



Universidad  
Pontificia  
de Salamanca

Guía académica  
2021-22

# STRATEGIC MARKETING

Grado en Marketing y Comunicación

Modalidad Presencial

## DATOS BÁSICOS

<b>Módulo</b>	Marketing
<b>Carácter</b>	Compulsory
<b>Créditos</b>	6 ECTS
<b>Curso</b>	Third
<b>Semestre</b>	1
<b>Calendario</b>	From September 13rd, 2021 until December 18 <sup>th</sup> . 2021
<b>Horario</b>	Tuesday, from 16.00 to 17.40. Wednesday, from 10.20 to 12.00.
<b>Idioma</b>	English
<b>Profesor responsable</b>	David Alameda García
<b>E-mail</b>	<a href="mailto:dalamedaga@upsa.es">dalamedaga@upsa.es</a>
<b>Tutorías</b>	Tuesday, from 14.00 to 16.00. Tuesday, from 18.00 to 20.00. Appointment

## BREVE DESCRIPCIÓN DE LA ASIGNATURA

The subject wants to provide of the knowledge of strategic formulation in marketing with a global overview of the way of acting in relation to the different policies and strategic actions of marketing from a theoretical-practical perspective.

## REQUISITOS PREVIOS

Students are required to have approved Marketing Basics

## OBJETIVOS

- Understand the role of marketing management in the organization of a company.
- Integrate business corporate vision and objectives into marketing strategies and policies.
- To be able to develop skills in strategic marketing direction and their specific techniques.
- The learning of the importance of segmentation of markets and the definition of the strategic positioning of the company.
- Get to know the advanced methodologies for the analysis of competition and competitors.
- Design effective strategies to take advantage of market opportunities and develop competitive advantages in the market.

## COMPETENCIAS

### Competencias generales

CT1. Ability to present the work in an original, innovative and creative way, imagining new situations and problems to develop new ideas and solutions using the concepts and theories learned and managing all available information.

CT2. Capacity for decision-making: ability to identify, analyze and define the significant elements that make it possible to take decisions with criteria and in an effective way.

CT3. Ability to take the risk, developing the capacity from thinking to deciding.

CT4. Ability to relate to people and the environment without losing their autonomy, retaining its own identity and values.

CT5. Ability to work as a team, developing personal openness through oral and written communication.

CT6. Ability to manage time, with capacity for organization and timing of tasks.

CT7. Ability to act in freedom and with responsibility, assuming consistent ethical references, values and principles.

CT8. Capacity for economic and budgetary management in its area of activity.

CT9. Ability to develop creativity, innovation and entrepreneurship.

CT10. Ability to communicate in English.

CT12. Achieve the skills of the basic management of information and communication technologies (ICTs).

### Competencias específicas

CE7. Acquire the deontological criteria that allow to manage the marketing and / or commercial direction of the companies or organizations attending to the legitimate rights of the people and to the common good.

CE9. To know and use mathematical and statistical concepts to formalize and analyze economic and social situations of the market. Apply rigorously different techniques, mathematics, statistics and econometrics for the marketing and research of

Markets.

CE10. Ability to develop knowledge and skills in the strategic direction of marketing and its specific techniques (positioning, segmentation, analysis, measurement of effectiveness ...)

CE11. Ability to identify, formulate and solve problems by applying professional criteria and understanding the competitive and institutional location of the organization, identifying its strengths and weaknesses, through the preparation of reports or consulting activities.

CE12. Know the applicable policies and the portfolio of models or techniques related to analytical and strategic marketing, including market research using qualitative and / or quantitative tools, product development, pricing, communication and distribution.

CE13. To know and apply the basic marketing tools and ability to plan commercial strategies, making marketing decisions related to each of the commercial variables.

CE17. Ability to identify new needs as well as market segments appropriate to the innovation and development of the company or entity or to improve its strategic positioning.

CE19. Ability to search for general information - both internal and external of the necessary databases, data and information processing, the ability to interpret them correctly and draw appropriate conclusions for marketing decision-making.

CE26. Have the capacity to understand how the distribution channels and the organizations that make up the commercial system are managed, through the knowledge of the structures, flows and techniques of distribution and commercialization, in marketing.

