

ACADEMIC YEAR: 2025/2026	OPERATIONAL MARKETING		
	SUBJECT CODE: 16633	SEMESTER: ANNUAL	TYPE: SPECIALISMS
CREDITS	8 ECTS		
STUDENT WORKLOAD	Contact Hours	Personal and/or Teamwork	Evaluation
	80	115	5
TEACHING LANGUAGE	English		
CO/PREREQUISITE	None		
SPECIALISM	MARKETING		
MODE OF DELIVERY	In-person		
FACULTY	DEMARTINI, Melissa LUZZINI, Davide		
COURSE DESCRIPTION	<p>The objective of this module is to enable participants to formulate a rigorous go-to-market strategy by examining four interrelated domains:</p> <ol style="list-style-type: none"> <li>1. Distribution and Channel Strategy               <ol style="list-style-type: none"> <li>1.1 External Dimension: Criteria for selecting and managing channels that optimally deliver the intended value proposition and customer experience to targeted segments.</li> <li>1.2 Internal Dimension: Design of the operational capabilities and governance processes required to support those channels efficiently and reliably.</li> </ol> </li> <li>2. Operations and Supply-Chain Management               <ol style="list-style-type: none"> <li>2.1 Holistic Framework: Conceptual foundations for viewing the supply chain as an integrated network, encompassing both strategic design and day-to-day execution.</li> <li>2.2 Case-Based Insights: Analysis of real-world examples to illuminate the interdependencies among functional areas within a focal firm and across its supply-chain partners.</li> </ol> </li> <li>3. Sales Management and Trade Marketing               <ol style="list-style-type: none"> <li>3.1 Point-of-Sale Excellence: Integration of trade marketing, shopper marketing, shopper insights, and revenue-management techniques to secure competitive advantage at retail.</li> <li>3.2 Cross-Functional Alignment: Mechanisms for ensuring consistency between marketing and sales activities, thereby optimizing both customer engagement and profitability.</li> </ol> </li> <li>4. Pricing Strategy               <ol style="list-style-type: none"> <li>4.1 Adaptive Frameworks: Principles for developing and implementing pricing policies that respond to evolving market conditions.</li> <li>4.2 Decision Tools: Techniques for setting prices that balance revenue growth with long-term profit sustainability.</li> </ol> </li> </ol> <p>Upon completion, participants will possess the analytical tools and practical skills necessary to craft, execute, and refine a comprehensive go-to-market strategy.</p>		
LEARNING OUTCOMES	KNOWLEDGE	RAK1.2	Identify the latest marketing and customer management theories and their applicability to a global business environment, taking into account culture, technology, and the environmental setting.
		RAK5	Understand fundamental accounting and financial management concepts and techniques and their relationship to the financial viability and sustainability of the organization.
		RAK 7	Explain business decisions and practices and their economic, social, and environmental impacts, along with their ethical dimensions.
	SKILLS	RAS2.2	Apply data-driven analysis to improve sales' performance metrics, considering organizational and sustainability objectives.
		RAS5	Implement team engagement strategies, taking into account gender differences and diversity criteria.
		RAS7.2	Incorporate cutting-edge technological solutions in their relevant areas of practice, taking into account relevant ethical considerations.
	COMPETENCES	RAC3	Develop advanced leadership skills to manage teams inclusively and effectively in a technological environment, focusing on innovation.

