

**STRATEGIC MARKETING MANAGEMENT I****COURSE:** FOURTH**SEMESTER:** FIRST**TYPE:** OBLIGATORY**CREDITS:** 6**LANGUAGE:** ENGLISH**PROFESSOR:** [RAMSÉS GALLEGO DÍAZ](#)**OBJECTIVES:**

The student will receive the necessary knowledge to be able to complete his professional profile in the Marketing Director at the highest level, with the training, knowledge, tools and skills to:

- Obtain a clear strategic orientation towards the market, both domestic and international.
- Identify opportunities, threats and changes in the competitive environment.
- Execute agile actions in the face of change and with the application of new technologies and innovative methodologies.
- Define, execute and lead a successful Marketing strategy.
- Master effective tools for any Marketing Department.
- Successfully assess marketing activities, analyzing results and evaluating improvements.

**COMPETENCES:****GENERAL**

- **CB2** - Students know how to apply their knowledge to their work or vocation in a professional way and possess the skills that are usually demonstrated through the elaboration and defense of arguments and the resolution of problems within their area of study.
- **CG1** - Students develop language skills and express themselves appropriately and convincingly in different oral and written communication situations in the languages of the community and in English.

**SPECIFICS**

- **CE4** - Students manage the fundamental tools of strategic marketing to apply them in the field of advertising, public relations and marketing in national and especially international markets.
- **CE8** - Students correctly detect and analyze factors that influence the behaviour of international consumers, from a marketing perspective, and design strategic marketing plans, based on that international approach to decision-making.

**LEARNING OUTCOMES**

- **R3** - Students carry out a company's strategic marketing plan.

- **R9** - Students develop in complex situations that require the development of new solutions in the academic, work or professional field within its field of study.
- **R5** - Students identify market niches to carry out new projects.
- **R1** - Students analyse and apply the different strategies that can be applied around each of the 4 ps: price, product, communication and distribution.

## CONTENTS:

### Unit 1. Introduction to Marketing strategy

- Market drivers
- Evolving markets and strategic windows: opportunities and threats
- Process for formulating a competitive strategy
- Strategy identification and selection
- Strategic market management

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

PROCTOR, Tony.: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999. Chapter. 1

### Unit 2. Portfolio strategic analysis

- Product and Brand: main concepts
- Product life cycle overview
- Consumer product adaptation
- New Product Development (NPDs)

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

PROCTOR, Tony.: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999. Chapter. 2

### **Unit 3. Industry analysis: strategic approach**

- Industry life cycles
- Analysis of mature industries
- Analysis of emerging and developing industries
- Analysis of declining and hostile markets
- Fragmented industries and strategic groups
- SPACE analysis and competitive advantage matrix

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

PROCTOR, Tony.: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999. Chapter. 4

### **Unit 4. Strategic analysis of business environment**

- Introduction: changing patterns
- Strategic approach to social and cultural environment
- The influence of political and economic policies
- Technologic environment
- Green Strategic Marketing

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

PROCTOR, Tony.: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999. Chapter. 7

### **Unit 5. Analysis of the business enterprise**

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

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

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

### **Unit 6. 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, Alexander: *Strategic Marketing Management* (7th ed.). Ed. Cerebellum. 2008.

PROCTOR, Tony.: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999. Chapter. 7

### **Unit 7. Analyzing competition**

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

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

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

### **ASSESSMENT SYSTEM:**

There will be two partial midterm tests that will be weighed 50% of the final grade. The remaining 50% will be obtained from three assignments, class participation, discussion of the conclusions of individual works and oral exposure of group work.

The evaluation of the practices, corresponding to 50% of the total, **is not recoverable.**

50% of the partial midterm exams can be recovered, through a complementary partial exams, as long as the student has followed the continuous evaluation, delivering all the assignments, making the exhibition, participating in class, and so on.

EVALUATION SYSTEM	WEIGHTING (%)	TYPE OF ACTIVITY
Midterm exam	25	Recoverable
Midterm exam	25	Recoverable
Activity- 1	10	Not recoverable
Activity- 2	10	Not recoverable
Business Case	20	Not recoverable
Oral presentation	10	Not recoverable

**Ordinary assessment:**

**1) Midterm Exams (50% out of 100%)**

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

First Midterm Test (25% of final marks) will be set on November 21th 2019.

Second Midterm Test (25% of final marks) will be set on January 13th 2020.

Total test score is about 100 points.

Writing exams take 2 hours to be done, and has 2 different parts, theory development and practise part.

To pass midterm exams is mandatory to obtain at least 20 points of every exam part (theoretical and practise) and a global result of 50 marks or more.

