A new class of hybrid careers has recently emerged that combines digital media skills with marketing and design expertise. Offered in partnership with ASU's Cronkite School of Journalism and Mass Communication, Thunderbird's concentration in digital audience strategy within the MGM program produces global leaders with management and multimedia skill sets.

**Program Description**

**Degree Awarded: MGM Global Management (Digital Audience Strategy)**

The World Economic Forum reports that empathy and collaboration are two critical abilities for a global manager's success. These abilities rely on the development of social capital, and they are equally critical for those seeking careers in digital audience strategy. This program is designed to develop social capital through field-based action learning, team-based projects and stretch assignments. Students have the ability to build sustainable trusting relationships --- the basis of social capital --- with others from diverse parts of the world by developing intercultural empathy, the ability to have an interpersonal impact and the ability to lead with diplomacy.

Digital marketing is expected to have annual growth, and advances in technology have brought programming and data analysis within reach for individuals who are far less technically trained. This has created a new class of hybrid jobs that combine digital skills with marketing and design (Burning Glass). In response to this trend, Thunderbird School of Global Management has designed the digital audience strategy concentration within the MGM degree program in collaboration with the Walter Cronkite School of Journalism and Mass Communication: [https://cronkite.asu.edu/](https://cronkite.asu.edu/).

**Digital Reach. Global Impact.**

The concentration in digital audience strategy is designed for students interested in augmenting their digital skills in the areas of marketing, design and product development. Through a collaborative
sequence of courses offered in partnership with other ASU colleges, students can combine the global management skills found in graduates of the traditional Master of Global Management with digital expertise.

Strong quantitative and qualitative research methods provide the foundation of effective digital audience strategy, and graduates of the program master the ability to conduct research to identify and reach target audiences and to demonstrate returns on investments.

The research used to identify and reach target audiences through digital audience strategy includes traditional and emerging methods such as real-time website and social media audience analysis, social network analysis, search engine optimization analysis, surveys, focus groups and competitive analysis. Graduates master a range of methods to inform strategy for specific outcomes.

This concentration is perfect for students who are interested in expanding and refining their digital skills in the areas of marketing, design and product development to complement a strong core of global leadership and management skills. A Master of Global Management from Thunderbird with a concentration in digital audience strategy prepares graduates to take on leadership roles around the world in industries such as entertainment, journalism, public relations, marketing and many others.

Thunderbird School of Global Management has produced unique leaders for more than 70 years, leaders in every sector capable of tackling the world's greatest challenges. The alumni network comprises 45,000 graduates and 170 chapters around the globe.

At a Glance

- **College/School:** Thunderbird School of Global Management
- **Location:** Downtown Phoenix campus

Accelerated Program Options

This program allows students to obtain both a bachelor's and master's degree in as little as five years. It is offered as an accelerated bachelor's and master's degree with:

- Asia Studies (East Asia), BA
- Asia Studies (South Asia), BA
- Asia Studies (Southeast Asia), BA
- Biological Sciences, BS
- Biological Sciences (Biology and Society), BS
- Biological Sciences (Genetics, Cell and Developmental Biology), BS
Biological Sciences (Neurobiology, Physiology and Behavior), BS
Business (Business Administration), BA
Business (Communication), BA
Business (Food Industry Management), BA
Business (Global Agribusiness), BA
Business (Global Logistics Management), BA
Business (Global Politics), BA
Business (Health Care), BA
Business (Information Security), BA
Business (Language and Culture), BA
Business (Law), BA
Business (Public Service and Public Policy), BA
Business (Sports Business), BA
Business (Statistics), BA
Business (Sustainability), BA
Business (Technology), BA
Business (Tourism), BA
Business Data Analytics, BS
Business Entrepreneurship, BS
Economics, BS
Engineering Management, BSE
Finance, BS
Global Health, BA
Global Management, BGM
History, BA
Industrial Design, BSD
Industrial Engineering, BSE
Informatics, BS
International Trade, BS
Jewish Studies, BA
Liberal Studies, BA
Management, BS
Marketing, BS
Marketing (Digital and Integrated Marketing Communications), BS
Marketing (Professional Sales), BS
Microbiology, BS
Philosophy, BA
Philosophy (Morality, Politics and Law), BA
Religious Studies (Religion, Culture and Public Life), BA
Religious Studies (Religion, Politics and Global Affairs), BA
Supply Chain Management, BS

Acceptance to the graduate program requires a separate application. During their junior year, eligible students are advised by their academic departments to apply.

