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UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

UNIVERSITY MASTER'S PROGRAM IN MARKETING MANAGEMENT

THE COMMERCIAL AND MARKETING PLANNING PROCESS IN ORGANISATIONS. TEACHING GUIDE 2022-2023



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GENERAL DETAILS

Name:	The Commercial and Marketing Planning Process in Organisations
Code:	801520
Academic Year:	2022-2023
Degree:	University Master's Program in Marketing Management
Number of credits (ECTS):	5
Requirements:	No previous requirements
Location in the curriculum:	2022-2023 First quarter
Date of latest revision:	January 2023
Lecturers in charge:	Ph.D. Joan Lázaro Ph. D. Eduard Vidal

1. GENERAL DESCRIPTION

The subject Commercial and Marketing Planning Process in Organisations aims for the students to gain an understanding of this topic area, and to provide them with a general overview of the issues, both practical and theoretical.

The objective of the subject is to combine theoretical learning with practical case studies, so that the students understand marketing in great depth, and they are taught strategic analysis skills and the ability to adapt to new scenarios and to employ critical thinking (to identify opportunities for improvement and to gain a competitive edge), as well as the capacity to come up with ideas and turn them into plans, putting them into action and improving the process and/or results.

This subject takes a theoretical and practical look at the different key concepts of strategic and operational marketing, using case studies to apply to concepts studied.

2. OBJECTIVES

- To provide the students with a holistic overview of the main interwoven aspects in the functional area of marketing and commercialisation, both from a strategic approach and an operative approach, in an international environment.
- To develop the ability to analyse a real-world situation through the lens of the philosophy of marketing, being able to design and implement an appropriate strategy based on the concepts studied to come up with a concrete solution to a specific problem.
- To make students aware of the tools that help them to develop and implement a good marketing plan, starting with an analysis of the competitive environment surrounding the organisation and with a deep understanding of the target audience, to enable marketing decision-making at an international level.

- To dig deeper into analysing market opportunities, and the design and development of distinguishable value propositions, for existing products as well as new releases.
- To identify and learn to make the right decisions out of all the possible options when it comes to designing the marketing mix (product, price, distribution and communication) of a product and develop a marketing action plan to do it for real.

3. CONTENTS

UNIT 1. Introduction to marketing

UNIT 2. Understanding the consumer (target audience)

UNIT 3. Understanding the environment (the 5C's) & SWOT analysis

UNIT 4. How to develop objectives and marketing strategies

UNIT 5. Designing the marketing strategy – segmentation, targeting and positioning (STP)

UNIT 6. Defining the product and brand policy

UNIT 7. Pricing policy

UNIT 8. Distribution policy

UNIT 9. Communication policy

UNIT 10. Implementation and monitoring marketing plans

UNIT 11. Sales forecasting

UNIT 1. INTRODUCTION TO MARKETING

Learning outcome

After studying the unit and completing the exercises, the student will be able to:

- Identify the models that influence our society and understand the impact that they have on the management and actions of a marketing department.
- Understand the key concepts of marketing, especially at a strategic and operative level.
- Appreciate how important it is in today's climate for a company to be able to have access to the necessary data and to know how to incorporate it into decision-making.

- Determine the structure of a marketing plan in all its complexity.
- Discover the implications of managing a company's international marketing.

Contents

1. Scope and models that have an impact on marketing.
2. The marketing ABC.
3. Analytical marketing vs. strategic marketing vs. operative marketing.
4. *Market intelligence*: how to optimise decision-making.
5. Managing a marketing department.
6. Developing a marketing plan (structure, variables, determining factors and adaptability to internal skills, *business* case studies and assessing the results).

UNIT 2. UNDERSTANDING THE CONSUMER (TARGET AUDIENCE)

Learning outcome

After studying the unit and completing the exercises, the student will be able to:

- Identify and define the *customer-centric* view.
- Differentiate between the different types of processes in purchasing decisions.
- Calculate the value of a customer.
- Know and understand how to analyse new markets and how to acquire the right customer.
- Know how to create a relevant consumer experience.

Contents

1. Paradigm shift: from the product at the centre to the customer at the centre.
2. The postmodern consumer.
3. Consumption.
4. The purchasing decision process.
5. Calculating the value of a customer (CLV), its uses and implications.
6. The challenge of customer and market diversity.
7. *Customer experience*.

UNIT 3. UNDERSTANDING THE ENVIRONMENT (the 5Cs) & SWOT analysis

Learning outcome

After studying the unit and completing the exercises, the student will be able to:

- Understand and identify the opportunities and threats that can affect business.
- Define SWOT.

Contents

1. Analysing the 5 Cs to understand the business environment.
2. Developing SWOT and strategic conclusions.

UNIT 4. HOW TO DEVELOP OBJECTIVES AND MARKETING STRATEGIES

Learning outcome

After studying the unit and completing the exercises, the student will be able to:

- Establish goals to aim for in a SMART way.
- Identify and set the marketing strategies.

Contents

1. How to define SMART marketing goals.
2. Marketing strategies
 - 2.1 Generic marketing strategies.
 - 2.2. Growth strategies.
 - 2.3. Competitive strategies.

UNIT 5. DESIGNING THE BRANDING STRATEGY – SEGMENTATION, TARGETING AND POSITIONING (STP)

Learning outcome

After studying the unit and completing the exercises, the student will be able to:

- Correctly define the meaning of STP.
- Skilfully determine which strategy to use in each specific situation and develop a consistent STP process.
- Experiment with ways to implement STP using case studies.

