

LIVRET PEDAGOGIQUE



Bachelor in Business Administration 2023-2025

COURSE DOCUMENT

Commercial Development and Management Executive

Certification registered with the RNCP [French national directory of professional qualifications] by governmental decree of 7 July 2017, published in the official parliamentary gazette on 19 July 2017, issued by the Association for the Collège de Paris.

WELCOME NOTE

The entire COLLEGE DE PARIS team would like to welcome you

This year, you will discover a new professional and educational environment. Our role is to support you throughout your training and also as you launch your professional career.

The mission of every Collège de Paris employee is to enable you to enjoy the best possible educational experience within our schools. Your satisfaction and, even more so, your future success is our constant concern.

We hope that you will have a fantastic time with us, and build some great professional friendships. Please do not hesitate to contact us if you have any ideas, projects or suggestions: we are here for you.

ATTESTED COMPETENCIES

The holder is able to:

- Build a marketing action plan to develop its e-reputation to increase its reputation
- Identify the typology of customers and exploit the data from the commercial information system in order to best meet the needs of the target
- Ensure the control of sales results and implement corrective actions
- Define a strategy of approach and negotiation adapted and targeted.
- Conquer prospects and build loyalty of the customer portfolio and key accounts
- Develop an adapted digital marketing in order to increase the company's activity
- Develop a sales action plan to prioritize, manage, budget and schedule the various the different commercial actions decided by setting objectives to an action (specific measurable, accepted, achievable, temporally defined, assessable, re-evaluable)
- Lead and support the sales team by following the implementation of the sales (and/or marketing) action plan (and/or marketing) action plan with the help of dashboards and ensure that the budget is respected
- Carry out partial and final assessments in order to control the achievement of the objectives by implementing corrective actions
- Lead the sales team by various means (meetings, interviews, incentives...).
- Contribute to the professionalization of each person by implementing training actions for the sales team
- Monitor results and analyze performance using management charts
- Follow a recruitment process and conduct an interview using the appropriate tools
- Develop managerial efficiency and leadership
- Integrate the sales approach into the company's quality management approach to guarantee, through the continuous improvement process, decisive competitive advantages in its area of responsibility decisive competitive advantages

THE TARGET AUDIENCE AND PREREQUISITES

- The candidate must hold a BTS, a DUT or a level 5 RNCP title, in the following fields sales, administration, marketing, management, HR
- Candidates who do not hold a diploma or title mentioned above, but who have more than 2 years of experience in administrative, management or commercial relations positions may be admitted subject to the be admitted subject to the admission requirements.

Admission (regardless of the route) is based on a file, written tests and a motivation interview.

Candidates must provide proof of their level of education by means of a diploma or a certificate of achievement.

NB: a candidate who is not able to prove that he/she meets the necessary conditions for admission requirements within one month of the start of the course, will not be able to remain at the institution providing the institution providing the training.

TEACHING METHODS

- **Practical teaching:** knowledge acquired through alternating courses, conferences, e-learning, teamwork lectures, e-learning, teamwork, and the promotion of autonomy and responsibility.
- **An efficient supervision:** trainers, lecturers and specialized consultants intervene as professionals to provide a high level of teaching.

PROGRAM COURSES

Level 6 title "Bachelor in Business Administration"

Code	Bloc 1 - Management of the customer relationship	172.50
6CLA601	Commercial Law	40
6CRM601	Customer Relationship Management	20
6PAN601	Prospecting and negotiation	20
6DCP601	Development of the client portfolio	20
6CRD601	Customer Relationship Dossier	30
6BPR601	Business project: creation of a product	42.5
	Bloc 2 - Coordination management	307.50
6AMT602	Applied management tools: ERP, CRM, commercial database	15
6ISD602	Information system and data management	15
6AOP602	Administrative organization and process management	20
6ICO602	Internal communication	20
6HRM602	Human Resources Management	20
6MMA602	Management and management of activities	20
6MEC602	Marketing and external communication	20
6PSS602	Promotion and sustainability of sales	20

