

Bachelor Degree in Business Administration and Management and Business Transformation

Course: Transformational business marketing plan

Subject: Marketing and sales

Credits: 6 ECTS

Program: Bachelor

Modality: On-Site

Year: First

Semester: Second

Academic Year: 2026–2027

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2. Presentation

2.1 Description

The subject Commercial Management I introduces the main aspects of marketing strategy, from goal setting, through the main segmentation strategies, target audience and positioning, and marketing mix policies, to control of planning. Students will have a vision of the importance of marketing planning for the company and the management of the customer relationship. It is important for such planning to develop a good diagnosis of the current situation of the company and the market, as well as a thorough knowledge of the company's main competitors, who have previously worked on marketing fundamentals. In addition, the commercial vision needs a control and contingency plan of marketing plans to monitor and propose measures in case the circumstances of the environment change.

2.2 Relevant professional applications

The student who takes the subject of commercial management develops important competencies for the performance of functions such as: Development of a marketing plan.

- Determining the segmentation strategy for a product.
- Determine the right positioning for the product.
- Manage the commercial distribution policy of a product.
- Develop a company's communication plan.
- Product portfolio management.
- Product address.
- Assistance to the Marketing Director

3. Learning outcome of the degree

- RAT1 - The graduate will be able to recognize the tasks of the different functional areas within a company or organization, taking into account previous theoretical learning about business structures.
- RAT3 - The graduate will be able to identify economic, environmental, political, sociological and technological factors at the local, national and international levels and their impact on organizations through research-based learning in business environments.
- RAT6 - The graduate will be able to understand the different data analysis techniques used to assess the feasibility of a business project.
- RAT9 - The student will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.
- RAT10 - The student will be able to apply digital technologies (at the right time) in his/her field of expertise.

- RAT12 - The graduate will be able to develop both traditional and digital marketing and promotional projects in a business environment.
- RAT16 - The graduate will be able to understand the economic-financial information of business entities and institutions in relation to their environment.
- RAT18 - The student will be able to provide innovative, creative and entrepreneurial solutions in professional situations.
- RAT19 - The student will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT20 - The student will be able to apply the gender perspective in the professional tasks.
- RAT24 – After completing the degree, the student will be able to design projects for IT services and systems in all business fields.

4. Learning outcomes of the subjects

- RAM1 - The student will be able to determine an appropriate pricing policy consistent with a company strategy and market reality.
- RAM2 - The student will be able to accurately design a sales network for proper management, direction and remuneration in a written project.
- RAM5 - The student will be able to correctly select the data analysis techniques, research techniques and parameters most suitable for the case raised in a written exercise.
- RAM8 - The student will be able to properly use technological tools to promote the business and optimize sales by learning different sales software.

5. Contents

1. Marketing Overview

- 1.1. Basic Concepts: Value, Exchange, Market, Need, and Want
- 1.2. Evolution of Marketing: From Product to Experience
- 1.3. Strategic Marketing vs. Operational Marketing
- 1.4. The Role of Marketing in Organizational Transformation

2. Segmentation, Positioning and Targeting

- 2.1. Types of Segmentation
- 2.2. Segmentation Criteria in Digital Contexts
- 2.3. Targeting: Strategies and Segment Evaluation
- 2.4. Positioning: Building Competitive Advantages
- 2.5. Tools: Positioning Map, STP Matrix

3. Customer Journey

- 3.1. The Purchase Decision Process
- 3.2. Customer Journey Models: Touchpoints, Pain Points, and Key Moments
- 3.3. Omnichannel Strategy and Customer Experience
- 3.4. Tools: Empathy Map, Customer Journey Map, Archetypes

4. Marketing Mix for Organizational Development

- 4.1. **Product: Value Proposition**
 - 4.1.1. Customer-Oriented Product Design: Functionality, Design, Purpose
 - 4.1.2. The Product Life Cycle and Strategies for Each Stage
 - 4.1.3. The Role of Co-Creation with the Customer (Design Thinking, Open Innovation)
 - 4.1.4. Value Proposition as a Strategic Core: Differentiation, Impact, and Sustainability
- 4.2. **Price: Pricing Strategies and Perceived Value**
 - 4.2.1. Pricing Models
 - 4.2.2. Price Psychology
 - 4.2.3. Pricing Strategies on Digital Platforms
 - 4.2.4. Pricing in B2B Contexts
- 4.3. **Place / Distribution: Channel Design in Hybrid Ecosystems**
 - 4.3.1. Direct and Indirect Distribution Models
 - 4.3.2. Traditional vs. Digital Channels: Integration Strategies
 - 4.3.3. The Rise of E-Commerce, Marketplaces, and D2C Platforms
 - 4.3.4. Omnichannel Strategies and Seamless Experience (Omnichannel CX)
- 4.4. **Promotion and Integrated Marketing Communication (IMC)**
 - 4.4.1. Communication Tools
 - 4.4.2. Keys to an Integrated Communication Strategy in Digital Contexts
 - 4.4.3. Inbound Marketing and Content Marketing as a Relational Approach
 - 4.4.4. Influencers, Social Media, and Engagement Management

