

New Marketing Strategy for the AI Age / Electives / 2025

CONTENTS

New Marketing Strategy for the Digital Age / Electives / 2024.....	1
Contents	1
Faculty Information	2
Faculty bio.....	2
Abstract	2
Educational Goals	2
Teaching methods and workload	3
Grading and assessment.....	4
Required textbook(s) and Readings.....	6
Suggested extra readings, journals and websites	6
Detailed course schedule	8
Assignments Description	10

FACULTY INFORMATION

Name	Pau Virgili
Title	Professor
Email address	pau@virgili.com
LinkedIn profile	https://www.linkedin.com/in/pauvirgili
Office hours	On demand by email

FACULTY BIO



Pau is an entrepreneur, consultant and lecturer with a passion on how technology is transforming marketing strategy and consumer behaviour. He brings to class a variate of experiences from the work with HP, Coca Cola, Plantronics, ESADE, several successful startups and a solid conceptual framework. Pau was General Manager of Marketing for HP Consumer products of Europe, Middle East and Africa region, where he and his team built the first cross-product line HP retail go-to-market from Brand strategy to retail execution. As an entrepreneur, Pau has launched several successful companies in the areas of Mobile Business, Marketing on-line and Advertising: Summa Branding, Loopy messenger, Viko, Mubiquo among others. He contributes as an independent consultant, thinker and facilitator to companies such as Coca Cola, Banc Sabadell, Nike, Total, Nestle to better engage with their customers. He is currently and Associate Lecturer at ESADE Business School teaching "New Marketing Strategies for the Digital Age" at the MBA and EMBA degrees. Pau holds an MBA from the University of Chicago and he is the co-author of the book "La reconciliación con el consumidor". Pau has lived and worked in Spain, US, Germany, Switzerland, France, UK, Thailand, Laos, Vietnam and he is a passionate adventure traveler.

ABSTRACT

The contemporary business landscape is undergoing a profound transformation driven by rapid technological advancements, particularly in artificial intelligence (AI), data analytics, and ubiquitous consumer connectivity. These forces are fundamentally reshaping market dynamics, consumer behavior, and expectations at an unprecedented speed. Consequently, traditional marketing frameworks require significant re-evaluation. Is your organization strategically positioned not only to understand these shifts but also to anticipate and lead in this new digital age? Are your go-to-market strategies truly synchronized with the pace of the modern consumer?

This course addresses these critical questions by exploring the strategic imperatives for redefining the marketing charter, operational models, and strategies necessary to succeed in the AI era. We will move beyond the tactical aspects of online communication to analyze the deep-seated changes in consumer behavior and decision-making processes. Participants will investigate how leading innovations—including AI, data analytics, social networks, and real-time engagement platforms—can be leveraged to formulate robust, adaptive strategies and foster continuous innovation.

The curriculum is grounded in rigorous academic frameworks and enriched by practical insights drawn from extensive senior leadership and consulting experience with globally recognized companies such as HP, Nike, Coca-Cola, and Apple.

Important Note: This is *not* a course focused on digital marketing techniques or tools. Rather, it is a forward-looking **business strategy** class centered on the marketing transformation. The primary objective is to equip current and future senior managers with the essential strategic understanding required to lead their organizations effectively through the evolving complexities of the modern marketplace.

EDUCATIONAL GOALS

The goal of this class is to provide participants with a leadership vision on how technology is changing the rules of engagement between Companies and their customers.

The class is structured in two parts. The first part addresses the changes on customer behaviour and attitudes towards products and brands. In this part we will also review the impact of this transformation on the current marketing strategies and frameworks.

In the second part of the class, we will explore what are the new strategies to engage customers in the digital era. We will review several current cases that showcase the leading trends in this area. We will understand how these companies are innovating today, and we will establish a framework for defining the customer engagement.

