

SYLLABUS - MARKETING LEADERSHIP AND PLANNING (20 credits)

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 term. 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 on-going success, and evaluate the concepts of power, trust and commitment in the context of negotiating change with key stakeholders.

Part 1 Delivering marketing strategies (all parts of this unit are of equal weighting)

The purpose of Part 1 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 term.

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:

- *Identifying strategic intent*
- *Creating a unique image of the organisation for the future*
- *The balance of inspiration versus capability and capacity*
- *Enlisting stakeholders in future possibilities*
- *Balancing internal and external constraints on the vision for the future*
- *Organisation's aspirations and purpose*

1.1.2 Critically evaluate the importance of mission statements in articulating and communicating an organisation's strategic vision and identity, including:

- *Purpose, feelings and direction*
- *Basis of objectives*
- *Basis for strategy*
- *Focal point for stakeholders*
- *Values of the organisation, including moral, ethical and sustainability positioning*

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

- *Distinctive essence of the organisation*
- *Market and business definition*
- *Intended positioning in the marketplace*
- *Role of contribution and identification of future intent*

1.1.4 Examine the different approaches to the strategic process:

- *Emergent, Logical incrementalism (Mintzberg/Quinn)*
- *Deliberate (Kotler, Wilson and Gilligan, McDonald)*

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:

- *Market definition*
- *Setting strategic objectives*
- *Price/value and proposition*

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:

- *Product/market strategies*
- *Growth strategies*
- *Competitive strategies*
- *Global and channel strategies*
- *Brand and positioning strategies*
- *Social media strategies*
- *Digitally oriented strategies*
- *CRM strategies*

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

- *Core Strategy*
- *Creation of competitive positioning (market targets, differential advantage and cost leadership)*
- *Control*

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

- *Marketing metrics*
- *Relative perceived quality*
- *Loyalty retention*
- *Customer satisfaction*
- *Relative price (market share/volume)*
- *Market share (volume/value)*
- *Perceived quality/esteem*

Part 2 Strategic marketing planning

The focus of Part 2 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:

- *Efficacy of formalised marketing planning*
- *The specification of sustainable competitive advantage and marketing planning and its contribution to commercial success and to delivering the organisation's value proposition*
- *Preparedness to meet change and implement market-focused orientation across the organisation*
- *Contextualisation of marketing planning in a corporate framework (McDonald 2007)*

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

- *The interactive process – balancing an organisation's ambitions with knowledge from individual business units*
- *Relevant marketing objectives to enhance the attainment of the firm's ability to satisfy customers and foster innovation*
- *From corporate objectives to setting a balanced array of marketing objectives that cover marketing and financial aspects*

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:

- *Analyse key areas within an organisation:*
 - *Market share*
 - *Innovation*
 - *Resource*
 - *Productivity*
 - *Social aspects and profit*
 - *Alternative measures of success eg, for NFP*
- *Core competencies:*
 - *Potential access*
 - *Significant contribution*
 - *Difficulty for competitors to copy*
- *Auditing Resources:*
 - *Technical resources*
 - *Financial standing*
 - *Managerial skills*
 - *Information systems*
 - *Ansoff matrix and Gap Analysis*

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:

- *Resource audit*
- *Core competencies for the attainment of a successful marketing plan*
- *Marketing audit to underpin the marketing plan*

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

- *Planning typologies*
- *Marketing design and implementation of planning systems*
- *Integration of the marketing planning process with organisation's overall strategy and objective (to include: corporate and strategic issues, competition, industry, SWOT, business environment [PEST], marketing objectives, strategy, monitoring evaluation)*

2.1.6 Critically evaluate why marketing plans can fail:

- *Design and implementation issues*
- *Gaining management support*
- *Separation of operational planning from strategic planning*
- *Integration of marketing planning into a total corporate planning system*

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:

- *Centralisation versus decentralisation*
- *Lines of authority and communications*
- *Committees, teams, taskforces required*
- *Organisational life phases*

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

- *Budget setting*
- *Planning systems*
- *Accounting systems*
- *Information management and flows*
- *Social media as a communication/management tool*

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

- *Skills, knowledge and expertise*
- *Quality and fit*
- *Employee expectations*
- *Attitudes*

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

- *Impact on other organisational strategies*
- *Fit with systems and culture*
- *Required organisational changes*
- *Communication strategies*
- *Consistency with mission, vision and values*

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:

- *Bid for funding at board level*
- *Sufficient funds for implementation and delivery of the strategy*
- *Full measuring, control and evaluation frameworks in place*

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:

- *Efficiency/effectiveness matrix in measuring longevity of marketing strategies (McDonald 2007)*
- *Tactical versus strategic orientation*

