
Integrated Communications

Professors: Ana Varela/Linda Reichard

Office hours: by appointment

Course Type: Elective

Credits: 4 ECTS

Term: 2nd

Course Description

As the world evolves rapidly, changes effecting business models, media, technology, consumer behaviour etc., make the management of **Marketing and Corporate Communications** more dynamic and challenging all the time. Communication seems like an easy field from a conceptual point of view, as it is accessible to everyone on a daily basis as a target, and even more in today's world where technology has provided with access in real time to big audiences to every individual just by participating in social media. Content is the clear feed for conversations, and traditional media has dramatically fragmented while new media appear everyday as a consequence of new touchpoints between brands and consumers, and or among different people in a global context.

In such a challenging and changing environment, the complex task of efficiently managing messages, content, and all kind of media across all stakeholders requires specific knowledge, practical experience and continuous analysis and vision.

This course is designed for students participating in the **MSc in Marketing & MSc in Management programs at UPF/BSM** and who are especially interested in this subject, aiming to actively participate in the communications process of an organization, or as an external communication services partner. The aim is to provide you with an overview of current theories and frameworks of Integrated Communications, and insight into what might be developing in the future. At the same time, it is designed to guide you to develop you own criteria and analytical skills that will accompany you in your future business role.

Objectives

Integrated Communication (IC) is a cross-functional process for creating profitable relationships with customers and publics by strategically controlling all messages sent to groups and encouraging dialogue. Students learn to integrate External Communication elements (e.g., advertising, public relations, publicity, sales promotion, event marketing, direct marketing, e-communication, and selling) to advance an organization's success and brand equity. Case studies and exercises help students learn how to develop effective IC plans.

Specifically, this course aims to help students:

- Understand the strategic role played by communications within the company and its importance as a management tool.
- Know what the different tools and activities available are for marketing and corporate communications, what each one is, what each consists of what it's for, and how it's managed.
- Understand the need to integrate the various types of communication as well as the need to coordinate the various activity managers.
- Acquire the necessary knowledge and skills to work as business communications managers.
- Know the processes to diagnose the company's needs, how to communicate these to communications agencies, and evaluate the latter's proposals.
- Understand the impact communications has on society and how important it is for the company to act in an ethically responsible manner; and

Course Prerequisites

One course taken in principles of marketing and/or marketing management is highly recommended. A minimum familiarity with concepts like Target Market, Segmentation & Positioning are key to following the course.

Methodology

The sessions will be divided into two categories. Approximately half the sessions will be lectures covering the topics of the course, and the other half will be more practical sessions dedicated to case discussions.

The last session (3hours) will be for the presentation of the Group Projects. The students will be organized into groups in order to work together in two types of exercises: group analysis of cases and final project.

Notes and readings will be provided to the students on the content of lecture sessions. These readings may include articles appearing in a magazine or a specific chapter in a book.

Specific competences.

- SC3. Solve managerial problems through the use of analytical and research techniques.
- SC4. Acquire the skills for the design and implementation of problem-solving models, based on insights from the social sciences.
- SC7. To integrate relevant and current scientific research to generate insights in support of business practice.
- SC8. Apply the techniques and theories acquired in the Master's Degree to solve problems relevant to the business world.

Evaluation criteria

General Assignment Weights

- Individual:40%
- Group:..... 60%

Types of graded exercises:

- a) Cases, articles, papers, & video analysis...to be solved in groups or individually.
- b) Class assignments ...to be solved in groups or individually.
- c) Individual Quizzes
- d) Group Final Project
- e) Peer Evaluation
- f) Individual Participation in class
- g) ...

Specifically, the main components and weights will be:

- Individual Participation in class: 10%
- Individual Exercises & Quizzes: 30%
- Group Exercises: 30%
- Final Group Project + Peer evaluation: 30%

Retake opportunity. If students fail the course, they have the right for a retake by attending to an exam to be scheduled according to the program's information.

General Program Rules & Attendance

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a zero grade in the participation/attendance evaluation item and may lead to suspension from the program

Students who fail the course during the regular evaluation are allowed ONE re-take of the evaluation, in the conditions specified above. If the course is again failed after the retake, the student will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the “Retake” period). In the meantime, the student will get an “incomplete”, which will be replaced by the actual grade after the final exam is taken. The “incomplete” will not be reflected on the student’s Academic Transcript.

Plagiarism is to use another’s work and to present it as one’s own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the “Honour Code,” students acknowledge that they understand the schools’ policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program.”

Calendar and Contents (tbc)

Mon & Wed 17:30-19h Jan 8th-March 12th

(March 12th will be a double session till 20:30h)

	<u>Date</u>	<u>Content</u>
s1	8/1/25	Course Introduction
s2	13/1/25	Analysis Saisbury's
s3	15/1/25	Role of Creative
s4	20/1/25	Case Analysis Cravendale
s5	22/1/25	Traditional Approach to Communication ATL/BTL
s6	27/1/25	Case Analysis Wispa
s7	29/1/25	Digital Disruption
s8	3/2/25	Case Analysis Nike
s9	5/2/25	Owned Media/D2C
s10	10/2/25	Case Analysis FIAT
s11	12/2/25	Content Marketing
s12	17/2/25	Case Analysis Iceland
s13	19/2/25	B2B & Non-Profit Audiences
s14	24/2/25	Case Analysis FARC
s15	26/2/25	Earned Media & Corporate Communication
s16	3/3/25	Case Analysis McDonalds
s17	5/3/25	Evaluating Communications
s18	10/3/25	Tutorials
s19&20	12/3/25	Final Presentations

Reading Materials/ Bibliography/Resources

There is no required textbook. All readings and additional material will be shared in “Aula Global” according to the needs of each session.

Bio of Professors

Ana Varela

BA & MBA at ESADE in Barcelona, Master in International Management at Thunderbird School of Global Management, Phoenix AZ; and Master in Creative and Communications Strategy at the School of Communications in Blanquerna - URL at Barcelona. Currently working on her Ph.D. on Brand Communication at the School of Communications in Blanquerna.

Ana belongs to the Department of Marketing Management at ESADE Business School in Barcelona & Madrid, Spain since 2005. She's responsible for several courses in Marketing & Corporate Communications and Brand Management at different programs of the school (BBA, MSc, FT MBA, Executive Education...), and is the Director of the Marketing Lab at the FT MBA and of the Brand Institute. Ana is combining her academic experience with consultancy work in Marketing, Communication and Brand Management. Ana also holds a professional background in Communication & Advertising, focusing on Client Services, Brand Management, and Strategic Brand Planning at Ogilvy, where she worked for almost 20 years handling all kinds of clients on a national and international level, big and small, and in different markets: food & soft drinks, banking, cosmetics, toys, real state, government... Previously, Ana had worked for Henkel Iberica.

Linda Reichard.

BA in Economics, University of Maryland, College Park and Master in International Management Thunderbird School of Global Management, Phoenix AZ. Currently collaborating Professor at ESADE, Universitat Abat Oliba CEU and CIEE (Council on International Educational Exchange), ETSEIB (UPC) and UPF. Twenty years in Advertising in Account Services and Strategic Planning for Ogilvy, FCB and BBDO. International experience in Spain, France, USA and Mexico handling large global Brands (Unilever, Coca Cola, Kimberly Clark, PepsiCo, Reckit) , local SME Brands and Government Agencies (Generalitat de Catalunya). Experience in independent communication consultancy for the real estate, entertainment and healthcare industry.