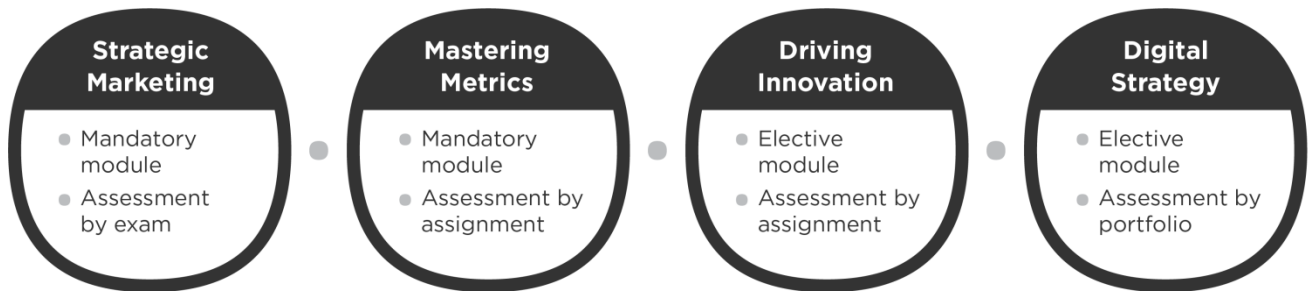


Module Specification:

Driving Innovation

Driving Innovation 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

The module outlines the importance of how taking a visionary approach, and embedding innovation, can help organisations deal with the challenges of a fast-moving marketplace. It focuses on how an understanding of the relationship between marketing and entrepreneurship can enable organisations to deliver compelling marketing solutions. It presents the key factors in building and nurturing innovation throughout the organisation and within the marketing function. It provides an appreciation of the role of internal marketing in supporting a culture of innovation and in implementing change programmes.

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 12-page assignment based on a given scenario and an organisation of choice. The assignment is broken down into three tasks.

The learning outcomes and assessment criteria, along with the indicative content, are detailed in the Driving Innovation 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: Driving Innovation

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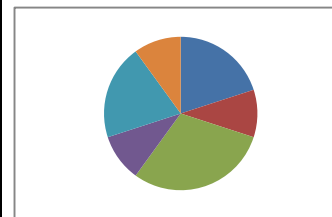
Purpose statement

Fast-moving environments can present significant challenges and opportunities to the marketer and the organisation. This module will enable you to take a visionary approach and embed innovation through the lens of entrepreneurial marketing.

Assessment

Work-based assignment

Module weighting



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

Overarching learning outcomes

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

Entrepreneurial marketing

- Understand the relationship between marketing and entrepreneurship
- Implement an entrepreneurial response to change and to delivering marketing solutions

Innovation

- Understand the key factors that facilitate and nurture innovation in organisations
- Apply principles of innovation throughout the marketing function

The marketing champion

- Understand the role of internal marketing
- Implement marketing-led organisational change

Unit 1: Entrepreneurial Marketing

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
1. Understand the relationship between marketing and entrepreneurship	1.1 Explain how the entrepreneurial process integrates with core disciplines in marketing	<ul style="list-style-type: none"> • Competitive advantage – new competitive approaches: creative destruction theory • Environmental scanning, trends, uncertainties; discovery theory • Experimental learning and creation of new market demand; creation theory • Blue ocean strategy • Market-driven and market-driving strategy
	1.2 Identify the different approaches by which business ideas can be converted into entrepreneurial opportunities	<ul style="list-style-type: none"> • Intuitive, 'gut feel', insights • Traditional business plans • Developing business models • Internal and external approaches
	1.3 Evaluate the extent to which mainstream and new marketing approaches are appropriate in a range of entrepreneurial contexts	<ul style="list-style-type: none"> • Deliberate vs. emergent approaches • Exploiting gaps in dynamic markets • Market tests vs. market research • Market sizing and potential in incipient and latent markets • Competing and collaborating • Market entry via niches and highly segmented markets • Exploitation of market adjacencies • Short-term ploys, cannibalisation and hypercompetitive markets • Innovative use of social media and ICT • Modifying the marketing mix in entrepreneurial contexts
2. Implement an entrepreneurial response to change and to delivering marketing solutions	2.1 Create competitive marketing solutions for projects with limited resources	<ul style="list-style-type: none"> • Marketing tools and techniques for new sectors/market • Judo and Aikido strategies

		<ul style="list-style-type: none"> • Web 2.0, word of mouth, viral and guerrilla marketing • Personal credibility and social/professional networks • Partnership working • Management of knowledge
	2.2 Design and apply entrepreneurial approaches to new product and service development	<ul style="list-style-type: none"> • Generating ideas • Screening • Business analysis • Development of a small-scale trial (usually technology supported) • Testing techniques • Commercial launch • Effective exit routes for unsuccessful ventures
	2.3 Present a compelling proposition to senior managers, investors and/or lenders	<ul style="list-style-type: none"> • Business model • Revenue elements – proposition, market segments, needs, distribution, income generation • Cost elements – value chain and processes, resources and capabilities, people • Profit formula, forecasts and capital requirements
	2.4 Demonstrate effective leadership of entrepreneurial teams	<ul style="list-style-type: none"> • Personal attributes of a successful entrepreneurial leader • Team selection • Using external experts • Remote and virtual teams • Team resilience • Openness and risk taking • Flexibility and ability to adapt to changing environments