6TBD602	TDB and activity monitoring	20
6ITC602	IT and collaborative tools	20
6CSL602	Customer satisfaction and loyalty	20
6SSD602	Sales sustainability Dossier	40
6PCC602	Business project: Communication campaign	42.5
	Business Game	15
	Bloc 3 - Management of admin aspects and financial details of a client file	182.00
6SAD603	Sales administration	20
6SMA603	Supply Management	20
6FMA603	Financial management	20
6CRM603	Customer risk management	20
6ITC603	IT and collaborative tools	20
6AFA603	Administrative and Financial Activities Management File	20
	Bloc 4 - Analyze its market and participate in the commercial strategy	46.00
6MSA604	Market study and analysis	16
6SMA604	Strategic marketing	14
6DSE604	Digital strategy and e-reputation	16
	Bloc 5 - Develop a client portfolio	78.00
6OMC605	Operational marketing and communication	24
6BDA605	Business data analysis	15
6CNS605	Commercial negotiation and strategy of conquest and loyalty	29
	Bloc 6 - Drive business performance	104.00
6CMA606	Community management	15
6SMA606	Sales and Marketing action plan (PAC-M (budgeting specifications and management tools)	49
6PMA606	Performance management and activity control	30
	Bloc 7 - Ensure the management of the sales team	100.50
6HRD607	Management of a sales team and HR development team	33
6MCO607	Managerial communication	15
6PBC607	Business project: business creation	42.5
6PRE607	Professional Report	

NB : Depending on the recommendations and the needs of the sections, certain modifications may be made for the start of the 2022 - 2023 school year in order to ensure the quality of our training.

Course Description

Bloc 1 – Management of the customer relationship

Commercial Law

Learning objectives

- Master the fundamentals of the law governing the commercial relationship and the use of data
- Ensure the conformity of the constituent elements of the physical or online sale
- Remove legal obstacles to the definition of a strategy in terms of brand identity
- Integrate the regulations governing data processing into your overall thinking

Content

- Introduction: The constituent elements of trade, e-commerce (law and obligations of the parties), the notions of contract and contractor, the place of the GTC in the act of purchase
- The conditions of sale in physical or online: the elements of law related to the processes of order process, pricing policies, promotional offers, right of withdrawal, unfair terms.
- The contract for the provision of services: clauses, risks, specificities
- Intellectual property and creation: rights, risks, scope of the transfer
- The domain name and associated trademarks: rights, monitoring
- Elements of editorial content: liability regimes, legal notices, rights of third parties
- Collection and storage of commercial data: CNIL / RGPD (responsibilities and obligations)

Assessment method(s) for the module

- 1 mid-term exam
- 1 final exam

Customer Relationship Management

Learning objectives

- Take charge of a customer/prospect face to face or remotely
- Accompany a customer/prospect through all stages of the purchasing process
- Provide after-sales service and handle complaints

Content

- The process and the path of the customer relationship
- Identifying buyer characteristics and customer profiling
- Customer interaction (face-to-face or remote) and questioning techniques
- Product/service knowledge and orientation of the buying process
- Sales proposal, commercial contracts and support
- Data management and sales development opportunities
- After-sales service and management of disputes and litigation
- Conflict management techniques

Assessment method(s) of the module

- 1 midterm exam

- 1 final exam

Prospecting and Negotiation

Learning objectives

- Organize your prospecting plan efficiently
- Identify the characteristics of the buyer and conduct a negotiation from A to Z
- Adapt to the needs of the client with a better understanding of oneself

Content

- Commercial prospecting: preparation, progress, conclusion, analysis
- Prospecting tools and techniques, posture and organization of your activity
- The different phases of a negotiation and their characteristics
- Preparation and knowledge of the other party
- Active listening during exchanges, the desire to collaborate
- Controlling one's emotions: emotional intelligence
- Expression and affirmation according to one's objectives
- Developing the ability to influence, self-confidence
- The conclusion of the sale

Assessment method(s) of the module

- 1 midterm exam
- 1 final exam

Development of the client portfolio

Learning objectives

- Follow customers / prospects in their customer life cycle
- Analyze your market and identify business development opportunities
- Propose sales actions and develop traffic, in physical or remote customer relations

Content

- Reminder: the market, segmentation, analysis of the environment, supply and demand
- The sector benchmark and the analysis of competitive forces
- Consumer behavior, definition of the persona
- Analysis of the customer portfolio (evolution, average basket, frequency) and of the catchment area
- Identification of potential customer targets
- Proposal of commercial actions to boost the portfolio and improve traffic
-

Assessment method(s) of the module

- 1 midterm exam
- 1 final exam

Customer relationship Dossier

Learning objectives

- Mapping the customer journey within the company and the players on the periphery
- Identify the stakes and evaluate the strategic and commercial risks for the company
- Propose solutions to perpetuate the customer relationship and improve performance