**2) Activities (20% out of 100%)**

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

- First Delivery (10% of final marks): November 10th 2019
- Second Delivery (10% of final marks): December 22th 2019

Is mandatory the realization and the delivery (in time) of activities proposed and, at the same time, student must obtain at least 30 points to pass the subject.

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.

Not recoverable assessment part.

**3) Business Case (20% out of 100%)**

Professor will propose a practice case made up individually with 4 sheets maximum extension.

It will be based on critical approach questions and analysis of Business Case set. Way of working and presentation details will be done in class.

Task delivery will be at least on JANUARY 19th 2020 by Eserp on-line platform.

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. Not recoverable assessment part.

#### **4) Oral presentation (10% out of 100%)**

The students MUST develop an oral exposition of 10-12 minutes with visual support (Powerpoint, Prezi, etc) in groups. Exposition language will be in English.

It consists on a real Business Case selection when a Company decided a new strategic vision of its business model. Further details, instructions and ways of working will be set in class.

This group oral exposition is mandatory to pass the course. Presentations will be set on January 16th 2020. Not recoverable assessment part.

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

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

Professor will consider student performance on assessment criteria.

### Complementary Assessment

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

Assessment	General Criteria	Complementary
<b>Midterm exam (50%)</b>	a) Qualification obtained <50 points b) Not attendance at partial test	<b>Making partial test for each one failed</b>

Actividad	Eval.	Competencias y RA que se evalúan	Condicionante	Dedicación
<b>Continua (AEC)-1.</b> Resolución de ejercicios numéricos de interpretación y justificación de la respuesta. <b>Carácter obligatorio y NO recuperable</b>	10%	<b>CB2</b> - Que los estudiantes sepan aplicar sus conocimientos a su trabajo o vocación de una forma profesional y posean las competencias que suelen demostrarse por medio de la elaboración y defensa de argumentos y la resolución de problemas dentro de su área de estudio <b>R3</b> Lleva a cabo el plan de marketing estratégico de una empresa <b>R9</b> Se desenvuelve en situaciones complejas o que requieran el desarrollo de nuevas soluciones tanto en el ámbito académico como laboral o profesional dentro de su campo de estudio	Actividad no recuperable de OBLIGATORIA entrega en fecha 10/11/2019	8 horas
<b>Continua (AEC)-2.</b> Resolución de ejercicios numéricos de interpretación y justificación de la respuesta. <b>Carácter obligatorio y NO recuperable</b>	10%	<b>CE4</b> - Manejar las herramientas fundamentales del marketing estratégico para aplicarlas en el ámbito de la publicidad, las relaciones públicas y el marketing en los mercados nacionales y especialmente en los internacionales. <b>R3</b> Lleva a cabo el plan de marketing estratégico de una empresa <b>R5</b> Identifica nichos de mercado para llevar a cabo nuevos proyectos. <b>R1</b> Analiza y aplica las distintas estrategias que se pueden aplicar en torno a cada una de las 4 p's: precio, producto, comunicación y distribución	Actividad no recuperable de OBLIGATORIA entrega en fecha 22/12/2019	8 horas
<b>Continua (AEC)-3. Caso</b> Práctico Individual de aplicación de conceptos de marketing estratégico y desarrollo de estrategias empresariales en marketing. <b>Carácter obligatorio y NO recuperable</b>	20%	<b>CE4</b> - Manejar las herramientas fundamentales del marketing estratégico para aplicarlas en el ámbito de la publicidad, las relaciones públicas y el marketing en los mercados nacionales y especialmente en los internacionales. <b>CE8</b> - Detectar y analizar correctamente los factores que influyen en el comportamiento de los consumidores internacionales, desde la perspectiva de marketing, y diseñar planes de marketing estratégico, en base a dicho enfoque internacional para la toma de decisiones. <b>R3</b> Lleva a cabo el plan de marketing estratégico de una empresa <b>R5</b> Identifica nichos de mercado para llevar a cabo nuevos proyectos. <b>R1</b> Analiza y aplica las distintas estrategias que se pueden aplicar en torno a cada una de las 4 p's: precio, producto, comunicación y distribución	Actividad no recuperable de OBLIGATORIA entrega en fecha 19/01/2020	20 horas

