

MODULES AND SUBJECTS

MÁSTER UNIVERSITARIO EN GESTIÓN EMPRESARIAL  
UNIVERSITY MASTER IN MANAGEMENT

<b>MODULE NAME:</b>	<b>IMPLEMENTING MARKETING STRATEGIES (MARKETING)</b>				
<b>SEMESTER</b>	<b>2</b>	<b>TYPE</b>	<b>SPECIALISM</b>	<b>ECTS</b>	<b>8</b>
<b>FACULTY</b>	Dr. Rita Difrancesco Prof. Davide Luzzini Mr. Antony Poole				

SKILL PROFILE

BASIC SKILLS		TRANSVERSAL SKILLS		GENERAL SKILLS		SPECIFIC SKILLS	
<b>CB 6</b>	X	<b>CT 1</b>	X	<b>CG 1</b>		<b>CE 1</b>	
<b>CB 7</b>	X	<b>CT 2</b>	X	<b>CG 2</b>	X	<b>CE 2</b>	X
<b>CB 8</b>		<b>CT 3</b>	X	<b>CG 3</b>	X	<b>CE 3</b>	X
<b>CB 9</b>	X	<b>CT 4</b>	X	<b>CG 4</b>	X	<b>CE 4</b>	
<b>CB 10</b>	X	<b>CT 5</b>	X	<b>CG 5</b>	X	<b>CE 5</b>	X
		<b>CT 6</b>	X	<b>CG 6</b>	X	<b>CE 6</b>	X
		<b>CT 7</b>	X	<b>CG 7</b>	X	<b>CE 7</b>	
				<b>CG 8</b>		<b>CE 8</b>	X
				<b>CG 9</b>	X	<b>CE 9</b>	
				<b>CG 10</b>	X	<b>CE 10</b>	X
						<b>CE 11</b>	X
						<b>CE 12</b>	

## OBJECTIVES

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The aim of this module is to enable participant to develop a successful Go-to-Market strategy.

In order to do this, we will focus on four different elements which compose this strategy:

1. **Distribution & Channel Strategy**, incorporating a dual perspective:
  - a. External - how we choose and manage the channels that make our products and services available where they need to be in order and that deliver the desired value proposition and customer experience to our chosen target segment(s);
  - b. Internal - what operational capabilities and management processes are required to effectively deliver this value through the chosen channels.
2. **Operations and Supply Chain**, providing a conceptual and practical background that is required for holistic thinking and for improving the overall supply chain or supply network. Both strategic and operational issues related to structuring and managing the supply chain will be discussed through actual cases. Special attention will be given to the complex dynamics and interdependencies between different areas within a focal company as well as between different companies across the Supply Chain (network).
3. **Sales Management and Trade Marketing**: Trade Marketing, Shopper Marketing, Shopper Insights, Revenue Management are functions that are becoming increasingly relevant. Today, no consumer strategy contributes to the business unless it is a winner at the point of sale. To win at the point of sale, it is just as important to understand the consumer as the shopper. Similarly, it is key that Marketing and Sales activities have to be consistent and aligned. These departments must act as a referee between the two to ensure this. Finally, to guarantee the sustainability of the business in the long term it is essential to sell in a more profitable way. The creative search for more profitable ways to sell can have the same impact on the P&L as the launch of a new product
4. **pricing strategy**, acquainting participants with the importance of developing and implementing an overall Pricing in a changing environment. Participants will develop skills in order to determine the best Pricing Policy to implement depending on the market circumstances.

## LEARNING OBJECTIVES

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- Is able to make reasoned decisions when designing, managing or improving operations and supply chains.
- Is able to analyze and understand the dynamics of processes and their importance for the competitive strategy of the company.
- Makes decisions about specific responses bearing in mind the idiosyncrasy of each specific business situation.
- Knows the basic concepts for analysing distribution.
- Is able to develop a distribution strategy.
- Understands the relationships within distribution.
- Understands the collaborative management between manufacturers & retailers

- Understands the role of Key account management, Trade Marketing & Efficient Consumer Response (ECR) as tools to integrate manufacturers, channels and shoppers.
- Understands the role and functions of the departments that make up the commercial area, what key needs they are covering and in which areas they are adding value.
- Understands what factors should be considered by a firm defining and implementing an accurate pricing strategy.
- Understands what is the impact of pricing strategies on profitability
- Understands what strategies, tools, and methods can be used to effectively implement a price change within the firm.

## CONTENTS

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- GO-TO-MARKET THEORETICAL FRAMEWORKS
- DESIGNING DISTRIBUTION CHANNELS
- MANAGING & DESIGNING DISTRIBUTION CHANNELS
- CHANNEL MANAGEMENT: POWER AND CONFLICTS
- CHANNEL MANAGEMENT: COLLABORATION
- THE IMPORTANCE OF THE POINT OF SALES, UNDERSTANDING SHOPPER BEHAVIOUR
- SHOPPER MARKETING
- OMNICHANNEL STRATEGIES
- PROCESS ANALYSIS
- QUEUEING MANAGEMENT
- THE "WAITING" EXPERIENCE
- INVENTORY MANAGEMENT
- BULLWHIP EFFECT
- COORDINATION AND INFORMATION IN THE SUPPLY CHAIN
- SUSTAINABLE SUPPLY CHAINS
- DISTRIBUTION NETWORKS
- THE NEW CHALLENGES FOR SUPPLY CHAINS
- PRICING STRATEGY: IMPORTANCE WITHIN THE COMPANY
- VALUE-BASED PRICING
- PRICE PERCEPTIONS AND PRICING TOOLS

## METHODOLOGY

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Selected cases, exercises and simulations will form the core of the class sessions, complemented with Technical Notes, readings and short presentations to reinforce the basic concepts. Assignment sheets will help attendants to focus on the key points while preparing cases previously to the open session.

## EVALUATION

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The final evaluation will be calculated as follows:

1. Class participation: quality, consistency and feedback. (30% min\* - 40% max).
2. Specific evaluation tests: exams. (40% min - 50% max)
3. Carrying out work or projects (10% min –30% max)

In the event of a new health emergency that involves confinement, the activities and evaluation weights will not be altered. In case they cannot be done in person, they will be transferred to a virtual environment. Due to the difficulties in correctly evaluating participation in online environments, EADA may reduce the weighting of this component of the evaluation due to the current pandemic circumstances.