Unit 2: Innovation

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
3. Understand the key factors that facilitate and nurture innovation in organisations	3.1 Illustrate the different dimensions of innovation with reference to practical examples	<ul style="list-style-type: none"> • Invention, creativity and innovation • Disruptive and sustaining innovations • Product, process and platform innovation • Open and closed approaches to innovation • Radical and incremental forms of innovation • Market pull vs. technology push • Business model innovation • Forms of advantage for first movers/fast or slow followers • Innovation diffusion
	3.2 Identify and explain the key features of an innovative organisation	<ul style="list-style-type: none"> • Vision and styles of leadership • Organisational structures • Key individuals and team working • Creative climate • External focus – market orientation, boundary spanning and networks
	3.3 Assess the creative climate of an organisation or parts of an organisation	<ul style="list-style-type: none"> • Difference between climate and organisational culture • Levels of trust and openness • Challenge and involvement • Space and support for ideas • Managing conflict and debate constructively • Attitudes to risk taking • Degrees of freedom to experiment • Fit with business strategy
	3.4 Discuss the roles played by external networks in facilitating innovation within an organisation	<ul style="list-style-type: none"> • Strategic alliances • Innovation networks and platforms/ecosystems • iForm organisations and research commons • Collaborative learning

		<ul style="list-style-type: none"> • Ideagoras and crowdsourcing • Co-creation with customers and leading practitioners
4. Apply principles of innovation throughout the marketing function	4.1 Design a marketing function that supports innovative practices	<ul style="list-style-type: none"> • Recruitment and selection of team • Compensation and sharing value created • Cross-functional and self-managing teams • Learning, training and development • Information sharing
	4.2 Contribute to the creation and management of various forms of innovation networks	<ul style="list-style-type: none"> • Customer relationships – eg conducting user trials, involving leading practitioners and other forms of co-creation • Use of online forums • Engagement of suppliers and wider networks • Managing different types of innovation networks including ideagoras, crowdsourcing and other open platforms
	4.3 Create innovative marketing programmes	<ul style="list-style-type: none"> • Novel marketing approaches • Re-writing the rules • Reconfiguring marketing processes • Utilising digital • Assessing acceptability, feasibility or suitability

Unit 3: The Marketing Champion

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
5. Understand the role of internal marketing	5.1 Explain the role internal marketing plays in the successful implementation of plans and supporting innovation	<ul style="list-style-type: none"> • Application of the internal marketing concept • Aligning, educating and motivating employees • Implementation of corporate or functional strategies • Underpinning knowledge management – learning and unlearning routines • Customer orientation and satisfaction • Reducing inter-functional friction • Facilitating inter-departmental co-ordination and integration
	5.2 Discuss the relationship between internal marketing, leadership, Human Resources Management (HRM) and other business functions	<ul style="list-style-type: none"> • Senior leadership representation, buy-in and recognition of the significance of marketing • Internal marketing led by the HRM or the marketing function • Issues arising from split/joint responsibility for internal corporate communications • Employees as customers: motivation and satisfaction • Jobs to fit employee needs • Attracting, developing, motivating and retaining talent • The sales/marketing axis in marketing and communicating marketing objectives • Internal relationships with other functions: research and development, finance, manufacturing, operations, project management
	5.3 Identify and explain the components of an internal marketing plan	<ul style="list-style-type: none"> • Internal audit • Objective setting

		<ul style="list-style-type: none"> • Internal market segmentation on attitudes to change • Internal marketing mix • Internal implementation • Evaluation criteria
	5.4 Illustrate how new ideas and digital media are changing internal marketing approaches	<ul style="list-style-type: none"> • New segments – Gen Y/digital natives • Increased diversity of workforce and born-global organisations • Internal customer engagement – creation/management of communities and tribes within the organisation • Co-creation with internal stakeholder groups • Drawing the boundaries of the firm with extended networks of employees, freelancers, open innovation communities • Use of social media and electronic communications within the firm (wikis, intranets, e-mails, virtual worlds, games, internal professional networking sites, mobile) • Leakage of internal messages to the wider environment – via the Cloud, social media, whistle-blowing websites
6. Implement marketing-led organisational change	6.1 Analyse the context of change in a given organisation	<ul style="list-style-type: none"> • External factors driving change – eg globalisation, de-regulation, political changes, new technology, new relationships • Internal factors driving change – new leaders, managers, critical failures • Scope of change required: fine tuning, modular, corporate-wide • Degree of urgency: incremental, transitional, transformational change • Recognition of need to change and commitment to the process amongst key stakeholder groups • Power held by change agent or project leader • Resources and competencies required

		<ul style="list-style-type: none"> • Impact on different groups of stakeholders • Preservation of key assets
	6.2 Plan and execute a change programme	<ul style="list-style-type: none"> • Design decisions • Evolutionary vs. revolutionary change • Leadership style • Initiating the change programme • Recruiting and managing the change team • Articulating a clear focus for the change programme – systems, symbols and structures • Prescriptive and formal approaches (eg Kotter’s eight-step framework) vs. informal and emergent processes (eg learning theory and the ‘five factors’ theory)
	6.3 Recommend strategies to engage stakeholders in organisational change	<ul style="list-style-type: none"> • Resistance to change • Stakeholder theory • Commitment planning • Effective uses of power bases • Back-staging • Building alliances • Constructive manipulation • Sense-making and creative powerful narratives
	6.4 Measure the extent to which a change programme has succeeded in delivering its stated objectives	<ul style="list-style-type: none"> • Change programme risk and compliance • Soft and hard measures of success