5. Internal Analysis vs. External Analysis

- 5.1. External Analysis: PESTEL Framework, Competition (Five Forces Model)
- 5.2. Internal Analysis: Resources, Capabilities, Value Chain
- 5.3. SWOT: Keys to Strategic Diagnosis
- 5.4. Complementary Tools: TOWS Matrix, GAP Analysis
- 5.5. Diagnosis for Business Model Transformation

6. Marketing Plan Content

- 6.1. Structure of a Marketing Plan
- 6.2. SMART Objectives and KPIs
- 6.3. Budget, Timeline, and Resources
- 6.4. Action Plan and Control Indicators
- 6.5. Professional Presentation of the Plan: Business Storytelling

6. Methodology

Learning outcomes developed	Teaching methodology	Training activities
Knowledge	Master class	Teacher's presentations
	Instructional sessions	Student's presentations
	Tutoring	Meetings for the resolution of doubts
	Learning based on readings	Reading and analysis of documents
Skill	Learning based on projects	Problem solving
	Learning based on audio-visual	Audiovisual analysis
	Case-based learning	Search and processing of information. Problem solving
Competence	Project-based work	Reporting Submissions of reports or papers

7. Evaluation

Evaluation system	Weight
Continuous evaluation: exercises, problems, reporting, papers, case studies	40 %
Mid-term exam	20 %
Final exam	40 %

The regulations include the obligation of 75% attendance.

- Absences are divided into two categories: justified and unexcused. Excused absences are those that can be demonstrated with a proof. All other absences are considered unjustified absences.
- The supporting documents must be delivered within a maximum period of 7 days to the teaching staff and clearly include the student's personal data as well as the date and time in which the student did not attend to a class.

Continuous assessment

The final grade for the subject is calculated based on the weighting of three evaluation blocks, divided into evaluable activities:

A. Midterm exam: 20%

B. Exercises, problems, preparation of reports, assignments, presentations: 40%

1. Four evaluable activities: 5% each
2. A group assignment or report: 10%
3. A group presentation: 10%

C. Final exam: 40%

These three blocks will only be weighted if the final exam grade is equal to or greater than 4.0. If the final exam grade is less than 4.0, the subject cannot be passed.

In the event that the subject is failed and, in turn, the final exam grade is less than 5.0, the student can recover the final exam with an additional test. If the weighted grade for the activities in section B is less than 5, this is also recoverable. With the result obtained, the final grade for the subject will be calculated according to the previous criteria.

Students who do not attend evaluative activities with a weight greater than 50% will receive an overall course grade of "Not presented."

Single Evaluation

The single evaluation consists of a single exam that is equivalent to 100% of the course grade. The exam, and therefore the subject, is passed with a grade of 5 out of 10 in this final test. In case of obtaining a grade lower than 5.0, the student has the right to a make-up exam.

To benefit from the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course.

The regulations establish a mandatory attendance requirement of 75%.

Regular attendance at in-person teaching activities is a fundamental academic requirement for the proper acquisition of the course competencies and learning outcomes. Accordingly, students must attend at least **75% of all scheduled sessions**.

Failure to meet this minimum attendance requirement will result in the loss of the right to sit the final examination for the course. Consequently, the student will receive a failing grade, with no possibility of accessing reassessment procedures or second-chance examinations, in accordance with the University's current academic regulations.

1. Absences are divided into two categories: **excused** and **unexcused**. Excused absences are those that can be supported by appropriate documentation. All other absences will be considered unexcused.
2. Supporting documentation for excused absences must be submitted to the teaching staff within a maximum of **7 days** and must clearly include the student's personal details, as well as the date and time period during which attendance in class was prevented.

8. Bibliography

8.1 Basic Bibliography

- Marketing Strategy and Competitive Positioning, 7th Edition, 7th Edition, Hooley, Nicoulaud, Rudd & Lee, Pearson, 2020 10.2

8.2 Complementary Bibliography

- Principles of Marketing plus Pearson MyLab Marketing with Pearson eText, Global Edition, 18th Edition, Kotler & Armstrong, Pearson, 2020