recently begun a renovation that includes an outpatient rehabilitation center to serve a growing population and changing demographics. For the first time, your organization will have direct competition! Your organization has enjoyed informal partnerships with sports coaches, orthopedic surgeons, and geriatric providers in your community. Based on this, your finance manager feels that the facility's place in the community is secure and that there is no pressing need to take any action in response to the recent developments. You disagree, and must educate and provide a convincing case to the financial manager of the need and potential ROI (return on investment) of planning a formal marketing strategy for the organization. You need the support of the finance manager to then take your plans to the owners of the organization.

- Refer to "Why Healthcare Should Be Marketed," on pages 32 and 33 in your *Marketing Health Services* text and the Unit 1 resources to build an evidence-based case to support your proposal to adopt a formal strategic marketing plan for the health care organization.
- Your assignment should be in written in the form of a professional memorandum to be presented to the financial manager.

Read the assignment scoring guide to understand how your assignment will be evaluated.

## Additional Requirements

- **Written communication:** Writing should be clear and well organized, with no technical writing errors, as expected of a business professional.
- **APA Style:** Citations and references must be formatted using current APA style.
- **Length of paper:** 1–2 typed, double-spaced pages, in the form of a memo. Include an APA-formatted list of resources appended to the memo.
- **Font:** Times New Roman, 12 point.

### Course Resources

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[APA Style and Format](#)

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[BUS4124 Library Research Guide](#)

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[Capella University Library](#)

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[Marketing Health Services \(3rd ed.\)](#)

### u01d1 - History and Unique Approaches for Marketing in Health Care

Your Unit 1 studies presented detailed information on the dynamic growth and acceptance of marketing as a formal business function in the U.S. health care delivery system. Refer to your textbook readings, the helpful links in Resources, articles found in the *Wall Street Journal*, and/or Capella University Library resources listed in your BUS4124 Library Research Guide to complete this discussion.

Prepare your initial post with three sections that address the following:

- Summarize your overall understanding of the history of health care marketing. Include important forces and influences that affected the timeline and final acceptance of marketing as a vital function in the industry.
- Briefly explain why health care marketing requires a unique marketing approach.
- Relate an aspect of what you have learned in this unit to the sector of the health care system you are pursuing in your health care management career.

## Response Guidelines

Compare your post on the understanding of the history and unique approaches in marketing for health care to those of at least two peers. Comment on the application of their learning in relation to their sectors of the health care system as early in the week as possible to ensure the development of quality conversation and depth of learning.

### Course Resources

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[Undergraduate Discussion Participation Scoring Guide](#)

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[Society for Healthcare Strategy & Market Development](#)

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[Capella University Library](#)

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[BUS4124 Library Research Guide](#)

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[American Marketing Association](#)

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[The Wall Street Journal](#)

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[Gateway to Health Communication & Social Marketing Practice](#)

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u01d1 - Learning Components

- Summarize the history and evolution of marketing efforts in the U.S. health care industry.
- Explain why health care marketing requires a unique approach.

## Unit 2 >> Basic Marketing Concepts

### Introduction

Just as it was important in Unit 1 to gain and build upon a fundamental knowledge of the history of health care marketing, in Unit 2 you will review and build upon your knowledge and understanding of basic marketing concepts, techniques, and functions. You should be familiar with fundamental marketing terms, language, and processes from your previous coursework. However, because the traditional "four P's" of marketing strategy do not easily transfer to the health care system, an expanded marketing strategy encompassing seven P's (*product, price, promotion, place, packaging, positioning, and people*) was developed to meet the unique needs of this industry.

Unit 2 introduces marketing functions on enterprise and operational levels as well as the roles educational and promotional functions play in overall marketing planning and management. Various sectors of the health care system are discussed in terms of their unique rates of adoption, barriers, forces, and specific approaches to formal marketing strategic planning.

Your discussion work in Unit 2 offers an opportunity to relate the unit content to the sector of the health care industry you may pursue for your business management career. In addition, you will explore the unique marketing needs in the health care system by examining the modification of the fundamental four P's of marketing strategy.

### Learning Activities

u02s1 - Studies

## Readings

Use the Capella University Library to read the following chapters in your [Marketing Health Services](#) text, which include content relevant to this unit's topics and activities:

- Chapter 2, "Basic Marketing Concepts."
- Chapter 3, "Marketing and the Healthcare Organization."
- Chapter 8, "Marketing Strategies."

## Health Care Industry Websites

Use the following websites to help you complete your work in this unit:

- [American Marketing Association](#). (n.d.). Retrieved from <https://www.ama.org/>
- Centers for Disease Control and Prevention. (n.d.). [Gateway to health communication & social marketing practice](#). Retrieved from <https://www.cdc.gov/healthcommunication/>
- [Medical Practice Marketing](#). (n.d.). Retrieved from <http://medicalpracticemarketing.org/>
- [Society for Healthcare Strategy & Market Development](#). (2017). Retrieved from <http://www.shsm.org/>

## Campus Links

- [APA Style and Format](#).
- [BUS4124 Library Research Guide](#).

- [Capella University Library](#).

#### u02s1 - Learning Components

- Describe basic marketing concepts, techniques, and functions.
- Discuss unique characteristics of the health care market and sectors
- Identify challenges of marketing health care products and services.
- Describe how marketing concepts, techniques, and functions adapted to meet the challenges of marketing health care products and services.

#### u02d1 - Applying Marketing Concepts to the Health Care Industry

Your Unit 2 readings introduced you to a wide variety of products and services within different for-profit and nonprofit sectors of the U.S. health care system. These unique markets, as well as typical internal and external forces influencing them, are related to specific types of marketing approaches. Reflect on the role of marketing in your chosen sector of the health care industry and share your insights on the relevance of the material from this unit's readings to your sector.

Include the following in your initial post:

- Identify the products and customers in your sector of the health care industry.
- Briefly describe marketing techniques typically used in your sector of the industry.
- Describe enterprise, operational, educational, and/or promotional marketing functions applicable to your sector of the health care industry.

### Response Guidelines

Read the posts of your peers and respond to at least two as early as possible to ensure the development of quality conversation and depth of learning.

Contrast and compare your descriptions of marketing in your sector of the health care industry to your peers' characterizations of marketing in their sectors. Comment on details in your peers' posts that enhanced your own understanding of the unit content.

#### Course Resources

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#### Undergraduate Discussion Participation Scoring Guide

#### u02d1 - Learning Components

- Compare and contrast products, services and marketing techniques in various health care sectors.

#### u02d2 - The Seven P's of Marketing

The "four P's" of marketing strategy is a fundamental concept used for marketing planning and execution in many industries. However, as the health care industry began to adopt marketing as a formal business function, it found the four P's awkward to implement directly.

This discussion explores how the four P's were expanded to meet the unique needs of the health care industry.

For your initial post:

- Review your understanding of the fundamental four P's of marketing strategy.
- Discuss characteristics of health care that made the four P's of marketing difficult to apply directly in the health care industry.
- Share a specific example or situation that illustrates how the seven P's of marketing are more appropriate for the health care industry.

