

Customer-centric marketing business 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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1. Presentation

The survival and growth of a company in the market depend on several factors, being the customer one of the most crucial. Any company needs to identify its customers and understand them thoroughly to guide the company's strategies and ensure its survival and growth in the market.

In today's market, where supply exceeds demand, it is crucial to be precise in selecting and understanding commercial audiences that will be the focus of our activity. Once identified, we need to determine our potential clients to direct commercial actions that make them buyers of our company and, from there, be able to develop a relationship that generates value for the company.

This is where the concept of CRM (Customer Relationship Management) or customer marketing comes into play, which helps the company create value and improve its results and strategic position in the market through managing customer relations. To build lasting relationships with our customers, we must use rational strategies - we encourage the customer to come back - and emotional - the customer returns because of the links he has established with our products or brand. In this sense, if our company contributes positively to the UN's Sustainable Development Goals (SDGs), it can positively impact our society and, in turn, establish stronger and lasting links with customers in its community.

Finally, we cannot ignore the new challenges in customer marketing that come from the hands of online commerce. E-commerce is changing buying habits and paradigms in both B2C and B2B and, therefore, we will be attentive to how it affects the management of business strategies and the Management of the Shopping Experience.

2. Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

2.1. 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 segmentation, targeting, and strategic positioning process 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 company's results.

2.2. 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.

3. Subject's learning outcomes

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

- RAM 2 The graduate will be able to correctly develop marketing strategies aimed at maximizing the delivery of customer value by performing a group or individual exercise.
- RAM 5 The graduate will be able to properly evaluate the changes necessary in the company for its adaptation to the new commercial paradigm, a consequence of the evolution of the markets in a globalized environment, and go to market through simulations in the business environment.
- 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.

4. Contents

- **Topic 1:** Customer relationship management (CRM)
 - The new marketing: the concept of CRM
 - From product marketing to customer marketing
 - New functions: models and approaches in commercial organizations
 - Diagnosis: analysis of the situation of the company in its market
 - CRM - Customer service quality (CSAC) - Clients management
 - CRM development in the organization.
 - The ODS objectives as a mechanism for linking and customer loyalty.
- **Topic 2:** Client management
 - Trade Marketing
 - Shopper Marketing
 - Category Marketing
- **Topic 3:** Customer experience management (CEM)

	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

6. 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.

7. Bibliography

- Kaplan, RS. 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. 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>