

## EMBA-2527-105-Strategic Marketing & Customer Insights

Name of lecturer(s) & Email	Phase, Status, Timing	ECTS*, CH & SDL**
Virginie BRUNEAUX <a href="mailto:virginie.bruneau@ulb.be">virginie.bruneau@ulb.be</a>	Accelerate Compulsory Between 10/1/2026 and 1/2/2026	3 24 66

### Description of the course

Delve into strategies for understanding customer behavior, leveraging data-driven insights, and creating impactful marketing plans that foster competitive advantage

### Course units

1. From traditional to modern marketing strategies
  - a. The evolution of marketing
  - b. From product-orientation to solution-thinking
  - c. Creating value for society: sustainability & marketing
2. Understanding new markets & customers
  - a. Understanding the environment and markets
  - b. The evolving needs of customers
3. Value creation process: from customer understanding to business growth
  - a. Introducing value creation
  - b. Segmenting the market & choosing the right target
  - c. Value proposition development
  - d. Customer empathy map
  - e. Blue vs. Red Ocean: how to differentiate from competition?
  - f. Perceptual map building
4. Actionable marketing tactics (implementing the marketing mix)
  - a. Aligning strategy with brand's purpose
  - b. Improving customer relationships with personalization and omnichannel strategies
  - c. Maximize value-based pricing
  - d. Integrated communication strategies
  - e. The use of AI in marketing
5. Measuring the effectiveness of marketing – aligning KPI's with company objectives
  - a. Essentials for marketing performance measurement
  - b. Different types of marketing metrics
  - c. Align KPI's with business objectives
  - d. Data-driven marketing: an application

### Course Learning Outcomes (CLOs)

By the end of the course, you will be able to...

1. Compare and contrast traditional and modern marketing strategies to identify how evolving market contexts impact marketing practices.
2. Analyze new market opportunities and assess customer needs and behaviours to identify potential areas for market entry or growth.
3. Develop a value creation process that translates customer insights into actionable strategies to drive business growth.
4. Design and implement marketing tactics using the marketing mix to address identified customer segments and strategic goals.
5. Evaluate marketing effectiveness by selecting and aligning key performance indicators (KPIs) with company objectives to monitor and optimize marketing performance.

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

\*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

\*\*CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

\*\*\*PLO - Programme Learning Objectives are available on the curriculum page

## EMBA-2527-105-Strategic Marketing & Customer Insights

### Contribution to Programme Learning Objectives (PLOs)\*\*\*

<b>PLO 1.1.</b> Design and communicate a compelling strategic vision that motivates and aligns cross-functional teams to achieve organisational goals.	<b>Mastery</b>
<b>PLO 1.2.</b> Demonstrate collaborative leadership skills, effectively resolving conflicts, negotiating, and engaging diverse teams to reach optimal outcomes.	<b>Reinforcement</b>
<b>PLO 1.3.</b> Communicate the strategy to make it understandable to anybody in the organisation and to the stakeholders.	<b>Mastery</b>
<b>PLO 2.1.</b> Apply critical thinking and data-driven decision-making to detect, assess megatrends and technological disruptions (diagnose).	<b>Reinforcement</b>
<b>PLO 2.2.</b> Develop a set of clear and motivated decisions about the key element of the corporate strategy in response to market shifts: purpose, vision, missions, business model, portfolio, scopes, values & culture, digitalisation, innovation, organic and non-organic growth strategy.	<b>Mastery</b>
<b>PLO 2.3.</b> Plan the implementation of the corporate strategy and digital transformation enabling teams to adapt smoothly to evolving business environments and technological advancements.	<b>Reinforcement</b>
<b>PLO 3.1.</b> Assess the long-term implications of business decisions on ESG factors and create strategies that balance profitability with social and environmental responsibility.	<b>Reinforcement</b>
<b>PLO 3.2.</b> Lead cross-cultural teams effectively and incorporate global perspectives into business strategies, demonstrating empathy and adaptability to diverse stakeholder needs to foster an authentic corporate citizenship.	<b>Introduction</b>
<b>PLO 3.3.</b> Use the entrepreneurial toolbox and mindset to shape innovative scalable solutions responding to new societal challenges.	<b>Mastery</b>

### Contribution to the Environmental, social and governance (ESG)

**Course Contribution to ESG:** Yes  
**Contact Hours are dedicated to ESG:** 5  
**Contact Hours containing climate solutions for how organisations can reach net zero:** 1  
**Description of contribution:** The course contributes to the SDGs by integrating sustainability into each step of the marketing strategy. Students are encouraged to select solutions aligned with the SDGs and to consider environmental and social impact across value proposition, development of the project and marketing mix.

 This course contributes to the [Sustainable Development Initiative](#) at the Solvay Brussels School of Economics & Management

**Notice:** The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

\*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

\*\*CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

\*\*\*PLO - Programme Learning Objectives are available on the curriculum page

## EMBA-2527-105-Strategic Marketing & Customer Insights

### Assessment methodology / Learners Use of Time and Load

#### Evaluation scale

0-20

#### Pre-Assessed Task: Online Test

- Value of pre-assessed task: 20%
- Type of assessment: Individual
- Deadline: due 15/01/2026
- Guidelines: The online test will test your understanding of key theoretical concepts from the assigned readings. It must be completed individually, within a limited time, and without external assistance.
- Feedback Provision: Feedback will be provided based on your results, and an answer grid will be shared afterward.

#### Key-Assessed Task: Develop a marketing plan for a (new) product or service that contributes to a more sustainable world

- Value of pre-assessed task: 80%
- Type of assessment: In-group
- Deadline: due 01/02/2026
- Guidelines: Choose a new sustainable product/service for which you want to set up a marketing strategy who contributes to a more sustainable world (tip: have a look at the SDG's & use AI to help brainstorming). You will present your marketing strategy in front of the class (online or offline). You will have max. 10 minutes to present and +-5-10 minutes of Q&A.
- Feedback Provision: Detailed feedback on your marketing plan will be provided after the presentation

### Learning Materials

#### Readings

##### Books / Articles

- Vila, O., Bharadwaj, S., Morgan, N., & Mitra, S. (2020). Is your marketing organization ready for what's next? Harvard Business Review, 98(12), 104-113.
- Gupta, Sunil. Marketing Reading: Segmentation and Targeting. Core Curriculum Readings Series. Boston: Harvard Business Publishing 8219, 2014.
- Rust, R. T., Moorman, C., & Bhalla, G. (2010). Rethinking marketing. Harvard business review, 88(1/2), 94-101.
- White, K., Habib, R., & Hardisty, D. J. (2019). How to SHIFT consumer behaviors to be more sustainable: A literature review and guiding framework. Journal of Marketing, 83(3), 22-49.

##### Cases (available in Canvas)

- Farm Electronics: The Business-to-Business Marketing Dilemma Aditya Billore, Ivey Publishing, 2020
- Amazon Vs Walmart: Clash of Business Models By: Nirmalya Kumar, Sheetal Mittal, 2023

#### Other Learning Materials

x

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

\*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

\*\*CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

\*\*\*PLO - Programme Learning Objectives are available on the curriculum page