

## **STRATEGIC MARKETING MANAGEMENT II**

**COURSE:** FOURTH

**SEMESTER:** SECOND

**TYPE:** OBLIGATORY

**CREDITS:** 6

**LANGUAGE:** ENGLISH

**SENIOR LECTURER:** [RAMSÉS GALLEGO](#)

### **OBJECTIVES:**

“Strategic Marketing Management” is a subject based on commercial area or discipline of the company.

Main objectives are related with the student acknowledgement about key facts of strategic Marketing science: what is, how is and for what is it used. Linked with this aspects, is fundamental that the students on Marketing, Publicity and Public Relationships were able to develop an strategic market segmentation, setting up marketing policies and communication under proper use of marketing and consumer segmentation in this professional job description, and whatsoever, the establishment of marketing and communication policies. It is all under the efficient utilization of marketing tools and instruments, with local and international impact.

The student will complete its professional profile on Marketing Management, with formation, acknowledgement, tools and capabilities for:

- Strategic market orientation for national and international markets.
- Identify opportunities, threats and changes in the competitive environment.
- Dealing the changes with brief action execution just applying new technologies and innovative methodologies.
- Define, execute and lead a successful Marketing strategy.
- Control effective tools to engage Marketing departments.
- To plan successfully and with critical approaching on Marketing activities, analyzing results and continuous improvement.

## **COMPETENCES:**

### **BÁSICS**

- **CB2** – Students must show the acknowledge appliance in a professional way just showing main abilities acquired by critically demonstration of solving problems and proper Marketing arguments inside of this study discipline.

### **GENERALS**

- **CG1** – Development and showing off about English language capabilities in order to convince for different situations based on persuasion and convince the receptor.

### **SPECIFICS**

- **CE4** – Manage and drive fundamental strategic marketing tools to be applied such in publicity, public relationships, such as for national and specifically for international markets.
- **CE8** – Detect and analyze properly those factors which influence in international consumer behaviors, from a marketing perspective, restiling strategic marketing plans based on international perspective for a decision making process.

## **LEARNING OUTCOMES:**

- **R3** – Drives and manages strategic Marketing plan of the company.
- **R9** – Think out about complex situations or just develop new solutions for matters or situations in academic or professional discipline.
- **R5** – Identify new market niches in order to develop new projects.
- **R1** – Analyze and appliance of marketing mix variables applied on 4p's: Price, product, promotion and placement.

## **METHODOLOGY:**

This is an in-person subject, based on the attendance at class and continuous assessment, combining theoretical concepts and its application on exercises and business cases proposed.

Professor will expose subject contents through different learning tools, developing several formative activities based on individual and dynamic groups and workshops.

Students must develop and solve individual activities in their own personal time in order to acquire the learning outcomes proposed. These activities are focused on practical exercises with reflection and need to demonstrate a depth understanding about the appliance of strategic marketing tools. A critical point of view is required when demonstrating and justifying results and learning enquiries.

## **CONTENTS:**

### **Unit 1. Analysis of the business enterprise**

- Internal barriers to develop business
- Marketing competencies
- Value chain analysis: delivering value to the consumer
- Financials: sales and profitability
- Brand or firm associations
- ANNEX: ‘Strategic Green Marketing’

CHERNEV, A: *Strategic Marketing Management* (7th ed.). Ed. Cerebellum. 2008.

PROCTOR, T: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999.  
Chapter. 3

### **Unit 2. Strategic Market Analysis**

- Strategic market dimensions
- Potential market size
- Forecasting market methods: long and short term

- Market profitability analysis
- Key success factors: bases of competition
- Risks in high growth markets

CHERNEV, A: *Strategic Marketing Management* (7th ed.). Ed. Cerebellum. 2008.

PROCTOR, T: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999.  
Chapter. 5

### **Unit 3. Customer analysis in the market place**

- Models of consumer behavior
- Factors affecting on customer behavior
- The buying roles
- Process and phases of purchasing

CHERNEV, A: *Strategic Marketing Management* (7th ed.). Ed. Cerebellum. 2008.

PROCTOR, T: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999.  
Chapter. 8

### **Unit 4. Marketing-Mix strategy**

- Product Mix
- Distribution strategy
- Price-positioning strategy
- Sales and Promotion strategies
- A&P Investment strategic decisions

CHERNEV, A: *Strategic Marketing Management* (7th ed.). Ed. Cerebellum. 2008.

PROCTOR, T: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999.  
Chapter. 11

### **Unit 5. Segmentation and targeting**

- Introduction: segmentation patterns
- Market segmentation research
- Segment synergies
- Market targeting and positioning
- Quantitative approaches to segmentation research

CHERNEV, A: *Strategic Marketing Management* (7th ed.). Ed. Cerebellum. 2008.

