Module Specification:

Digital Strategy

Digital Strategy is a 15-credit elective 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 provides insight into how organisations can implement digital marketing capabilities into strategic marketing planning. It outlines how an understanding and analysis of the macro- and micro-environments can enable organisations to assess the impact of the disruptive digital landscape in delivering objectives, in order to develop strategic recommendations. It provides recognition of how creating digital marketing mixes can enable organisations to respond with agility to market needs. It examines how the management of digital channels and the application of key digital measures help to achieve business 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 assignment. The assessment will require submission of a three-part portfolio comprising research, plan and report.

The learning outcomes and assessment criteria, along with the indicative content, are detailed in the Digital Strategy 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 assessments are delivered and when
- How it’s graded
- When are results issued?
- Module specifications
- What we mean by command words
- Transition arrangements
Module Content: Digital Strategy (elective)

<table>
<thead>
<tr>
<th>Level 6</th>
<th>Credit value: 15</th>
<th>Notional learning time: 130-150 hours</th>
</tr>
</thead>
</table>

Purpose statement
For many organisations digital marketing has evolved from a set of tactical actions into a significant element of strategy. This unit will provide you with an in-depth consideration of digital marketing capabilities that can be embedded within strategic marketing planning.

Assessment

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>LO 1 – weighting 10 %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>LO 2 – weighting 20 %</td>
</tr>
<tr>
<td></td>
<td>LO 3 – weighting 20 %</td>
</tr>
<tr>
<td></td>
<td>LO 4 – weighting 20 %</td>
</tr>
<tr>
<td></td>
<td>LO 5 – weighting 20 %</td>
</tr>
<tr>
<td></td>
<td>LO 6 – weighting 10 %</td>
</tr>
</tbody>
</table>

Module weighting

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

Digital disruption
- Understand the strategic implications of the disruptive digital environment
- Generate relevant insights into key emerging themes within the digital marketing environment

Digital planning
- Develop strategic recommendations in response to the need to acquire, convert and retain customers
- Deliver an agile response to changing customer behaviours

Delivering success
- Know how to manage and optimise key channels and content within a digitally enhanced strategic plan
- Apply key digital measures to analyse social, sentiment, search and site behaviour
## Unit 1: Digital Disruption

<table>
<thead>
<tr>
<th>Learning outcomes</th>
<th>Assessment criteria</th>
<th>Indicative content</th>
</tr>
</thead>
<tbody>
<tr>
<td>The learner will:</td>
<td>The learner can:</td>
<td></td>
</tr>
</tbody>
</table>
| 1. Understand the strategic implications of the disruptive digital environment | 1.1 Analyse the macro-environment using a range of existing and emerging digital analysis tools and frameworks | • Digitally focused PESTLE analysis  
• Impact and influence of macro factors on digital strategy and tactics  
• Disruptive elements of the digital environment  
• Role and potential impacts of key technological organisational players |
|                    | 1.2 Analyse the micro-environment using a range of existing and emerging digital analysis tools and frameworks | • Micro-environment: markets, industry structure and dynamics, stakeholder relationships  
• Analyse customer behaviour with reference to digital behaviours and identities  
• Impact of digital on competitive environment  
• Impact of disruption on internal resources  
• Analyse internal digital capabilities and limitations  
• Identify technology for supporting acquisition, conversion and retention  
• Appraise current digital activity conducted |
|                    | 1.3 Identify and assess strategic implications of findings in the context of disruption from the digital environment | • Key drivers of digital disruption  
• Assess the degree of change |
| 2. Generate relevant insights into key emerging themes within the digital marketing environment | 2.1 Analyse macro and micro findings to generate insights that support the identification of relevant emerging themes | in the operating environment
- Impacts on strategy and the strategic landscape
- Strategic opportunities to adopt digital capabilities
- Changes in the direction of the organisation’s strategy

- Analyse the audit findings: SWOT and TOWS
- Long-terms vs. short-term impacts and influences on the organisation
- Horizontal scanning
- Customer channel consumption and preferences
- Shifts in contact strategy
- Commercial impacts of digital disruption, volume vs. value
- Impacts of technological adoption
- Weaknesses in the organisation’s current digital mix
- Opportunities introduced via digital developments