Learning areas	learning outcomes
I. Content-related	Participants will identify what are the key consumer behaviour trends. Participants will recognize the impact of technology on the current Marketing strategies. Participants will outline the most effective consumer facing strategies in the digital age.
II. Skills-related	Participants will differentiate and predict the impact of technology on the go to market. Participants will analyze innovative industry cases. Participants will develop a customer facing strategy in the digital age.
III. Attitude-related	Participants will challenge the digital transformation myths. Participants will build an attitude of openness to innovation

TEACHING METHODS AND WORKLOAD

This class is constructed by combining several learning methods. We will combine lectures, short cases, formal industry cases, group exercises and workshops. This is a very dynamic class and students will be constantly challenged.

Lectures

Lectures are a combination of theory frameworks, practical industry cases, and exercises. Part of the cases are based experience as a business leader, while some others are industry cases that are especially relevant to the subject. The lecture includes several videos of industry leaders.

Workshop and group work

The class will include a group workshop and several in class group exercises. Students are expected to actively participate in the group work.

Individual cases

Each student will prepare a case in a short presentation focusing on his experience in marketing digital transformation, challenges, strategies, or activities. Alternatively, the case can be based on research instead of experience.

The individual project will be shared with the full class and will be the base of discussion to facilitate the peer-to-peer learning experience. We highly encourage students to review all projects and to approach colleagues for further discussion.

Industry cases

We will discuss some formal industry cases. Students are expected to have prepared seriously each case and participate in the discussion.

Description	Calculation	Total
In-Class sessions:	6 sessions x 3 hours	18 hours
Class Preparation:	18 x 2	36 hours
Individual Assignment:		30 hours
Total Course Hours		84 Total hours
EC (Number of study credits)	3 EC x 28	84 Total hours

GRADING AND ASSESSMENT

Course: New Marketing Strategy for the Digital Age	Assessment formats			
Educational goals per course (formulated using action verbs (Bloom's Taxonomy))	Participation	Project	In-Class Assignments	Total
After following this course, students will be able to:				
Identify what are the key consumer behavior trends.	x	x		
Recognize the impact of technology on the current Marketing strategies.		x		
Outline the most effective consumer facing strategies in the digital age.	x	x	x	
Differentiate and predict the impact of technology on the go to market		x	x	
Analyse Innovative industry cases.	x	x	x	
Develop a customer facing strategy in the digital age.	x		x	
Challenge the digital transformation myths.	x			
Build and attitude of openness to innovation	x			
Weighting factor	Pass/fail	50%	30%	100%
Minimum grade required	5.5	5.5	5.5	5.5

When failed, resit option within academic year (Yes/No)**	No	Yes	Yes	
Form of examination (e.g. MC, Open-book, etc.)	In-Class	Individual Project	Workshop & in-class exercise	
Group / Individual assessment (Group/Individual)	Individual	Individual	Group	

In order to pass the course, each assessment or deliverable (component grade) with a resit option, needs to be at least 5.5. Components with no resit option bear no minimum grade required, but to pass the overall course, the final grade needs to be at least 5.5.

Grades are rounded according to the rounding provisions included in the Examination Regulations (ER) of the programme, and are expressed with 1 decimal point. Not meeting the minimum grade required for either a component grade or the overall course grade determines a fail for the course. Participants can resit a failed component only once. There is no capping of the grade for a resit examination, unless determined by the faculty. The only exception is when the nature of the failed assignment allows for an improvement effort of the same assignment (capped at 5.5 for that component). For this particular course, the faculty has decided that all assignments allow for *a new resit by sumitting a new improved assignment*

Grade penalties for unauthorized late submissions will be automatically imposed. Penalties for unauthorised late submissions range from 10% to 20% deduction from the examination component depending on the hours/days late. Unauthorised late submissions 4 days or longer after the deadline without prior notification and a reasonable explanation for the late submission, will not be accepted.

Attendance is mandatory and a requirement to pass the course. Missing classes and arriving late may result in grading penalties and even a fail for the course.

