TEACHING GUIDE - 2026-2027

Marketing from Strategy to Action

UGRA_006406

Departments	Department of Marketing
Teaching Languages	English
ECTS	5
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Course Goals

At the end of the course, students should:

1. Analyze market environments and identify strategic opportunities for business growth.
2. Evaluate market attractiveness, competitive dynamics and customer needs using strategic marketing frameworks.
3. Design segmentation, targeting and positioning strategies for diverse and international markets.
4. Develop customer-centered value propositions that create sustainable competitive advantage.
5. Integrate artificial intelligence and data-driven tools into marketing analysis and decision-making processes.
6. Assess the ethical, social and environmental implications of marketing decisions.
7. Formulate coherent growth strategies and translate them into actionable marketing plans.
8. Communicate and defend strategic recommendations effectively in multicultural team environments.

Previous knowledge

Prerequisites

Students are expected to have completed at least one introductory course in Marketing, Principles of Marketing, Introduction to Business, Management, or a related business discipline.

Participants should be familiar with basic business concepts, including:

- Customer needs and value creation.
- Market segmentation fundamentals.
- Basic marketing mix concepts (Product, Price, Place and Promotion).

- Introductory strategic analysis tools.
- Basic interpretation of business and market data.

No prior knowledge of Artificial Intelligence is required. AI-related tools and applications will be introduced during the course and used as support for strategic marketing analysis and decision-making. Students should be prepared to actively participate in case discussions, group work, presentations and applied business projects conducted in English.

Prerequisits

Prerequisites

Successful completion of an introductory Marketing course (equivalent to Principles of Marketing or Introduction to Marketing) is required.

Students without prior exposure to fundamental marketing concepts may find the course challenging, as it focuses on strategic marketing analysis and decision-making rather than introductory marketing principles.

Teaching methodology

Methodological Approach

Experiential Learning: From Strategic Analysis to Action

The course follows an experiential and participant-centered learning approach based on the principle of “learning by doing”. Students are expected to actively engage in discussions, case analyses, team-based activities and applied projects that simulate real business decision-making environments.
The learning process combines conceptual understanding with practical application, enabling participants to develop the analytical, strategic and managerial skills required to address contemporary marketing challenges.
To achieve the learning objectives, the course integrates case discussions, interactive lectures, collaborative exercises, AI-supported analyses and a team-based strategic marketing project.

Case Studies

Case discussions constitute a core component of the course. The case method provides students with opportunities to analyze complex business situations, identify strategic challenges, evaluate alternatives and formulate recommendations under conditions of uncertainty.

Through active participation in case discussions, students will strengthen their analytical thinking, decision-making capabilities and communication skills while applying the concepts, frameworks and tools introduced throughout the course.

The classroom serves as a safe environment for experimentation, debate and learning, where students are encouraged to challenge assumptions, defend their arguments and learn from diverse perspectives.
Interactive Lectures and Discussions
Lectures are designed to introduce key concepts, frameworks and strategic marketing tools. Rather than focusing exclusively on content delivery, these sessions encourage active dialogue and critical reflection.
Whenever possible, theoretical discussions will be connected to current business examples, international contexts and emerging challenges related to artificial intelligence, sustainability, digital transformation and responsible business practices.

Group Project

Throughout the course, students will work in multicultural teams on a strategic marketing project that integrates the concepts and tools developed during the program.
Teams will assume the role of marketing consultants or managers responsible for identifying a growth opportunity, designing a strategic marketing proposal and translating strategic recommendations into actionable plans.
The project will progressively evolve throughout the course and will require students to incorporate market analysis, customer insights, strategic positioning, implementation considerations and responsible business perspectives, including ethical, sustainability and AI-related implications where appropriate.
Participation and Collaborative Learning

Given the interactive nature of the course, active participation is essential. Students are expected to prepare assigned materials, contribute to discussions, engage constructively with peers and demonstrate openness to different viewpoints.
The diversity of backgrounds and experiences within the exchange program is considered a valuable learning resource and an integral component of the educational experience.

Description

Course contribution to program

Course Contribution to the Program

Marketing plays a central role in organizational success, as it connects customer needs, market opportunities and business strategy. In increasingly dynamic and competitive environments, organizations must understand not only what customers value, but also how to create, communicate and deliver that value in ways that generate sustainable growth and competitive advantage.

Today's marketing decisions are shaped by multiple forces, including globalization, digital transformation, artificial intelligence, evolving consumer expectations and growing societal demands for responsible business practices. As a result, marketing managers are expected to combine analytical thinking, strategic judgment and customer understanding with the ability to leverage data, technology and innovation.

This course contributes to the program by providing students with a strategic perspective on marketing decision-making. Participants will learn how organizations analyze markets, identify growth opportunities, evaluate competitive positions and design marketing strategies that can be translated into effective action plans.

The course integrates classical marketing frameworks with contemporary challenges related to international markets, digital business environments, artificial intelligence and sustainability. Through cases, discussions and applied projects, students will develop the ability to make informed marketing decisions while considering both business performance and broader stakeholder impact.

Students intending to pursue careers in marketing will acquire a solid foundation for more advanced marketing electives and professional specialization. Students following other career paths will gain valuable strategic insights into how marketing influences organizational performance, business growth and value creation across industries and sectors.

