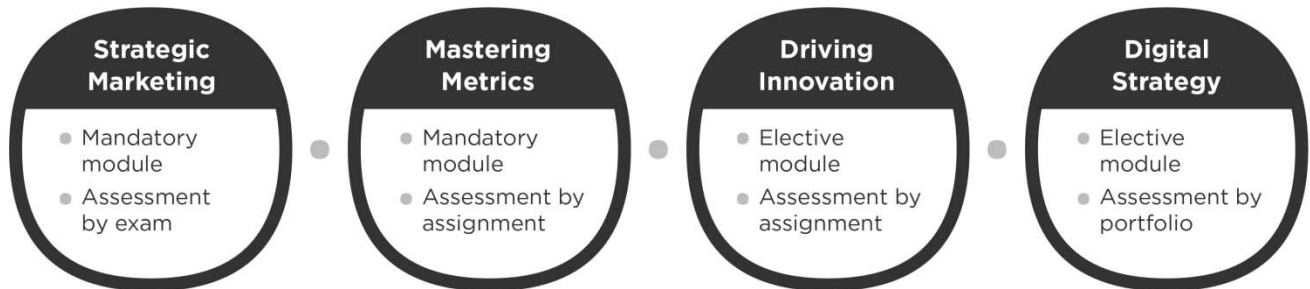


# Module Specification:

## Strategic Marketing

Strategic Marketing is a 15-credit mandatory module which sits within the suite of Level 6 modules.



To gain the CIM Level 6 Diploma in Professional Marketing a pass in both mandatory modules plus one elective module is required. However, each module can be taken as a standalone module to gain a module award.

### Aim of the module

This module is about how to take a strategic approach in marketing planning to achieve competitive advantage. It recognises the significance of situation analysis and introduces techniques for assessing the external and internal environments that enable effective decision making. The module outlines the importance of all stages within the marketing planning process, from the audit, through strategic decision making, to implementation of plans. It outlines how managing resources and employing monitoring and measurement techniques enables the achievement of strategic marketing objectives.

### Module structure

The module comprises three units of two learning outcomes each. Each learning outcome will be covered by the related assessment criteria and will be assessed by way of examination. The examination will comprise a number of extended answer questions to be completed in a three-hour controlled assessment.

The learning outcomes and assessment criteria, along with the indicative content, are detailed in the Strategic Marketing module content which follows.

# CIM Level 6 Diploma in Professional Marketing Qualification Specification

Please refer to the CIM Level 6 Diploma in Professional Marketing Qualification Specification for all other information relating to the CIM Level 6 Diploma in Professional Marketing including:

- CIM Professional Marketing Standards
- The Level 6 qualification structure
- Who it's for
- Entry requirements
- The Modular Pathway
- Progression
- Credits and learning hours
- Modes of study
- How it's assessed – assessment methodology
- How the assessment is delivered and when
- How it's graded
- When are results issued?
- Module specifications
- What we mean by command words
- Suggested reading and resources
- Transition arrangements

# Module Content: Strategic Marketing (mandatory)

Level 6	Credit value: 15	Notional learning time: 130-150 hours
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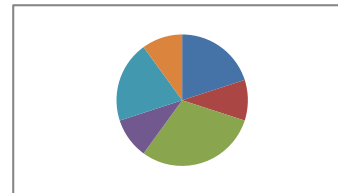
## Purpose statement

Marketers are presented with many complex choices in the context of a future that is inherently uncertain. This module will enable you to take a strategic approach to planning to achieve sustainable advantage.

