

Unit 1 – Emerging Themes

Students should be able to critically evaluate the impact of a range of new and emerging themes on marketing, business organisations and the changing marketing environment.

In addition, this unit will also help students to build and refine the skills necessary to anticipate and adapt to future changes. In undertaking a critical evaluation of the key themes, students should be able to take a strategic perspective of the impact of these themes at a sectoral or industry level, as well as upon the organisation they work for, or another one they know well.

By the end of the unit, students should be able to critically assess and evaluate the significance of various emerging themes, to demonstrate an ability to recognise the strategic importance of key themes, and to consider how best to take them into account when developing and implementing marketing strategies. Finally, by the end of the unit students will have established strategies and mechanisms for anticipating future trends and emerging themes.

Note the syllabus includes the themes, but the actual content (examples below in brackets) will be updated annually to reflect the one, two or three most influential recent developments.

Potential macro-environmental emerging themes:

- Political (eg devolution, network governance)
- Economic (eg credit crunch)
- Social (eg changing demographics, migration, health and obesity)
- Technological (eg emerging technologies and their impact on business, social networking, 3D printing)
- Environmental (eg climate change)

Potential meso-environmental emerging themes:

- Marketing's new ground (eg societal/social and green marketing, digital marketing)
- Changing consumers (eg customer power, ethical consumption)
- Changing nature of competition and supply chains (eg collaboration and competition)

Potential micro-environmental themes:

- Contemporary business strategies (eg business sustainability and the triple bottom line)
- The marketing professional (eg intelligence gathering, creative and flexible thinking)

By the end of the unit, students should be able to:

- critically evaluate a range of key emerging macro-environmental themes and make a critical assessment of their significance for a specific sector or industry
- propose strategic marketing responses to the key emerging themes judged to have the greatest potential impact on a specific sector. Responses should reflect contemporary marketing practice (ie marketing's new ground) and demonstrate creativity.

1. Macro and meso emerging themes (weighting 50%)

1.1 Critically evaluate macro-environmental emerging themes and assess/forecast their potential impact upon one specific sector or industry:

1.2 Critically evaluate meso-environmental themes and assess/forecast their potential impact upon a specific sector or industry:

2. Meso and micro emerging themes (weighting 50%)

2.1 Judge the importance of a range of emerging themes to a particular organisation:

2.2 Develop contemporary strategic marketing and business responses to a prioritised emerging theme:

2.3 Propose methods by which marketing professionals can anticipate and adapt to change:

Unit 2 – Analysis & Decision

This unit consists of three parts: **Strategic audit**, **Strategic options**, and **Making strategic marketing decisions**. The overall purpose of the unit is to prepare students to undertake a strategic audit of an organisation, assess its capability and capacity to deliver the organisation's business and marketing strategy in a challenging, dynamic and diverse global market place, and to recommend a strategic option, or decision, based on a full critical evaluation of the various options available.

To achieve this aim, students will be expected to carry out the following:

- First they will undertake a sophisticated strategic audit which will help to prioritise the key issues, opportunities and risks facing an organisation in meeting its future objectives. This will be based on a clear and detailed assessment of an organisation and its performance, and the issues and challenges it faces in creating and delivering best value.
- They will use their strategic audit of an organisation to generate strategic options and critically evaluate those options in respect of the key issues faced by the organisation.
- Finally, after exploring the wide range of strategic options available to an organisation to meet its corporate and business strategy, students will need to recommend an option based on, and justified by, a critical evaluation of its suitability in the specific situation.

In doing the above, students should be able to undertake both qualitative and quantitative analysis of the relevant options and be able to make strategic marketing decisions based upon such analysis, justifying decisions and providing reasoned arguments for their recommendations. They will be expected to apply a range of financial and risk models to support their assessments and demonstrate an understanding of how the decisions will support the achievement of the organisation's vision, mission and strategic business and marketing objectives.