Content

- Structured presentation of the host company
- The customer journey and the stakeholders of the organization
- Internal processes and quality procedures
- After-sales service and complaint handling
- Identification of customer-related risks
- Analysis of the competition and their differentiating assets
- Recommendations for improving performance or maintaining quality
-

Assessment method(s) of the module

- 1 midterm exam
- 1 final exam

Business project: Creation of a product

Learning objectives

- Linking cross-functional skills related to the marketing mix and market positioning
- Conduct a product feasibility study on a potential market
- Put into practice group work techniques

Content

- Reflection and choice of an innovative product
- Determining the components of the product (concept, line, brand, design, packaging, life cycle)
- Reflection on the price components: strategy (skimming, penetration or alignment) and determination (production price, magic price, acceptability price)
- Elaboration of distribution components: typology (intensive, selective, exclusive, franchised), channels (circuits and merchandising) and sales method
- Proposal of communication components: non-media (sponsoring, public relations sales promotions, direct marketing) and media (internet, television, radio, press, cinema, ...)

Assessment method(s) of the module

- The writing of a project presentation specification justifying the choices made
- The elaboration of a computer-assisted presentation
- A 30-minute oral presentation by the group

NB: in addition, the establishment has the possibility of organizing a control of the acquired knowledge throughout the project in the form of its choice (quizzes, MCQs, etc.), to integrate specific challenges into the animation, to include a system of evaluation of the implication and the assiduity, etc...

Bloc 2 – Coordination Management

Applied management tools: ERP, CRM, commercial database

Learning objectives

- Map the company's sales information system and propose improvements
- Know the different software to help the commercial management and know how to choose the right software according to the needs of the structure
- Create and manage dashboards, reporting, control, with a spreadsheet

Content

- The commercial information system and the internal organization of the company's data flows
- The definition of CRM / BDD
- The different CRM tools / commercial databases applicable to commercial management
- The method of searching for a new tool (needs, criteria, etc...)
- The spreadsheet: automatic calculations, development and customization of graphics, sorting / filtering (extract / consolidate data), insertion of choice lists, approach to pivot tables

Assessment method(s) of the module

- 1 mid-term exam
- 1 case study at the end of the block, which may include all or part of the module

Information system and data management

Learning objectives

- Mapping the internal information system and the business information system
- Represent the internal and external information flows and the relationship between departments
- Identify dysfunctions in the information circuit and in the management of the Data
- Propose solutions for continuous improvement

Content

- The concept and principles of the information system
- The different IS organizations in a structure
- The distinction between the internal information system and the business information system
- Modeling the IS in one's own organization
- The different notions related to "Data" (Big data, Data Driven, Data centric, Data intelligence, etc.)
- The principles and objectives of Data Management
- The tools and methods of data management
- The optimization strategy within the company and the action plans according to the different actors

Assessment method(s) of the module

- 1 midterm exam
- 1 final exam

Administrative organization and process management

Learning objectives

- Mapping the company's general and commercial information systems
- Diagram the circuits of circulation of documents and take a critical look at them
- Model the management of the organization's knowledge and practices

Content

- Modeling the general information system and the business information system
- The typology of documents in an organization and retention periods
- The document circulation diagram, the flow diagram
- The modeling of processes, flowcharts
- The order in its organization, the methods of sorting and filing,
- Document archiving, EDM and computer tree structure
- The drafting of processes, procedures and processes

Assessment method(s) of the module

- 1 midterm exam
- 1 final exam

Internal Communication

Learning objectives

- Understand how internal communication works
- Identify the tools and actors and their role in the company
- Master the rules of usage and form to communicate in writing within the company

Content

- The fundamentals of internal communication: definitions, challenges, objectives...
- The place of internal communication in the company's global strategy
- The means and actors of internal communication
- Formal and non-formal communication in the company
- Digital tools for internal communication
- "Traditional" professional writings (information memo, service memo, minutes, report, etc.)
- Modern" professional writing (e-mail, web writing, chat, intranet, etc.)