PROCTOR, T: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999.  
Chapter. 10

### **Unit 6. Analysing competition**

- Competitors identification
- Strategy typologies
- Competition research
- Sources of information about competitors
- Benchmarking

CHERNEV, A: *Strategic Marketing Management* (7th ed.). Ed. Cerebellum. 2008.

PROCTOR, T: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999.  
Chapter. 6

### **Unit 7. Sustainable competitive advantage**

- Core competencies and competitive advantage
- Strategic intent and generic strategies
- Focus strategies

CHERNEV, A: *Strategic Marketing Management* (7th ed.). Ed. Cerebellum. 2008.

PROCTOR, T: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999.  
Chapter. 9

### **EVALUATION SYSTEM:**

50% of final marks comes from the realization of two partial written test, the other 50% pending is referring to continuous assessment. This evaluation part is formed by the delivery of two individual activities, the delivery of an individual business case and the realization of an oral exposition/presentation in group.

Activities, Oral exposition and Business Case proposed on continuous assessment is mandatory to be delivered with NO option to recover in complementary assessment period.

About 50% of partial exams, they have the opportunity to recover on scheduled week by a complementary assessment, always concluding the student had a positive continuous evaluation just showing continuous improvement on learning outcomes.

Professor will be positively considering continuous improvement and evolution of the student on learning results in suitable final marks.

**Please find on below the assessment structure:**

**1. Writing Evaluation Tests (50% of Final Marks)**

It consists on the realization of two writing test that represents 50% of final marks.

- First Test (25% of final marks) will be set on **March 22th 2018**.
- Second Test (25% of final marks) will be set on **May 17th 2018**.

Total test score is about 100 points.

Writing exams take **2 hours** to be done, and has 2 different parts:

a) THEORIC PART (50 points):

- Concepts definition (20 points). Development of 4 main and concrete concepts.
- Topics development (30 points). Development of 2 topics proposed about the subject program. Knowledge, clarity in exposition as well as arguments used, will be very good valued.

b) PRACTISE PART. (50 points):

Consists on the development of 2 practical exercises that might be numerical exercises and/or by analyzing a real business case, with writing and developing questions.

**This 2<sup>nd</sup> part will be evaluated especially considering the arguments and tools used to solved it. In addition, critical approaching to defend or reject key facts exposed in.**

**To pass partial exam is mandatory to obtain at least 20 points of each exam part (theory and practice) and a TOTAL SCORE of 50 points or more.**

## **2. Delivery of numeric exercises/cases proposed (20% of Final Marks)**

Teacher will propose numeric exercises to deliver in suitable dates planned by on-line Eserp platform. These activities must be delivered by individual on scheduled dates as followed:

- First Delivery (10% of final marks): **March 11th 2018**
- Second Delivery (10% of final marks): **April 29th 2018**

Similar questions and exercises will be solved in class and available on Eserp on-line platform.

Is mandatory the realization and delivery of activities to pass the subject. At the same time student must obtain at least 30 points to be qualified.

## **3. Delivery of Final Project- Business Case (15% of Final Marks)**

Students must select a brand and prepare a *written paper* when critically evaluating the current approach to brand strategy and suggestions as to how this should be developed.

With the brand selected, the students must develop an analysis with critically approaching and applying the techniques exposed along the course. **1,500 words are required as a minimum.**

Students must select a contemporary branding issue and submit a critical literature review and set out an outline proposal as to how the theme could be developed for a selected brand.

In part, students must develop the previous analysis that has been ‘summarized’ in their presentation with **more critical approaching, developing techniques, the use of bibliography and with the comparison of other brands operating in its market.**

**It is important to develop an issue detected and try to solve it by a critical and scientific method based on marketing discipline, concepts and terms.**

Further details, instructions and ways of working will be set in class and please find out in **“Strategic Marketing Management (II). Practice and Business Case”**, a paper developed by the professor and available on Moodle Platform with the instructions.

**Task delivery will be at least on MAY 20th 2018 by Eserp on-line platform.**

**Making and delivery of this assignment is mandatory just to pass the course.**

By the way, student must obtain at least 30 points to be qualified.

#### **4. Final Project-Business Case: Group oral presentation (15% of final marks)**

Students must select a brand and prepare a **15 minutes oral exposition** critically evaluating the current approach to brand strategy and suggestions as to how this should be developed. Include a mood board agency including a mood board/poster, demonstrating how the company feels the brand image should be communicated to take forward your proposals.

**This group oral exposition is MANDATORY to pass the course.**

Further details, instructions and ways of working will be set in class and please find out in **“Strategic Marketing Management (II). Practice and Business Case”**, a paper developed by the professor and available on Moodle Platform with the instructions.