By the end of the unit students should be able to:

- undertake a strategic marketing audit, assessing an organisation's competencies, competitive advantage, market performance, customers, competitors, product and service portfolios, positioning, value proposition and market impact
- assess the impact of external factors on an organisation and its strategic intent and direction
- utilise the strategic marketing audit to critically evaluate a range of strategic marketing options available to an organisation, including innovation, mergers, acquisitions, partnering, alliances, environmental sustainability and CSR, in order to deliver best value growth and expansion opportunities for the organisation
- utilise a range of financial and other measurement tools to assess the financial and non-financial benefits of recommended strategic marketing decisions
- utilise a range of risk assessment tools to critically assess the risk of strategic market decisions and their impact upon an organisation, including financial, corporate and reputational risk.

Unit 2, Part 1: The strategic audit (all parts in this unit are of equal weighting)

The purpose of this part of the unit is to prepare students to undertake a strategic audit of an organisation and its capability and capacity to deliver the organisation's business and marketing strategy in a challenging, dynamic and diverse global market place.

Students will be expected to undertake a sophisticated market analysis which supports a detailed understanding of an organisation, its value, scope and possibilities, and be able to prioritise key issues, opportunities and risks facing the organisation in meeting its future objectives.

In undertaking this part of the unit, students should be able to provide a clear and detailed assessment of an organisation and its performance, and the issues and challenges it faces in creating and delivering best value.

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1.1 The strategic marketing audit: external

1.1.1 Utilise a range of techniques, processes and market information to assess the external marketing environment including.

1.1.2 Utilise market-based information to critically evaluate an organisation's strategic position within the market place, including consideration of specific positioning issues.

1.1.3 Utilise a range of tools to critically evaluate an organisation's ability to understand its current customer base and their buying behaviour, in order to be able to develop customer insight and meet their preferences.

1.1.4 Assess the potential for strategic uncertainty in the external market and the extent to which it involves trends or events, and show how it will impact upon an organisation.

1.2 The strategic marketing audit: internal

1.2.1 Utilise a range of models and techniques to undertake a strategic audit of the internal environment.

1.2.2 Critically evaluate the resource-based view of an organisation and the value of this approach in developing resource and capability to deliver an organisation's vision and mission.

1.2.3 Critically evaluate the fit between an organisation's culture and its current strategy, and assess its ability to be flexible and agile in a changing marketing environment.

1.2.4 Utilise a range of internal information and assessment tools to evaluate an organisation's strengths and weaknesses in order to assess its readiness for development, including an assessment of.

1.3 Developing the organisation's strategic intent and direction

1.3.1 Critically evaluate an organisation's current strategic intent, based upon its vision, mission, values and stakeholder expectations.

1.3.2 Critically analyse the role of strategic intent in shaping an organisation's strategy development.

Unit 2, Part 2: Strategic options

This part of the unit will focus upon the areas of determining the strategic direction of an organisation and generating clear and justifiable strategic options to enable the delivery of best value and organisational growth. This should include consideration of strategic options from innovation, mergers and acquisition through to innovative approaches, developing the brand and the organisation's positioning.

Students will be expected to use their strategic audit of an organisation to generate strategic options, and critically evaluate those options in order to enable justifiable strategic decisions.

2.1 Assessing strategic marketing decisions – weighting 20%

2.1.1 Critically evaluate the determinants of strategic options and choices:

2.1.2 Critically evaluate how strategic options can be developed to reflect an organisation's:

In comparison with Level 6, this requires a more sophisticated understanding of the range of approaches to strategic marketing decision making, and the ability to critically appraise these approaches, based on an understanding of the assumptions that underpin them.

2.2 Strategic options available to a growing organisation – weighting 80%

2.2.1 Critically evaluate the nature of innovation and new product development (NPD) in marketing and the related factors impacting upon marketing decisions, including ongoing innovation management within an organisation.

2.2.2 Critically evaluate the appropriateness of developing an international marketing strategy for an organisation investing in international markets:

2.2.3 Critically evaluate a range of issues that impact on an organisation when entering new countries and markets and consider how they may be managed to achieve the organisation's objectives.

2.2.4 Assess the relevance to an organisation of mergers, acquisitions and strategic alliances in growing, expanding and maximising business potential.

2.2.5 Critically evaluate a range of growth strategies for an organisation.

2.2.6 Critically evaluate the concept of relationship marketing (CRM) as a means of achieving growth and profitability within an organisation.

2.2.7 Critically evaluate the development of an organisation's brand and its contribution towards increasing the organisation's value and brand equity.