### Response Guidelines

Read and respond to the posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Compare and contrast your reasons for the expansion to the seven P's of marketing to those of your peers. Comment on the examples they shared and how well they illustrated the need for the seven P's of marketing strategy.

#### Course Resources

u02d2 - Learning Components

- Discuss how the four P's of marketing were modified to seven P's to meet the needs of health care marketing.
- Illustrate the appropriateness of the seven P's of marketing to the health care industry.

### Unit 3 >> Health Care Markets and Consumers

#### Introduction

As we have discussed, the acceptance of marketing as a formal business practice has varied by sector within the overall health care system. Acceptance has been particularly slow in sectors where the concept of sales has historically been considered inappropriate, as in private physician practice and public health. It is interesting to note that, despite this aversion to sales in these sectors, marketing campaigns to increase awareness of services and attract patients are not new to them.

Although fundamental business marketing concepts and principles are employed in the health care field, each sector of the industry has unique marketing challenges. For example, cardiology services at a hospital would require very different marketing approaches from cosmetic surgery services offered by plastic surgery practices.

In addition, the emerging concept of the patient as an informed consumer contributes to marketing challenges throughout the industry but has also created opportunities. As technology advances and knowledge is more accessible, the consumer decision-making process for health care products and services is becoming increasingly similar to other kinds of purchasing (although there are industry-specific factors such as source of payment that often influence or dictate the final decision).

Marketers have now expanded their approaches to educate customers in hopes of persuading them to switch to the service they provide, to change their attitudes toward certain providers or products, and to use their services or products to change their lifestyles and improve their health. Therefore, to integrate marketing plans that support their overall organizational strategic plan successfully, managers must understand the consumer decision-making and buying processes and how those processes relate to their products or services.

In this unit, you will examine the role of the patient as consumer. It is important to note that although the patient is usually thought of as the primary consumer of health care services, a wide range of customers exists for products and supporting sectors of the overall health care delivery system, creating a multitude of business management career options.

#### Learning Activities

#### u03s1 - Studies

### Readings

Use the Capella University library to read the following chapters in your *Marketing Health Services* text, which include content relevant to this unit's topics and activities:

- Chapter 3, "Marketing and the Healthcare Organization."
- Chapter 5, "Healthcare Consumers and Consumer Behavior."

Use the Capella library to read the following:

- Nair, L., & Kambli, R. (2015). *Healthcare marketing: A changing panorama*. *Express Healthcare*.

### Health Care Industry Websites

Use the following websites to help you complete your work in this unit:

- [American Marketing Association](https://www.ama.org/). (n.d.). Retrieved from <https://www.ama.org/>
- Centers for Disease Control and Prevention. (n.d.). [Gateway to health communication & social marketing practice](https://www.cdc.gov/healthcommunication/). Retrieved from <https://www.cdc.gov/healthcommunication/>
- [Medical Practice Marketing](http://medicalpracticemarketing.org/). (n.d.). Retrieved from <http://medicalpracticemarketing.org/>
- [Society for Healthcare Strategy & Market Development](http://www.shsmd.org/). (2017). Retrieved from <http://www.shsmd.org/>

## Campus Links

- [APA Style and Format](#).
- [BUS4124 Library Research Guide](#).
- [Capella University Library](#)

### u03s1 - Learning Components

- Identify unique marketing challenges and needs in different sectors and organizations of the health care industry.
- Recognize challenges and opportunities provided by the emerging role of the patient as an informed consumer.
- Describe the consumer decision-making and buying processes and how they relate to marketing health care products or services.

### u03a1 - Health Care Consumers and Consumer Behavior

## Overview

This assignment focuses on the behavior of health care consumers as it relates it to marketing within the health care market sector of your current or future business management career.

## Instructions

This assignment is a formal, research-based academic paper. You must refer to detailed information from your unit studies related to this topic as well as outside research in your work for this assignment. Complete the following in your paper:

- Define a specific health care consumer of services or products within the health care market sector of your current or future business management career.
- Explain two ways in which this health care consumer is *similar to* consumers of other services.
- Explain two ways in which this health care consumer is *different from* consumers of other services.
- Explain how this specific health care consumer would be identified or categorized using market segmentation approaches.
- Apply the steps in consumer health care decision making to a health care product or service offered to these health care consumers.

Review the Health Care Consumers and Consumer Behavior Scoring Guide to understand how your assignment will be evaluated.

## Submission Requirements

- **Written communication:** Writing should be clear and well organized, with no technical writing errors, as expected of a business professional.
- **Resources:** Support the paper with at least two professional or scholarly sources in addition to the course text. Refer to the BUS4124 Library Research Guide linked in Resources.
- **APA Style:** Citations and references must be formatted using current APA style.
- **Length of paper:** 2–4 typed, double-spaced pages of content plus title and references pages.
- **Font:** Times New Roman, 12 point.

### Course Resources

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[APA Style and Format](#)

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[BUS4124 Library Research Guide](#)

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[Capella University Library](#)

### u03d1 - Organization-Specific Marketing

Although health care organizations might share fundamental marketing needs and techniques, their diversity requires varied approaches. Specific marketing approaches and activities differ for health care providers, suppliers, consumer health product companies, pharmaceutical companies, insurance companies, and support-services vendors. There are also many varieties of organizations in each of these categories.

Based on your career choice or personal interest or experience, choose a specific type of health care organization to explore in terms of its marketing approaches, activities, and techniques.

For your initial post:

- Introduce the type of health care organization you chose.
- Describe the unique marketing needs of the organization.
- Discuss common marketing approaches, activities, and techniques used to meet the unique needs of the type of health care organization you chose.
- Research and share a current real-life marketing example to illustrate and support your writing. Include a description and citation.

## Response Guidelines

Read and respond to the posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Compare and contrast your findings for your selected type of organization to those of your peers. Point out ideas and information that caught your attention and/or increased your awareness.

### Course Resources

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#### Undergraduate Discussion Participation Scoring Guide

#### u03d1 - Learning Components

- Identify unique marketing challenges and needs in different sectors and organizations of the health care industry.
- Identify key factors in health care utilization and their relevance to marketing efforts.
- Discuss ways to meet the needs of different sectors and organizations in the health care industry.

## Unit 4 >> Defining Health Care Markets and Products

### Introduction

Marketers are constantly looking for information on potential buyers for price setting, introducing new products or services, and other purposes. Inventory management is very important, as health care organizations need enough supplies to provide services but must avoid waste.

Richard K. Thomas (2015) observes:

Healthcare marketers must be able to distinguish between the variety of goods and services offered and recognize the relationship between various products and the relevant market segment, and develop marketing initiatives accordingly (p. 187).

In overall strategic planning for an organization, health care business managers use data and statistics to elucidate the market being served and its products. An organization's marketing efforts must align with the same information and knowledge to ensure that marketing is aligned with the overall strategic plan and mission. Therefore, effective communication and teamwork on a management level is critical to overall organizational success.

Evidence-based knowledge of an organization's target market begins with the collection and evaluation of current, accurate information on the social, political, and economic lifestyles and attitudes of the population to be served. The market area must then be defined geographically, researched, and evaluated. This can be complicated and extensive if an organization's products are available through the Internet. Once the overall market is defined, the population must be profiled to understand salient characteristics such as demographics, socioeconomic traits, lifestyles, and health status. In addition, the types and levels of health insurance coverage, health disparities, and health care usage factors must be collected and evaluated.