## Assessment

Extended answer test (a three-hour examination)

## Module weighting



LO 1 – weighting	15%
LO 2 – weighting	15%
LO 3 – weighting	20%
LO 4 – weighting	20%
LO 5 – weighting	15%
LO 6 – weighting	15%

## Overarching learning outcomes

By the end of this module students should be able to:

### Situation analysis

- Understand how to analyse an organisation's current and future external environment
- Understand how to analyse an organisation's current and future internal environment

### Planning

- Analyse relevant information to recommend and inform strategic decision making
- Develop a strategic marketing plan to realise organisational objectives

### Implementation and control

- Manage resources to deliver the strategic marketing plan
- Monitor, measure and adapt the marketing plan for continuous improvement

## Unit 1: Situation Analysis

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
1. Understand how to analyse an organisation's current and future external environment	1.1 Explain the relationship between market orientation, analysing the external environment and creating value-delivering strategies	<ul style="list-style-type: none"> <li>• Market orientation</li> <li>• Customer orientation</li> <li>• Competitor orientation</li> <li>• Alternative orientations: sales, business, production and product</li> <li>• Long-term profit focus and responsible marketing</li> <li>• Achieving competitive advantage</li> <li>• The marketing planning process – models including: MOST, SOSTAC<sup>®</sup>, APIC</li> <li>• Market analysis skills of: judgement, interpretation, research, synthesis, generalisation, shared understanding, concluding</li> </ul>
	1.2 Understand how to apply a range of marketing analysis techniques across an organisation's external environment to generate market insights	<ul style="list-style-type: none"> <li>• Macro environment: political, economic, social, technological, environmental/ ecological, legal</li> <li>• Micro environment: markets, industry structure and dynamics, stakeholder relationships, innovation auditing</li> <li>• Customer analysis</li> <li>• Competitor analysis</li> <li>• Channel member analysis</li> </ul>
	1.3 Recognise the significance of, and problems associated with, analysing an organisation's external environment	<ul style="list-style-type: none"> <li>• Reactive vs. proactive</li> <li>• Blue ocean vs. red ocean strategic thinking</li> <li>• Risks associated with interpretation and judgement</li> <li>• Importance of resources in strategic decision making</li> </ul>

		<ul style="list-style-type: none"> <li>• Barriers to effective marketing planning</li> <li>• Data gather and analysis skills and challenges</li> </ul>
2. Understand how to analyse an organisation's current and future internal environment	2.1 Understand how resources, assets, competences and capabilities support the achievement of competitive advantage by creating and delivering value	<ul style="list-style-type: none"> <li>• Resource-based view</li> <li>• Core competences</li> <li>• Capabilities and assets</li> <li>• VRIN (valuable, rare, inimitable and non-substitutable) criteria</li> <li>• Categories of resources</li> <li>• Dynamic capabilities</li> <li>• Culture, leadership and management styles</li> <li>• Innovation auditing</li> <li>• Brand equity analysis</li> <li>• Value chain</li> </ul>
	2.2 Examine how a range of financial measures can be used to determine the relative performance of an organisation	<ul style="list-style-type: none"> <li>• Profitability ratios</li> <li>• Liquidity</li> <li>• Inventory turnover</li> <li>• Sales</li> <li>• Market share analysis</li> </ul>
	2.3 Recognise the limitations of an organisation's resources as barriers to achieving a sustainable competitive advantage	<ul style="list-style-type: none"> <li>• Core rigidities</li> <li>• Sticky resources</li> <li>• Dynamic environments</li> <li>• Risks of innovation</li> </ul>

