Universidad de Navarra

Strategic Marketing Management

Teaching guide 2026-27

INTRODUCTION

Course description: This course aims to help students understand and apply the principles of strategic marketing in business management. Topics covered include environmental and competitive analysis, segmentation, positioning, marketing strategy design, and long-term decision-making. The objective is to develop the ability to think critically and strategically about how to generate and maintain competitive advantages in dynamic markets.

- **Titulación**: Bachelor in Business Administration (BBA)
- **Módulo/Materia**: 7.2 Optativas específicas
- **ECTS**: 3
- **Curso, semestre**: 2º - 1st semester
- **Carácter**: Elective
- **Profesorado**: Pablo Frauca
- **Idioma**: English
- **Aula, Horario**: https://www.unav.edu/web/facultad-de-ciencias-economicas-y-empresariales/estudiantes/horarios.

LEARNING OUTCOMES (COMPETENCIES)

SSOP7: Analyze the current trends in goal and/or strategy setting within a company

SSOP8: Develop objectives, strategies and/or projects in production, logistics or marketing

SSOP9: Identify new trends in marketing, operations and/or business models

SSOP10: Create practical cases that describe a company's strategy and the key factors of business competitiveness

SSOP11: Master project management and process analysis methodologies, as they are basic tools to take decisions in a company

PROGRAM

BLOCK I. MARKET DIAGNOSIS AND STRATEGIC ANALYSIS

Topic 1. Introduction to Strategic Marketing: Concept and evolution of marketing. Operational vs. strategic marketing. The strategic marketing management process. Market orientation.

Topic 2. Environmental Analysis: Macro-environment and Micro-environment: PESTEL analysis. Porter's Five Forces. Identification of opportunities and threats. Environment scanning tools.

Topic 3. Internal Analysis and Strategic Diagnosis: Value chain. Resource and capability analysis. Sustainable competitive advantage. SWOT and CAME analysis.

Topic 4. The Consumer: Research, Behaviour and Customer Journey: Marketing information systems. Key performance indicators (KPIs). Purchase decision process. Influencing factors. B2B buyer behavior. Neuromarketing.

BLOCK II. CORE STRATEGIC DECISIONS (STP) AND GROWTH STRATEGIES

Topic 5. Market Segmentation: Segmentation criteria (geographic, demographic, psychographic, behavioral). Quantitative segmentation techniques. Requirements for useful segments.

Topic 6. Targeting and Strategic Positioning: Evaluation and selection of target segments. Market coverage strategies. Positioning: concept, perceptual maps, and strategies. Value proposition.

Topic 7. Growth and Competitive Strategies: Ansoff Matrix. Organic vs. inorganic growth. Kotler's competitive strategies (leader, challenger, follower, nicher). Blue ocean strategy.

BLOCK III. INNOVATION, BRANDING, AND PLANNING IN THE GLOBAL AND INTELLIGENT ERA

Topic 8. Innovation Strategy and New Product Development: New product development process (Stage-Gate). Design thinking applied to marketing. Lean startup and MVP. Product portfolio management (BCG matrix).

Topic 9. Brand Strategy (Strategic Branding): Brand equity. Brand architecture. Co-branding and brand extensions. Brand strategy in digital environments. Employer branding.

Topic 10. Digital and Omnichannel Strategy: Digital transformation of marketing. Omnichannel strategy. Content marketing. Inbound marketing. Social media strategy. Generative AI applied to marketing.

Topic 11. Strategic Marketing Plan: Integration and Control: Structure of the strategic marketing plan. Marketing dashboard. Marketing budget. Control metrics: ROI, ROMI, CLV, NPS.

EDUCATIONAL ACTIVITIES

Theoretical and practical sessions: The course is structured into 2-hour sessions that systematically combine a theoretical component (first hour) with a practical component in the second hour.

The typical structure of each session is as follows:

- Interactive theoretical presentation: Presentation of conceptual frameworks, including questions to the class, current examples and short videos.
- Case study methodology: Analysis of real-life cases from well-known companies, based on the concepts explained in the first part.

The aim is for students, in addition to receiving theoretical training, to learn to work in teams, to develop and defend their arguments independently, as if they were part of a real marketing department.

Guest speakers: In addition, there will be sessions featuring marketing professionals who will explore some of the session topics in greater depth, drawing on their real-world experience.

EVALUATION

REGULAR CALL

EVALUATION SYSTEM	WEIGHTING
Evaluation of group works	30
Final exam	60
Class participation and attitude	10

EXTRAORDINARY CALL

EVALUATION SYSTEM	WEIGHTING
Final exam	100

OFFICE HOURS

- D. Pablo Frauca Echandi (pfraucaech@external.unav.es)
  - Tutor hours: To be scheduled with the teacher at the request of the student by mail

BIBLIOGRAFÍA

Handbooks:

1. Kotler P. y Keller, K.L. (2021). Dirección de Marketing. 16ª edición. Pearson.
2. Lambin J.J., Gallucci, C. y Sicurello, C. (2009). Dirección de Marketing: Gestión estratégica y operativa del mercado. McGraw-Hill.
3. Munuera J.L. y Rodríguez, A.I. (2020). Estrategias de marketing: un enfoque basado en el proceso de dirección. 3ª edición. ESIC.

Resources

- Power Point slides withthe theory will be posted in ADI after each class.
- The case studies will be provided in ADI in advance.