First steps in marketing and overall strategic planning also involve research and evaluation processes to clearly define the products an organization offers. This can be more complicated in health care than in other industries, as services are often considered products and large organizations may have a wide variety of products serving different purposes and entities. The complexity of the array of products offered in the health care system, the need to distinguish them, and the need to stay abreast of ever-changing populations and the structure of the U.S. health care delivery system creates enormous challenges for health care marketing professionals.

### Reference

Thomas, R. K. (2015). *Marketing health services* (3rd ed.). Chicago, IL: Health Administration Press.

### Learning Activities

## u04s1 - Studies

### Readings

Use the Capella University Library to read the following chapters in your *Marketing Health Services* text, which include content relevant to this unit's topics and activities:

- Chapter 4, "The Nature of Healthcare Markets."
- Chapter 6, "Healthcare Products."
- Chapter 7, "Factors in Healthcare Utilization."

### Health Care Industry Websites

Use the following websites to help you complete your work in this unit:

- [American Marketing Association](https://www.ama.org/). (n.d.). Retrieved from <https://www.ama.org/>
- Centers for Disease Control and Prevention. (n.d.). [Gateway to health communication & social marketing practice](https://www.cdc.gov/healthcommunication/). Retrieved from <https://www.cdc.gov/healthcommunication/>
- [Medical Practice Marketing](http://medicalpracticemarketing.org/). (n.d.). Retrieved from <http://medicalpracticemarketing.org/>
- [Society for Healthcare Strategy & Market Development](http://www.shsmd.org/). (2017). Retrieved from <http://www.shsmd.org/>

### Campus Links

- [APA Style and Format](#).
- [BUS4124 Library Research Guide](#).
- [Capella University Library](#).

## u04s1 - Learning Components

- Describe health care markets and products.
- Identify key factors in health care utilization and their relevance to marketing efforts.
- Identify current and potential impacts of internal and external influences on health care product and service marketing.
- Use research and health indicator, political, economic, and consumer-driven data and trends to effectively plan and manage marketing efforts.

## u04d1 - Identifying Health Care Markets

To prepare for the discussions in this unit and in Unit 5, choose a local health care facility in a specific community to research and evaluate. You may choose a current or past employer, or a facility related to your business management career goals.

Locate and study the facility's strategic plan and its marketing materials such as websites, media advertisements, print marketing material, billboards, and social media sites.

Locate and study geographic, demographic, and socioeconomic data and statistics for the community or area this facility serves. Use the U.S. Census American Fact Finder (linked in the Resources) or a comparable current and reliable source to find this information.

For your initial post:

- Briefly introduce the local health care facility.
- Present geographic, demographic, and socioeconomic data and statistics of the community or area the facility serves.
- Identify and discuss the organization's target market. Relate marketing target identification to the population-related data and geographic and demographic market characteristics.
- Identify usage factors that the organization might have needed to consider in defining the target market.
- Analyze the alignment of the marketing efforts and the facility's overall strategic plan or mission.

### Response Guidelines

Read and respond to the posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on the findings and evaluations of your peers. Compare your own type of organization, target market, and marketing materials and/or utilization challenges to those of your peers.

Undergraduate Discussion Participation Scoring Guide

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American Fact Finder

u04d1 - Learning Components

- Identify key factors in health care utilization and their relevance to marketing efforts.
- Relate marketing target identification to population-related data and market characteristics.
- Discuss the alignment of marketing efforts to an organization's overall strategic plan or mission.

**u04d2 - Health Care Products**

To prepare for this discussion, utilize and refer back to the facility and research findings collected for your first discussion in Unit 4.

For your initial post:

- Briefly introduce the local health care facility (may be copied from u04d1).
- Present geographic, demographic, and socioeconomic data and statistics of the community or area this facility serves (may be copied from u04d1).
- Evaluate how clearly and appropriately the facility's products are defined and presented to the target market in their promotional materials for the target market. Include examples.
- Identify challenges marketing professionals might encounter in defining the products due to the uniqueness of the health care industry and/or the specific type of local health care facility.

## Response Guidelines

Read and respond to the initial posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Compare and contrast how clearly the others' chosen organizations defined their products. Add your personal and professional opinions and insights to the findings of your peers.

Undergraduate Discussion Participation Scoring Guide

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American Fact Finder

u04d2 - Learning Components

- Discuss how internal and external influences impact health care product marketing.
- Evaluate the marketing of health care products to target markets.

## Unit 5 >> Marketing Strategies

### Introduction

Unit 5 is a review of strategic planning, leadership concepts, and theories covered in previous courses in your degree program, and discusses their application to marketing functions in the health care industry.

Strategic planning is a vital organizational management function. One of the most important roles a formal strategic plans plays is that of providing focused support and adherence to an overall mission or goal. Strategic plans exist on all levels of an organization. Through excellent planning and execution, these plans will, ideally, align and support the overall organizational goal. A lack of strong leadership and attention to the development of a robust, aligned strategic plan can result in suboptimal outcomes, including adverse effects to the organizational culture and customer satisfaction. Therefore, most organizations prioritize strategic planning and may include input from many levels of the organization. Unit 5 explores how and why the marketing strategy for an organization must be guided by, support, and align with the overall organizational strategy.

## Learning Activities

### u05s1 - Studies

## Readings

Use the Capella University Library to read the following chapter in your *Marketing Health Services* text, which includes content relevant to this unit's topics and activities:

- Chapter 8, "Marketing Strategies."

## Health Care Industry Websites

Use the following websites to help you complete your work in this unit:

- [American Marketing Association](https://www.ama.org/). (n.d.). Retrieved from <https://www.ama.org/>
- Centers for Disease Control and Prevention. (n.d.). [Gateway to health communication & social marketing practice](https://www.cdc.gov/healthcommunication/). Retrieved from <https://www.cdc.gov/healthcommunication/>
- [Medical Practice Marketing](http://medicalpracticemarketing.org/). (n.d.). Retrieved from <http://medicalpracticemarketing.org/>
- [Society for Healthcare Strategy & Market Development](http://www.shsmd.org/). (2017). Retrieved from <http://www.shsmd.org/>

## Campus Links

- [APA Style and Format](#).
- [BUS4124 Library Research Guide](#).
- [Capella University Library](#).

## RefWorks Account

This unit's assignment requires you to conduct research and locate resources for future use. RefWorks is a research management tool that helps you collect, organize, and store citations from library databases and other resources. A personal RefWorks account is required to store citations. If you do not already have a RefWorks account, set one up now and review the tutorials to learn how to use it. Follow the directions provided on the [Campus RefWorks](#) page to establish your account and access the tutorials.

### u05s1 - Learning Components

- Describe marketing strategies used in the health care industry.
- Assess product-market relationship models and branding efforts.

### u05a1 - Midcourse Reflection

## Overview

Strategic planning requires deep reflection on facts, ideas, and options. As leaders in our fast-paced health care industry, it can be difficult to take the time to shift gears and think deeply.