## Unit 2: Planning

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
3. Analyse relevant information to recommend and inform strategic decision making	3.1 Undertake an audit of the external and internal marketing environments using marketing research, market intelligence and environmental scanning	<ul style="list-style-type: none"> <li>• Gather data from external and internal environments</li> <li>• Essential research methods for auditing marketing environments</li> <li>• Marketing research for marketing planning and strategy development</li> <li>• Intelligence and scanning of changing market conditions</li> <li>• Implications for demand forecasting</li> </ul>
	3.2 Apply a range of relevant external analysis techniques in order to develop market insights	<ul style="list-style-type: none"> <li>• Utilise a range of external analysis techniques</li> <li>• Macro-environmental analysis techniques</li> <li>• Micro-environmental analysis techniques</li> <li>• Insightful conclusions through application of external analysis and techniques</li> </ul>
	3.3 Apply a range of relevant internal analysis techniques to determine the value of an organisation's resources	<ul style="list-style-type: none"> <li>• Utilise a range of internal analysis tools and techniques</li> <li>• Resources analysis</li> <li>• Capabilities analysis</li> <li>• Insightful conclusions through application of internal analysis tools and techniques</li> </ul>
	3.4 Evaluate the implications and prioritise the importance of external and internal intelligence	<ul style="list-style-type: none"> <li>• Prioritise and justify key issues</li> <li>• MKIS</li> <li>• Evaluate impact of analysis findings</li> <li>• SWOT and TOWS analysis</li> </ul>
4. Develop a strategic marketing plan to realise organisational objectives	4.1 Create a range of justifiable goals which reflect the external and internal contexts of an organisation	<ul style="list-style-type: none"> <li>• Mission/vision statements</li> <li>• Corporate objectives</li> <li>• Strategic marketing objectives</li> <li>• SMART objectives</li> </ul>

	<p>4.2 Identify and evaluate alternative strategic options to deliver market value</p>	<ul style="list-style-type: none"> <li>• Ansoff's growth matrix</li> <li>• Porter's generic strategies</li> <li>• Extended generic strategy matrix</li> <li>• Strategic options in difficult market conditions</li> <li>• Segmentation-targeting-positioning</li> <li>• Brand strategies</li> <li>• Profit and sales projections</li> <li>• Social and ethical implications</li> <li>• Relationship marketing</li> <li>• One-to-one marketing</li> </ul>
	<p>4.3 Recommend and justify strategic decisions based on market intelligence and the internal dynamics of an organisation</p>	<ul style="list-style-type: none"> <li>• Evaluation matrices, eg adapted GE matrix</li> <li>• Suitability, feasibility and acceptability</li> <li>• Cultural fit</li> <li>• Associated risk</li> <li>• Return on marketing investment</li> <li>• Stakeholder expectations</li> <li>• Strategic logic</li> </ul>
	<p>4.4 Present tactical recommendations which are justifiable and synergistic with strategic decisions</p>	<ul style="list-style-type: none"> <li>• Pricing plans</li> <li>• Promotional plans</li> <li>• Distribution plans</li> <li>• Product plans</li> <li>• Service marketing plans</li> <li>• Consistent with target market requirements</li> <li>• Integrated and coherent</li> </ul>

## Unit 3: Implementation and Control

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
5. Manage resources to deliver the strategic marketing plan	5.1 Develop a realistic plan for the implementation of a marketing strategy	<ul style="list-style-type: none"> <li>• Detailed plan structure and content</li> <li>• Use of established frameworks and templates</li> <li>• Marketing, financial and other resource components</li> <li>• Marketing organisation, team management and budgets</li> <li>• Critical path analysis</li> <li>• Agile project management</li> <li>• Action priority matrix</li> <li>• Legislative, regulatory and code of conduct considerations</li> </ul>
	5.2 Determine key variables and resources required for the successful implementation of a marketing strategy	<ul style="list-style-type: none"> <li>• Critical success factors</li> <li>• Resource requirements</li> <li>• Cultural attitudinal shifts</li> <li>• Resource/capability allocation and attainment</li> <li>• McKinsey's 7S</li> </ul>
	5.3 Identify and assess the risks, implications and issues from the implementation of a marketing strategy	<ul style="list-style-type: none"> <li>• Risk assessment</li> <li>• Action evaluation</li> <li>• Contingency planning</li> <li>• Stakeholder analysis</li> <li>• Risk impact probability charts</li> <li>• Change management models</li> </ul>
6. Monitor, measure and adapt the marketing plan for continuous improvement	6.1 Recommend appropriate control mechanisms to measure and monitor the progress of the implemented marketing strategy	<ul style="list-style-type: none"> <li>• Finance measures/control ratios</li> <li>• Operational measures</li> <li>• KPIs</li> <li>• Time intervals required on control measures</li> </ul>