CE28. To have leadership in the strategic decision-making process in general, especially those related to marketing and communication.

CE29. Know the tools of pricing in the company, different pricing strategies and promotional techniques.

CE30. Be able to identify and evaluate business opportunities, social, cultural, consumer trends and ideas that may constitute product development and business projects.

CE32. Be able to communicate in English in the fields of marketing and commercial communication.

CE33. Be able to understand how marketing decisions are made in specific fields of work or sectors (public, third sector, industrial, etc.)

## CONTENIDOS

### Contenidos de la enseñanza teórica

#### Module 1. Strategy and Marketing

The concept of strategy

Strategy and marketing

Market orientation

Marketing activities in the company: strategic marketing and operational marketing.

Module 2. Reference market, segmentation and strategic positioning

Reference market, relevant market and product-market.

Market Segmentation Process.

Target market selection.

Strategic positioning.

Module 3. Competitive analysis and competitive strategies

Concept of competition

Determinants of the degree of competitive rivalry.

Methods of identification of competitors.

Analysis of the competition.

Competitive strategies (leader, challenger, follower, specialist).

Module 4. Models of strategic diagnosis of the product portfolio.

Product portfolio: concept and models of analysis.

Growth-market share Matrix (BCG).

Attractive matrix of the market-competitiveness of the company.

SWOT Analysis.

Module 5. Growth Strategies

Concept of growth strategy.

Growth of products and in current markets.

Market development with current products.

Development of products for the current markets.

Diversified growth.

Vertical integration

Growth methods.

#### Module 6. International expansion strategies

Determinants of international expansion.

Design of international expansion strategy.

Forms of entry into foreign markets.

Standardization versus adaptation in the global market.

Marketing program for foreign markets.

#### Module 7. Marketing mix strategies.

Strategies of differentiation (Brand and products)

Pricing strategies

Distribution strategies.

Strategies of communication in marketing.

#### Module 8. Design, execution and control of the strategic plan of marketing.

The strategic marketing plan.

Execution of the strategic plan of marketing.

Control of the strategic plan of marketing.

## Contenidos de la enseñanza práctica

1. Case study 1: Strategy and marketing
2. Case study 2: segmentation and strategic positioning
3. Case study 3: competitive analysis
4. Case study 4. Models of strategic diagnosis of the product portfolio
7. Case study 5. Growth strategies.

## METHODOLOGY

Actividades	Horas
<b>Metodología presencial</b>	<b>60 (40%)</b>
Theoretical sessions	28
Practical sessions	22
Class presentations	8
Evaluation-exam	1
Group or individual tutoring	1
<b>Metodología no presencial</b>	<b>90 (60%)</b>
Homework	45
Self study	45
<b>Total</b>	<b>150</b>

### Theoretical sessions

The teaching is developed through theoretical lessons, complemented with examples, exercises and case analysis linked to the subjects studied. In the theoretical session's students are expected to learn the fundamentals processes and techniques specific to the subject to then apply it in the case studies that will be developed in practical sessions.



## Practical sessions

The practical program of this subject is articulated in the development of practical cases by the students tutored by the teacher. For the accomplishment of these cases the students will be divided into groups.

The practical program of this subject is based on developing exercises and practical cases by the students under the guidance of the teacher. To solve these study cases the students will form groups.

## Tutoring

The teacher will monitor the students' knowledge and help them with aspects covered in the subject. In addition, online tutorials will be available for any specific subject matter. In the tutorials the students can clear the doubts and queries related to the content of the assignment, exercises, cases or other related.

