INTRODUCTION

The Analytical Marketing module concentrates on the analysis of the actual situation: the strengths and weaknesses of the company and the opportunities and threats that the industry, consumer and environment present to us, that is, the SWOT analysis, with the final objective of deciding a plan of action according to the situation.

The case study will be the principal vehicle for the transmission of the course content along with the technical notes handed out in class for further study.

AIMS

1. A merely abstract or theoretical understanding of each concept will be worth little if you have no analytical guidelines to deal with them. Building this conceptual framework is an ambitious goal that requires the flexibility to be able to incorporate and adapt the concepts we see in class to very diverse situations. The emphasis in this module is much more on the application of concepts than on the development of theories, which leads us to the following objective.

2. The case studies to be discussed will all require the participant to take decisions; you will have to put yourself in the place of the main character in the case and commit yourself to a specific plan of action. The objective of the sessions is to help you to do this in a rational way after having carried out an analysis. In order to achieve this, your attendance and participation in class is absolutely essential.

Specifically, the concepts that will be reviewed in class are:
- Understand the strong and weak points we have in order to approach the market and the competitors
- Develop the competencies to analyse the attractiveness of an industry. Understand our position of strength or weakness among our competitors and the industry in general.
- How to analyse the environment in order to predict trends.

METHODOLOGY

PREPARATION OF THE CASE STUDIES

Using the case methodology, the participants will have the opportunity to deal with customers in different sectors of the business environment (industrial, service and mass-market sectors). The case needs individual preparation prior to class discussion.

It is very difficult to prepare a case study well in less than two hours. After finishing the preparation, and as a way of evaluating your work, it is a good idea to put into writing, as specifically as possible, the conclusions you have arrived at. When reading this over, new questions will arise and you will be able to check the validity of the assumptions you have made. Group discussion is the fundamental last step in the preparation process, although no consensus should be sought.

THE TECHNICAL NOTES

These are informative supplementary materials covering important concepts and tools. They deal with concepts that will be useful for understanding the module and are required reading in preparation for the class sessions. The professor will take this for granted, not wasting time on unnecessary explanations of things which can be understood perfectly well by the participants, providing they have prepared.

If there are any difficulties, concepts which may not be clear will be dealt with at the beginning of each class.

This does not preclude the fact that time has been set aside at the beginning of sessions to focus on the concepts and tools we need to understand and develop. However, the main objective of the programme is not to 'explain', but to stimulate the participants to act.
EVALUATION
Each participant will be evaluated according to the acquired knowledge on the pertinent subject and the quality and consistency of their participation, 35% of the grade will be based on participation. 55% of the grade will be based on a final exam en 10% of the grade will be based on a quiz.

BIBLIOGRAPHY
- "Marketing Management", Philip Kotler (last edition)