

# CIM Marketing Leadership Programme (Level 7)

## Module Specification: Sustainable Transformation in Marketing

### Purpose Statement

A key responsibility for Senior Marketers is leading and managing transformational change within an organisation. Sustainability is now critical for all types of organisation to authentically demonstrate its commitment and balance it with other commercial needs. In this module you will look at the different role marketing plays within an organisation in today's economy. You will explore the future risks, opportunities and challenges for your organisation that will equip you to make strategic recommendations in the development and implementation of sustainable strategies to drive business change. Finally, you will build a personal development plan around driving change to support you to manage the transition required for ongoing sustainability integration.

Credit Value: 20

Total Qualification Time: 200 Hours

## Learning outcomes

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

### Reframing Marketing

LO1 Gaining critical insight into the sustainability challenges and opportunities for marketing and business (negative and positive).

LO2 Determine marketing's role in the regenerative economy<sup>1</sup>

### Re-orientation/Sustainability Values Perspective

LO3 Recognise sustainability related opportunities and risks for future organisation success.

LO4 Develop the strategy and components for transformational change

### Leading Transformational Change

LO5 Recommend a framework to implement your organisations strategy for authentic sustainability, to ensure credibility, and to measure progress on an ongoing basis

LO6 Develop the senior leader's resilience toolkit for driving change effectively and authentically

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<sup>1</sup> *A regenerative business is a business that gives back far more to society and the planet than it takes*

# Sustainable Transformation in Marketing

## Re-framing Marketing

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
1. Gaining critical insight into the sustainability challenges and opportunities for marketing and business (negative and positive).	1.1 Critically evaluate the sustainability challenges horizontal and vertical for your sector	<ul style="list-style-type: none"> <li>• Environmental scanning</li> <li>• Analysis of the environmental challenge at a macro and micro level</li> <li>• UN (SDG'S) Sustainable Development Goals</li> <li>• Future Gazing</li> <li>• IPCC reports are updated regularly and cover a breadth of topics to support geographic (global and regional) impacts, adaptation and vulnerabilities of climate change</li> <li>• Importance of having and driving sustainability agenda</li> <li>• Continual innovation (E.g. disruptive, constructive, radical)</li> </ul>
	1.2 Assess current sustainability activity against good practice for your sector	<ul style="list-style-type: none"> <li>• Sector specific examples E.g. <sup>2</sup>Good life report, travel, dining and drinks</li> </ul>
2. Determine marketing's role in the regenerative economy and the role for	2.1 Analyse the current business situation regarding sustainability from a positive perspective. Critically evaluate the	<ul style="list-style-type: none"> <li>• The regenerative economy and how it will impact marketing in our organisation</li> </ul>

<sup>2</sup> <https://www.goodlife2030.earth/>

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
corporate reputation management in organisations	context and concepts relating to corporate reputation	<ul style="list-style-type: none"> <li>• Legislation (E.g right to repair, packaging, carbon emissions)</li> <li>• Moral expectation</li> <li>• Move from human (customer to humanity (citizen) centred design)</li> <li>• Business model</li> <li>• Systems</li> </ul>
	2.2 Analyse the current business situation regarding sustainability from a negative perspective.	<ul style="list-style-type: none"> <li>• Historical influences (E.g. over consumption, greenwashing)</li> <li>• Legislation (E.g. right to repair, packaging, carbon emissions)</li> <li>• Moral expectation</li> <li>• Move from human (customer) to humanity (citizen) centred design</li> <li>• Business model</li> </ul>
	2.3 Develop the case for embedding sustainability through organisational purpose.	<ul style="list-style-type: none"> <li>• Marketing's role in driving the sustainability agenda</li> <li>• Positioning of sustainability beyond products and services</li> <li>• Development of a broad compelling argument</li> <li>• Triple Bottom Line</li> <li>• Cultural web</li> </ul>

## Re-orientation/Sustainability Values Perspective

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
3. Recognise sustainability related opportunities and risks for future organisation success.	3.1 Redefine marketing’s success against the triple bottom line	<ul style="list-style-type: none"> <li>• Purpose, Vision, Mission, Values</li> <li>• Business model</li> <li>• Corporate objectives – profit, people, planet</li> <li>• Challenging the status quo</li> <li>• Resources (E.g. finance, people, data)</li> <li>• Capability (E.g. build, buy, partner)</li> <li>• Customer perception/want</li> <li>• Customer behaviour</li> <li>• Brand reputation</li> <li>• Game changing approach</li> <li>• Use of a scientific and quantitative approach</li> <li>• Product/services roadmap</li> </ul>
	3.2 Critically evaluate the risks and benefits of various factors used to shape and inform sustainability strategies	<ul style="list-style-type: none"> <li>• Circular economy</li> <li>• United Nations Sustainable Development Goals (UN SDGs)</li> <li>• Sustainability audit/Sustainable Marketing</li> <li>• Compass</li> <li>• CSR</li> <li>• Corporate strategic philanthropy</li> <li>• Green Claims Code</li> <li>• Pillars of sustainability</li> <li>• Systems theory</li> <li>• B-Corp Certification</li> <li>• Carbon Literacy</li> <li>• Triple bottom line.</li> <li>• Net zero</li> </ul>