- Current vs. future influences
- Changes vs. relevance to organisation and its operating environment
- Digital enablers for the delivery of the strategy
- Barriers to adoption vs. risks to current strategic approach
- Impact and influence on communications strategy vs. changing customer

<table>
<thead>
<tr>
<th></th>
<th>needs/behaviour</th>
</tr>
</thead>
</table>
| | • Current vs. future relevance of emerging themes  
| | • Potential for the landscape to continue to evolve |
| 2.3 Recommend, with justification, how emerging trends and their impact could be monitored on an ongoing basis | • Identify, collect and utilise primary and secondary data  
| | • Recommend how insights and emerging themes could be monitored  
| | • Shape delivery of the strategy and potential future activity via digital  
| | • Recommend commercial tools to monitor impacts on acquisition, conversion and retention  
| | • Monitor and measure key digital activities |
# Unit 2: Digital Planning

<table>
<thead>
<tr>
<th>Learning outcomes</th>
<th>Assessment criteria</th>
<th>Indicative content</th>
</tr>
</thead>
<tbody>
<tr>
<td>The learner will:</td>
<td>The learner can:</td>
<td></td>
</tr>
</tbody>
</table>
| 3. Develop strategic recommendations in response to the need to acquire, convert and retain customers | 3.1 Develop appropriate digital objectives to support the strategic customer acquisition, conversion and retention | • Hierarchy of objectives  
• Growth vs. penetration vs. market development  
• Objective setting for acquisition, conversion and retention  
• Objectives to support marketing activity  
• Objectives to increase adoption and implementation of new technologies  
• Objectives to support integration of all marketing activity |
|                   | 3.2 Develop a strategic response to acquire or reach new customers through a digital approach | • Development of customer personas  
• Determine targeting strategies  
• Determine online positioning strategies  
• Synergy with offline strategy  
• Acquisition through the adoption and implementation of a variety of integrated digital activities |
<p>|                   | 3.3 Develop a strategic response to convert customers through a digital approach | • Delivering conversion through the adoption and implementation of integrated digital activities |</p>
<table>
<thead>
<tr>
<th>3.4 Develop a strategic response to retain customers through a digital approach</th>
<th>• Delivering retention through the adoption and implementation of integrated digital activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Deliver an agile response to changing customer behaviours</td>
<td>4.1 Explain the fitness for purpose of the current marketing mix and its ability to acquire, convert and retain customers</td>
</tr>
<tr>
<td></td>
<td>• Identify customer behaviours and behavioural change</td>
</tr>
<tr>
<td></td>
<td>• Agile marketing</td>
</tr>
<tr>
<td></td>
<td>• Limitations of the current marketing mix to deliver an agile response</td>
</tr>
<tr>
<td>4.2 Recommend and justify the adoption of the digital marketing mix that will acquire, convert and retain customers</td>
<td>• Develop a digital marketing mix to deliver on the strategic plan</td>
</tr>
<tr>
<td></td>
<td>• Utilisation of relevant marketing mix frameworks: 7 Ps, 8 Ps, 4 Cs</td>
</tr>
<tr>
<td>4.3 Justify how the digital marketing mix will deliver and enhance agility</td>
<td>• Appraisal of recommended changes</td>
</tr>
<tr>
<td></td>
<td>• Resourcing</td>
</tr>
<tr>
<td></td>
<td>• Scheduling</td>
</tr>
<tr>
<td></td>
<td>• Budgeting</td>
</tr>
<tr>
<td></td>
<td>• Flexibility</td>
</tr>
<tr>
<td></td>
<td>• Skills and capabilities</td>
</tr>
<tr>
<td></td>
<td>• Outsourcing and agencies</td>
</tr>
</tbody>
</table>
## Unit 3: Delivering Success