2.2.8 Critically assess the impact of changing an organisation's strategic position within the market place in order to.

Unit 2, Part 3: Making strategic marketing decisions

After exploring the wide range of strategic options available to an organisation to enable it to meet its corporate and business strategy, students must then assess each option and critically evaluate the suitability of their choice in the specific situation. Students should be able to undertake both qualitative and quantitative analysis of the relevant options and make strategic marketing decisions based upon such analysis, justifying decisions and providing reasoned arguments for their options.

Students will be expected to apply a range of financial and risk models to support their assessments and demonstrate an understanding of how the decisions will support the achievement of an organisation's vision, mission and strategic business and marketing objectives. Ultimately, students should be able to prepare a business case or investment appraisal to support the strategic marketing decision making process.

3.1 Making and justifying strategic marketing decisions – weighting 20%

3.1.1 Critically assess strategic alternatives against pre-determined criteria for an organisation

3.1.2 Assess an organisation's readiness for developing a global strategy

3.2 Financial assessment of marketing opportunities – weighting 30%

3.2.1 Utilising a range of financial tools, assess the financial benefits and risks for an organisation when selecting from its strategic options.

3.2.2 Critically evaluate the source of funds appropriate to the strategic marketing choice and the long-term sustainability and impact of their utilisation.

3.2.3 Assess the impact of the strategic choice upon the shareholder value of organisations in different contexts.

3.2.4 Assess the impact on the economic value of an organisation arising from specific decisions on expenditures/cash flows.

3.3 Corporate and reputational risk of marketing decisions – weighting 30%

3.3.1 Utilising a range of risk analysis tools, assess the strategic risks facing an organisation in the selection of strategic alternatives leading to strategic choice.

3.3.2 Assess the potential for organisational constraints to limit an organisation's success in using any given strategic choice.

3.3.3 Assess the risk to an organisation of hostile or declining markets and recommend mitigation strategies

3.3.4 Recommend a range of mitigation strategies designed to reduce risks, so as to enhance an organisation's selection of a strategic option.

3.4. Impact analysis of strategic marketing decisions – weighting 20%

3.4.1 Critically analyse the impact of the priority decisions on an organisation.

Unit 3 – Marketing Leadership & Planning

The purpose of this unit is to enable students to develop effective high level strategic marketing strategies relating to an organisation's corporate and business strategic intent in the short, medium and long terms. Students should be able to analyse the corporate strategy, determine a range of high level marketing and relationship strategies, and demonstrate how these strategies will deliver an organisation's desire for growth and expansion, its changing stance on CSR, ethics and key strategic decisions.

The focus of this unit is on developing and delivering strategic marketing plans to support the delivery of an organisation's value proposition (not just the marketing function).

In order to deliver effective, innovative and creative marketing plans, students must recognise the need to deliver sophisticated change management programmes, designed to enable an organisation to be increasingly flexible and responsive in meeting the changing requirements of the market place, balanced against the requirements of the corporate strategy. This will require students to consider the reasons for change and the types of change management plans that should be put in place.

This unit is designed to provide a detailed understanding of the major issues in developing a relevant, agile and flexible market-oriented organisation, which can respond to a dynamic and changeable market environment. Students should demonstrate a detailed understanding of the issues concerning the degree of influential leadership required to execute such change within an organisation, both from the top down and from the bottom up. This will require a thorough understanding of the resources required to implement change within an organisation and to establish the level of competence and capability required to deliver an organisation's value proposition to its key stakeholders and markets.

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

- critically evaluate the links from the corporate strategy to the marketing strategy and ways of delivering an organisation's corporate mission and vision effectively
- develop marketing strategies to establish an organisation's competitive and sustainable marketing and relationship strategies to achieve the organisation's strategic intent and deliver its value proposition
- develop strategic but operational marketing plans at organisational level (not just functional) using synergistic planning processes, taking account of different planning frameworks (cross-functional and board level contribution) and ensuring they are within the resource capabilities of an organisation
- determine the most appropriate organisational structures for market-oriented organisations and changing organisations, whilst evaluating the resource implications and requirements
- develop sustainable competitive advantage through suitable approaches to leadership and innovation
- assess the link between change programmes, marketing activities and shareholder value, show how these can contribute to an organisation's ongoing success, and evaluate the concepts of power, trust and commitment in the context of negotiating change with key stakeholders.