<p><b>Actividad</b></p> <p><b>Continua</b></p> <p>Presentación oral en grupo de un análisis real de marketing .</p> <p><b>Carácter obligatorio y NO recuperable</b></p>	<p><b>Eval.</b></p> <p>(AEC)-4.</p>	<p><b>CB2</b> - Que los estudiantes sepan aplicar sus conocimientos a su trabajo o vocación de una forma profesional y posean las competencias que suelen demostrarse por medio de la elaboración y defensa de argumentos y la resolución de problemas dentro de su área de estudio</p> <p><b>CE4</b> - Manejar las herramientas fundamentales del marketing estratégico para aplicarlas en el ámbito de la publicidad, las relaciones públicas y el marketing en los mercados nacionales y especialmente en los internacionales.</p> <p><b>R3</b> Lleva a cabo el plan de marketing estratégico de una empresa</p> <p><b>R9</b> Se desenvuelve en situaciones complejas o que requieran el desarrollo de nuevas soluciones tanto en el ámbito académico como laboral o profesional dentro de su campo de estudio</p> <p><b>R5</b> Identifica nichos de mercado para llevar a cabo nuevos proyectos.</p> <p><b>R1</b> Analiza y aplica las distintas estrategias que se pueden aplicar en torno a cada una de las 4 p's: precio, producto, comunicación y distribución</p>	<p>Actividad no recuperable de OBLIGATORIA entrega y exposición oral en fecha 16/01/20</p>	<p>20 horas</p>
<p><b>Prueba Escrita Parcial-1 (PE-1)</b></p>	<p>10%</p>	<p><b>CB2</b> - Que los estudiantes sepan aplicar sus conocimientos a su trabajo o vocación de una forma profesional y posean las competencias que suelen demostrarse por medio de la elaboración y defensa de argumentos y la resolución de problemas dentro de su área de estudio</p> <p><b>CG1</b> - Desarrollar habilidades lingüísticas y expresarse de forma adecuada y convincente en las diferentes situaciones de comunicación oral y escrita en las lenguas propias de la comunidad y en inglés.</p> <p><b>CE8</b> - Detectar y analizar correctamente los factores que influyen en el comportamiento de los consumidores internacionales, desde la perspectiva de marketing, y diseñar planes de marketing estratégico, en base a dicho enfoque internacional para la toma de decisiones.</p> <p><b>R3</b> Lleva a cabo el plan de marketing estratégico de una empresa</p> <p><b>R9</b> Se desenvuelve en situaciones complejas o que requieran el desarrollo de nuevas soluciones tanto en el ámbito académico como laboral o profesional dentro de su campo de estudio</p> <p><b>R5</b> Identifica nichos de mercado para llevar a cabo nuevos proyectos.</p>	<p>Prueba parcial escrita, actividad recuperable en evaluación Complementaria en fecha 21/11/19</p>	<p>28 horas</p>

<p>Prueba Escrita Parcial-2 (PE-2)</p>	<p>CE4 - Manejar las herramientas fundamentales del marketing estratégico para aplicarlas en el ámbito de la publicidad, las relaciones públicas y el marketing en los mercados nacionales y especialmente en los internacionales.  <b>CB2</b> - Que los estudiantes sepan aplicar sus conocimientos a su trabajo o vocación de una forma profesional y posean las competencias que suelen demostrarse por medio de la elaboración y defensa de argumentos y la resolución de problemas dentro de su área de estudio  <b>CG1</b> - Desarrollar habilidades lingüísticas y expresarse de forma adecuada y convincente en las diferentes situaciones de comunicación oral y escrita en las lenguas propias de la comunidad y en inglés.  <b>CE8</b> - Detectar y analizar correctamente los factores que influyen en el comportamiento de los consumidores internacionales, desde la perspectiva de marketing, y diseñar planes de marketing estratégico, en base a dicho enfoque internacional para la toma de decisiones.  <b>R1</b> Analiza y aplica las distintas estrategias que se pueden aplicar en torno a cada una de las 4 p's: precio, producto, comunicación y distribución  <b>R3</b> Lleva a cabo el plan de marketing estratégico de una empresa  <b>R9</b> Se desenvuelve en situaciones complejas o que requieran el desarrollo de nuevas soluciones tanto en el ámbito académico como laboral o profesional dentro de su campo de estudio  <b>R5</b> Identifica nichos de mercado para llevar a cabo</p>	<p>Prueba parcial escrita, actividad recuperable en evaluación Complementaria en fecha 13/01/20</p>	<p>28 horas</p>
<p>Horas de clase</p>	<p>100%</p>		<p>60</p>
<p>Total horas dedicación</p>			<p>172</p>

## METHODOLOGY

The subject is face-to-face and combines theoretical knowledge with its implementation. Throughout the class sessions, the teacher will present program content through the use of different learning methodologies, as well as carrying out group training activities to complement and implement the knowledge acquired. Professor will expose subject contents through different learning tools, developing several formative activities based on individual and dynamic groups and workshops.

