

## Customer management and key accounts

**Master's degree in:** Marketing Management

**Subject:** Strategic marketing management

**Credits:** 6 ECTS

**Program:** Master in Marketing and Sales Management

**Modality:** On-campus Full-Time / Hybrid-Learning

**Semester:** First

**Type:** Mandatory

**Language of instruction:** English

**Academic year:** 2025/2026

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## Presentation

Today, selling through the Internet allows us to reach the customer directly or make use of a team of professionals, our sellers, who are the executors of our marketing strategies.

Competitiveness is a crucial factor in trade policy. Given the wide range of products available to satisfy the same need, the professionalism of the seller, together with the added values that the company brings to its products, becomes a determining factor in the customer's decision.

It examines changes in business management and the relationship between the company's objectives and the new business structure. The organizational principles allow us to establish a working methodology that facilitates the definition of the necessary structure, the functions of the different resources, and the commercial organizational chart.

In addition, the globalization of markets benefits consumers by providing them with access to new products and services. However, it also poses challenges for businesses, which must face new challenges to meet the needs of today's consumers and to access new customers appropriately. Therefore, defining and implementing an internationalization strategy is of vital importance for all companies.

To take advantage of these new opportunities, it is essential to focus on key aspects of international marketing, such as the effects of globalization and its opportunities, the internationalization process, the selection of international markets, the most appropriate entry models, strategic alliances, and the distinctive market of emerging countries. All these concepts have a significant impact and contribute to improving the sustainability of communities and cities.

## Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

### 1.1. Knowledge

- |       |   |
|-------|---|
| RAT 1 | The graduate will be able to see how the results of market research affect product design, marketing, and communication.  |
| RAT 2 | The graduate will be able to identify the links between planning, industrial and commercial strategies, and the benefits they bring to the company.                   |
| RAT 4 | The graduate will be able to justify market research from a managerial perspective inspired by the value of consumer knowledge.                                       |
| RAT 5 | The graduate will be able to describe marketing and sales policies as a guide for the business activity, considering the company's culture, policies, and objectives. |

## 1.2. Skills

- RAT 6 The graduate 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.
- RAT 7 The graduate will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT 8 The graduate will be able to develop traditional and online commercial marketing and communication strategies, in line with the business strategy.
- RAT 9 The graduate will know how to anticipate market evolution through the use of quantitative and predictive tools with a strategic approach focused on opportunity and threat identification.
- RAT 13 The graduate will know how to select concrete communication actions considering the stakeholders' characteristics and their profitability.
- RAT 16 The graduate will be able to restructure the dynamism of the digital ecosystem, market trends, and its relationship with the environment to improve the results of the company.

## 1.3. Competences

- RAT 17 The graduate will be able to provide innovative, creative, and entrepreneurial solutions in professional situations.
- RAT 18 The graduate will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental, and professional responsibility.
- RAT 19 The graduate will be able to apply the gender perspective in the professional tasks.
- RAT 20 The graduate will know how to design traditional and online commercial and marketing strategies consisting of a thorough analysis of the macro and micro environment elements.
- RAT 21 The graduate will be able to design the organizational structure of the marketing and sales departments according to the criteria of profitability, efficiency, commitment, and continuous improvement.
- RAT 22 The graduate will be able to design the strategy to integrate the company's commercial and marketing activity in its different functional areas.
- RAT 23 The graduate will know how to create strategies for the marketing mix, consistent with the company's policy and objectives and consider competitors' strategies.

- RAT 24 The graduate will be able to formulate sales forecasts, by anticipating trends and discontinuities, to meet the established objectives.
- RAT 25 The graduate will be able to design business plans focused on increasing the value of the company's customers, taking advantage of the company's digital dimension.