Assessment method(s) for the module

- 1 mid-term exam
- 1 final exam

Human Resources Management

Learning objectives

- Follow up on personnel, from hiring to evaluation
- Manage working time issues and prepare standard payroll elements
- Propose a Human Resources management approach or improvements to the existing system

Content

- Introduction: the different sources of labor law, the legal regimes of the employee and the self-employed
- employee and self-employed worker, employment contracts and their termination, principles of employee protection
- Assistance in recruitment, integration of new employees
- Follow-up of formalities and hiring procedures, organization and follow-up of personnel files
- Management of working hours, absences and vacations,
- Preparation and control of payroll elements, realization of social declarations
- Preparation and implementation of personnel evaluations
- The system of forward-looking management of jobs and skills
- The factors of motivation and job satisfaction

Assessment method(s) for the module

- 1 mid-term exam
- 1 final exam

Management and management of activities**Learning objectives**

- To master the different forms of organization and the place of the Individuals
- Animate and lead the sales team, plan actions and evaluate possibilities
- Manage actions and activities and implement performance measurement tools

Content

- The organization: concept and model, the individual in the organization
- The conduct of sales action
- The planning of the commercial activity
- Work organization and task distribution
- Animation and training of the sales team
- Performance measurement and corrective measures
- Evaluation of the achievement of objectives and results

Assessment method(s) for the module

- 1 mid-term exam
- 1 final exam

Marketing & External communication**Learning objectives**

- Define an operational marketing strategy and translate it into an action plan
- Develop a media / non-media communication strategy
- Integrate the web in a marketing approach and develop multi-channel supports
- Evaluate the limits of the product orientation and the interest of the strategic customer approach

Content

- Introduction: from marketing strategy to operational marketing action plan

- The definition of an operational marketing strategy (from the traditional marketing mix to its evolution)
- The omnichannel / multichannel operational marketing plan, operational marketing tools
- The principles of a digital marketing campaign and its tools
- From product orientation to customer experience
- The translation / structuring of ideas and the evaluation of the synergy between marketing and sales

Assessment method(s) of the module

- 1 mid-term exam
- 1 final exam
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Promotion and sustainability of sales**Learning objectives**

- Map the company's customer portfolio and measure the performance of activities
- Propose sales promotion actions in correlation with the company's commercial policy and in compliance with the legal principles related to consumer law
- Control, monitor and evaluate the performance ratios of the activities carried out

Content

- Identification and distribution of customers (PARETO)
- The "Customer Service" policy
- Principles and objectives of sales promotion
- Differences and convergences between marketing and sales promotion actions
- The main techniques used in sales promotion
- The legal limits of sales promotion
- The principles of sales sustainability
- The performance ratios of promotional actions and activities

Assessment method(s) of the module

- 1 midterm exam
- 1 final exam

TDB and activity monitoring**Learning objectives**

- Understand the company's sales management tools and their functionalities
- Manage data with the help of dashboards and optimize existing tools
- Select the most significant indicators and profile the customer portfolio

Content

- Prerequisites: tools for monitoring sales activities such as CRM, databases, ERP, etc.
- Presentation of the commercial management tools known on the market and presentation of their functionalities
- The data storage process
- Management, data selection and sorting
- The key steps in setting up a dashboard

- TDB design, choice of ratios, visual production of results
- How customer profiling works and how to use it

Assessment method(s) of the module

- 1 midterm exam
- 1 final exam

IT and collaborative tools**Learning objectives**

- Use all the simple and advanced features of office automation
- Build standard and complex documents
- Generate links between different software

Content

- Modeling on word processing (the "template" shortcut, office templates, inserting and creating "Smart", creating
- the creation of newsletters, triptychs, advertising flyers, etc.)
- The deepening of a software of presentation and creation of diaporama (use of the grid of document modelling with link functions, insertion of sound files and programming, use of the programming, use of the time manager, insertion of video and web link)
- Advanced spreadsheet functionalities (workbook modeling, automated estimates and accounting documents, duplicate
- automated, duplicate data, use of nested search, V search, H search,
- creation of choice lists...)

Assessment method(s) of the module

- 1 midterm exam
- 1 final exam

Customer satisfaction & loyalty**Learning objectives**

- Implement tools and techniques to monitor customer satisfaction
- Monitor the results of customer satisfaction evaluations and propose loyalty levers
- Manage customer dissatisfaction and improve the company's brand image

Content

- The concept of "customer satisfaction": definition, origin and evolution
- The major issues of customer satisfaction: optimization of customer value, loyalty, recommendation
- Customer satisfaction evaluation processes
- Survey and impression collection methods
- Analysis of results and drafting of conclusions
- Managing customer dissatisfaction and the specificity of online reviews
- Levers for improving customer satisfaction and loyalty actions