Unit 3, Part 1: Delivering marketing strategies (all parts of this unit are of equal weighting)

The purpose of this sub-unit is to enable students to develop effective high level strategic marketing strategies relating to an organisation's corporate and business strategic intent in the short, medium and long terms.

Students should be able to analyse the corporate strategy, determine a range of high level marketing and relationship strategies, and demonstrate how these strategies will deliver an organisation's desire for growth and expansion, its changing stance on CSR, ethics and key strategic decisions.

Students should be able to show how key marketing and relationship strategies reflect key strategic marketing decisions and emerging issues, and demonstrate how their approaches can realise the achievement of an organisation's overall corporate proposition.

1.1 Developing and delivering an organisation's vision and mission – weighting 30%

1.1.1 Critically analyse how to create a clear, simple, reality-based vision for an organisation and its stakeholders:

1.1.2 Critically evaluate the importance of mission statements in communicating an organisation's strategic vision and identity-

1.1.3 Identify distinctive competences of the organisation and how they can be leveraged to achieve an organisation's mission-

1.1.4 Examine the different approaches to the strategic process:

1.2 Developing marketing strategies and value proposition – weighting 70%

1.2.1 Determine an organisation's value proposition through analysis of an organisation's vision, mission and corporate objectives.

1.2.2 Utilising the strategic audit, develop and present corporate strategies that are creative, customer-focused, innovative and competitive for a variety of contexts, incorporating relevant investment decisions and business cases which meet corporate objectives.

1.2.3 Critically evaluate the marketing strategy process, utilising the three key areas/levels in marketing strategy development.

1.2.4 Determine a series of measures that enable an estimation of desired results for an organisation.

Unit 3, Part 2: Strategic marketing planning

The focus of this sub-unit is on developing and delivering strategic marketing plans to support the delivery of an organisation's value proposition (not just the marketing function).

In order to deliver effective, innovative and creative marketing plans, students must recognise the need to deliver sophisticated change management programmes, designed to enable an organisation to be increasingly flexible and responsive in meeting the changing requirements of the market place, balanced against the requirements of the corporate strategy.

Students will be expected to consider the reasons for change and the types of change management plans that should be put in place.

2.1 Strategic marketing plans – weighting 30%

2.1.1 Critically evaluate the concept of strategic marketing planning as a tool to deliver an organisation's value proposition-

2.1.2 Analyse the corporate objectives and translate into overarching marketing objectives to support giving direction to a marketing plan.

2.1.3 Assess the variables facing an organisation in order to assess the impact of the future corporate and marketing objectives against its current competencies, resource capacity and financial positioning-

2.1.4 Make clear recommendations that determine either changes in the strategy or further resource requirements to support the delivery of the strategic marketing plan.

2.1.5 Develop marketing plans utilising corporate planning frameworks to deliver an organisation's strategies and meet corporate objectives.

2.1.6 Critically evaluate why marketing plans can fail.

2.2 Assessing and utilising organisational resources and assets – weighting 40%

2.2.1 Assess an organisation's structure and critically evaluate its appropriateness to align and deliver its strategy and fulfil its vision.

2.2.2 Critically evaluate existing systems and processes and identify future needs in line with an organisation's strategy requirements.

2.2.3 Assess the competency of an organisation's workforce in order to establish future capability and capacity requirements.

2.2.4 Ascertain where the new marketing strategy will impact and how it will fit into the broader organisation.

2.2.5 Establish a clear funding framework in order to deliver the marketing strategy effectively and ensure sufficient and realistic financial resource is available.

2.3 Monitoring and measuring marketing – weighting 30%

2.3.1 Critically evaluate the concepts of adaptability, efficiency and effectiveness as means of measuring the success or otherwise of marketing strategies for a range of organisational sectors:

2.3.2 Critically evaluate and use quantitative techniques for evaluating business and marketing performance and delivery of the marketing strategy.

2.3.3 Measure financial returns achieved as a result of specific investment decisions and compare them to the original investment appraisal or business case.