Short description

Marketing is one of the most complex areas within a company, as it requires mastering a wide range of skills. Analyzing markets and planning strategies requires both knowledge of behavioral sciences and experience, as well as insights from the social momentum, and competitive vision. Marketing problems could be tackled analyzing quantitative data as well as qualitative inputs from individuals and groups. Besides the classical company-oriented decision making, marketing philosophy and tools are widely used in all areas of social activity (politics, social organizations, countries, cities, etc.). The field is becoming increasingly wide and the deep understanding of marketing concepts, frameworks and tools is key to perform better in the marketplace.

Throughout this course we will deal with the strategic dimensions of marketing.

The goal of this course is to introduce participants to Market Orientation and explain the main steps for developing a Strategic Marketing approach.

The contents of this course are general, so those students that want to continue their careers in marketing can further develop the topics that will be seen during the course, through the electives offered later in the

program. Those not interested in following the marketing track, will acquire the fundamentals to understand marketing strategies and their impact on corporate decisions and on the company's performance.

Bibliography

Aaker, D.A., & Moorman, C ., Strategi Market Management (12th ed) (2023), Wiley (Book)
Lambin, J.J., Tesser E., Market-Driven Management (9th edi) (2025) (Book)
Theodore Leviit, Marketing Myopia, Harward Business Review.1960 (Article)
Lambin, Jean-Jacques and Schuiling, Isabelle (Book)

Activities

In-class discussions and debates
Class Discussions and Collaborative Learning

Active participation in class discussions is an essential component of the learning experience. Marketing decisions rarely have a single correct answer; therefore, the ability to evaluate different perspectives, challenge assumptions and defend strategic recommendations is a critical managerial skill.

Throughout the course, students will engage in structured discussions based on theoretical frameworks, business cases, current market developments and emerging challenges facing organizations. These discussions are designed to promote critical thinking, strategic reasoning and the application of marketing concepts to real-world situations.

Given the international nature of the program, students are encouraged to contribute insights from their own cultural, academic and professional backgrounds. The diversity of perspectives represented in the classroom enriches the learning process and helps participants develop a broader understanding of marketing challenges across different markets and contexts.

Constructive dialogue, active listening and respectful engagement with differing viewpoints are expected at all times. Students should come prepared to contribute meaningfully to discussions, support their arguments with evidence and connect their observations to the concepts and frameworks developed throughout the course.

The objective is not only to deepen understanding of marketing theory, but also to strengthen communication, collaboration and decision-making skills that are essential for future business leaders.

Teamwork
Goup Project
Along the course you should develop a project by groups. The project has been designed to provide a first-hand learning experience. Each group will assume the role of a team of marketing managers who will be responsible to develop a product that should be unique to the Spanish market (creative thinking is highly encouraged).

Case study analyses
Case Analysis

Case analyses constitute a fundamental component of the learning process in this course. Through the discussion of real business situations, students will develop their ability to apply strategic marketing concepts, frameworks and analytical tools to complex managerial challenges.

Cases are designed to expose participants to situations characterized by uncertainty, incomplete information and competing strategic alternatives, reflecting the realities faced by managers in contemporary organizations. Students will be expected to identify key issues, analyze relevant market and competitive factors, evaluate alternative courses of action and formulate well-supported recommendations.

Preparation prior to class is essential. Students should carefully review the case materials, conduct the required analyses and be prepared to actively contribute to discussions. The quality of contributions will be assessed not only by the relevance of the proposed solutions, but also by the rigor of the analysis, the use of evidence, the integration of course concepts and the ability to engage constructively with different perspectives.

Whenever appropriate, students will be encouraged to incorporate data-driven insights, international market perspectives and responsible business considerations, including ethical and sustainability implications, into their analyses and recommendations.

Content

#	Topic
1	Introduction to the course. Market Orientation, Market Definition Introduction to the course Lecture: Market Orientation Group Project
2	Reference Market Analysis, Attractiveness Analysis and Competitiveness Analysis Content: Lecture: reference market analysis. Lecture: attractiveness analysis. Lecture: competitiveness analysis. Case: “ Volvo Trucks Europe “ (discussion in class) Case: “Kimura K.K.” (submit before class, discussion in class)
3	Product Portfolio analysis and Growth Strategies Content : Growth Strategies and Portfolio Management Case: Garmand Case
4	Segmentation, Targeting and International Market Opportunities
5	Mid Presentations
6	Value Proposition, Branding and Positioning
7	Distribution, Omnichannel and Customer Experience
8	Communication Strategy, Digital Ecosystems and AI Applications
9	Product, Pricing and Responsible Marketing Decisions
10	Final Presentations

Assessment

Tool	Assessment tool	Category	Weight %

Tool	Assessment tool	Category	Weight %
Individual or team exercises	Case studies and readings group reports: 35%	Retake and ordinary round	35.00%
Participation in program activities	Individual participation. Class Contribution	Retake and ordinary round	10.00%
Group project	Midterm project presentation	Retake and ordinary round	20.00%
Group project	Final project presentation & report	Retake and ordinary round	35.00%

PROGRAMS

AI26S-Exchange Program Bachelor in Business and Artificial Intelligence (Undergraduates: Business)
AI26S Year 1 (Optative)

B13-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
B13 Year 1 (Optative)

B13S-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
B13S Year 1 (Optative)

N90-BI Norwegian Business School (Summer School: Business)
N90 Year 1 (Mandatory)