Presentations will be set as followed:

| <i><b>Presentation Schedule</b></i>   | <i><b># of Marketing students</b></i> |
|---|---------------------------------------|
| <i><b>May 21<sup>th</sup>, 2018</b></i>   | <i><b># of groups</b></i>             |
| <i><b>May 24<sup>th</sup> 2018</b></i>  | <i><b># of groups</b></i>             |
| <i><b>Deadline for all students to upload PPT on Moodle Platform:<br/>May 20<sup>th</sup>, 2018, <u>at 23:59h</u></b></i> |                                       |

#### **5. Attendance and participation in class**

Involvement and class participation, specially thus related with exercises and business cases analyzed while sessions will be valuate positively, either if voluntary tasks proposed are delivered to the professor.

Professor will consider student performance on assessment criteria.

#### **6. Complementary assessment:**

Student has the opportunity to recover the Writing Test as followed:

| <b>Assessment</b> | <b>General Criteria</b>   | <b>Complementary</b>        |
|-------------------|---------------------------|-----------------------------|
| Partial Test      | a) Qualification obtained | <b>Making partial test.</b> |



|       |  |  |
|-------|--|--|
| (50%) | <50 points (for each Partial)<br>b) Not attendance at partial test | <b>(In case falling both partial, making global subject test).</b> |
|-------|--|--|

To pass the subject, the student must cover next requirements. Depending on individual case, the student may opt for a complementary assessment to pass partial tests.

1. **Minimum score** obtained in partial test is **50 points**
2. Is **mandatory** to deliver the **2 activities** proposed on scheduled data. Delayed deliveries will not be accepted and qualified with 0 points. In the same way, professor has the possibility to not accept a task delivery if minimum academic requirements are not on standard ways of presentation. **Minimum score to count into average final marks is 30 points.**
3. Is **mandatory** to deliver the **Business Case** proposed on scheduled data. Delayed delivery will not be accepted and qualified with 0 points. In the same way, professor has the possibility to not accept a task delivery if minimum academic requirements are not on standard ways of presentation. **Minimum score to count into average final marks is 30 points.**

**Plagiarism** will be considered as an offense and its detection may suppose not passing the course.

4. Is **mandatory** the oral exposition and debate about the strategic analysis made in groups. Not to be done by one student implies not passing the course (for this student).

## BIBLIOGRAPHY:

### Main Bibliography

There is NO NECESSARY to buy these books just to pass the course, will be enough with taking notes:

- Hamper, R. (2014). *The ultimate guide to Strategic Marketing*, Ed. Mc Graw Hill.
- Kapferer, J.N. (2011). *The New Strategic Brand Management*, (5<sup>th</sup> ed.) Ed. Kogan.
- Proctor, T. (1999). *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge.

### Main Webgraphy

- [https://muradsweb.weebly.com/uploads/2/1/5/8/21582626/tony\\_proctor\\_strategic\\_marketing\\_an\\_introductiobookfi.org.pdf](https://muradsweb.weebly.com/uploads/2/1/5/8/21582626/tony_proctor_strategic_marketing_an_introductiobookfi.org.pdf)

### COMPLEMENTARY BIBLIOGRAPHY:

- Chernev, A. (2008). *Strategic Marketing Management* (7th ed.). Ed. Cerebellum.
- Santesmases, M. (2012). *Marketing. Conceptos y estrategias* (6ª ed.). Ed. Pirámide.
- Rodríguez, I. (2006). *Principios y estrategias de marketing* (1ª ed.). Ed. UOC.
- Kotler, P; Cámara, D.; Grande, I., Cruz, I. (2000) *Dirección de Marketing. Edición del Milenio*. Ed. Prentice Hall (10ª ed.).

### EXTENDED BIBLIOGRAPHY:

- Aaker, D. (1984). *Strategic Market Management*, (10th ed.), Ed. Wiley.
- Bigné, E. (2003). *Promoción Comercial: Un enfoque integrado*. Ed. ESIC.
- Cerviño, J. (2002). *Marcas Internacionales. Cómo crearlas y gestionarlas*. Ed. Pirámide.
- Cuesta, F. (2003). *Fidelización...un paso más allá de la retención*. Ed. Mc Graw Hill.
- DIEZ DE CASTRO, E.C; LANDA, F.J; NAVARRO, A. (2006). *Merchandising. Teoría y Práctica*. (2ª ed.). Ed. Pirámide.
- Gallego, R. (2016). *Lanzamiento de Productos y Servicios*.. (1ª ed.).Ed. Marcombo.

- García, R. (2002). Marketing internacional (4ª ed.). Ed. ESIC.
- Martínez-lopez, F.J; Maraver, G. (2009). Distribución Comercial. Ed. DELTA.
- Pérez, E. (2010). Curso de introducción a la economía de la empresa (1ª ed.). Ed. Centro de Estudios Ramón Areces (CERES).