**Degree Requirements**

49 credit hours, a foreign language exam, including the required capstone course (TGM 597)

**Required Core (3 credit hours)**
TAM 582 Communicating and Negotiating in a Dynamic Global World (3) or TGM 506 Communicating and Negotiating Across Cultures (3)

**Concentration (12 credit hours)**
MCO 561 Defining the Digital Audience (3)
MCO 562 Search Engine Strategy for Digital Audience Acquisition (3)
MCO 563 Social Media Campaigns and Engagement (3)
MCO 564 Digital Audience Research and Behavior (3)
MCO 565 Digital Audience Analytics (3)

**Electives (12 credit hours)**

**Other Requirements (21 credit hours)**
foreign language
TGM 515 Navigating Global and Regional Business Environments (3)
TGM 517 Global Accounting and Financial Management (3)
TGM 545 Global Leadership and Strategy (3)
TGM 557 Global Marketing and Data Analytics (3)
TGM 586 Global Entrepreneurship and Sustainable Business (3)
TGM 596 Thunderbird Experiential Practicum (6)

**Culminating Experience (1 credit hour)**
TGM 597 Thunderbird Personal Leadership Development (1)
Additional Curriculum Information
For the concentration coursework, students must take MCO 561, then choose three courses from MCO 562, MCO 563, MCO 564 or MCO 565 for a total of 12 credit hours.

Electives are approved by the academic unit.

Except for TGM 596 and the foreign language requirement, other requirement courses may be substituted with approval of the academic unit.

Proficiency in a second language is required for graduation from the MGM degree program. Students whose native language is not English who meet the admission requirements for the Master of Global Management program satisfy the language requirement.

Students whose native language is English must satisfy the graduation requirement for language proficiency by waiving this requirement through an oral proficiency interview administered by a third-party vendor or by successfully complete six credit hours of 400-level or higher foreign language coursework as part of the program electives.

Admission Requirements
Applicants must fulfill the requirements of both the Graduate College and the Thunderbird School of Global Management.

Applicants are eligible to apply to the program if they have earned a bachelor's or master's degree in any subject or related field from a regionally accredited institution.

Applicants must have a minimum cumulative GPA of 3.00 (scale is 4.00 = "A") in the last 60 hours of their first bachelor's degree program, or applicants must have a minimum cumulative GPA of 3.00 (scale is 4.00 = "A") in an applicable master's degree program.

Applicants are required to submit:

1. graduate admission application and application fee
2. official transcripts
3. resume
4. essay response to application question
5. one professional or academic reference
6. GMAT or GRE may be required
7. interview
8. proof of English proficiency
Additional Application Information
An applicant whose native language is not English must provide proof of English proficiency regardless of current residency.

The resume should demonstrate the applicant’s professional and academic history.

An interview is required. Final applicants may be asked to complete an additional interview.

Applicants are exempt from taking the GMAT or GRE if they have eight or more years of professional work experience or a cumulative undergraduate GPA of 3.25 or above. Applicants who do not meet either requirement are reviewed by the application committee and may receive an exception on a case-by-case basis.

Global Opportunities

Global Experience
Students in Thunderbird's Master of Global Management program have unique opportunities to apply and hone their learning in international settings. Experiential learning exposes students to actual problems faced by leaders of multinational businesses and governmental or nonprofit organizations that operate on an international level. Working with Thunderbird professors, their fellow students, alumni and corporate partners, students master and apply global management principles and concepts to meet real business challenges through special courses, labs and projects. Thunderbird offers a wide variety of experiential learning engagements, giving students the ability to solve real-world challenges by collaborating with the school's corporate partners around the world. Some options include:

Global Field Seminars
This two- or three-week seminar exposes students to the dynamics and nuances of doing business in a focused region of the world. Teams of students go on company site visits and attend high-level meetings and presentations with business, government and cultural leaders as well as with Thunderbird alumni. Students gain invaluable hands-on experience while expanding their global business skills so they can become major assets to any organization they join after graduating.

Thunderbird Global Challenge Laboratories
This is a client-facing, project-based course built on a six- to seven-week immersion assignment in a key emerging or advanced market. Projects take students to destinations all over the world. They are tailored to the business needs of the client and challenge students to provide sophisticated data and market analysis, strategy recommendations, and plans for sustained growth that are both practical and effective. For more information, students should visit the Thunderbird Global Challenge Lab website: https://thunderbird.asu.edu/challenge-labs.

Career Opportunities
Career examples include:

- instructional designers and technologists
- intelligence analysts
- management analysts
- marketing manager
- market research analysts and marketing specialists
- sales managers

**Contact Information**

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