Fraud, Plagiarism / Self-plagiarism (Appendix B on Code of Conduct, Examination Regulations -ER-)

The Examination Board defines fraud as *“the action or negligence of a student because of which it is impossible, entirely, or partially, to form a correct judgment about the knowledge, insight, and skills of them or another student”* (ER, 2024-2025). Examples of fraud are cheating, cribbing, plagiarism, freeriding in a team assignment, availability of unauthorized (study) material during a test such as mobile phones, contract cheating/outsourcing/ghost-writing, unauthorized use of generative AI, identity fraud, theft.

Confirmed cases of fraud/plagiarism will lead to (appropriate and proportional) sanctions as defined by the Examination Board in the Rules and Guidelines section of the Examination Regulations (ER). Repetitive cases of fraud/plagiarism lead to expulsion from the programme.

Plagiarism is presenting another person’s work as one’s own. Plagiarism includes any paraphrasing or summarising of the work of another person or group without acknowledgment, including submission of another student’s work as one’s own. Plagiarism frequently involves a failure to acknowledge the quotation of paragraphs, sentences, or even a few phrases written or spoken by someone else.

Using ideas from your own prior work (assignment) without referencing the work in your assignment is considered self-plagiarism.

Participants are required to adhere to the 6 principles outlined in the RSM AI guidelines with regard to the use of Artificial Intelligence Platforms such as ChatGPT and related software/tools. The unauthorised use constitutes violation of plagiarism/ fraud policy. For this particular course, the faculty promotes an *embraced* use of AI.

For more information about academic integrity and AI please refer to the Programme’s Examination Regulations and RSM AI guidelines documents on the Student Hub

Assessment / Deliverable:	Individual or group:	(Due) date and hand in location:	% of final grade:
Participation	Individual	All sessions	20 %
Project	Individual	TBD	50 %
In-class assignments (workshop and in-class exercises)	Group	In class during sessions	30 %

For all Canvas submissions, please make sure to include the student name and programme name in the title of the file submission, as well as within the document itself (on the cover page).

REQUIRED TEXTBOOK(S) AND READINGS

No text book is required, however you need to read the following articles:

- Digital Transformation Is Not About Technology - H04TO3-PDF-ENG
- [The Criticality of CMO-CIO Alignment](#) - BH808-PDF-ENG
- [The Rebirth of the CMO](#) - H00X5G-PDF-ENG
- [Smarter Information, Smarter Consumers](#) - R1301B-PDF-ENG
- [The Truth About Customer Experience](#) - R1309G-PDF-ENG
- [Artificial Intelligence for the Real World](#) - R1801H-PDF-ENG
- Experience Co-creation - H0073Y-PDF-ENG
- [Marketing in the Age of Alexa](#) - R1803E-PDF-ENG
- What's Your Gen AI Strategy? - R2306B-PDF-ENG
- [Using the Crowd as an Innovation Partner](#) - R1304C-PDF-ENG
- Winning at Influencer Marketing - R2403B-PDF-ENG

SUGGESTED EXTRA READINGS, JOURNALS AND WEBSITES

The role of artificial intelligence in marketing

<https://sproutsocial.com/insights/ai-marketing/>

The Power Of “Framing Effects” And Other Cognitive Biases

<http://www.adsavvy.org/the-power-of-framing-effects-and-other-cognitive-biases/>

Jack Trout On positioning The Competition

https://www.youtube.com/watch?v=2jM-Iga2jsI&ab_channel=Speakers.com
https://www.youtube.com/watch?v=DixFg-reeaw&ab_channel=innismaggiore

It's the real thing: “Authenticity” is being peddled as a cure for drooping brands

<https://www.economist.com/news/business/21678216-authenticity-being-peddled-cure-drooping-brands-its-real-thing>

Reasons Why Brands Struggle with Authenticity

<http://adage.com/article/agency-viewpoint/hidden-reasons-brands-struggle-authenticity/299304/>