		<ul style="list-style-type: none"> <li>• Marketing dashboards</li> </ul>
	6.2 Understand the importance of continuous improvement in relation to marketing strategy and planning	<ul style="list-style-type: none"> <li>• Strategic drift</li> <li>• Issues related to cost, productivity, market responsiveness, profit, customer and employee satisfaction</li> <li>• Total quality management</li> <li>• Kaizen theory</li> </ul>
	6.3 Create an effective continuous improvement plan	<ul style="list-style-type: none"> <li>• After-action and post-implementation reviews</li> <li>• Data collection plans</li> <li>• Action learning</li> <li>• Plan, do, check, act</li> </ul>

## **Sample assessment material**

The following sample assessment material for Strategic Marketing has been produced to provide a true reflection of the live assessments and should be used as a guide and study aid when preparing for the live assessment.

The material is split into two separate documents. One is the preparatory brief which is pre-released and the other is the unseen assessment.

SAMPLE



## CIM Level 6 Diploma in Professional Marketing

### Strategic Marketing

#### Sample assessment

Preparatory plan brief

The examination comprises **TWO** compulsory tasks.

This preparatory brief should be used to produce your prepared marketing plan which will be required as part of your overall assessment.

**Task 1** is worth **40** marks – prepared marketing plan.

**Task 2** is worth **60** marks – examination (*see separate Strategic Marketing sample assessment examination*).

**Total** marks available – **100**.

Candidate guidance:

- Answer **all** tasks
- The available marks are shown alongside each part of the task
- Read all instructions and tasks carefully before attempting them

## TASK 1

### Assessment criteria covered in Task 1:

AC1.1, AC1.2, AC2.1, AC2.2, AC3.1, AC3.2, AC3.3, AC3.4, AC4.1, AC4.2, AC4.3, AC4.4, AC5.1, AC5.2, AC5.3, AC6.1, AC6.3

Please refer to the module specification for assessment criteria details.

You should use this brief to produce your prepared marketing plan which will be required as part of your overall assessment. Your plan should be taken into the examination and used to answer the unseen examination questions. Your plan will be submitted alongside your examination and marks will be awarded and included in your overall mark/grade.

### Required:

For an organisation of your choice, you have been asked by the Marketing Director to produce a three-year marketing plan to support an increase in revenue growth (or an increase in usage rate of a service).

Your plan should follow a planning framework of your choice, however, it should cover the following elements:

- an analysis of where the organisation is now using appropriate models and frameworks to audit the current situation
- a discussion of where the company wants to be
- an evaluation of the strategic options resulting in a decision as to how the company will get to where it wants to be
- an explanation of how the company will implement the chosen strategy
- recommendations as to how the organisation should monitor performance

### Strategic audit:

Plan to include an analysis of the external macro- and micro-environments and the internal environment and the application of these into a SWOT analysis.

A justified conclusion is required as to the rationale for the need for an increase in revenue generation or service usage.

*(12 marks)*

### Objectives:

Plan to include the mission/vision, a review of corporate objectives and recommendations for marketing objectives.

*(4 marks)*

*Task 1 continued*

**Strategic decisions:**

Plan to indicate which models/frameworks have been applied in evaluating the strategic options and include analysis of the STP process and branding strategies. Decisions should be justified in relation to their impact on improving revenue generation or service usage. (6 marks)

**Tactics:**

Plan to include justified recommendations for the marketing mix elements. (6 marks)

**Controls:**

Plan to include recommendations for the proposed tools to control the implementation of the plan. Content should include an analysis of critical success factors. (4 marks)

**Measurements:**

Plan to include recommendations for the measurement tools relevant to determining the success of the plan and include financial, resource and time-based measures. (4 marks)

**Communication:**

Effective use of the plan to support answers in the Strategic Marketing examination. This should include:

- referral to relevant frameworks, models or academic theories
- professional tone and format
- consistency between content of strategic plan and exam question answers

(4 marks)

(Total – 40 marks)

(Maximum page count – 8 pages)

**TASK 1 FORMAT – MARKETING PLAN USING A RECOGNISED PLANNING FRAMEWORK**

**MAXIMUM page count: 8 pages**

**Guidance notes:**

The plan should be completed on no more than eight pages of A4 paper, typed up in 11pt Arial font using the template available. You will be required to reference content within your plan to support your answers to the exam questions. You should indicate which frameworks/models have been used throughout.