As a busy adult learner, it can also be a challenge to find the time to digest what you have learned and experienced as you move quickly from one unit to the next. However, doing so will help you gain clarity as well as self-knowledge regarding your personal application of the concepts and theories you have studied.

This assignment provides an opportunity to practice this type of reflection as a new leadership skill and improve your academic success.

## Instructions

This exercise concerns specific, personal aspects of your learning experience so far in this course. View the short presentation—Developing Reflective Practice Skills—linked in the Resources prior to completing this assignment. As a personal reflection, the paper should be written in first person.

Organize your paper in four sections as follows:

- **Section 1:** Identify your most valuable learning experience from Units 1–5 and explain why it was so impactful for you. This might include facts, concepts, insights, or ideas derived from the course content, outside research, your professor, your peers, or professionals in the field.
- **Section 2:** Cite an example of knowledge, awareness, or skill gained from Units 1–5 and discuss how and why it is applicable to your current or future career.

- **Section 3:** Discuss ideas, material, research, or topics you did not have time to fully investigate but would like to revisit.
- **Section 4:** Create a list of resources for future reference and use in your courses and/or career. This might include articles, authors, websites, professional organizations, research studies, and publications. Provide direct links for each resource and consider including a brief annotation for each reference noting why you saved it.

It is recommended that you save the resources from Sections 3 and 4 in Refworks for future access. If you have not yet created a Refworks account, follow the instructions in this unit's study for assistance.

Review the Midcourse Reflection Scoring Guide to understand how your assignment will be evaluated. Refer to the helpful links in Resources as you complete your assignment.

## Additional Requirements

- **Written communication:** Writing should be clear and well organized, with no technical writing errors, as expected of a business professional.
- **APA Style:** Citations and references must be formatted using current APA style.
- **Length of paper:** 4–5 typed, double-spaced pages plus title and references pages.
- **Font:** Times New Roman, 12 point.

Course Resources

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[Developing Reflective Practice Skills | Transcript](#)

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[BUS4124 Library Research Guide](#)

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[RefWorks](#)

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[APA Style and Format](#)

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[Capella University Library](#)

## u05d1 - Business Management Strategies

In your studies this week you have expanded your knowledge regarding many aspects of strategic planning and examined examples of their application in the health care industry. You have also seen how strategic planning guides the development of organizational marketing plans and how the marketing plans support the overall organizational plans. For this discussion, continue researching the organization chosen for your discussion work in Unit 4.

For your initial post:

- Briefly introduce the local healthcare facility and share its mission statement or goal statement.
- Explain the product-market relationship model of the organization.
- Discuss the strategic approach the organization is taking in its marketing strategy: dominance, second fiddle, frontal attack, niche, flanking, and so on.
- Share examples of the marketing channels the facility uses.
- Discuss the organization's approach to their market (hard sell, soft sell) and related promotional strategies.
- Evaluate the success of the branding efforts in creating a positive external corporate image and identity.

## Response Guidelines

Read and respond to the posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on your peers' descriptions and evaluations regarding their chosen organizations. Contrast and compare your own findings to those of your peers from other sectors of the health care system. Discuss strategies that appear to be drastically different or similar in the marketing approaches.

Course Resources

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[Undergraduate Discussion Participation Scoring Guide](#)

- Assess product-market relationship models and branding efforts.
- Evaluate an organization's marketing approach and strategies.

## Unit 6 >> Traditional and Current Marketing Techniques

### Introduction

To help prepare for your work in Unit 6, you will review traditional and contemporary marketing techniques from your previous marketing courses in your degree program. Your studies for Unit 6 are designed to increase awareness of how applicable and successful they might be to many sectors of the health care system. The discussions in this unit will increase your understanding of why specific techniques are most applicable to your chosen sector of the health care system. The sharing and resulting discussions related to everyone's specific sector applications will expand your overall marketing-related knowledge. This will assure that, as a manager, you can communicate and work with marketing professionals to ensure that marketing and organizational strategic plans are aligned.

Your Unit 6 study materials and discussions delve deeply into the recently discovered value of social media for health care marketing. Topics related to health care globalization such as medical tourism, international health care trends, and the specific strategies and techniques required by international health care marketers are also discussed in this unit.

### Learning Activities

#### u06s1 - Studies

## Reminder

As noted at the beginning of the course, this course takes a different approach to assigning textbook readings from other Capella courses you may have completed. Instead of directing you to read a specified range of textbook pages, each unit's readings include a list of chapters containing content relevant to the unit topics. Remember to follow the best-practice study steps:

- Begin each unit by reading the unit introduction.
- Proceed to your unit studies to review the unit study materials.
- Locate the textbook chapters listed for the specific unit. Read the introductions, summaries, and key points for each chapter listed.
- Review any additional study materials listed for the unit.
- Carefully read over the descriptions of the unit discussions, assignments, and assignment scoring guides.
- Return to the listed textbook chapters and other study materials to use content pertinent to your coursework.

If you have questions or need clarification about this approach, please contact your instructor for assistance.

## Readings

Use the Capella University Library to read the following chapters in your *Marketing Health Services* text, which include content relevant to this unit's topics and activities:

- Chapter 9, "Traditional Marketing Techniques."
- Chapter 10, "Modern Marketing Techniques."
- Chapter 11, "Social Media and Healthcare Marketing."
- Chapter 12, "Global Healthcare Marketing."

Use the Internet to read the following articles:

- Crooks, V. A., Ormond, M., & Jin, K. N. (2017). [Reflections on 'medical tourism' from the 2016 Global Healthcare Policy and Management Forum \[PDF\]](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5547446/pdf/12919_2017_Article_75.pdf). Retrieved from [https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5547446/pdf/12919\\_2017\\_Article\\_75.pdf](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5547446/pdf/12919_2017_Article_75.pdf)
- Radu, G., Solomon, M., Gheorghe, C. M., Hostiu, M., Bulescu, I. A., & Purcarea, V. L. (2017). [The adaptation of health care marketing to the digital era \[PDF\]](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5304370/pdf/JMedLife-10-44.pdf). *Journal of Medicine and Life*, 10(1), 44–46. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5304370/pdf/JMedLife-10-44.pdf>

## Health Care Industry Websites

Use the following websites to help you complete your work in this unit:

- [American Marketing Association](https://www.ama.org/). (n.d.). Retrieved from <https://www.ama.org/>

- Centers for Disease Control and Prevention. (n.d.). [Gateway to health communication & social marketing practice](https://www.cdc.gov/healthcommunication/). Retrieved from https://www.cdc.gov/healthcommunication/
- [Medical Practice Marketing](http://medicalpracticemarketing.org/). (n.d.). Retrieved from http://medicalpracticemarketing.org/
- [Society for Healthcare Strategy & Market Development](http://www.shsmd.org/). (2017). Retrieved from http://www.shsmd.org/

## Campus Links

- [APA Style and Format](#).
- [BUS4124 Library Research Guide](#).
- [Capella University Library](#).

### u06s1 - Learning Components

- Compare traditional and contemporary marketing techniques and their application to marketing in health care.
- Discuss the value of social media for health care marketing.
- Identify effective strategies used by international health care marketers.