<table>
<thead>
<tr>
<th>Learning outcomes</th>
<th>Assessment criteria</th>
<th>Indicative content</th>
</tr>
</thead>
<tbody>
<tr>
<td>The learner will:</td>
<td>The learner can:</td>
<td></td>
</tr>
<tr>
<td>5. Know how to manage and optimise key channels and content within a digitally enhanced strategic plan</td>
<td>5.1 Explain how digital channels, content and media will be integrated into the organisation’s wider marketing activities</td>
<td>• Implementation and integration of digital media for acquisition</td>
</tr>
<tr>
<td></td>
<td>5.2 Identify and explain how key channels can be managed and optimised to support the delivery of a digitally enhanced strategic plan</td>
<td>• Implementation and integration of digital media for conversion</td>
</tr>
<tr>
<td></td>
<td>5.3 Identify and explain how digital content can be managed and optimised to support the delivery of a digitally enhanced strategic plan</td>
<td>• Implementation and integration of digital media for retention</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tracking and measuring the effectiveness of channel performance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Utilisation of key management and measurement tools and services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Optimising the management and delivery of the implementation plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Value delivery via optimisation of digital</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Centralised vs. decentralised</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Internal and external</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Resource needs in relation to planned activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Management of plan implementation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Ongoing flexibility and learning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Monitor and manage:</td>
</tr>
</tbody>
</table>
| 5.4 Identify and explain the resources required and scheduling of key tactics to support the delivery of the plan | • Project planning  
• Resource determination and allocation  
• Aligning the plan with wider marketing activity  
• Digital media as primary and supporting media  
• Budgeting  
• Contingency planning  
• Agility and flexibility |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Apply key digital measures to analyse social, sentiment, search and site behaviour</td>
<td>6.1 Identify and assess the tools available to measure social, sentiment, search and site behaviour</td>
</tr>
</tbody>
</table>
| | • Utilise tools to measure:  
  o Social behaviour  
  o Sentiment  
  o Search and offsite behaviour  
  o Site behaviour  
• Understand relevant digital measurement tools and services  
• Analyse the impact of social, sentiment and search behaviour  
• Identify the potential value of social, sentiment, search and site behaviour |
| 6.2 Recommend how key digital channels will be monitored and measured | • Select appropriate tools to measure and analyse:  
  o Digital social behaviour  
  o Sentiment and conversations  
  o Search behaviour  
  o Site behaviour |
| 6.3 Explain how these measures assess digital behaviour and how they can be used to monitor performance and inform of future change | • Utilise SMART objectives and KPIs for monitoring and measuring  
• Set measures to report on social, website and search engine marketing |
| 6.4 Recommend steps to be taken to apply the key measures identified | • Use KPIs to analyse digital behaviour across:  
  o Social media  
  o Sentiment and conversations  
  o Search  
  o Site |
| | • Integration of digital measurement  
• Technical implementation of measurement and monitoring systems  
• Embedding the measures into business operations  
• Ongoing reviews of performance  
• Monitoring control systems  
• Resource control  
• Systems management  
• Reporting and information dissemination  
• Internal KPI agreement  
• Stakeholder involvement |
Sample assessment material

The following sample assessment material for Digital Strategy 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.
## Sample assessment

<table>
<thead>
<tr>
<th>Portfolio</th>
</tr>
</thead>
</table>

The assessment comprises **TWO** compulsory tasks.

- **Task 1** is worth **35** marks.
- **Task 2** is worth **55** marks.
- **10** marks are available for presentation of information.

**Candidate guidance:**

- Answer **all** tasks
- The available marks are shown alongside each part of the task
- **10** marks are available for overall format and presentation of information
- Read all tasks carefully before attempting them
Scenario:

In the role of Marketing Manager, you have been appointed to develop a new digital strategy in the form of a plan for your chosen organisation, focusing on how your organisation should respond to changes in customer behaviour. Your organisation may be your own organisation, or one with which you are familiar, and within the profit or not-for-profit sector.

The senior management of your chosen organisation have asked you to underpin the plan with research into the external environment, online personas and digital metrics.

Guidance notes

This portfolio consists of two separate tasks but they are all linked as part of the process for responding to the changes in the organisation’s digital marketing environment and should flow as a single whole document. There will be TEN marks available, for the whole report, where candidates will be rewarded for format and presentation of information.

While it is helpful to include an introduction and summary in the report, these should be brief, with the main focus being on the content outlined in the assignment brief provided. FIVE marks will be awarded for the organisation summary, which will form part of the report’s appendix, using the headings supplied as guidance. Candidates should write this summary in report format rather than bullet format. This is included in the marks allocated to the report in Task 2.

Correct Harvard referencing should be used across all tasks.
**TASK 1**

**Assessment criteria covered in Task 1:**


Please refer to the module specification for assessment criteria details.

**Scenario**

You have been asked to work on preparations for a new digital strategy as part of a marketing plan for your chosen organisation.

