

Sales and marketing strategies

Master's degree in: Marketing Management

Subject: Strategic Market Planning and Go to Market

Credits: 6 ECTS

Program: Master in Marketing and Sales Management

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

Semester: Second

Type: Mandatory

Language of instruction: English

Academic year: 2025/2026

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Presentation

The market is undergoing continuous revolutionary changes, especially in the removal of time and space barriers. This allows almost unlimited access, facilitates comparison, allows customization of products and services according to customer preferences, and meets expectations of getting exactly what they need with exceptional quality, sustainability, social responsibility, and at a competitive price.

We have gone from pushing the customer to attracting the customer, who is now the main generator of most purchasing processes for the company. Increasingly, people can freely and easily access the information needed to make the best decision and have multiple channels to purchase the desired products and services with ease. Therefore, companies should focus on ensuring the availability of information and their products to attract new customers and open channels more comfortable and pleasant for the customer.

The channels, although increasingly irrelevant independently, are part of a whole that allows the customer to choose the option that best suits him to inquire, place the order, and receive delivery through almost infinite combinations. That's why we talk about the omnichannel approach, beyond multichannel, because the customer wants answers on any channel they choose according to their objectives and circumstances.

The company must respond to what the customer wants through the pursuit of innovation and differentiation to achieve a solid competitive advantage, offering exactly what a person wants uniquely, as few other options can offer. This implies a precise selection of which customers should be served, which are profitable and have the growth potential to listen to them and understand perfectly their values, needs, and desires.

The globalization of markets, the evolution of distribution, and the entry of new competitors, among other aspects, are the origin of a new business paradigm for companies: attract, sell, satisfy, and retain customers. Business team management must align with this new paradigm and focus on planning, directing, organizing, supervising, and supporting your team to achieve the goals set by the company.

In this new commercial paradigm, the sale is no longer an end, but a means to retain our customers. Setting annual targets and monitoring them monthly has often proven to be a discouraging and frustrating technique that diminishes the self-confidence of most commercial teams. Planning arises from the group itself as a need to have a strategic sales plan that ensures the best way to reach the goals agreed with the company. The differences between strategic and operational plans and the need for coherence between them are assessed.

Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

1.1. 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 11 The graduate will be able to design the company's image, identity, and culture strategy, according to corporate and marketing objectives, in both traditional and online sales channels.
- RAT 14 The graduate will be able to develop globally the process of segmentation, targeting, and strategic positioning to meet the marketing objectives established by the company.
- RAT 15 The graduate will be able to develop the key elements of business communication as marketing support to meet the objectives set by the company.
- 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.

1.2. Competencies

- 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.
- RAT 26 The graduate will be able to design corporate social responsibility policies that will contribute to the improvement of the company's image and competitiveness, with social balance sheets aligned with the company's mission and vision.
- RAT 27 The graduate will be able to formulate a business strategy that considers the stakeholders' interests and needs to build trusting relationships.

Subject's learning outcomes

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

- RAM 1 The graduate will be able to define marketing strategies properly: definition of target markets, definition of differentiation and positioning objectives, product development, and brand about the positioning set by studying real cases.
- RAM 3 The graduate will be able to design in a solvent way strategic sales plans for each sales area or territory, which allows them to overcome the positioning of the company against that specific market by describing commercial simulations.
- RAM 4 The graduate will be able to accurately design a commercial organization appropriate to the characteristics of your company and the sales strategy that contributes to business success by performing a group or individual exercise.
- RAM 6 The graduate will be able to properly plan management systems that allow the organization the knowledge of the market and the adaptation of the company to it, through the application of the digital tools available to it.
- RAM 7 The graduate/a will be able to properly apply commercial actions in organizations considering the psychological variables, internal and external, of the consumer through the realization of practical exercises.
- RAM 8 The titleholder/a will be able to properly evaluate the results of market research for the generation of strategic guidelines and operational actions applied to the marketing process through the production of an analytical data report.

Contents

- **Topic 1:** The strategic planning of sales
 - The sales plan
 - Assessment of markets and channels (national and international)
 - Estimated business plan resources
 - Customer classification and sales conditions
 - Input models
 - The sales protocol

- **Topic 2:** Sales Policies
 - Implementation of the sales plan
 - Effective omnichannel strategy
 - Sales team supervision: KPI sales team control.
 - Incentive systems

- **Topic 3:** Sales techniques and equipment management
 - The interview
 - The negotiation
 - The management of equipment

- **Topic 4:** Sales forecast
 - Historical models of trend
 - Graphs
 - Least-square
 - TAM
 - Models based on environmental analysis
 - Forecast of business factors
 - Beta (calculation of scenarios)
 - Field study models
 - Questions of intent to purchase
 - Market test
 - Delphy
 - Concept test

Methodology

The methodology applied to this subject, framed within the educational model of EAE Business School, LifEd, is detailed in the following table:

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

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.

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