# Strategic Marketing (with Business Plan module)

## Prof. Renato Fiocca; Prof. Clemente M. Bottani

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The course deals with the issues related to the strategic management of relations with the market, considering the importance of marketing decisions for the overall organisation of the company. There will be a particular focus on the definition and development of intangible resources capable of generating a lasting and tenable competitive advantage. The course deals specifically with the strategic analysis of the sector and the business and the resource-based theory and competence-based view in business management. Key course topics concern the generation of value for customers and for the business, the importance of intangible resources, the management of market relations, customer value proposition, the positioning of the business within a relational network and the evolution of competitive behaviour.

Finally, the Business Plan module allows students to apply strategic marketing decisions in real-world conditions by developing a business plan.

*By the end of the course, students will:*

1. understand the potential of market orientation and be able to implement it in a dynamic competitive environment;
2. know the components of the business analysis of the enterprise from both the outside-inside and inside-outside perspectives;
3. be able to assess the importance of intangible resources, dynamic capabilities and distinctive business competences in the formulation of marketing strategies;
4. be able to evaluate the components of relationships and the evolution from transactional marketing to relational marketing;
5. be able to define marketing strategies and policies including in light of the impact of digital transformation.
6. be able to analyse and draw up a business plan, taking decisions regarding the company’s market structure and considering its impact on the company’s overall structure.

***COURSE CONTENT***

*Basic module syllabus* (Prof. Renato Fiocca)

The Basic Module is divided into the following key parts:

*– Strategic marketing in business administration and management.*

The evolution of strategic marketing.

The outside-inside and inside-outside perspectives on analysing the relationship between the characteristics of the business and the enterprise.

Knowledge of the sector and analysis of competitive dynamics.

*– Tangible and intangible resources*

Tangible and intangible resources. Resources of trust and knowledge.

The need for dynamic equilibrium between tangible and intangible resources.

Brand management and brand equity.

*– Dynamism of resources and distinguishing competences*

The so-called dynamic capabilities.

Standard, enabling and distinguishing competences.

* *Management of market relations*

The role of relationships as intangible meta-resources.

From transactional marketing to relational marketing.

Customer lifetime value and customer value proposition.

Syllabus of the Business Plan Module (Prof. Clemente M. Bottani)

The objective of the module is to systematically address the development process of a company’s business plan, considering in particular the positive effects that this task has on the management of the company’s activities and on the achievement of the company’s strategic objectives. The use of a case study will help students apply the tools acquired more effectively.

The main phases considered will convey an understanding of the importance of this activity for the life of the enterprise:

* *Analysis of the macro- and micro-environment, the reference market and the relative positioning of the enterprise (Situation Analysis)*
* *Defining marketing goals and strategies*
* *Identifying and implementing tactics (Marketing Mix)*
* *Assessment of internal and external resource requirements*
* *Preparation and implementation of the action plan*
* *Results checks and adjustments*

The course will cover this material by means of an “integrated” approach, combining traditional methodologies with a relational perspective, focusing specifically on the role of tangible and intangible resources. This mix will create a framework that is particularly close to reality and, on the basis of the strategy defined, will develop the necessary actions to achieve the course objectives.

***READING LIST***

R. Fiocca, *Impresa e Valore,* Franco Angeli, 2017 (excluding chaps. 17 and 18).

For the Business Plan module the learning material will be uploaded to Blackboard before the course begins.

Additional teaching materials (which form an integral part of the exam preparation) will be made available on the Blackboard platform.

***TEACHING METHOD***

The course will be delivered by means of lectures to provide background information alternating with the presentation and discussion of case studies and business testimonies.

***ASSESSMENT METHOD AND CRITERIA***

The final assessment will be based on the weighted average of the two marks (out of 30) obtained by the student for the Basic module and the Business Plan module. In more detail, the mark for the Basic module is individual and accounts for 80% of the final mark, while the mark for the Business Plan module is per group and is worth 20%.

Students will be assessed on the Basic module in the form of a written exam consisting of open questions designed to assess students' knowledge of the topics covered. In particular, students will be assessed on their ability to summarise and thoroughly examine the various topics addressed during the course.

Students will be assessed on the Business Plan module through their drafting and discussion of a business plan. They will be assessed as a group. The composition and size of the groups will be communicated at the beginning of the course. The mark achieved in this assessment is valid for the entire academic year.

Further guidance will be published on Blackboard and communicated in class at the beginning of the course.

***NOTES AND PREREQUISITES***

To attend the Strategic Marketing course, students require basic knowledge of business administration and - in particular - marketing.

Should the Covid-19 health emergency prevent in-person teaching and/or assessment, ongoing or final, remote alternatives will be put in place via the university Blackboard platform, Microsoft Teams and any other means, details of which will be provided at the beginning of the course, so as to ensure the learning objectives set out in the study plans are met in full whilst safeguarding our students’ health.

Further information can be found on the lecturer's webpage at http://docenti.unicatt.it/web/searchByName.do?language=ENG, or on the Faculty notice board.