A hardcopy of the plan must be taken to the examination and be attached to the examination paper.

The plan is worth 40 of the overall marks for this assessment.



## CIM Level 6 Diploma in Professional Marketing

### Strategic Marketing

#### Sample assessment

##### Examination

The examination comprises **TWO** compulsory tasks.

The preparatory brief should be used to produce your prepared marketing plan which will be required as part of your overall assessment.

**Task 1** is worth **40** marks – prepared marketing plan (*see separate Strategic Marketing preparatory brief*).

**Task 2** is worth **60** marks – examination.

The examination will be 3 hours in duration.

**Total** marks available – **100**.

##### Candidate guidance:

- Answer **all** tasks
- The available marks are shown alongside each part of the task
- Read all instructions and tasks carefully before attempting them

## TASK 2

### Assessment criteria covered in Task 2:

AC1.2, AC1.3, AC2.1, AC3.1, AC3.2, AC3.3, AC4.1, AC4.2, AC4.3, AC5.2, AC5.3, AC6.1, AC6.2

Please refer to the module specification for assessment criteria details.

You should refer to your prepared marketing plan to answer the following unseen examination questions.

Your plan is worth 40 of the overall marks and should be submitted alongside your examination report.

### Required:

Your previously prepared marketing plan has been reviewed by the Marketing Director and you have been sent further questions to support his/her understanding of your proposal. Making reference to your plan to support your answers, write a report that addresses the following questions.

- (a) (i) Reflect on how the external environment is changing and assess the challenges in determining the rate of change of two key elements of the external environment over the next 3 years. (12 marks)
- (ii) Determine how the organisation's core competencies can be used to achieve the revenue increase or service usage increase proposed. Identify what investments may be required to support the organisation's core competencies in developing its competitive advantage. (6 marks)
- (b) (i) Describe what gaps in knowledge/data were found when developing the marketing plan. Recommend ways in which better external market intelligence could be used to address these gaps. (12 marks)
- (ii) Evaluate the key strengths and weaknesses of the organisation in relation to its ability to manage the increased revenue growth (or increased service usage) being proposed. (6 marks)
- (iii) Justify your recommended segmentation strategy, using a model or framework of your choice. (6 marks)
- (c) (i) Outline **THREE** barriers to the successful implementation of your plan and recommend how these can be overcome. (9 marks)
- (ii) The Marketing Director has expressed concern at the cost of the proposed measurements. Justify the importance of the investment in your recommended measures and argue the importance of controls to the plan you have proposed. (9 marks)

*(Total – 60 marks)*



**TASK 2 FORMAT – EXTENDED ANSWER****MAXIMUM page count: N/A****Guidance notes:**

Assessment designed for a **THREE**-hour examination. The prepared marketing plan should be utilised to support examination answers. The marketing plan **must** be attached to the examination paper.

Exam to account for 60 of the overall marks.

**EXPECTED PERFORMANCE/MARKING CRITERIA****Pass:**

**50-59%** Ability to use a recognised planning framework to create a plan that shows consistency and logical flow of content throughout.

Recognised academic frameworks and theories will have been used to analyse information with reliable conclusions having been drawn.

Information has been analysed to complete a strategic audit covering all internal and external factors. Key observations have been consolidated into a SWOT (or similar) framework.

A metric has been used to assess the need for an increase in revenue generation or service usage for the organisation.

Identification of relevant challenges in both qualitative and quantitative data gathering.