In order for managers and other relevant internal stakeholders within the organisation to contribute to the plan you will need to collate data and information in a series of wiki-style pages.

The research will provide the basis for recommending changes to the organisation's conventional and digital marketing approaches and will be important in justifying the resources that will be needed to underpin the resulting plan.

**Required:**

(a) Using text or audio/video files introduce yourself and the purpose of the portfolio.

Analyse your chosen organisation’s external environment. The key focus should be on current and future emerging digital trends and disruptive factors that are having or are likely to have an impact on customer behaviours. (10 marks)

(b) Identify strengths and weaknesses in your chosen organisation’s digital mix. Summarise these along with the opportunities and threats already covered in the external audit in a TOWS matrix or equivalent. This will include a clear set of strategic imperatives arising from your analysis. (9 marks)

(c) Compare and contrast at least **TWO** tools that can be used to measure digital social behaviour. Evaluate each of the tools in terms of its strategic usefulness and fit with the marketing approaches used in your chosen organisation. (6 marks)

(d) Produce a set of notes for senior managers which explain how investment in a project to better understand the concept of customer personas could translate into increased digital conversations and higher conversion rates. (10 marks)

(Total - 35 marks)

(Total page count - 7 pages)
**TASK 2**

**Assessment criteria covered in Task 2:**

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

Please refer to the module specification for assessment criteria details.

**Scenario:**

As Marketing Manager, you have been asked to produce a report for senior management in your organisation covering a significant change in customer behaviour from a digital perspective.

Drawing on the research you have carried out for your portfolio in Task 1 you will need to produce a marketing plan focused on digital strategy to address the change you have identified. This plan will also recommend the measures that need to be put in place to ensure that such developments in your chosen organisation’s external environment can be anticipated.

(a) Using the organisation summary guidelines, provide a background to your chosen organisation. This section should be placed at the end of your report. (5 marks)

(b) Drawing on your research in the Task 1 portfolio, identify and explain ONE significant change in the behaviour of your chosen organisation’s existing customers in a digital context. Assess the extent to which this change is being driven by developments in the organisation’s macro-environment. (5 marks)

(c) Assess the potential of this change to impact on the organisation’s current marketing activities and its ability to retain existing customers as well as to acquire and convert new/potential customers. (10 marks)

(d) Produce a digital marketing plan, with a focus on strategy, that recommends and justifies a response to this change and explain how this will enhance the organisation’s agility. Your plan should:
   - outline key objectives and strategy
   - identify how the response will be delivered through both conventional and digital marketing mixes
   - explain how digital channels will be managed and integrated with other marketing activities
   - justify how these approaches will retain existing customers
   - state what resources will be required including an outline budget and schedule
   - summarise the tools that will be used to strategically measure the digital element of the plan (30 marks)
Task 2 continued

(e) Recommend how the organisation should monitor the environment to ensure that further changes to customer behaviour, and the macro-environmental factors driving them, are identified in a timely manner and acted on.

(5 marks)

(Total - 55 marks)

(Total page count - 10 pages)

(1 page of the total 10 pages for this task should be used for the organisation summary)
## TASK 1 - RESEARCH PORTFOLIO FORMAT

### TASK 1 MAXI MUM page count: 7 pages

**Guidance notes:**

Producing a strategic marketing plan requires marketers to tackle three strategic questions: What is the organisation's current situation? Where does the organisation want to go from here? How is it going to get there?

The evolution of digital marketing has made the process of developing plans more complex and added a new range of ideas and concepts for marketers to come to terms with.

This task requires you to address the first of the strategic questions above by looking at sources of digital disruption in the external environment and the current state of your chosen organisation in the light of this research.

Other elements of the task ask you to focus on the second question by critically evaluating key choices presented in specific areas of digital marketing and make the case for resources to senior managers in the organisation.

Using a wiki* as a knowledge repository and collaborative workspace is becoming increasingly common in a wide range of organisations. It facilitates links to other documents and pages via keywords and allows multiple editors to contribute to a document.

* Wikis are editable online spaces where any user can read or contribute content. This functionality means that they are a widely used tool for collaboration in online environments. Wikis can be used effectively to build new knowledge in a group-work situation, especially where a group may be geographically dispersed.