## EVALUATION CRITERIA

### Ordinary call

The evaluation of student learning will be carried out according to the objectives and competences described in this teaching guide. For this purpose, the following criteria and aspects to be evaluated are proposed in the subject:

Topic	Criteria	Tool	
Subject's concepts	Understanding and application of theoretical and operational knowledge of the subject	• Exam (50%)	50%
Development of case studies	<ul style="list-style-type: none"> <li>• Ability to develop knowledge and skills in strategic marketing direction and its specific techniques</li> <li>• Domain in the search of information and capacity of analysis, synthesis and evaluation of the information</li> <li>• Ability to apply the contents in the resolution of the exercises</li> <li>• Ability to plan commercial strategies, making marketing decisions related to each of the commercial variables.</li> </ul>	40% <ul style="list-style-type: none"> <li>• Results presentation</li> <li>• Power point reports in English</li> <li>• Assessment of case studies</li> </ul>	50%
	<ul style="list-style-type: none"> <li>• Understanding the case and the exer-</li> </ul>	10%: continuous assessment	

	cises <ul style="list-style-type: none"> <li>• Analysis and evaluation of the case</li> <li>• Application of the contents of the subject to the practical case</li> <li>• Quality and originality of the answers</li> </ul>		
	<ul style="list-style-type: none"> <li>• Decision making</li> <li>• Capacity for teamwork</li> <li>• Planning, time organization and task timing</li> </ul>		

### Extraordinary call

The student will only be submitted to the failed part.

If it is the theory, the student should retake a test that will include questions about the books. In case of being practical, the student should examine a practical exam in which he will have to solve a practical case.

## RECURSOS DE APRENDIZAJE Y APOYO TUTORIAL

### Referencias bibliográficas

Andres Almada, Ariel (2009). *Marketing de crisis: Herramientas concretas para afrontar la actual situación económica*. Madrid: Pirámide.

Abascal Rojas, F. (2004). *Cómo se hace un plan estratégico. La teoría del marketing estratégico*. 4ta. Edición, Madrid, España: ESIC.

Alsen, K. J. (2019). *Applied Strategic Marketing*. London: Routledge.

Best, R. (2007). *Marketing estratégico*. Madrid: Pearson.

Chernev, A. (2011). *Strategic Marketing Management*. London: Cerebellum Press.

Cravens, D. y Piercy, N. (2006). *Strategic Marketing*. Mc Graw Hill

Herrera, J. (2010). *Estrategias y planificación en marketing*. Madrid: Pirámide.

Figueras Dolz, F. (2002). *Marketing estratégico integral*. Madrid: AC.

Keegan, W.J. (2000). *Global marketing management*, 5ta. Edición, España: Prentice Hall.

Lambin, J.J. (2003): *Marketing estratégico*. Madrid: Mc Graw Hill.

Munuera Alemán, J. L. y Rodríguez Escudero, A. I. (1998). *Marketing estratégico. Teoría y casos*.

Madrid: Pirámide.

Munuera Alemán, J. L. y Rodríguez Escudero, A. I. (2012): *Estrategias de marketing*. Madrid: ESIC.

Santesmases Mestre, M. (2012): *Marketing: conceptos y estrategias*. Madrid: Pirámide, 6ta edición.

Vasquez, R. y Trespalacios, J.A. (2005): *Marketing: Estrategias y aplicaciones sectoriales*. Madrid: Cívitas, Madrid.

Villanueva, J. y De Toro, J. M. (2017). *Marketing Estratégico*. Pamplona, Eunsa.

West, Douglas y Ford, John (2010): *Strategic Marketing*. Oxford University Press. New York.

## Recursos electrónicos

www.marketingnews.com

www.foromarketing.com

[www.marketingdirecto.com](http://www.marketingdirecto.com)

www.marketingnews.es

www.puromarketing.com

## BREVE CV DEL PROFESOR RESPONSABLE

David Alameda García is PhD in Information Science (Advertising and Public Relations) from the UCM and a Technician in Marketing Research (CIM) from AEDEMO. His professional experience has been developed in the General Foundation of the Complutense University (Communication Cycles), in the Advertising Department of GECA Consultants and as a Research Technician in the Marketing Research Consultant CIMEC and other professional activities like Research Analyst. At present, he is Professor of the Faculty of Communication of UPSA. Professor of different postgraduate courses in Brand Management. He is a member of the research groups *Brand Management of brand and processes of communication* of the UCM and the *Creativity and Business Innovation of*

the UPSA. He has participated in various research projects related to the field of advertising communication and brands, as well as articles, congresses and papers. Actually he is a member of the board of directors of Insights & Analytics.