The openness revolution

<http://www.economist.com/news/business/21636070-multinationals-are-forced-reveal-more-about-themselves-where-should-limits>

Seeing Customers as Partners in Invention

<http://www.nytimes.com/2009/12/27/business/27proto.html? r=0>

How Coca-Cola Uses Entrepreneurs (And Keurig) To Jump-Start Innovation. Forbes

<http://www.forbes.com/sites/forbesleadershipforum/2015/10/08/how-coca-cola-uses-entrepreneurs-and-keurig-to-jump-start-innovation/#7b94fe21277b>

The decline of consumer irrationality: Itamar Simonson at TEDxBayArea

https://www.youtube.com/watch?v=815N3EZaABU&ab_channel=TEDxTalks

John Browne: How companies succeed by engaging with society

<http://www.prospectmagazine.co.uk/other/john-browne-how-companies-succeed-by-engaging-with-society>

Connect: Engage radically and practice radical authenticity as a brand

https://www.youtube.com/watch?v=EMRlnd3CRI&ab_channel=McKinsey&Company

Connect: How Companies Succeed by Engaging Radically with Society Hardcover

<http://www.amazon.com/Connect-Companies-Succeed-Engaging-Radically/dp/0753556928>

'Connect' - Panel Discussion with John Browne about business and society

https://www.youtube.com/watch?v=rnhAv135VFQ&ab_channel=BlavatnikSchoolofGovernment

Real Time Marketing at PepsiCo, Shiv Singh (PepsiCo)

https://www.youtube.com/watch?v=bZ-lOorOzJ4&index=19&list=FLUf-C5buHq8syvRGXDDrM1Q&ab_channel=TheCMSummit

Real-time marketing: From hype to hope

https://www.youtube.com/watch?v=Bm8Or89qiGY&ab_channel=WithTheEconomist

DETAILED COURSE SCHEDULE

Session 1	
Topics:	Consumer behavior transformation Consumers now access extensive information from numerous sources, significantly changing their purchase behavior and how they relate to brands. This course section examines this transformation. We will analyze recent research on the connection between information access and buying decisions. We will also review key marketing models and principles, evaluating which remain valid and effective in today's information-driven landscape and which need revision.
In class exercises:	Brand in the digital era.
Readings:	See "Required Readings" above
Case:	

Session 2:	
Topics:	The basis of consumer engagement- Authenticity In a world where consumers are in power, and information cannot be controlled, companies need to shift their engagement strategy from unidirectional communication to managing conversations. In these conversations, authenticity is the basis of consumer engagement. We will review what authenticity means for marketing messaging and how companies can drive consumer engagement. The public affairs discipline has for a long time addressed this issue and now Marketing practitioners are learning from this experience and start implementing similar strategies. We will explore several real-life cases as Corona, McDonald, Coca Cola life, Red bull, Ryan air and KFC UK.
In class exercises:	Coca Cola share honesty
Readings:	See "Required Readings" above
Case:	

Session 3	
Topics:	Gillette Toxic Masculinity workshop In this workshop we will explore values driven marketing and the most recent challenges that top brand face. We will work in groups using design thinking methodology to explore the Gillette 2019 strategy along with similar cases as Nike, Pepsi.
In class exercises:	
Readings:	See "Required Readings" above

Session 4	
Topics:	<p>Real Time Marketing</p> <p>One of the bigger challenges that companies face today is to synchronize the corporate clock with the consumer timing. Consumer conversations happen in real time and amplify in very short time periods. This represents both a great opportunity for companies to connect with customers energy and multiply the reach of their content in a very efficient way; but also, a great threat as they may stay completely disconnected from their customers conversation. We will review how Brands are learning from the news industry and how some top key Brands such as Taco Bell and Coca Cola are setting up Real –Time Marketing cross-functional teams and infrastructures. Additionally, we will explore examples in the startup arena and real time I.</p>
In class exercises:	
Readings:	See “Required Readings” above
Case:	