### u06d1 - The Emergence of Social Media in Health Care Marketing

Rapid changes in the relevant and appropriate types of marketing techniques used in the health care market are posing exciting and dynamic challenges for health care managers, marketing professionals, and organizational management teams. Management skills related to change management, flexibility, and innovative thinking are required to meet these challenges for strategic planning processes and goal achievement.

Choose a sector of the health care system related to your business management career plans as the focus for your discussion work in this unit.

Include the following two sections in your initial post:

**Section 1** (based on your readings and research on traditional and contemporary marketing techniques):

- Explain how overall changes and challenges affecting business management in the health care system have resulted in changes in the types of marketing techniques used in your specific sector.
- Research and locate a media example to share to help illustrate your ideas (include a direct link for your peers).

**Section 2** (based on your readings and research on the use of social media in health care marketing):

- Share details on the adoption and relevance of social media as a marketing technique in your specific sector of the health care system.
- Identify two specific types of social media commonly used.
- Discuss how each type reaches, communicates, and interacts with its intended audience.
- Research and locate a media example to share to illustrate your ideas (include a direct link for your peers).

## Response Guidelines

Read and respond to the initial posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on the differences and similarities in the changes of marketing techniques used in your sector of the health care system to those of your peers. Also, compare and contrast your findings for the current and relevant use of social media as a marketing technique in your sector of the health care system to those of your peers.

### Course Resources

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#### Undergraduate Discussion Participation Scoring Guide

### u06d1 - Learning Components

- Compare traditional and contemporary marketing techniques and their application to marketing in health care.
- Discuss the value of social media for health care marketing.

### u06d2 - Global Health Care Trends

Globalization has reached the health care industry, with products, services, and careers expanding into the international marketplace. Medical tourism is becoming more widely recognized as a credible and valuable option through the health care delivery system. This discussion is designed to provide you with an introductory understanding of international health care trends in general and medical tourism specifically, as well as an opportunity to consider how these trends might pertain to your health care business management career goals.

Using the sector of the health care system related to your business management career that you chose for the previous discussion, address the following points. Your initial post should include the following two sections:

**Section 1:** Trends in International Health Care (based on your readings, research, and personal experience related to the expansion of products, services, and careers into the international market):

- Summarize your understanding of the history and evolution of international health care.
- Identify trends in this global expansion that are relevant to your current or future sector of the health care system.
- Discuss marketing strategies and techniques related to these trends that health care marketers or management marketing teams might use for global marketing efforts to advance the overall strategic goals of the organization.

**Section 2:** Medical Tourism (based on your readings, research, and personal experience related to medical tourism):

- Describe your understanding of medical tourism.
- Discuss any misconceptions you may have had about medical tourism prior to completing the studies in this unit.
- Describe the relevance of international medical tourism to your chosen health care sector.
- Share a personal story, article, or media piece related to medical tourism. Be sure to provide a link for your peers if you are using an Internet resource.

## Response Guidelines

Read and respond to the posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on the findings and personal insights of your peers regarding international health care trends and medical tourism. Compare the trends in this global expansion that are relevant to your current or future sector of the health care system to those identified by your peers. Respond with additional information or pertinent personal experience you might have.

### Course Resources

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#### Undergraduate Discussion Participation Scoring Guide

#### u06d2 - Learning Components

- Discuss trends in international health care products, services and careers related to marketing.
- Relate the development of medical tourism to health care industry sectors and marketing.

## Unit 7 >> Marketing Management

### Introduction

Unit 7 provides introductory theory and concepts related to the overall management of marketing for a health care organization. Marketing management can be considered an art and science as well as a critical business management practice. Thomas (2015) defines it as "the analysis, planning, implementation, and control of programs designed to create, build, and maintain beneficial exchanges with target buyers for the purpose of achieving organizational objectives; in short, it is about overseeing the marketing process from start to finish." (p. 380). Marketing management not only includes managing the marketing process, but managing all the internal and external individuals, teams, and entities involved. Budgeting and forecasting ROI are important managerial concerns related to the process. Marketing campaign efforts involve specific planning steps. As with all strategic planning, process and outcome evaluation are vital yet often neglected aspects of marketing management. Options for internal or outsourced marketing management and planning are available. However, even if an organization outsources its overall marketing management processes, internal staff must be closely involved, playing an active role in ensuring that the specific products or services and target market are identified and represented accurately and appropriately. A valuable way to apply the theory and concepts involved in marketing management is to perform an informational interview with a marketing professional in a health care organization or a marketing agency or consulting firm that serves health care organizations. You will prepare for such an interview in this unit.

## Reference

Thomas, R. K. (2015). *Marketing health services* (3rd ed.). Chicago, IL: Health Administration Press.

## Learning Activities

### u07s1 - Studies

## Readings

Use the Capella University library to read the following chapter in your *Marketing Health Services* text, which includes content relevant to this unit's topics and activities:

- Chapter 13, "Marketing Management."

Use the Capella library to read the following:

- Bernhardt, J. M. (2006). *Improving health through health marketing*. *Preventing Chronic Disease*, 3(3), A73.

Use the Internet to read the following:

- The Johns Hopkins Bloomberg School of Public Health, Center for Communication Programs. (n.d.). *How to write a creative brief*. Retrieved from <https://www.thehealthcompass.org/how-to-guides/how-write-creative-brief>

## Multimedia

Complete *How to Conduct an Informational Interview* for tips on successful informational interviewing, such as how to maintain control of the conversation, get the details you want, and be open and flexible about following up on interesting comments.

## Health Care Industry Websites

Use the following websites to help you complete your work in this unit:

- *American Marketing Association*. (n.d.). Retrieved from <https://www.ama.org/>
- Centers for Disease Control and Prevention. (n.d.). *Gateway to health communication & social marketing practice*. Retrieved from <https://www.cdc.gov/healthcommunication/>
- *Medical Practice Marketing*. (n.d.). Retrieved from <http://medicalpracticemarketing.org/>
- *Society for Healthcare Strategy & Market Development*. (2017). Retrieved from <http://www.shsmd.org/>

## Campus Links

- *APA Style and Format*.
- *BUS4124 Library Research Guide*.
- *Capella University Library*.

### u07s2 - Assignment Preparation

Your Informational Interview Proposal assignment is due this week. You will create a detailed proposal for your informational interview, which you will conduct in Unit 8 or 9 and use as the basis of your final assignment, an audiovisual presentation, due in Unit 9.

In preparation for these assignments, complete the following:

- Read the Unit 7 assignment description and scoring guide to ensure that you understand all criteria.
- Review **How to Conduct an Informational Interview** and begin drafting your proposal.
- If you have not done so, identify a marketing professional who works in a health care organization or agency that services health care organizations and contact him or her to secure an interview and set an appointment.
  - You will need to request sufficient time to collect all the information you need, but bear in mind that your interviewee is likely to have limited time to spend—30 minutes to an hour is recommended.
  - Consider a backup interviewee in case you cannot schedule your interview in sufficient time to complete your assignment.

[How to Conduct an Informational Interview](#) | [Transcript](#)

## u07a1 - Informational Interview Proposal

### Overview

Informational interviews provide an opportunity to expand your knowledge and awareness of how the theories and concepts presented in an academic course play out in direct application in the field. For this course, you will interview a marketing professional in a health care organization, a health care marketing consultant, or an employee of a marketing organization that services health care organizations. If possible, choose someone involved in marketing in the sector of the health care system related to your business management career plans.