2.3.4 Propose and critically evaluate the development of sustainable marketing strategies and ethics, and analyse the value generated by these strategies to the organisation's overall strategy.

2.3.5 Assess the value that the marketing proposition has generated and how it can contribute to shareholder value.

Unit 3, Part 3: Market-led strategic change

This sub-unit is designed to provide a detailed understanding of the major issues in developing a relevant, agile and flexible market-oriented organisation, which can respond to a dynamic and changeable market environment.

Students should demonstrate a detailed understanding of the issues concerning the degree of influential leadership and ethical behaviour required to execute such change within the organisation, both from the top down and from the bottom up.

Students should be able to assess the level of resource required to implement change within an organisation and establish the level of competence and capability required to deliver an organisation's value proposition to its key stakeholders and markets.

3.1 Leading and inspiring an organisation – weighting 40%

3.1.1 Critically evaluate and identify the methods for measuring successful and effective leadership strategies in determining and defining an organisation's strategic focus and intent:

3.1.2 Critically evaluate a range of approaches to successful leadership of the organisation and of the marketing function.

3.1.3 Critically evaluate and analyse the dominant leadership paradigms.

3.1.4 Critically evaluate the concept of power and influence in promoting a coherent philosophy regarding sources of power and how it can be exercised in the organisation.

3.1.5 Critically evaluate the concept of bi-cultural leadership in developing capabilities effectively within new sub-cultures and across boundaries.

3.1.6 Explore ways of developing thought leadership within the organisation to assist in the development of a culture of innovation and learning.

3.1.7 Utilise the management team, internal resources and networks to develop tools to access key stakeholders.

3.1.8 Assess your own leadership style and recommend how it can be improved and maximised to aid business thinking, working with colleagues, inspiring people and achieving goals.

3.2 Developing a market-oriented culture – weighting 30%

3.2.1 Critically evaluate the concept of a market-oriented culture and consider the implications for an organisation in achieving it.

3.2.2. Assess the different characteristics of culture in a broad context and evaluate the need for change to achieve true market orientation-

3.2.3 Explore ways in which the organisation can go about creating and shaping a market oriented culture.

3.2.4 Critically evaluate the concept of shared values and show how they can be effectively communicated in a market oriented organisation.

3.2.5 Determine measures for success in transforming an organisation's culture to one of true market orientation.

3.3 Developing and delivering organisational strategies for change – weighting 30%

3.3.1 Assess the key drivers and pressures on organisations to change in today's dynamic marketing environment.

3.3.2 Critically evaluate barriers to organisational change, making recommendations of how best to overcome them.

3.3.3 Critically evaluate why organisations often avoid corporate led change.

3.3.4 Critically evaluate the different methods of change available to organisations.

3.3.5 Design a process for change, to provide insight into the level of involvement and interaction stakeholders will have in the transformation of an organisation and its market orientation, including consideration of constraints and contingencies.

3.3.6 Prepare a change plan for an organisation, taking into account the need for appropriate resources, capabilities, skills and motivations for its execution.

Unit 4 – Managing Corporate Reputation

The strength and magnitude of an organisation's reputation represents the way in which a complex range of stakeholders perceive an organisation, entity or destination. All too often, a gap develops between the way an organisation intends to be seen and the reality, namely the way stakeholders actually perceive it. This can be due to a range of forces, some slow, foreseeable and manageable, and some sudden, unforeseen and relatively unmanageable. All can result in organisational underperformance, destabilisation, financial difficulties, leadership change, a fall in market valuation, and even difficulty in raising finance or recruiting the right personnel. This unit explores ways in which organisations can minimise the gap and avoid these potentially serious issues.

Broadly this unit is concerned with learning to manage in the following ways:

- Critically evaluate the way organisations develop their identities and some organisations use these to form images and assign reputational status
- Critically analyse the elements that contribute to the identity that an organisation projects to its stakeholders, sometimes through a corporate brand
- Critically evaluate linkage between how an organisation wants to be seen and how it is seen, namely corporate communications

Students will normally base their learning and development of these issues on an organisation. However, some may choose to use this unit to explore the reputational development of a place. This might involve for example, a tourist destination (eg country or region), a business area (eg seaport or park) or a city or town. The detail specified in this syllabus is based on ideas, practice and the research literature relating to corporate branding, communications and reputation.