		RAC6.2	Promote responsible marketing practices that foster regenerative growth and an ethical culture to generate a lasting positive impact.
<b>SDGS ADDRESSED</b>	<input checked="" type="checkbox"/> SDG 1 – No Poverty <input checked="" type="checkbox"/> SDG 2 – Zero Hunger <input type="checkbox"/> SDG 3 – Good Health and Well Being <input type="checkbox"/> SDG 4 – Quality education <input checked="" type="checkbox"/> SDG 5 – Gender equality <input type="checkbox"/> SDG 6 – Clean water and sanitation <input type="checkbox"/> SDG 7 – Affordable and clean energy <input checked="" type="checkbox"/> SDG 8 – Decent work and economic growth <input checked="" type="checkbox"/> SDG 9 – Industry, Innovation, Technology and Infrastructure	<input type="checkbox"/> SDG 10 – Reduced inequality <input type="checkbox"/> SDG 11 – Sustainable cities and communities <input checked="" type="checkbox"/> SDG 12 – Responsible consumption and production <input checked="" type="checkbox"/> SDG 13 – Climate action <input type="checkbox"/> SDG 14 – Life below water <input type="checkbox"/> SDG 15 – Life on land <input checked="" type="checkbox"/> SDG 16 – Peace, justice and strong institutions <input type="checkbox"/> SDG 17 – Partnerships for the goals	
<b>TEACHING METHODS</b>	<input checked="" type="checkbox"/> AF01-Lectures <input type="checkbox"/> AF02-Videos or videoconferences <input type="checkbox"/> AF03-Discussion groups or forums <input type="checkbox"/> AF04-Multimedia production <input checked="" type="checkbox"/> AF05-Reading texts and preparing reports. <input type="checkbox"/> AF06-Analysis of data or processes <input type="checkbox"/> AF07-Search for bibliographic information <input type="checkbox"/> AF08-External visits <input type="checkbox"/> AF09-Internships at centers or companies <input checked="" type="checkbox"/> AF10-Applied activities or exercises <input type="checkbox"/> AF11-Elaboration of glossaries or wikis <input type="checkbox"/> AF12-Roleplay and simulations <input type="checkbox"/> AF13-Workshops or seminars	<input type="checkbox"/> AF14-Practical or laboratory activities <input checked="" type="checkbox"/> AF15- Personal study of contents <input type="checkbox"/> AF16- Development and synthesis <input type="checkbox"/> AF17- Intervention, research or interviews <input checked="" type="checkbox"/> AF18- Practical analysis of cases <input type="checkbox"/> AF19- Online interactive activities <input checked="" type="checkbox"/> AF20- Oral presentations <input checked="" type="checkbox"/> AF21- Exams or tests <input type="checkbox"/> AF22- Correction of exercises and follow-up <input type="checkbox"/> AF23- Portfolios or reflective diaries <input type="checkbox"/> AF24-Tutorials <input type="checkbox"/> AF25-Others	
<b>STUDENT ASSESSMENT</b>	SE01 - Class Participation SE02 - Continuous monitoring of work SE04 - Written Examination SE05 - Projects & activities	(20%) 0% (40%) (40%)	
<b>GRADING SYSTEM</b>	Please refer to the Academic Regulations for the grading system used in the Programme and further details and for information concerning absences, participation in class, plagiarism, etc.		

16633 SUBJECT RUBRIC

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ILO Code	ILO Description	Weight %	Exemplary (100%-85%)	Proficient (84%-65%)	Developing (65%-50%)	Beginning (<50%)
RAK1.2	Identify the latest marketing and customer management theories and their applicability to a global business environment, taking into account culture, technology, and the environmental setting.	10%	Identifies ≥3 go-to-market or channel strategy theories; compares across global and operational contexts with tech and sustainability relevance	Explains 2 theories with basic relevance to global or operational settings	Mentions 1 theory; limited contextual insight	No clear theory or context
RAK5	Understand fundamental accounting and financial management concepts and techniques and their relationship to the financial viability and sustainability of the organization.	10%	Links pricing, channel, and supply decisions to financial viability and sustainability using metrics	Describes basic financial implications of operational marketing with general sustainability mention	Mentions financial viability or sustainability without integration	No clear financial or sustainability connection
RAK 7	Explain business decisions and practices and their economic, social, and environmental impacts, along with their ethical dimensions.	10%	Evaluates operational marketing decisions (e.g., pricing, trade marketing, supply chain) with economic, social, environmental, and ethical lenses using real cases	Describes impacts and ethics with general examples	Mentions some impacts; lacks ethical depth	No meaningful impact or ethics analysis
RAS2.2	Apply data-driven analysis to improve sales' performance metrics, considering organizational and sustainability objectives.	25%	Uses AI tools (e.g., revenue management, forecasting, dashboards) and performance metrics to optimize channel, sales, and pricing decisions	Applies standard analysis tools with some sustainability or performance linkage	Performs basic analysis; limited strategic or sustainability use	Incomplete or inaccurate analysis
RAS5	Implement team engagement strategies, considering gender differences and diversity criteria.	5%	Designs inclusive collaboration strategies for sales, trade marketing, and channel teams with gender/diversity awareness	Applies basic engagement strategies with general diversity awareness	Lists tactics with minimal diversity consideration	No engagement or diversity strategy
RAS7.2	Incorporate cutting-edge technological solutions in their relevant areas of practice, considering relevant ethical considerations.	10%	Integrates AI tools ethically in pricing, supply chain, and channel management decisions	Uses tech tools with basic ethical awareness	Mentions tech use; lacks ethical reflection	No tech or ethical consideration
RAC3	Develop advanced leadership skills to manage teams inclusively and effectively in a technological environment, focusing on innovation.	10%	Leads cross-functional marketing teams using digital platforms and analytics; fosters innovation and inclusive culture	Demonstrates leadership with some tech and inclusion	Shows basic leadership; limited tech or innovation focus	No leadership or innovation evident
RAC6.2	Promote responsible marketing practices that foster regenerative growth and an ethical culture to generate a lasting positive impact.	20%	Designs go-to-market strategies and pricing frameworks that embed ethics, ecological performance, and long-term stakeholder value	Suggests responsible practices with general ethical framing	Identifies ethical concerns; lacks strategic depth	No responsible or ethical practice proposed