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

- *Brand equity and brand value*
- *Shareholder value analysis*
- *Benchmarking analysis*
- *Comparative assessments with previous strategies and budgetary control techniques*
- *Analytical data*

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:

- *Historic decisions informing current decision making*
- *Short term versus long term*
- *Linkages between strategic and financial appraisal from manager's own perspective (in a strategic management context – Grundy and Johnson 1993 BJM)*

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:

- *Investment in sustainable marketing strategies*
- *Developing appropriate messages to stakeholders and shareholders*
- *Sustainable product development strategies and communication methods to influence consumer behaviour in a long term sustainable context*

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

- *Value based planning models*
- *Creation of additional value*
- *Role of marketing due diligence*

Part 3 Marketing Leadership & Planning Part 3: Market-led strategic change

Part 3 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:

- *Different leadership theories in achieving strategic focus:*
- *Trait approach/Behaviour approach*
- *Power/influence approach*
- *Situational approach*
- *Integrative approach*

3.1.2 Critically evaluate a range of approaches to successful leadership of the organisation and of the corporate level marketing function:

- *Characteristics of a successful leader*
- *Characteristics of followers*
- *Characteristics of the situation*
- *Relating and integrating the primary types of leadership approaches in order to ensure successful and effective leadership strategies*
- *Ethics of leaders*

3.1.3 Critically evaluate and analyse the dominant leadership paradigms:

- *Classical/Visionary/Transactional/Organic*
- *Organisational considerations according to different leadership paradigms*
- *Creativity in leadership*

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:

- *Influence processes (Kelman proposed 3 different types of influence processes – instrumental compliance, internalisation and personal identification)*
- *Different types of power according to their source (French and Raven 1959)*
- *Control over information power*
- *Dichotomy between position power and personal power (Bass 1960, Etzioni 1961)*

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

- *Examine how leaders create an organisational climate that encourages a healthy balance between collaboration and competition*
- *Encourage risk-taking and risk assessment, which is boundary-less.*

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

- *Keeping stakeholders connected*
- *Engaging and expediting learning*
- *Developing a learning organisation*
- *Investing in knowledge capital through knowledge management*
- *Maintaining knowledge of innovation and passing it on*

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

- *Setting up steering committees*
- *Establishing formal links with strategic planners and leaders*
- *Establishing communities and networks with business leaders*
- *Continuously seeking internal and external customer information*
- *Establishing and developing social relational networks*

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:

- *Leadership styles (Transitional, Transformational, Traditional)*
- *Group dynamics/team motivation*
- *Reflective thinking and feedback*
- *Different methods of measuring leadership effectiveness*
- *Difficulties of measuring effectiveness of a leader*

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, including:

- *Customer orientation*
- *Cross and inter-functional orientation*
- *Competitor orientation*
- *Profit orientation*

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

- *Values, beliefs and assumptions*
- *Symbols*
- *Heroes*
- *Rituals*
- *Culture and strategic implications*
- *Organisational climate*

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

- *Working towards common goals*
- *Collective identity*
- *Embracing differences and diversity*
- *Fostering support*
- *Focus on innovation*
- *Focus on performance*
- *Focus on learning and development*

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

- *Organisational values, eg CSR, sustainability*
- *Cultural values*
- *Ethical values*
- *Economic values*
- *Evolution of values*

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

- *Externally focused organisation*
- *Market orientation matrix (Heiens 2000)*
- *Customer/Competitor focused – toward an integrated approach (Slater and Narver 1994)*
- *Market orientation and business performance*

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:

- *Environmental audit*
- *Contemporary issues*
- *Global challenges*
- *Technologically related challenges*

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

- *Cultural barriers to change*
- *Competency inadequacies*
- *Community barriers*
- *Personal barriers*
- *Skills/Resource barriers*

3.3.3 Critically evaluate why organisations often avoid corporate led change, including:

- *Public scrutiny of large corporate organisations*
- *Political/legislative reasons*
- *Union intervention*
- *Prior strategic commitments*
- *Inertia*

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

- *Incremental*
- *Discontinuous*
- *Re-engineering*

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:

- *Surface/profound change management*
- *Organisation wide change – strategic change management*
- *Stakeholder mapping – power versus support or resistance*
- *Stakeholder personal analysis (getting inside an individual's head)*
- *The nature of opposition (knowing your 'enemies' in change)*
- *The nature of support (knowing your allies in change)*
- *Measuring the impact of change*

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:

- *HR policy – recruitment, training, job definition and roles, rewards and incentives, relationships and hierarchies*
- *Customer/competitor relations*
- *Cross-function and inter-departmental relations*
- *Digitally oriented communication techniques*
- *Innovation*
- *Integrating internal and external pressures*
- *Monitoring and measuring success*