Assessment method(s) of the module

- 1 midterm exam
- 1 final exam

Sales sustainability Dossier

Learning objectives

- Analyze a real professional context of a company
- Identify a specific work context, develop an analysis and be able to justify it
- Be able to determine a business problem and propose an action plan

Content

- Presentation of one's own past career, choice of training, qualities/faults
- Interviewing at least one professional in the targeted profession to understand the employability context
- Presentation and analysis of the host company
- The realization of an external and internal diagnosis
- The deduction of a central problem giving rise to actions to perpetuate sales
- The proposal of recommendations according to the constraints and objectives of the professional context
- The elaboration of the final action plan and the execution schedule
- The conclusion on the results obtained by demonstrating the personal and professional contributions as well as the perspectives of evolution of the project

Assessment method(s) for the module

- The writing of a paper presentation (30 pages minimum excluding annexes)
- The elaboration of a computer-assisted presentation
- Individual oral presentation of 30 minutes

Business project: Communication Campaign

Learning objectives

- Reinforce the technical skills acquired in Marketing - Communication
- Implement a media or non-media plan according to the needs
- Master the graphic charter according to the product/service, the market/sector or the target audience/customer
- Strengthen your ability to work in a group.

Content

- Get to know the imposed theme
- Decipher the market of the company concerned
- Carry out a product/service analysis
- Choose the appropriate communication plan according to the market/sector and the customer target
- Draw up the specifications and estimate the action plan
- Create the visual tools, real or simulated
- Conclude on the expected effects and evolution perspectives

Assessment method(s) for the module

- The writing of a project presentation specification justifying the choices made
- The elaboration of a computer-assisted presentation
- A 30-minute oral presentation by the group

NB: in addition, the establishment has the possibility of organizing a control of the acquired knowledge throughout the project in the form of its choice (quizzes, MCQs, etc.), to integrate specific challenges into the animation, to include a system of evaluation of the implication and the assiduity

Business Game

The business game will be based on a two day business game with computerized coordination and professional coaching

Learning objectives

- Understand different managerial actions and marketing decisions around the same objective
- Correlate strategic choices and expected results
- Self-analyze and critically reflect on the results obtained

Content

- Analysis of a current market
- Analysis of the characteristics of a product(s)
- Production and sales personnel
- Wages and social policy
- Product" decisions
- Partnership decisions
- Follow-up dashboards

Assessment method(s) of the module

- For each theme, a challenge and an analysis of results comparing different groups

Bloc 3 – management of admin aspects and financial details of a client file**Sales administration****Learning objectives**

- Ensure middle office functions in the sales administration phase
- Carry out the various controls and registrations related to the production and delivery processes
- Accompany the customer and the company until the treatment, follow-up and resolution of dissatisfactions

Content

- The stakes of ADV and the impacts on CRM (Customer Relationship Management)
- The order routing process in the digital and multi-channel era
- Order management systems and extensions: ERP, ERP, OMS, EDI, etc.
- Verification of registration and release to production
- Preparation of the delivery, establishment and control of the delivery note

- Participation in the control and elaboration of the pricing
- Updating and improving the customer information system
- Product returns, customer complaints, handling of non-conformities
- Interface with the supply chain, transport, customs, in an international sales context

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Supply Chain Management

Learning objectives

- Manage the relationship with suppliers from A to Z, monitor stocks / purchases / supplies
- Conduct a competitive analysis of suppliers based on customer requirements
- Research, evaluate and select new suppliers in accordance with the regulations and the CSR policy of the company

Content

- Supplier relationship issues and SRM (Supplier Relationship Management) principles
- The obligations of vigilance and the main notions of compliance
- Evaluation of the need according to the stocks and the study of purchase requests
- Searching for suppliers for referencing
- Supplier selection criteria, comparison and selection of supplier offers
- Supplier relations and the company's CSR policy
- Placing orders and contractual relations
- Management of deliveries (transport documents, follow-up, etc.), delays and logistic incidents

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Financial Management

Learning objectives

- Establish and control the invoicing, manage the payment elements of the orders and follow the payments
- Support the dunning and collection procedures in case of unpaid invoices
- Participate in budgetary and financial monitoring, sales forecasting, inventory and property monitoring.

