Module Specification:
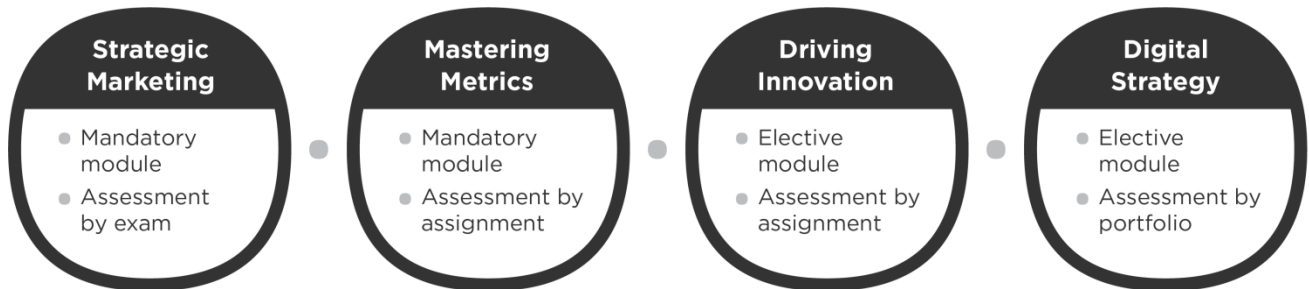
Strategic Marketing

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

Strategic Marketing
- Mandatory module
- Assessment by exam

Mastering Metrics
- Mandatory module
- Assessment by assignment

Driving Innovation
- Elective module
- Assessment by assignment

Digital Strategy
- Elective module
- Assessment by portfolio

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
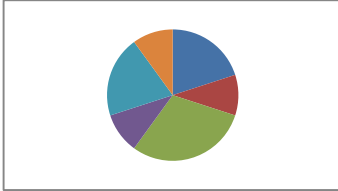
Module Content: Strategic Marketing (mandatory)

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

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   **Module weighting**

Extended answer test (a three-hour examination)

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

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
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	• Market orientation • Customer orientation • Competitor orientation • Alternative orientations: sales, business, production and product • Long-term profit focus and responsible marketing • Achieving competitive advantage • The marketing planning process – models including: MOST, PR Smith's SOSTAC® APIC • Market analysis skills of: judgement, interpretation, research, synthesis, generalisation, shared understanding, concluding
	1.2 Understand how to apply a range of marketing analysis techniques across an organisation's external environment to generate market insights	• Macro environment: political, economic, social, technological, environmental/ ecological, legal • Micro environment: markets, industry structure and dynamics, stakeholder relationships, innovation auditing • Customer analysis • Competitor analysis • Channel member analysis
	1.3 Recognise the significance of, and problems associated with, analysing an organisation's external environment	• Reactive vs. proactive • Blue ocean vs. red ocean strategic thinking • Risks associated with interpretation and judgement

		• Importance of resources in strategic decision making • Barriers to effective marketing planning • Data gather and analysis skills and challenges
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	• Resource-based view • Core competences • Capabilities and assets • VRIN (valuable, rare, inimitable and non-substitutable) criteria • Categories of resources • Dynamic capabilities • Culture, leadership and management styles • Innovation auditing • Brand equity analysis • Value chain
	2.2 Examine how a range of financial measures can be used to determine the relative performance of an organisation	• Profitability ratios • Liquidity • Inventory turnover • Sales • Market share analysis
	2.3 Recognise the limitations of an organisation's resources as barriers to achieving a sustainable competitive advantage	• Core rigidities • Sticky resources • Dynamic environments • Risks of innovation

Unit 2: Planning

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
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	• Gather data from external and internal environments • Essential research methods for auditing marketing environments • Marketing research for marketing planning and strategy development • Intelligence and scanning of changing market conditions • Implications for demand forecasting
	3.2 Apply a range of relevant external analysis techniques in order to develop market insights	• Utilise a range of external analysis techniques • Macro-environmental analysis techniques • Micro-environmental analysis techniques • Insightful conclusions through application of external analysis and techniques
	3.3 Apply a range of relevant internal analysis techniques to determine the value of an organisation's resources	• Utilise a range of internal analysis tools and techniques • Resources analysis • Capabilities analysis • Insightful conclusions through application of internal analysis tools and techniques
	3.4 Evaluate the implications and prioritise the importance of external and internal intelligence	• Prioritise and justify key issues • MKIS • Evaluate impact of analysis findings • SWOT and TOWS analysis
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	• Mission/vision statements • Corporate objectives • Strategic marketing objectives • SMART objectives

	4.2 Identify and evaluate alternative strategic options to deliver market value	• Ansoff's growth matrix • Porter's generic strategies • Extended generic strategy matrix • Strategic options in difficult market conditions • Segmentation-targeting-positioning • Brand strategies • Profit and sales projections • Social and ethical implications • Relationship marketing • One-to-one marketing
	4.3 Recommend and justify strategic decisions based on market intelligence and the internal dynamics of an organisation	• Evaluation matrices, eg adapted GE matrix • Suitability, feasibility and acceptability • Cultural fit • Associated risk • Return on marketing investment • Stakeholder expectations • Strategic logic
	4.4 Present tactical recommendations which are justifiable and synergistic with strategic decisions	• Pricing plans • Promotional plans • Distribution plans • Product plans • Service marketing plans • Consistent with target market requirements • Integrated and coherent

Unit 3: Implementation and Control

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
5. Manage resources to deliver the strategic marketing plan	5.1 Develop a realistic plan for the implementation of a marketing strategy	• Detailed plan structure and content • Use of established frameworks and templates • Marketing, financial and other resource components • Marketing organisation, team management and budgets • Critical path analysis • Agile project management • Action priority matrix • Legislative, regulatory and code of conduct considerations
	5.2 Determine key variables and resources required for the successful implementation of a marketing strategy	• Critical success factors • Resource requirements • Cultural attitudinal shifts • Resource/capability allocation and attainment • McKinsey's 7S
	5.3 Identify and assess the risks, implications and issues from the implementation of a marketing strategy	• Risk assessment • Action evaluation • Contingency planning • Stakeholder analysis • Risk impact probability charts • Change management models
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	• Finance measures/control ratios • Operational measures • KPIs • Time intervals required on control measures

		• Marketing dashboards
	6.2 Understand the importance of continuous improvement in relation to marketing strategy and planning	• Strategic drift • Issues related to cost, productivity, market responsiveness, profit, customer and employee satisfaction • Total quality management • Kaizen theory
	6.3 Create an effective continuous improvement plan	• After-action and post-implementation reviews • Data collection plans • Action learning • Plan, do, check, act