Students should also carry out individual activities during personal working hours and must develop and solve individual activities in their own personal time to acquire the learning outcomes proposed. These activities are focused on practical exercises with reflection and by the demonstration of a depth understanding about the appliance of strategic marketing tools. A critical point of view is required when demonstrate and justifying results and learning enquiries.

On the other hand, during the hours of personal work, students will perform in groups a final Business Case of the subject that they must expose at the end of the school period of the same. To do this, students will have tutoring hours with the teacher in order to supervise and direct the development of the project.

Finally, the student is recommended to deal each week with a few hours of personal work to this subject in order to consolidate the knowledge acquired in each of the topics. This personal work will consist of reviewing the theoretical aspects discussed in class and supplementing them with basic literature and research tasks.

The teacher will take into account the development and progression of each student by individually.

The student who does not attend an exam and does not justify in Coordination or Academic Tutoring the cause of force majeure, will lose the call and can make it in a supplementary period, in the case that he meets the requirements of the same. In the case of proving the cause of force majeure, it will come to make on the date of complementary, but will still keep a call. Thus, if the supplementary examination is suspended, it will have another opportunity before the record closes.

The student who does not attend an exhibition and does not justify the cause of force majeure to the teacher, will lose the call.

The student who does not deliver an activity on the indicated date and does not justify the cause of force majeure to the teacher will lose the call.

The student who has not attended a minimum 80% of sessions within a week before the midterm or final exams (having submitted the supporting documents to his/her tutor), will be excluded from the ordinary examination. In this case, the student will have to attend the complementary exam, provided that he or she meets the requirements laid out in the study program.

**REFERENCE MANUALS:**

Any of the three manuals proposed here is sufficient to prepare the subject, in addition to the notes obtained in the class explanations, activities and business case preparation.

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- HAMPER, Robert: *The ultimate guide to Strategic Marketing*, Ed. Mc Graw Hill, USA, 2014.
- KAPFERER, J.N: *The New Strategic Brand Management*, (5<sup>th</sup> ed.) Ed. Kogan, London, 2011
- PROCTOR, Tony.: *Strategic Marketing: An introduction* (8th ed.). Ed. Routledge. New York. 1999.

**PRACTICAL EXERCISE DOSSIER**

GALLEGO DÍAZ, R (2015). Marketing Management. Practice and Business Cases. ESERP. Barcelona. 3<sup>rd</sup> Edition.

**COMPLEMENTARY BIBLIOGRAPHY**

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

- SANTESMASES MESTRE, M.: *Marketing. Conceptos y estrategias* (6<sup>a</sup> ed.). Ed. Pirámide. Madrid. 2012.
- RODRÍGUEZ ARDURA, I.: *Principios y estrategias de marketing* (1<sup>a</sup> ed.). Ed. UOC. Barcelona. 2006.

- KOTLER, P; CÁMARA, D.; GRANDE, I., CRUZ, I.: Dirección de Marketing. Edición del Milenio. Ed. Prentice Hall (10ª ed.). Madrid. 2000.

## EXTENDED BIBLIOGRAPHY

- AAKER, David: Strategic Market Management, (10th ed.), Ed. Wiley, New York, 1984.
- BIGNÉ, Enrique.: Promoción Comercial: Un enfoque integrado. Ed. ESIC. Madrid. 2003.
- CERVIÑO, Julio.: Marcas Internacionales. Cómo crearlas y gestionarlas. Ed. Pirámide. Madrid. 2002.
- CUESTA, Felix.: Fidelización...un paso más allá de la retención. Ed. Mc Graw Hill. Madrid. 2003.
- DIEZ DE CASTRO, E.C; LANDA, F.J; NAVARRO, A. : Merchandising. Teoría y Práctica. (2ª ed.). Ed. Pirámide. Madrid. 2006.
- GALLEGO DÍAZ, R.: Lanzamiento de Productos y Servicios. (1ª ed.).Ed. Marcombo. Barcelona. 2016.
- GARCÍA CRUZ, R.: Marketing internacional (4ª ed.). Ed. ESIC. Madrid. 2002.
- MARTÍNEZ-LOPEZ, F.J; MARAVER, G.: Distribución Comercial. Ed. DELTA . Madrid. 2009.
- PÉREZ GOROSTEGUI, E.: Curso de introducción a la economía de la empresa (1ª ed.). Ed. Centro de Estudios Ramón Areces (CERES). Madrid. 2010.