Content

- Invoicing: rules and mandatory information, deadlines and dates of establishment, credit notes, discounts, outstanding receivables, backlogs
- Payment follow-up: planning, customer payment, updating of receivables, management of factoring and collection files
- Collection: reminder procedure, collection in case of non-payment (ageing balance, data extraction, anomalies, identified anomalies, etc.
- Dashboards, analysis of inputs and outputs, margin calculations, profitability analysis

- Sales and cost forecasting methods and risk management
- Inventory: valuation, inventory and variations and analysis (LIFO and FIFO methods)
- Acquisition of fixed assets, monitoring of fixed assets, investments and their profitability

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Customer risk management**Learning objectives**

- Participate in the management of customer-related risks and propose an internal procedure
- Monitor the solvency of customers, conduct financial analysis of customers / prospects
- Analyze concretely the risks and consequences of a financial loss

Content

- The customer item on the company in France, the customer receivable and the risk in case of non-payment
- Investigation before signing a contract: checking the solvency of the customer / prospect
- Useful sources to ensure a preliminary control
- Customer risk prevention: classification of the customer portfolio
- Customer risk indicators, prospect/customer scoring
- Analysis and negotiation of payment terms
- Insurance against unpaid invoices

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

IT & Collaborative tools**Learning objectives**

- Manage and organize a mailbox
- Build standard documents
- Generate links between different software

Content

- The advanced features of a mailbox (scheduling meetings, shared calendars, automatic organization of messages, ...)
- The standard formatting of documents in word processing (table processing, special collages, the principle of mailing, etc...)
- The deepening of a software of presentation and creation of diaporama (connection with other office tools, insertion of video / image, animations and transitions)
- The standard functionalities of a spreadsheet program (working in groups of sheet relative/absolute values, calculation formulas, graphs, link with a word processor, ...)

Assessment method(s) for the module

- 1 mid-term exam
- 1 final exam

Administrative and Financial Activities Management File**Learning objectives**

- Present the internal procedures in terms of administrative and financial management of a client file
- Situate his/her place in an organization and evaluate his/her role as a middle office manager
- Present the treatment of situations of Administrative and Financial Activities Management encountered

Content

- Simplified presentation of the host company
- The presentation of the sales administration course and the inherent tools
- Inventory and supplier management processes
- Procedures for handling dissatisfaction, returns and complaints
- Identification and management of customer-related risks
- The internal organization and the candidate's position within it
- The realization of 5 GAAF sheets (with a minimum of one sheet for each activity: Sales administration/ Supply management / Financial management / Risk management)
- The formulation of criticisms and the conclusion
-

NB: For each of the sheets, experienced or observed (within the limit of 2), the candidate must present the context of each situation, the objectives pursued, the means allocated, the methodology implemented and must make proposals for improvement.

Assessment method(s) for the module

- The writing of a paper presentation (about 20 pages excluding annexes and GAAF sheets)
- The elaboration of a computer-assisted presentation
- Individual oral presentation of 30 minutes
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NB: in case of non-conformity in the framework of the professional file (insufficient pages, unsuitable content, plagiarism, time limit exceeded, etc.), the candidate will not be able to take the test and will be and will therefore be sanctioned with a zero, invalidating the block of competence

Bloc 4 - Analyze its market and participate in the commercial strategy**Market study and analysis****Learning objectives**

- Search for relevant data on a market by selecting the right information sources
- Analyze data from a market watch and use the appropriate diagnostic tools
- Provide management with information related to the study and make recommendations

Content

- Introduction: The redefinition of the main components of a market (the notion of market, offer,

demand, competition, customer/user, distribution channels), the fundamental steps of the of analysis (market definition, demand analysis, supply analysis, environment analysis) analysis of the environment), the sources of data for the market analysis (specialized firms, documentation centers, professional and economic press, company files, official statistics, etc.)

- The definition of the market: its identification and its evolution, the products or services directly or indirectly competing
- Analysis of the demand: global evolution of the demand, customer/user behavior, segmentation of demand
- Analysis of supply and competitive intensity: overall evolution of supply, characteristics of supply and main players characteristics of the offer and the main players, analysis of competitive forces according to PORTER
- Environmental analysis: factors influencing the market according to the PESTEL method
- Global analysis and rules of restitution according to the SWOT method and recommendations
- Data structuring (professional synthesis)

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Strategic Marketing

Learning objectives

- Understand the missions of strategic marketing and the positioning process
- Analyze the global marketing strategy of a company and take a critical look at it
- Propose new marketing strategies according to the evolution of the environment