## TASK 2 - REPORT FORMAT

### TASK 2 MAXI MUM page count: 10 pages

**Guidance notes:**

For the report/plan you will need to use the information gathered in your portfolio in Task 1 and may need further research on the change itself and what is driving the change in behaviour. For example a new technology, such as 4G/LTE mobile services might change the way customers use digital services through their smartphones.

Significant changes in consumer behaviour can have a profound effect on the currency of an organisation's marketing activities, so you will need to explain how the organisation should respond in an agile way.

The report is to be produced for senior management, which means it should tackle strategic issues that could go beyond the marketing function in some organisations. It is also important to demonstrate that the organisation can learn from the experience of responding to this particular change. Setting out how changes in the digital and macro-environment should be monitored in a...
EXPECTED PERFORMANCE/ MARKING CRITERIA

<table>
<thead>
<tr>
<th>Grade</th>
<th>Criteria</th>
</tr>
</thead>
</table>
| **Pass:** | 50-59%  
Student will demonstrate knowledge and application of traditional and digital analysis tools which can be used to analyse the external environment. Student will be able to generate clear insights from evaluating their analysis and consider the commercial impacts and imperatives from these findings. Student will demonstrate sound knowledge of how to measure digital behaviour and the ability to assess a range of tools used for this purpose.  

Student will demonstrate knowledge of customers’ digital behaviours and identities and be able to apply a range of analysis tools to explain changes in the organisation’s micro- and macro-environments. Student will take a critical approach to evaluating the organisation’s current marketing activities and will produce a coherent plan with sound recommendations supported by theoretical and practical sources. |
| **Merit:** | 60-69%  
Student will demonstrate good knowledge and well-thought-through application of traditional and digital analysis tools which can be used to analyse the external environment. Student will be able to generate robust insights from evaluating their analysis and show considerable awareness of the commercial impacts and imperatives arising from these findings. Student will demonstrate good knowledge of how to measure digital behaviour and a clear ability to assess a range of tools used for this purpose.  

Student will demonstrate a good knowledge of customers’ digital behaviours and identities and apply a wide variety of tools to explain changes in the organisation’s micro- and macro-environments. Student will demonstrate advanced critical thinking in evaluating the organisation’s current marketing activities. Student will produce a robust plan with innovative recommendations based on current theory and well-researched practical sources. |
| **Distinction:** | 70%+  
Student will demonstrate excellent knowledge and thorough application of traditional and digital analysis tools which can be used to analyse the external environment. Student will be able to generate strong insights from evaluating their analysis and show robust awareness of the commercial impacts and imperatives arising from these findings. Student will demonstrate excellent knowledge of how to measure digital behaviour and a clear ability to assess and synthesise a range of tools used for this purpose.  

Student will demonstrate outstanding knowledge of customers’ digital behaviours and identities. Student will apply a wide variety of tools and generate significant insight into changes in the organisation’s micro- and macro-environments. Student will show high-level evaluation skills and critical thinking in assessing the current marketing activities of the organisation. Student will produce an insightful plan with creative and innovative recommendations which synthesise a range of practical and theoretical supporting sources. |
## OVERALL - FORMAT AND PRESENTATION OF INFORMATION

| Marks: | 10 |

### EXPECTED PERFORMANCE/ MARKING CRITERIA

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pass:</strong></td>
<td>50-59%</td>
<td>A report format will be used. Grammar and punctuation will be acceptable. References will be present and in Harvard format.</td>
</tr>
<tr>
<td><strong>Merit:</strong></td>
<td>60-69%</td>
<td>A suitable format will be used; report with contents page and references. The report will have a clear flow between subtasks. References will be appropriate, in Harvard format and relevant to task, from suitable sources.</td>
</tr>
<tr>
<td><strong>Distinction:</strong></td>
<td>70%+</td>
<td>A well-structured report format will be used. The report will flow well between subtasks and the different perspectives and arguments will be well structured. References will use a range of academic sources and be in Harvard format.</td>
</tr>
</tbody>
</table>

### Organisation summary

To be included at the end of your report. Contents will contribute to the five marks available in part (a) of Task 2. The following headings should be included:

- Organisation name
- Type of organisation, for example, profit or not-for-profit, local, national, global and the legal entity
- Size of organisation in terms of turnover and number of employees
- The range of products and services provided
- The customer base, for example, B2B/B2C
- Competitors
- Cross-functional relationships within the organisation
- Other important stakeholders
- Other relevant information
Recommended reading

Core

Supplementary