Contents

1. Strategic segmentation targeting and positioning.

UNIT 6. DEFINING THE PRODUCT AND BRAND POLICY

Learning outcome

After studying the unit and completing the exercises, the student will be able to:

- Differentiate between what is meant by the concepts of product and service.
- Identify the different lifecycle stages of a product/service.
- Know the strategies for developing a new product.
- Determine a strategic portfolio for a product.
- Build a brand that is appropriate for the specified promise.

Contents

1. Product. Functions and attributes in international markets: internal, external, intangible.
2. The “servitisation” of products.
3. Lifecycle of a product.
4. The process of creating a product and a value proposition.
5. Brand (definition, typology, strategies and ways of building one).

UNIT 7. PRICING POLICY

Learning outcome

After the lectures, the debate and the practical applications of this unit’s contents, the student will be able to:

- Design a pricing policy from an international perspective.
- Identify the key economic and psychological aspects in the development of an *ad-hoc* pricing policy for each market.
- Develop a pricing policy in an international environment, in line with the aforementioned key marketing variables.

Contents

1. Price vs. value.
2. Definition and variables to consider.
3. Pricing decisions: from both an economic and a psychological perspective.
4. The customers’ expectations and their relationship to the prices.
5. Methodologies for developing pricing scales.

UNIT 8. DISTRIBUTION POLICY

Learning outcome

After the lectures, the debate and the practical applications of this unit's contents, the student will be able to:

- Design a sustainable distribution policy based on international markets.
- Identify the cornerstones of "omnichannelling" and apply this to real-world cases.
- Develop a distribution policy in line with the requirements of the company in an international environment and overcome the challenges this brings.

Contents

1. Defining channels. Types of distribution.
2. How to manage channels?
3. "Omnichannelling" and new distribution challenges.
4. Modes of entry and challenges in the international market.

UNIT 9. COMMUNICATION POLICY

Learning outcome

After the lectures, the debate and the practical applications of this unit's contents, the student will be able to:

- Design an efficient and sustainable international communication policy that is justified on the basis of specific business requirements.
- Discern how new trends and media influence brand-consumer communication.

Contents

1. Communication policy.
2. How to develop and evaluate a communication plan.

UNIT 10. IMPLEMENTATION AND MONITORING MARKETING PLANS

Learning outcome

After the description of the methodology and the practical applications of this unit's contents, the student will be able to:

- Design a plan for monitoring the marketing plan.

Contents

1. Implementation and monitoring.
2. Definition of KPIs, contingency plan.

UNIT 11. SALES FORECASTING

Learning outcome

After the description of the methodology and the practical applications of this unit's contents, the student will be able to:

- Design a sales forecast.

Contents

1. Sales forecasting.

4. TEACHING AND LEARNING METHODOLOGY

Euncet Business School-UPC's learning process brings together a combination of methodologies which, in a practical and innovative way, allow students to acquire skills specific to the professional exit profile that is expected for a master's course in a digital context:

LEARNING BY PROJECTS

Working in groups to develop and present tasks and projects, by responding to different situations and challenges that are presented in class.

CASE STUDIES

Solving hypothetical business issues to experiment with using a practical application of the theoretical content covered in the different subjects.

INTERACTIVE CLASSES

The teaching sessions will take place on the basis of continuous interaction between the students and the professors, who will teach with the objective of comparing the relevant concepts through the means of analysis and open debate, with the help of real-world case studies and simulations.

ONLINE TUTORIALS

There will be personalised online sessions to deal with any issues and to offer support for the various projects and exercises throughout the course.

5. ASSESSMENT

In line with the Bologna Process, the model rewards students who make a constant and continuous effort. 60% of the marks are awarded based on the ongoing assessment of the guided activities and 40% of the marks are based on the final exam, which will be held in one sitting.

The final mark for the subject (FM) will be calculated according to the following formula:

- $FM = \text{Final Exam Mark} * 40 \% + \text{Continuous Assessment Mark} * 60 \%$
- The minimum mark of the final exam for the calculation of the FM will be 40 points over 100.
- The subject will be successfully passed with a FM equal to or higher than 50 points over 100.

Activity type	Description	% Evaluation	
Tasks:			48%
	Case study: Black & Decker	18,75%	
	Mk project (Phase 1): Analysis + Strategy	25%	
	Beko Case study	18,75%	
	Mk project (Phase 2): 4Ps + Monitoring	37,50%	
Tests:			12%
	Test parcial T1-T5	100%	
Final exam:			40%
	Final exam	100%	

6. BIBLIOGRAPHY

1.1. BASIC BIBLIOGRAPHY

- Kotler, Philip; Keller, Kevin Lane. *Marketing management*. 14.^a ed. New Jersey: Pearson, 2011. ISBN 9780132102926.
- Sharp, Byron. *How brands grow: what marketers don't know*. Oxford: Oxford University Press, 2015. ISBN 9780195573565.
- Walker, Orville C.; Mullins, John W. *Marketing strategy: a decision-focused approach*. 8.^a ed. New York: McGraw-Hill, 2014. ISBN 9780078028946.

1.2. FURTHER READING

- Cateora, Philip R; Gilly, Mary C.; Graham, John. *International Marketing*. New Delhi: McGraw-Hill, 2014. ISBN 9789339204464.
- Fortini-Campbell, Lisa. *Hitting the sweet spot: how consumer insights can inspire better marketing and advertising*. Chicago: The copy Workshop, 2001. ISBN 1887229094.
- Stephens-Davidowitz, Seth. *Todo el mundo miente*. Madrid: Capitán Swing, 2019. ISBN 9788494966804.
- Underhill, Paco. *Why we buy: the science of shopping*. New York: Simon & Schuster, 2009. ISBN 9781416595243.