It is most valuable to perform your interview in person. If this is not possible, use a virtual meeting room or, as a last resort, conduct the interview over the phone.

This assignment requires you to create a detailed proposal for your informational interview. You will conduct the interview in Unit 8 or 9, then prepare an audiovisual presentation of your findings and experience from your interview as your final course assignment in Unit 9. Use the feedback you receive from your instructor on this assignment to improve your interview. Your work in a discussion in this unit will also help you prepare for this assignment and for the interview itself.

The purpose of the informational interview is to:

1. Increase your knowledge and awareness of the business management role and responsibilities relative to managing health care strategic plans and campaigns.
2. Increase your knowledge and awareness of the application of marketing concepts, theories, tools, and techniques to a specific health care sector and organization.
3. Increase your knowledge and awareness of the critical role that marketing plays in the health care organization's overall strategic plan.
4. Practice and develop your skills related to professional communication for your business management career.

### Instructions

To complete this assignment, develop a 2–3 page proposal for your informational interview. Before writing your proposal, review **How to Conduct an Informational Interview** (linked in Resources).

Your proposal should include sections that:

- Introduce the interviewee and organization.
- Identify the method for completing the interview (in person, virtual).
- Share the time and place of interview, if scheduled.
- Explain the purpose of the interview. Use bullet points in this section to detail your goals.
- List the questions you plan to ask. Ensure that the questions will enable you to get the information you need to meet your interview goals.

Consider incorporating feedback received from your peers in the second discussion of Unit 7 to complete this assignment.

Review the Informational Interview Proposal Scoring Guide to understand how your assignment will be evaluated.

### Guidelines for Designing Interview Questions

To ensure that you gather the information needed for your Unit 9 presentation, consider the following in the design of your interview questions.

**Design questions that will help you gather the following information about your interviewee and his or her marketing role:**

- Your interviewee's educational and professional path to his or her current position.
- A description of his or her marketing-related roles and responsibilities and, if your interviewee is a long-term marketing professional, how they may have evolved.
- The internal and external teams or partners the interviewee is involved with related to market planning and execution.
- A description of how everyone works together to ensure that the marketing plans are aligned with the organization's strategic plan and mission.

**Ask your interviewee to share details about one specific marketing campaign he or she was involved in planning, executing, and evaluating. Be sure to gather information related to the following:**

- Characteristics of the product or service.
- Process used to identify and reach the customer for the product or service.
- Marketing planning processes and strategies employed.
- Traditional and current marketing techniques used.
- Internal and external research and data collection conducted.

Keep questions concise and focused while letting your interview share additional information and perspectives. Use open-ended questions (those that require more than a yes-or-no response).

## Additional Requirements

- **Written communication:** Writing should be clear and well organized, with no technical writing errors, as expected of a business professional.
- **APA Style:** Citations and references must be formatted using current APA style.
- **Length of paper:** 2–3 typed, double-spaced pages of content plus title and references pages.
- **Font:** Times New Roman, 12 point.

Course Resources

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[APA Style and Format](#)

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[How to Conduct an Informational Interview | Transcript](#)

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[BUS4124 Library Research Guide](#)

### u07d1 - Steps in Managing Marketing Campaigns

Effective managers ensure that an overall marketing plan aligns with their organization's overall strategic goals and plans. They then must apply various business management skills to manage the individual marketing campaigns for their organizations. For this discussion, you will explore details of marketing campaign management involved in health care product or service campaigns.

For your initial post:

- Briefly describe, in your own words, the eight steps involved in managing a marketing campaign.
- Choose one of the steps and explain why it interests you and/or describe personal experience you have had in your health care career related to one of the steps.
- Describe the elements included in a marketing brief.
- Research and share an example of a health care marketing brief. Be sure to include it or provide a link for your peers.

## Response Guidelines

Read and respond to the posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Compare and contrast your understanding of the eight steps involved in managing a marketing campaign and your description and presentation of a marketing brief to those of your peers.

Course Resources

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[Undergraduate Discussion Participation Scoring Guide](#)

### u07d1 - Learning Components

- Describe the steps involved in managing a marketing campaign.
- Discuss the use and development of marketing briefs.

### u07d2 - Informational Interview Preparation

The purpose of this discussion is to help you prepare for your informational interview. In your initial post, address the following:

- Introduce the organization and interviewee you have chosen for your interview.
- Share your processes for setting up and conducting your interview.
- Share aspects of the interview process or interview skills that are comfortable and uncomfortable for you.
- Share your first draft of interview questions.

## Response Guidelines

Read and respond to the posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on your peers' chosen organizations and interviewees. Compare your interview questions to those of your peers. As you comment on their questions, suggest edits and additions.

### Course Resources

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#### Undergraduate Discussion Participation Scoring Guide

#### u07d2 - Learning Components

- Evaluate plans to conduct informational interviews of professionals in marketing management roles.
- Apply theory and concepts of marketing management to a marketing management role interview.

## Unit 8 >> Marketing Research and Data

### Introduction

The acceptance of marketing as a formal management function in health care has contributed to the increased demand for research and data collection. Thomas (2015) notes, "The opportunity costs of a wrong strategic decision in an increasingly competitive market are prompting some of the demand" (p. 414). This is true for overall organizational strategic planning as well as marketing strategic planning. The study resources in Unit 8 provide a review of the fundamental marketing activities, methods, and processes used for research and data collection covered previously in your degree program. In this course they are presented with a focus on specific applications in the health care industry.

Marketing research and data collection are essential components of an organization's planning and evaluation functions and can be related to investigating and increasing understanding of markets, products, pricing, promotion, and distribution. Although there are many new career opportunities in health care research and data collection, most managers are becoming increasingly involved in interpreting the information collected. Therefore, a solid foundational understanding of research and data collection and evaluation activities, concepts and theories, their application to and impact on their sector of the health care industry, as well as specific managerial roles and responsibilities, is required of all leaders in this field.

### Reference

Thomas, R. K. (2015). *Marketing health services* (3rd ed.). Chicago, IL: Health Administration Press.

### Learning Activities

#### u08s1 - Studies

## Readings

Use the Capella University Library to read the following chapter in your *Marketing Health Services* text, which includes content relevant to this unit's topics and activities:

- Chapter 14, "Marketing Research."

## Internet Research

Browse the following valuable resources to locate information that will help you complete your work in this unit.

- [Quirk's media](https://www.quirks.com/). (n.d.) Retrieved from <https://www.quirks.com/>
  - Consider signing up for Quirk's free e-newsletter, *Quirk's Marketing Research Review*.
- [Capella Career Center](#). Locate and access popular nationwide job banks such as Indeed, Career Builder, and Monster.com via Capella's Career Center.
- To prepare for a discussion in this unit, search the Internet for YouTube videos and other resources by marketing research specialist Kathryn Korostoff.

## Campus Links

- [APA Style and Format](#).
- [BUS4124 Library Research Guide](#).
- [Capella University Library](#)

### u08s1 - Learning Components

- Recognize the role of research and data in effective health care marketing.
- Identify marketing activities, methods, and processes used for research and data collection.

