



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2026 - 2027

TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Design & Delivery of Value for Customers
Subject code	E000013559
Involved programs	Grado en Análisis de Negocios/Bachelor in Business Analytics y Grado en Relaciones Internacionales [Third year] Grado en Análisis de Negocios/Bachelor in Business Analytics y Grado en Derecho [Second year] Grado en Análisis de Negocios/Bachelor in Business Analytics [Second year] Grado en Ing. en Tecnologías de Telecom. y Grado en Análisis de Negocios/Bachelor in Busi. Analytics [Third year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Básico
Department	Departamento de Marketing
Coordinator	Arancha Larrañaga Muguerza
Schedule	Please refer to the schedules of the different groups and degrees in which it is taught for this purpose
Office hours	Please refer to the tutoring schedule of the different groups and degrees in which it is taught for this purpose
Course overview	This course presents and develops the marketing approach to the creation of value for the consumer, starting from the knowledge and understanding of their needs throughout the consumer journey. This approach will be placed in the historical perspective of its origin, highlighting how it regenerates itself in the contemporary digital context. The concepts and tools that allow the development of this approach in its analytical, strategic and operational aspects will be presented through case studies.

Teacher Information	
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject

Contribution to the professional profile of the degree

The "Design & Delivery of Value for Customer" course situates itself within the broader framework of modern marketing strategies, focusing on the evolution of value creation from a historical perspective to its current digital and global adaptations. It delves into understanding consumer needs and behaviors throughout the customer journey, employing strategic, and operational tools to effectively create and deliver superior functional, economic, social-environmental and experiential customer value. This course equips students with critical competencies in customer-centric marketing strategies. By mastering the principles of creating and delivering value, students develop the ability to make informed, strategic decisions regarding product development, pricing, distribution, and communication.

Prerequisites

None

Competencies - Objectives

Competences

CN9: Understands and comprehends the fundamental concepts, paradigms, and tools currently used in marketing management, as well as the scope of models, processes, and practices associated with marketing analytics.

HA9: Appropriately identifies a problem within the field of marketing management and its possible causes, proposing coherent solutions and action plans based on the use of relevant sources and data.

CM10: Designs effective strategies and tactics coherently integrated into a marketing plan resulting from the application of analytical tools to solve business problems.

Design & Delivery of Value for Customers

RA1: Understands marketing paradigms and their implications for decision-making, demonstrating a comprehensive and interconnected view of the main marketing decisions.

RA2: Is capable of making recommendations for effective decision-making regarding product, pricing, distribution, and commercial communication, determining in each case what information is needed and how to obtain it.

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

Module 1: Intro to customer value

Module 2: Customer value process

Module 3: Delivering functional value through product



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Module 4: Delivering economic value through price

Module 5: Delivering social value through placement

Module 6: Delivering experiential value through promotion/communication

TEACHING METHODOLOGY

General methodological aspects of the subject

The main teaching approach is based on the encouragement of active participation in class. The primary means of imparting knowledge and understanding is through the lecture but students are strongly encouraged to engage in problem solving and independent reading for which they are given extensive support and guidance on reading materials and their appropriate use. The creation of an emotional relationship between the student and the course is a second objective, with the intention that at the end of the course the student will be able to design and deliver customer value. This course includes some elements of PBL (Project Based Learning), Experiential Learning, Gamification and working on real companies' challenges

In-class Methodology: Activities

Master class lessons in which the teacher will present the main content in a clear, structured manner, seeking to motivate the student at all times through the use of PowerPoint slides, videos, audios, visualizations, etc.

Participatory expository sessions. In each master class, the lecture will be combined with a debate and/or discussion on the topic corresponding to each class. This requires the student to be prepared to discuss the subject of study and the readings, videos, or audios that will be provided in advance

Midterm individual test resolution. Students will be given brief questionnaires on the subject matter covered in class to assess their progress in the subject.

Cooperative Learning: The goal of this activity is to encourage cooperative work in groups of 5-6 people, promoting the autonomy and motivation of learning through shared responsibility.

Analysis and resolution of cases proposed by the teacher, based on a brief reading, material prepared for the occasion, or any other type of data or information that allows the practical application of the theoretical knowledge acquired

Public presentation of topics or works. Students will present and defend their work in front of the teacher and the rest of the classmates. The conceptual organization, mastery of the subject matter, clarity of exposition, and in the case of a collective exercise, the active collaboration of each team member will be valued.

Non-Presential Methodology: Activities

Academic tutoring or the resolution of problems that may have arisen in the course of learning the subject or in the process of acquiring the corresponding skills.



SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS			
Lectures	Presentations of works	Case and class discussions	Other activities: workshops, speaker
24	6	22	8
NON-PRESENTIAL HOURS			
Individual study	Tutoring	Read and prepare cases and sessions	Team and individual assignments
40	10	20	20
ECTS CREDITS: 6 (150 hours)			

EVALUATION AND CRITERIA

Final theoretical-practical exam. Students will be evaluated based on their understanding of theoretical concepts and their ability to apply them in practical situations. The accuracy, coherence, and depth of the responses will be valued, as well as the correct use of specific terminology.