Demonstration of strategic level awareness of the role of vision and mission in creating strategic direction.

Ability to recommend and justify strategic decisions and the internal dynamics of an organisation.

An appreciation of the critical success factors and resource requirements necessary to implement the recommended strategy and the need for contingency planning to support implementation.

Demonstration of an appreciation of the role of controls and an application of specific controls relevant to the proposed plan.

**Merit:**

**60-69%** Ability to use a recognised planning framework to create a plan that shows consistency and logical flow of content throughout.

Recognised academic frameworks and theories will have been used to analyse information and ability to analyse complex, incomplete or contradictory areas of knowledge and synthesise information to define relevant conclusions, evidencing consideration of a range of

	<p>different options.</p> <p>Information has been analysed to complete a strategic audit covering all internal and external factors, showing an awareness of the implication of incomplete or contradictory areas of information. Key observations have been consolidated into a SWOT (or similar) framework which shows relative prioritisation.</p> <p>A metric has been used to assess the need for an increase in revenue generation or service usage for the organisation and justified their observations.</p> <p>Analysis of relevant challenges in both qualitative and quantitative data gathering and demonstration of understanding the implications of knowledge gaps.</p> <p>Ability to appraise the role of vision and mission in creating strategic direction.</p> <p>Ability to recommend and justify strategic decisions and evaluate the strategic implications of the decision.</p> <p>A discussion covering a breadth of critical success factors and resource requirements necessary to implement the recommended strategy and an analysis of the need for contingency planning to support implementation.</p> <p>Demonstration of an appreciation of the role of controls and an application of specific controls relevant to the proposed plan.</p>
<p><b>Distinction:</b></p>	<p><b>70%+</b> Ability to use a recognised planning framework to create a plan that shows consistency and logical flow of content throughout.</p> <p>Recognised academic frameworks and theories will have been used to analyse complex, incomplete or contradictory areas of knowledge and synthesise information in a manner which is innovative and original.</p> <p>Relevant conclusions have been drawn demonstrating originality of thought and ability to make decisions in a dynamic environment.</p> <p>Information has been analysed and synthesised to complete a strategic audit covering all internal and external factors, showing an awareness of the implication of incomplete or contradictory areas of information and the risks attached to these gaps. Key observations have been consolidated into a SWOT (or similar) framework which shows relative prioritisation and awareness of their input into the strategic decision-making process.</p> <p>A metric has been used to assess the need for an increase in revenue generation or service usage for the organisation evidencing a high level of strategic thinking.</p>

	<p>Analysis of relevant challenges in both qualitative and quantitative data gathering and demonstration of understanding how the implications of knowledge gaps impact on strategic choices.</p> <p>Ability to appraise the role of vision and mission in creating strategic direction and suggestions on how to improve them.</p> <p>Ability to recommend and justify strategic decisions and evaluate the strategic implications of the decision.</p> <p>Demonstration of a mature understanding of implementation challenges with applied initiative and innovation in risk mitigation strategies.</p> <p>Evaluation of the role of controls and ability to define incisive recommendations on their use in the planning process.</p>
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SAMPLE

## Recommended reading

### Core

Cravens, D.W. and Piercy, N. (2012) *Strategic marketing*. 10<sup>th</sup> edition.  
US, McGraw-Hill. [ISBN 9780071326230] £53.99

### Supplementary

Aaker, D. and McLouglin, D. (2010) *Strategic market management: global perspectives*.  
Chichester, John Wiley. [ISBN 9780470689752] £42.99

Hooley, G., Nicoulaud, B. and Piercy, N. (2011) *Marketing strategy and competitive positioning*. 5<sup>th</sup> edition.  
Harlow, FT Prentice Hall. [ISBN 9780273740933] £52.99

McDonald, M. and Wilson, H. (2011) *Marketing plans: how to prepare them, how to use them*. 7<sup>th</sup> edition.  
Chichester, John Wiley. [ISBN 9780470669976] £36.99