Session 5	
Topics:	<p>AI, Data, Automation</p> <p>Marketing is increasingly becoming a science. The foundation of modern marketing practice now rests on the availability of vast data and, critically, our ability to interpret it effectively, by leveraging AI. While strategic intuition remains essential, it is increasingly complemented and informed by data insights. This course module will explore how data analysis and AI are fundamentally transforming the marketing function, driving decision-making and strategy. We will examine practical applications through real-world case studies involving companies such as Total, Tracklander, and Target.</p>
In class exercises:	Exploring IOT and Automation
Readings:	See “Required Readings” above
Case:	

Session 6

Topics:	Engaging consumer energy In a world where power is balanced between Brand and consumers a true win-win engagement is possible. Consumer energy can be engaged at several levels: consumer insights, message amplification, content co-creation and finally product co-development. We will explore how to connect to customers, how to involve their energy and what are the working models today. We will review in depth the case of Giff Gaff, a revolutionary and successful UK telecom. We will review the real-life cases of 3M, HP, Go Pro, Red Bull, and Coca Cola Company.
In class exercises:	Several group exercises.
Readings:	See "Required Readings" above
Case	

ASSIGNMENTS DESCRIPTION

INDIVIDUAL PROJECT BRIEF

ESTIMATED TIME: 30 hours per individual. 60% research 40% formalization.

HOW

Each student will prepare a short case focusing on research or his own experience in marketing digital transformation, challenges, strategies, or activities.

The individual project will be shared with the full class and will be the base of discussion to facilitate the peer-to-peer learning experience. I highly encourage students to review all projects and to approach colleagues for further discussion.

PROCESS: 2 STEPS

- Prepare a Case short description. Maximum 300 words. The goal is for me to provide guidance and ensure the case will be relevant for the class. You will get individualized feedback on your proposal. For proposals delivered LATE no feedback will be provided, please proceed directly to the final project.

Deadline: 8 sept 2024

- Final case 10 Slides. **Deadline 19 sept 2024**
 - The cases must be maximum 10 slides and must be presented in 10 min. They must be self-explanatory, as most the fellow students will read them without further explanation.
 - Structure is up to each participant but as a guide, these elements should be included:
 - Problem definition
 - Strategies undertaken.
 - Results
 - What has changed before and after?
 - Key learnings

CONTENTS

All cases must be an example of marketing digital transformation that you have RESEARCHED OR

EXPERIENCED in your career.

Let me guide your cases by proposing a list of relevant areas of focus. But feel free to propose new ones:

- Consumers have taken power and companies communications have changed (public affairs, social media policy, new media)
- Consumer brand loyalty changes
- Examples of authenticity as result of consumer power
- Consumer buying behavior changes
- Influence of review sites and peer reviews (i.e. trip advisor in the hotel and restaurant business)
- Real time marketing examples, how have you changed your processes?
- Data driven marketing examples.
- Content creation strategies that have made a difference
- AI and automation applied to marketing beyond just tool optimization.
- Co-creations with customers content, product and/or business model
- Using social listening to monitor the market or to create new value propositions.
- New market research strategies due to the digital revolution.
- Distribution channel transformation

In the case that you have not encountered any of these challenges, you can work in an investigation case, please specify in your documents THIS IS A RESEARCH CASE:

- a- Look for examples in your company or in your network and build a case.
- b- Work in a real case based on your online research

Here are some questions that you can challenge your case about:

- Is it about Marketing- Customer engagement? Not about HR, Finance operations or pure tech.
- Is it strategic and shows a transformation? Not a campaign, web site or loyalty program tactics...
- Does it bring some FEW key learning that I can share in 10 min?

GRADING

- On-brief: Does the case addresses a customer facing Digital transformation challenge as described in the brief? 30%
- Strategic contribution: What is the quality- depth of the key leanings? 40 %
- Presentation: Is it clear, well-structured and well delivered? 30 %