CIM Marketing Leadership Programme (Level 7)

Module Specification:
Consultancy – Elective Module

Total Qualification time: 200 Hours

Purpose statement

Senior marketers often gain experience across different organisational types and sizes over the course of their career, giving them a detailed insight into a range of marketing related issues and problems. This experience, within the heart of an organisation, can be developed into a consultancy role either within a large organisation linking in with key clients or as an independent consultant within a marketing specialism.

Total Qualification time: 200

Learning outcomes

This module is designed to develop the skills required to build and develop client relationships in either of those scenarios.
By the end of this module students should be able to:

Building and Developing client relationships

LO1: Critically assess the components of a sustainable and clearly defined consultancy proposition.
LO2: Develop the personal brand.

Scoping the potential service

LO3: Critically assess the contributing factors to a client's business issue.
LO4: Evaluate how to facilitate change within the client's organisation, in response to the client's business issue.

Delivering the Client Outcome

LO5: Critically appraise how to develop and implement the agreed solution.
LO6: Design and implement systems, processes and procedures to embed the agreed solution.

Learning Outcome	Assessment Criteria	Indicative Content
Building and Developing client relationships		
LO1: Critically assess the components of a sustainable and clearly defined consultancy proposition	1.1 Analyse the client need and expectations to scope the offering to be delivered	Reason to believe Benefits delivered Clarity of message Segmentation targeting and positioning Communication methods
	1.2. Develop a strategy to engage with potential clients and build targeted networking opportunities	Research events Business directories Internet searches Professional contacts
	1.3. Evaluate and utilise the skills and competences needed to manage consultancy projects to a mutually successful conclusion	Project management procedures Client and stakeholder management Mapping of client needs/requirements
LO2: Develop the 'personal brand'	2.1 Assess the range and relative importance of the soft skills required to engage with an organisation on a consultancy project	Organisation and relationship mapping Content and scenario development Persuasive writing and presentation skills
	2.2. Create and sustain a personal reputation as the figurehead of the project or consultancy.	Brand building Persona integrity Marketing communications Thought leadership Positioning Experience/track records Championing the customer

		T shaped leadership
	2.3. Develop a network of relationships to enhance and extend the consultancy offering	Strategic partnerships Creative thinking Developing the need
	2.4. Manage the relationship into the future	Brand logo Corporate identity branding CRM systems Relationship v transactional approach Testimonials Client referrals
Scoping the potential service		
LO3: Critically assess the contributing factors to a client's business issue	3.1 Assess the environmental factors influencing the client organisation and defining their market position	Micro factors Macro factors Internal issues Environmental uncertainty Disorder and dynamism Competitive analysis Market positioning Customer/consumer behaviour
	3.2 Develop insights into which organisational characteristics could represent barriers to change	Culture Strategic decision making: emergent v planned Organisation size and history Digital capabilities Attitude to change Limiting factors Global presence Training needs analysis

	3.3 Appraise the resources and capabilities available to the client organisation to support any future recommendation for change.	Financial health Skills and competences Connected stakeholder involvement Strategic partnerships/relationships Knowledge management Organisational metrics
	3.4 Evaluate the scope for change within the client organisation	Organisational agility Innovative philosophy Market dynamics Sector characteristics
	3.5 Produce a synopsis of the problem within a brief to gain client approval to the project	Problem identification and assessment Clarity of communication Audit summary Clarity of issue defined. Terms and conditions communicated
LO4: Evaluate how to facilitate change within the client's organisation in response to the client's business issue.	4.1 Develop a clear business solution in response to the client brief	Idea generation Data analysis Communicating the business case Innovation
	4.2 Evaluate the actions required to implement the solution(s) within the client organisation	Planned approach Project management techniques Scenario planning Resource based approach Critical path analysis Time required for implementation
	4.3 Establish and present recommendations for resolving the business issue	Business case for change Project management tools Gantt charts

		Systems based change Critical path analysis KPI Deliverables Resources required Benefits delivered Additional support resource required Risk identification
Delivering the Client Outcome		
LO5: Critically appraise how to develop and implement the agreed solution	5.1 Develop a project plan to guide the implementation of the agreed actions	Project management skills Process led frameworks Objectives & KPI Design thinking
	5.2 Assess the data and system needs for the project to be implemented successfully	Systems based solutions–CRM, financial modelling, accountancy etc.
	5.3 Determine the required supplier arrangements to support the implementation of the project	Schedule of work Contracts/T&Cs Relationship building Tender process Selection of future partners
	5.4 Create a web based presence and solutions	Functional specification document Key stakeholders Testing plan Contingencies In scope/ out of scope Must have/could have Web updates

	5.5 Develop contingency plans for potential crisis points within the project	Decision tree analysis Scenario planning Contingency planning Risk assessment Variance analysis Tolerances Prioritisation MOSCOW framework
LO6: Design and implement systems, processes and procedures to embed the agreed solution	6.1 Create and communicate work packages to ensure client engagement with project management/implementation	Project management techniques Facilitation Relationship building Managing expectation Objection handling Negotiation skills Hierarchy of objectives approach
	6.2 Establish and refine effective ways of working with the project team	Achieving C suite buy in/ongoing support Documenting key processes Project management
	6.3 Develop a staged approach to measuring the progress of the project through to completion	Team objectives Metrics for measuring progress Internal marketing and communication Negotiating change Signposting problem areas
	6.4 Develop systems for sustaining change	Manuals Training Super users Project owners Reporting procedures Content management systems

		Web analytics