This unit consists of three parts:

Unit 4, Part 1: Understanding the nature and characteristics of reputational management (weighting 25%)

The focus of this part is on developing knowledge and understanding of what reputation means, the array of practical and intellectual elements involved in the management and development of a reputation, the rationale for an organisation's directors to support the overt management of corporate reputation, and the identification of the key stakeholders.

External stakeholders include shareholders, customers, suppliers, communities, trade unions and the media. Internal stakeholders comprise management and employees.

This part of the unit considers reasons why senior management needs to be concerned with the reputation of their organisation, and identifies particular forces that influence it.

In addition it explores what reputation means in a corporate context, and identifies key elements that are considered to constitute corporate reputation. From this base, subsequent parts of the unit examine ways in which managers can understand and develop the reputation of their organisation, including corporate identity, branding, positioning and communications.

1.1 Developing the rationale for managing corporate reputation

- 1.1.1 Critically evaluate the context and concepts relating to corporate reputation.
- 1.1.2 Justify the importance and significance of managing an organisation's corporate reputation.
- 1.1.3 Identify the forces that can influence an organisation's reputation, and develop forecasts concerning their level of current and potential influence.

1.2. Determining the scope of corporate reputation

- 1.2.1 Critically assess the compatibility of an organisation's corporate strategy, structure, systems and culture with its positioning and reputation.
- 1.2.2 Develop processes leading to the identification of key external and internal stakeholders, and understand the nature of associated communication programmes.
- 1.2.3 Propose and justify the use of a portfolio of broad indicators to evaluate the strength of an organisation's reputation.

Unit 4, Part 2: Managing the dimensions of an organisation's reputation (weighting 25%)

The purpose of this sub-unit is to enable students to manage the various elements that are thought to constitute the processes and dimensions that affect the way organisations are perceived. Students are expected to undertake an analysis of an organisation's character and the way it currently presents itself to stakeholders (as an identity or brand), and to make recommendations concerning the strategic management of the corporate brand, structure and architecture.

This part of the unit will explore issues associated with understanding the character of an organisation, sometimes referred to as its personality, and the development of corporate identity, image and reputation. In undertaking the analysis, students should be able to provide an assessment of the organisation, its brand and communication performance, and the issues and challenges it faces in enhancing its reputation.

2.1 Understanding the current corporate reputation

2.1.1 Critically evaluate the corporate 'character' (personality) of an organisation

2.1.2 Critically assess the strength and potential of the corporate identity and/or brand

2.2 Developing corporate brands

2.2.1 Critically evaluate the nature of corporate brands and make recommendations concerning any gap between identity and image.

2.2.2 Propose changes to enhance the systems, structure and processes necessary to support the management of corporate reputation.

Unit 4, Part 3: Developing effective corporate communications (weighting 50%)

This part of the unit is concerned with the linkages between the 'character', identity and images that compose the broad corporate reputation process. The focus is on how corporate communication can be used to communicate with external and internal stakeholders.

Attention is given to issues concerning what is communicated, the particular occasions when corporate communication becomes more significant, and the tools, media and methods that organisations can use to communicate organisation-wide matters.

Students will examine issues associated with positioning organisations and developing communication strategies designed to provide points of sustainable differentiation that are of value to stakeholders. This will encompass ideas relating to ethics and corporate responsibility.

3.1 Determining the dimensions of corporate communications

3.1.1 Critically appraise the nature and characteristics of corporate communications.

3.1.2 Critically assess the different reasons for using corporate communication.

3.1.3 Propose what is to be communicated to particular stakeholders and how to measure the effectiveness of the communications used.

3.2 Corporate communication strategies and methods

3.2.1 Critically evaluate the different methods through which corporate communications can be delivered in order to deliver effective messages and enhance reputation.

3.2.2 Formulate approaches to corporate communications that are *investor* focused and contextually determined.

3.2.3 Formulate approaches to corporate communications that are *customer* focused and contextually determined.

3.2.4 Formulate approaches to corporate communications that are *employee* focused and contextually determined.

3.2.5 Formulate approaches to corporate communications that are *government* focused and contextually determined.

3.2.6 Formulate approaches designed to *defend* an organisation's reputation.