On the final written exam, the professor reserves the right to call up to 5 students to defend their answers orally immediately after the written exam.

Mid-term exam: Multiple choice questions. Students will be evaluated based on their knowledge and understanding of the topics covered in class. The accuracy of the answers and the ability to recall and apply theoretical concepts will be valued.

Group work in class and group presentations: The group's ability to work collaboratively, the quality of the work presented, the depth of the analysis, and the ability to apply the concepts learned in class will be assessed. The presentation and organization of the work will also be valued.

Pair presentation: This task provides an opportunity to illustrate, with examples and real-world cases, the concepts discussed in lectures. Assigned pairs by the professor need to present once during the course the provided example.

Participation control through questions in class and debates and controlled attendance through signing in a sheet provided by the professor. The frequency and quality of the student's participation in class, their willingness to ask questions and participate in debates, and their regular attendance at classes will be evaluated. The constructive contribution to class discussions and punctuality in attendance will be valued.

Ratings

ORDINARY CALL

The final grade for the subject will be obtained as follows:

- Final theoretical-practical exam (40%)



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- Mid-term exam: 10%
- Group work in class and group presentations: 25%
- Class participation: 10%
- Pairs presentation: 15%

All assignments (group and individual) must be delivered in the course intranet (moodle), at the scheduled dates. No assignment will be accepted after the deadline or outside that platform.

To pass the subject, it is MANDATORY to obtain a minimum grade of 5 in both parts, i.e., in the continuous assessment and the final exam.

Attendance is considered essential. Thus, according to university regulations, once the teacher verifies the **student's absence in one-third of the classes or more and with sufficient notice before the corresponding exam in the ordinary call, the student will be informed of the loss of the opportunity.** The teacher will report this to the Dean. The student's ordinary call transcript should be marked as "Not presented" (R.G. 93.3.).

ORDINARY CALL - Students with exemption from attendance

Students who wish to avail themselves of this curricular adaptation must inform the corresponding teacher via email during the first month of the course. In this case, the grade will be determined by a final theoretical-practical exam with a value of 100%. To prepare for this exam, the student will have all the necessary documentation available in the subject's dedicated space on the Moodle platform.

ASSESSMENT IN EXTRAORDINARY CALL

Students who do not pass in the ordinary call

In this case, the grade will be determined through a final theoretical-practical exam with a value of 100%.

The grade obtained in the continuous assessment during the ordinary call will not be retained for this call.

EXCHANGE STUDENTS

Exchange Students (incoming students) who must return to his/her home University before the end of the semester must take out the examination in the last week that they are here. Other sections are governed in the same way as for ordinary students.

USE OF AI

In this course, the use of both non-generative AI tools (such as translators, social listening tools, or platforms for identifying competitors and benchmarking variables) and generative AI tools (e.g., Elicit, GPT, Scholar AI, or LMNotebook to support idea generation, development of Customer Canvas, understanding the market and competition, development of segmentation, target and positioning, testing with consumers and creating the different types of value) is permitted.

Responsible and critical use is encouraged.

The course is classified as Level 3 on the institutional AI Assessment Scale (Perkins et al., 2024), with special conditions. This means students may use AI to collaborate on specific tasks such as writing, refining, and evaluating their work, provided that:

- they critically assess and modify any AI-generated content,
- and they document their AI use in detail.



Unrestricted or uncontrolled use is not allowed. Students must demonstrate critical thinking to ensure academic integrity and their own learning.

- For non-generative AI, students must indicate: which tools they used, in which parts of the work, and the keywords used (if applicable).
- For generative AI, they must specify: the tools used, the prompts or instructions given, and the specific sections of the work where the tools were applied.

In team work and pair presentations, where you will use AI, it is required to include a sub-section called **“AI Couldn’t Do This” reflection** in which you reflect on:

- What is the value created by humans and the value created by AI?
- Which specific parts have you changed/not considered/added to the version provided by AI?
- Show and reflect which part of this project AI could never have done — and why it required you.

Based on your reflection, Loaiza, I., & Rigobon, R. (2024). The EPOCH of AI: Human-Machine Complementarities at Work. *Available at SSRN* 5028371. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5028371

WORK PLAN AND SCHEDULE

Activities			Date of realization	Delivery date
Activity	When is done	Delivery		
Team work 1: Values, Customer profile, 5C's	Week 6	Week 6		
Team work 2: STP,	Week 9	Week 9		
Team work 3: Functional, economic, social and experiential value. Test with AI and consumers	Week 12	Week 12		

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

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- Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2015). Value proposition design: How to create products and services



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Complementary Bibliography

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- De Backer, G (2024). Cognitive Biases (2024): Complete List of 151 Biases [Psychology]. Retrieved July, 16th, 2024 from <https://gustdebacker.com/cognitive-biases/>
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