Content

- Introduction: the company's business(es), the markets
- From audit to strategic choices: segmentation, persona, targeting, positioning
- Methods for analyzing the business portfolio (McKinsey, BCG, A. D. Little)
- Development strategies (growth, competition, diversification etc...)
- Global marketing strategy vs. marketing applied to a product or a family of products
- Application: analyze the marketing strategy of a company by respecting the different steps and and propose improvements in the short, medium and/or long term

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Digital strategy and e-reputation

Learning objectives

- Analyze a digital marketing strategy against the competition and identify strengths and weaknesses
- Propose areas of improvement / novelty to increase the visibility of the company
- Monitor the company's e-reputation and recommend improvement actions

Content

- The distinction between strategic marketing, digital strategy and digital marketing campaign
- Digital marketing channels (web, mobile, social networks, e-mailing, advertising, SEO, etc.)
- Social media strategy and SMA (Social Media Advertising) actions
- Evaluation tools for the company's channels and recommendations for improvement
- The concept of e-reputation and its challenges
- Monitoring tools and methods for the brand
- The objectives and means of managing your e-reputation
- Structuring the collected data (analysis report, dynamic presentation)

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Bloc 5 – Develop a client portfolio**Operational marketing and communication****Learning objectives**

- Define an operational marketing strategy and translate it into an action plan
- Develop a media / non-media communication strategy
- Integrate the web in a marketing approach and develop multi-channel supports
- Evaluate the limits of the product orientation and the interest of the strategic customer approach

Content

- Introduction: from marketing strategy to operational marketing action plan
- The definition of an operational marketing strategy (from the traditional marketing mix to its evolution)
- The omnichannel / multichannel operational marketing plan, operational marketing tools
- The principles of a digital marketing campaign and its tools
- From product orientation to customer experience
- The translation / structuring of ideas and the evaluation of the synergy between marketing and sales

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Business data analysis**Learning objectives**

- Find ways to collect additional data and generate leads
- Master customer profiling to guide operational and strategic choices
- Interpret the quantity of available data to facilitate commercial decision-making

Content

- Reminder: Data processing and use - CNIL / RGPD (responsibilities and obligations)

- The data warehousing process and tools
- The business analytics process: advanced statistical data analysis
- Customer data collection: innovative strategies and mistakes to avoid
- How customer profiling works and how to use it
- The convergence between marketing and information technology

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Commercial negotiation and strategy of conquest and loyalty

Learning objectives

- Evolve in negotiation situations close to reality
- Deploy negotiation techniques according to your environment
- Conclude a sale with variable negotiation parameters

Content

- Presentation of the "Negotiations" competition and the conditions of access
- Discovery of the exercise and its articulation
- Reminder of the key points of knowledge and skills to master in the field
- Presentation of concrete cases from the competition
- Coaching and simulation of negotiation situations

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Bloc 6 – Drive business performance

Community management

Learning objectives

- Understand the role and function of the Community Manager
- Identify areas of improvement for the company and develop its e-reputation
- Propose an editorial line consistent with the target(s) to increase awareness

Content

- Reminder: defining the target, determining the interests and expectations of the identified target
- Identification of the target audience's platforms
- Reflection on the editorial line
- Content creation - brand content - e-reputation
- The strategy of periodicity of publication of the contents
- Design of the editorial planning
- Analysis of results and reporting
- Communication and interaction with Internet users, improving the visibility of content
- Setting up a monitoring system and identifying influencers

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Sales and Marketing action plan (PAC-M (budgeting specifications and management tools))**Learning objectives**

- Understand the global approach of a sales and marketing action plan (PAC-M)
- Build specifications and know how to question each step
- Master the project management approach applied to a PAC-M
- Know how to elaborate and analyze a budget
- Master the management tools to optimize the management of actions
- Carry out partial or final assessments in order to determine the profitability of actions

Content

- The PAC-M as an internal company document
- Questioning before acting (QOOQCP method)
- The planning of commercial actions (e.g. PDCA method)
- Setting objectives (SMART method)
- The cost of actions, simplified budget forecasting
- Analysis of results and corrective measures
- Concrete examples of PAC-M and reporting to the manager
- Margins on variable costs, direct costs and contribution margins
- Ratios: margins and results, overheads
- Budgeting of the action plan
- The budget calendar
- Calculations and analysis of variances and margins
- Cash flow
- Calculation of the break-even point

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Performance management and activity control**Learning objectives**