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
	3.3 Critically analyse organisational readiness to drive sustainability in marketing and the organisation	<ul style="list-style-type: none"> <li>• Organisational culture</li> <li>• Operational, scientific and moral governance in reporting</li> <li>• Innovation</li> <li>• Conflict between current vision/objectives and sustainability</li> <li>• Levels of awareness, knowledge and skill sets across roles (at every level C-suite down) and functions</li> <li>• Effectiveness of current communication channels (internally)</li> <li>• Environmental scanning for future proofing sustainable strategies (e.g. 3-5 year focus, agility of operations to enable adaptation to changing government agenda)</li> </ul>
4. Develop the strategy and components for transformational change	4.1 Assess the appropriate balance of sustainability strategies with other business priorities...etc	<ul style="list-style-type: none"> <li>• Change strategies</li> <li>• Corporate objectives</li> <li>• Marketing objectives</li> <li>• Barriers</li> <li>• Benefits</li> <li>• Organisational motivation for change</li> </ul>
	4.2 Develop strategies to overcome resistance to change within the organisation	<ul style="list-style-type: none"> <li>• Consultation and involvement</li> <li>• Where accountability sits - clearly defined and agreed</li> <li>• Supporting internal stakeholders</li> <li>• Internal champions for sustainability</li> <li>• Effective internal communication strategy agreed in advance</li> <li>• Partnerships – capability, reputational, delivery</li> </ul>

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
		<ul style="list-style-type: none"> <li>• Opportunities/benefits</li> <li>• Collaboration</li> <li>• Engagement</li> <li>• Risk management</li> </ul>
	4.3 Develop an engaging relationship between key stakeholders and partners	<ul style="list-style-type: none"> <li>• Empowerment of high-level stakeholders to take action. Eg. Supply chain and C-suite</li> <li>• Authentic story-telling/transparent corporate comms</li> <li>• Communicating with complex audiences</li> <li>• Driving collaboration</li> <li>• Community and information sharing.</li> <li>• Effective communication plan internally - informing, enable sharing (both up and down), ensuring progress is a focus</li> <li>• Communicating longer, complex messages (E.g. channels, format)</li> </ul>

## Leading Transformational Change

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
5. Recommend a framework to implement your organisations strategy for <b>authentic</b> sustainability, to ensure <b>credibility</b> , and to measure progress on an ongoing basis.	5.1 Recommend a <b>credible</b> strategic plan for the implementation of your transformational change.	<ul style="list-style-type: none"> <li>• Strategic planning frameworks: What, where, when, how, who and why</li> <li>• Milestones (E.g. where do you need to be and where are you now)</li> <li>• Partnerships - aligned to values</li> </ul>
	5.2 Critically assess where new product development approaches can be applied using design systems thinking	<ul style="list-style-type: none"> <li>• Design systems thinking</li> <li>• Humanity centred design</li> </ul>
	5.3 Evaluate the relevant metrics for monitoring and controlling sustainability change within the organisation	<ul style="list-style-type: none"> <li>• Emission targets</li> <li>• Urgency countdown to 2030</li> <li>• Deadlines</li> <li>• Net zero</li> <li>• Internally – waste, energy usage, supply chain miles, employee awareness, understanding and behavioural shifts, skillsets</li> <li>• Externally – social impact</li> <li>• Perception of an organisation</li> <li>• Sustainable transformation (e.g. authentic and not greenwashing)</li> </ul>
6. Develop the senior leader’s resilience toolkit for driving change effectively and authentically	6.1 Analyse individual readiness to drive sustainability in marketing and the organisation	<ul style="list-style-type: none"> <li>• Personal impact and responsibility.</li> <li>• Recognition and realignment of</li> </ul>



<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
		personal values and contribution to improve. <ul style="list-style-type: none"> <li>• Knowledge (E.g. learning and development needs)</li> <li>• Resilience</li> <li>• Drive collaboration rather than a silo based decision</li> </ul>
	6.2 Develop a personal action plan	<ul style="list-style-type: none"> <li>• Identify, evaluate and communicate from key information schemes</li> <li>• Building the executive toolkit</li> <li>• Setting criteria, metrics and indicators</li> <li>• Contribution to a positive era of change</li> <li>• Community and information sharing.</li> <li>• Build personal credibility/brand.</li> </ul>



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