### u08s2 - Assignment Preparation

Your Informational Interview Presentation is due in Unit 9.

This week, review your instructor and peer feedback received on the Informational Interview Proposal you submitted in Unit 7 and revise it as necessary.

Prior to conducting your informational interview, reflect on the Unit 8 content to bring your increased knowledge and awareness of marketing research and data to your interview conversation.

### u08d1 - Market Research and Data Professionals

The increased demand for research and data collection in the health care field has created a variety of new professional career opportunities. As the industry continues to change, the opportunities will continue to adapt to these changes.

To prepare for this discussion:

- Research online job banks, local newspapers, and other resources to locate marketing-related positions in the sector of the health care field you have planned for your career.
- If possible, speak to someone in the human resources or marketing department in your organization to locate job descriptions for your organization's marketing professionals.
- Locate a job post or description for a role that requires marketing research and data collection.
- Refer to the resources related to Kathryn Korostoff you located in Unit 8.

For your initial post:

- Share the job description you found that requires marketing research and data collection skills.
- Choose a description for a job in health care business management for your career.
- Describe how you, in your career management position, would work on marketing and strategic planning activities with someone working in the role described in the job listing you found.
- Analyze the information you found about marketing-related positions and share your analysis. Are these new types of positions or do they include new types of job tasks? If they are new positions or include new types of tasks, why do you think those changes came about? How do you think the positions might change in the future? How do those potential changes relate to overall changes you see in the health care system?

## Response Guidelines

Read and respond to the initial posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Compare and contrast the job description for your sector of the health care system to those of your peers. Discuss specific similarities and differences.

#### Course Resources

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#### Undergraduate Discussion Participation Scoring Guide

#### u08d1 - Learning Components

- Discuss career opportunities created by the increased demand for research and data collection in the health care field.

### Unit 9 >> Market Planning

#### Introduction

*Market planning is the development of a systematic process for promoting an organization, a good, a service, or a program.*

—R. K. Thomas, 2015.

Thomas's definition of *marketing planning* sounds very straightforward, but marketing planning can involve numerous complex and interrelated activities in long-term overall strategic marketing plans as well as short-term promotional projects. As with all strategic planning, the plan itself should be well designed and in place before any activities begin. There are *eleven recommended steps* involved in formal marketing processes:

- Plan the planning.
- State assumptions.
- Gather initial information.
- Audit the market.
- Determine the strategy.
- Set goals.
- Set objectives.
- Prioritize objectives.
- Specify actions.
- Implement the plan.
- Evaluate the plan.

As with all strategic planning, there should be continuous evaluation as the process moves from one step to the next, with adjustments being made as necessary. It is also crucial to be aware of possible assumptions being made at any step in the process. Although a marketing plan can stand on its own, it is important to remember that it should be considered a necessary component of an organization's overall formal business plan. When attempting to secure funding, a marketing plan must be included in the business proposal. This illustrates how closely business managers and leaders work with and heavily rely on the expertise of internal or external marketing professionals.

#### Reference

Thomas, R. K. (2015). *Marketing health services* (3rd ed.). Chicago, IL: Health Administration Press.

#### Learning Activities

#### u09s1 - Studies

### Readings

Use the Capella University Library to read the following chapter in your *Marketing Health Services* text, which includes content relevant to this unit's topics and activities:

- Chapter 15, "Marketing Planning."

### Health Care Industry Websites

Use the following websites to help you complete your work in this unit:

- [American Marketing Association](https://www.ama.org/). (n.d.). Retrieved from <https://www.ama.org/>

- Centers for Disease Control and Prevention. (n.d.). [Gateway to health communication & social marketing practice](https://www.cdc.gov/healthcommunication/). Retrieved from https://www.cdc.gov/healthcommunication/
- [Medical Practice Marketing](http://medicalpracticemarketing.org/). (n.d.). Retrieved from http://medicalpracticemarketing.org/
- [Society for Healthcare Strategy & Market Development](http://www.shsmd.org/). (2017). Retrieved from http://www.shsmd.org/

## Campus Links

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- [BUS4124 Library Research Guide](#).
- [Capella University Library](#).

### Course Resources

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#### [BUS4124 Library Research Guide](#)

#### u09s1 - Learning Components

- Describe the recommended steps for formal marketing processes.

#### u09s2 - Assignment Preparation

For the Unit 9 assignment, you will record an 8- to 10-minute audiovisual presentation, reporting on the information collected during your informational interview and reflecting your understanding of health care industry marketing. Review the Informational Interview Video Presentation assignment instructions and scoring guide to ensure you meet all criteria for the assignment.

Note that this is not a public-speaking exercise but an opportunity to learn and practice a new business management communication tool and technique. You will work from an outline rather than a script, delivering your knowledge and ideas in your own words. Plan on practicing recording your presentation to ensure good quality video and audio, as well as a smooth delivery.

To prepare for your assignment, complete the following:

- If you have not done so already, test your webcam and microphone to ensure that they are in good working order.
- Review the [Using Kaltura \[PDF\]](#) tutorial, which provides comprehensive, step-by-step instructions to install the Kaltura app, make recordings, and upload files made in other applications.

If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact [Disability Services](#) to request accommodations.

*Note:* If you are cannot access the hardware needed to record the presentations you may, *with the permission of your instructor*, substitute a PowerPoint presentation with extensive notes.

#### u09a1 - Informational Interview Presentation

For this assignment, you will create and submit an 8- to 10-minute audiovisual presentation. You will demonstrate an understanding of marketing in the health care industry by reporting on information gathered during your informational interview, describing and analyzing how it directly relates to the marketing concepts, theories, and strategies included in this course. *Therefore, your own personal ideas, insights, and recommendations in the presentation must be supported and defended by referring directly to the course material and outside research you have conducted.*

As noted previously, this is not a public-speaking exercise but an opportunity to learn and practice a new business management communication tool and technique. *Do not duplicate your efforts for this assignment by writing a paper and then recording yourself reading it to your audience.* Simply draft bullet points or an outline to follow as you impart your knowledge and ideas in your own words. Look into the camera to maintain eye contact with your audience, glancing at your notes as needed to stay on track—and remember to smile! Practice recording your presentation to ensure good quality video and audio, as well as to polish your delivery.

Although Kaltura is recommended, you may produce your presentation using any device and software you are comfortable using, as long the file is supported by the Capella courseroom. Prior to submitting the presentation, ensure that the audio and video are of sufficient quality. The Using Kaltura tutorial (linked in Resources) includes directions on how to submit the video in the assignment area—look for the section titled, **Embed a Recording into**

**the Courseroom.** Kaltura will produce closed captions in your video in approximately 24 hours. However, *you must attach a document with a summary or outline of your content when you submit the video presentation.*

Your recorded presentation is to include three distinct sections in which you:

**Introduce your interviewee, including his or her organization, health care industry sector, and a description of his or her marketing position as follows:**

- Share the interviewee's educational and professional path to his or her position.
- Describe the marketing-related roles and responsibilities of the interviewee. If he or she has been in the marketing field for some time, discuss how these roles and responsibilities may have evolved.
- Share the internal and external teams or partners the interviewee is involved with related to market planning and execution.