- Participate in the definition of sales and marketing objectives
- Analyze the figures in order to reinforce the commercial efficiency
- Develop sales indicators to monitor performance
- Allocate the material and human resources necessary for marketing actions

Content

- Reminder: Synergy between the sales strategy, the sales function and the sales objectives
- Reminder: The concepts of sales price, cost price, profitability, margin on variable cost, etc...
- Development of sales and marketing objectives (basis for reflection, source of information, etc.)
- The definition of the performance plan for commercial actions
- The performance indicators to be implemented for the follow-up of the commercial activity

- The performance ratios (calculation), the stages of development (implementation) and management of KPIs
- Analysis of the needs (human, material, financial) to reach the objectives
- Reporting and monitoring of activities (tools and methods)
- Monitoring and evaluation of activities and corrective actions

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Bloc 7 – Ensure the management of the sales team

Management of a sales team and HR development team

Learning objectives

- Understand the different profiles of employees to develop the right managerial position
- Lead a sales team by choosing the right tools
- Accompany / evaluate / energize a sales team around individual and collective objectives
- Defuse and manage a conflict situation
- Build a recruitment process according to the needs of the company and the team
- Conducting different types of interviews, whether for recruitment or evaluation
- Contribute to the professionalization of each person by proposing training actions

Content

- Reminder: Management theories: classical school, schools of human relations etc...
- Reminder: The manager: role, qualities, responsibility towards a team, a department
- Diversity management: Men / Women, Junior / Senior, disability, contractual diversities, cultural differences
- contractual diversity, cultural differences, etc.
- Motivation at work, the different individual and collective levers
- Team motivation, federation, the incentive principle (tools, means, new features)
- Animation of teams by various means (meetings, briefs, intermediate points, etc.)
- The animation of individual and collective objectives (qualitative, quantitative, temporal, structural, ...), the
- results and performance analysis
- The notion of conflict (what ? how ? why ? causes ? solutions ?), the degree of conflict (problem ? tension ? conflict ? crisis ?)
- Conflict management strategy: steps, tools and effective behavior to overcome conflict
- Introduction: the legal framework of recruitment, the different contractual forms according to the needs, sourcing and the role of social networks, the recruitment process from the identification of to the selection of the profile
- The recruitment interview: process, posture, objectives, conclusions
- Integration: uses, processes and tools, follow-up, interface with local managers
- Annual, professional or framing interviews: rules and obligations
- Internal and external professional training: individual rights and collective tools and professionalization of teams

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Managerial Communication**Learning objectives**

- Master the codes of communication and select its tools according to the message and the objectives
- Produce ascending or descending professional writings in order to promote communication
- Prepare, coordinate and lead a meeting with a team, a department or a support function
- Represent his/her team in front of the management and ensure an efficient and federating downward communication and federating communication with employees

Content

- Reminder: fundamentals of communication, the notion of message, sender, receiver, etc.
- Reminder: the functions (expose, transmit, explain, involve, motivate, prepare and accompany)
- The choice of instruments (mode of communication, transmission medium, target, priorities of the priorities)
- The different tools: written, oral, audiovisual, digital, intranet, messaging, chat, etc.
- The advantages and disadvantages of communication tools, their evolution, the uses in companies
- Written supports: notes, reports, liaison sheets, identification sheets
- Internal communication as a management lever and its six components: information
- conviviality, participation, federation, involvement, identification
- The art of the meeting: the different phases (from the beginning to the end), the tools, the material, etc..

Assessment method(s) for the module

- 1 midterm exam
- 1 final exam

Business project: business creation**Learning objectives**

- Learn all the fundamentals of marketing and financial and legal management of companies
- Link cross-functional skills related to operational marketing and financial objectives
- Conduct a market feasibility study and a product/service study
- Put into practice group work techniques

Content

- Reflection and definition of the creation project in group
- Determining the group leader, drawing up a list of tasks, scheduling actions
- Feasibility study in relation to the market
- Choice of company statutes, remuneration of employees/partners
- Study of the communication campaign
- Establishment of the management tables (5000€ of contribution/person) and analysis of the viability

Assessment method(s) for the module

- Writing a project presentation specification justifying the choices made
- The elaboration of a computer-assisted presentation
- A 30-minute group oral presentation

NB: in addition, the establishment has the possibility of organizing a control of the acquired knowledge throughout the project in the form of its choice (quizzes, MCQs, etc.), to integrate specific challenges into in the animation, to include a system of evaluation of the implication and the assiduity, etc...