## Subject's learning outcomes

The subject-based learning outcomes for this course are as follows:

- RAM 1 The graduate will be able to correctly develop strategies of segmentation and selection of potential customers of a company through the resolution of practical exercises.
- RAM 2 The graduate will be able to accurately design business models and marketing mix strategies, depending on the markets and objectives to be achieved in the company through the resolution of written exercises.
- RAM 3 The graduate will be able to propose strategic planning of a marketing plan or integral communication plan in the performance of a company by performing a group project.
- RAM 4 The titleholder/a will be able to properly identify key sales process indicators for each strategic sales factor, according to the commercial purpose established by the management in each company through a written exercise of analysis of statistical variables
- RAM 5 The titleholder/a will be able to determine the firm's pricing policies and strategies in a solvent manner considering the factors and elements involved in the marketing process by conducting a SWOT analysis.
- RAM 6 The titleholder/a will be able to interpret the information of primary internal sources of the company about customers for a better design of marketing strategies through the practical application of cutting-edge techniques in the commercial field.

## Contents

- **Topic 1:** Consultative selling
  - Relationship Sale vs. Transaction Sale
  - The role of the professional seller and its involvement in communication policy
  - Seller quality in the sales process
  - Practices to increase the level of competence in the sales interview

- **Topic 2:** The commercial organization
  - Organization and influence on business strategy
  - Principles of business organization and their application to the business environment
  - Development of operating manual
  - The responsibilities of the sales team
  - Cost análisis
  
- **Topic 3:** Selling management
  - Evolution of management styles
  - Management by competences
  - Performance evaluation
  - Sales network control systems
  
- **Topic 4:** Monitoring system
  - Monitoring and its effect on sales team strengths and weaknesses
  - Control systems: quantitative and qualitative
  - Effects of control systems on skills development of sales team
  
- **Topic 5:** The remuneration of the commercial team
  - Impact of remuneration systems on motivation
  - Work compensation vs. Effort compensation
  - Advantages and disadvantages of different pay systems
- **Topic 6:** Trade Marketing Management and the Management of the Sales Point
  - The Trade Marketing department within the organization
  - Main actions to be performed at the sales point
  
- **Topic 7:** Key Account Management
  - Levers of profitability in the business-customer environment
  - Analysis and development of a business plan
  - Proposals for improved billing, turnover, and profitability of key accounts
  
- **Topic 8:** The process of internationalization of the company
  - Definition of the internationalization strategy
  - Current trends in the detection of international business drivers
  
- **Topic 9:** Value creation through marketing strategy
  - Evaluation of an internationalization strategy
  - Sustainable international action plan (SDG 11)



	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation Presentation of reports or work

HYBRID MODALITY		
Learning Outcomes	Teaching Methodology	Training Activities
Knowledge	Presentation sessions	Student presentations
	Tutorials	Meetings to resolve doubts Follow-up meetings
	Audiovisual-based learning	Analysis of audiovisuals
	Reading-based learning	Reviews / Critical analysis
Skills	Project work	Problem-solving Information searching and processing Presentation of reports and/or work
	Collaborative work	Online debates Discussions of practical cases Collective analysis
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation Presentation of reports or work

## Grading system

### Continuous assessment

Grading system	Weight
Block 1: Exercises, Problems, Report Preparation, Assignments, Presentations	40 %
Block 2: Participation and Oral Presentations	20 %
Block 3: Final Evaluation Test	40 %

Block 1 will consist of:

- Two individual evaluable activities. 10% each.
- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of “Not presented.”

#### Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

Plagiarism is a fraudulent activity that can lead to severe penalties, both academic and legal. Academic honesty is one of the pillars of the educational commitment of the School, and the members of its teaching community are especially aware and prepared to detect such actions. Given the difficulty often involved in conceptualizing plagiarism, it has been deemed appropriate to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.
- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

## Bibliography

- Kaplan, R.S. Strategy-Focused Organization. Ediciones Gestión 2000, 2001.
- Hinson, R.E. Sales Management: A Primer for Frontier Markets. Information Age Publishing, 2018.
- Verhoef, P. C., Doorn, J. van, & Dorotic, M. (2007). Customer Value Management: An Overview and Research Agenda. Marketing ZFP, 2007, 29(JRM 2), 105–122. <https://doi.org/10.15358/0344-1369-2007-jrm-2-105>.
- Burrows, R. P. The Market-Driven Supply Chain: A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy. AMACOM, 2012.