**Relate marketing concepts, theories, and strategies from this course to the specific marketing campaign example shared by your interviewee by discussing the:**

- Characteristics of the product or service.
- Process used to identify and reach the customer for the product or service.
- Marketing planning processes and strategies used.
- Traditional and current marketing techniques used.
- Internal and external research and data collection methods.

**Demonstrate your understanding of the application of the course theory to a real-life example by analyzing the approach taken for the marketing campaign and explaining:**

- What worked and why.
- What was missing or might have been implemented differently or more effectively.
- How well the marketing plan aligned with the overall strategic plan and mission of the organization.

*Remember: your personal ideas, insights, and recommendations must be supported and defended by referring directly in your presentation to the course material and outside research you have conducted.*

## Additional Requirements

- **File formats:** Submit two files: an audiovisual presentation in any file format that can be uploaded and a Word document with a summary or outline of your presentation content.
- **Communication:** Should be clear, concise, and well organized, as expected of a professional presentation.
- **Length of presentation:** Approximately 8–10 minutes.
- **References:** Cite references in the transcript or outline. References should be formatted using current APA style.
- **Transcript font:** Times New Roman, 12 point.

Review the Informational Interview Presentation Scoring Guide to understand how your assignment will be evaluated.

Course Resources

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[Using Kaltura \[PDF\]](#)

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[APA Style and Format](#)

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[BUS4124 Library Research Guide](#)

### u09d1 - Marketing Planning Process Steps

Refer to Chapter 15, "Marketing Planning," in your *Marketing Health Services* text to prepare your initial discussion post. Complete the following:

- Describe a hypothetical need for a marketing planning process in an organization in your chosen health care system sector for your business management career.
- Describe how the marketing of this internal or external product, service, event, or program would fit into an overall organization strategic plan.
- Discuss the appropriate level within the organization for the marketing planning process steps to be executed.
- Identify possible internal and external audit questions to help determine strategy and goals.
- Create a concise goal and measurable objective to include in progressing through the steps of the marketing planning process.

## Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on the application of the marketing plan process steps of your peers to their chosen marketing needs. Compare similarities and differences in application of the marketing planning process steps among health care system sectors and types of products or services to be marketed.

Course Resources

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Undergraduate Discussion Participation Scoring Guide

u09d1 - Learning Components

- Apply the steps of the marketing planning process to a specific organizational marketing effort.

### Unit 10 >> The Future of Health Care Marketing

#### Introduction

As you embark on the final unit of the course, we will take a moment to reflect on the overall course content and your specific learning and insights. The course has covered the concept of marketing of health care products and services as a relatively recent phenomenon. We began by examining the history and evolution of marketing efforts in the U.S. health care industry to provide an understanding of how marketing is becoming fully integrated as a vital business management function.

You were introduced to the overall health care marketing strategic planning process. The course provided an in-depth examination and analysis of internal and external forces and influences related to health care marketing planning. We explored the evolution of the role of marketing in health care in terms of business marketing concepts and techniques. Your assignments stressed the importance of aligning marketing to the organization's overall strategic plan and gave you the opportunity to enhance your professional communication skills by producing an audiovisual presentation.

It is important to remember that although you might not be directly responsible for specific marketing functions in your career, you may be directing staff or working alongside marketing professionals on teams to ensure the alignment of marketing plans with the overall organizational strategy to help those plans succeed. Infusing your staff, department, and organizational culture with an appreciation of, passion for, and participation in your organization's marketing strategy will enhance your success as a business management leader in the health care field.

For the conclusion of your studies of health care marketing, the Unit 10 readings circle back to examine the current state of the acceptance of marketing as a core business function in health care organizations. The coursework for the unit allows you to consider the comfort level of professionals in your chosen sector of the health care field regarding marketing. Your work also presents an opportunity to predict the impact of future societal and health care related trends on the marketing efforts on your sector of the health care system. Finally, various areas of expected growth are discussed in direct relation to the market opportunities they present for health care organizations.

#### Learning Activities

u10s1 - Studies

## Readings

Use the Capella University Library to read the following chapter in your *Marketing Health Services* text, which includes content relevant to this unit's topics and activities:

- Chapter 17, "A Look Ahead."

## Multimedia

Complete [Health Care Marketing Now and in the Future](#) to hear consultant Candace Quinn discuss current trends in health care marketing and offer insights on the future of the field.

## Health Care Industry Websites

Refer to the following websites to increase your awareness of professional organizations supporting health care marketing professionals and to use them as resources for current and relevant information in your studies.

- [American Marketing Association](https://www.ama.org/). (n.d.). Retrieved from <https://www.ama.org/>
- Centers for Disease Control and Prevention. (n.d.). [Gateway to health communication & social marketing practice](https://www.cdc.gov/healthcommunication/). Retrieved from <https://www.cdc.gov/healthcommunication/>
- [Medical Practice Marketing](http://medicalpracticemarketing.org/). (n.d.). Retrieved from <http://medicalpracticemarketing.org/>
  - Consider subscribing to the association's free *Success Tools* newsletter to support your work in this course.
- [Society for Healthcare Strategy & Market Development](http://www.shsmd.org/). (2017). Retrieved from <http://www.shsmd.org/>

## Campus Links

- [APA Style and Format](#).
- [BUS4124 Library Research Guide](#).
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### u10d1 - Future Trends in Health Care Marketing

After reading the final chapter in your textbook, reflect on how the topics and ideas presented pertain to the sector of the health care system that you have chosen for your business management career.

Prepare a short essay to address the following *as related to your specific sector of the health care system or your current organization*:

- Discuss the degree to which marketing is now considered and managed as a core business function.
- Identify a current trend in your sector and explain how it might affect future marketing practices.
- Identify a market opportunity related to growth in your sector and explain how it might affect future marketing practices.

## Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Compare current views of marketing as a core business function and ways in which marketing is managed in your sector of the health care system to the views and management of marketing in your peers' chosen sectors. Discuss similarities and differences in how current trends and market growth opportunities will affect future marketing practices in various sectors of the health care system.

### Course Resources

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#### Undergraduate Discussion Participation Scoring Guide

### u10d1 - Learning Components

- Discuss developing market-related trends and opportunities in sectors of the healthcare industry.

### u10d2 - Sharing Experiences and Learning

This course covered various aspects of marketing in the health care industry. It emphasized the role of the manager in ensuring the alignment of marketing plans and overall strategic plans and embedding marketing in the organizational culture. For this discussion, reflect on your overall learning and share your thoughts and insights. Include a link to your video presentation to share with your peers.

In your initial post:

- Discuss an important insight, idea, concept, or body of information gained from your studies in this course.
- Discuss something you learned that is immediately applicable in your current or future business management career.

- Discuss a topic, article, author, or publication that sparked your interest for further research and use in your coursework or career.
- List, with links, resources from Units 6–10 that you would like to add to the list you created In Unit 5 for future use in your studies and your career.
- Introduce the topic of your video presentation and provide a direct link to the presentation.

## Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on the learning experiences of your peers. Provide feedback on the content and delivery of your peers' video presentations.

Course Resources

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Undergraduate Discussion Participation Scoring Guide