

CIM Marketing Leadership Programme (Level 7)

Module Specification: Managing Business Growth – Elective Module

Purpose Statement

Growth is a key driver within any organisation and developing both a structured and creative approach to determining where potential or existing opportunities exist is an essential skill for senior marketing professionals. The size, type and form of the organisation can help or hinder this process so an in depth knowledge of the complexities of the organisation and its context is critically important to facilitate decision making at the strategic level.

This module is designed to enable the marketer starting with a wider view of organisations to focus down onto a specific area –ideally the one they work in or interact with in their current role,-and to facilitate solutions which maximise strategic fit. This module can also be delivered in one of two ways, dependant on the learner profiles:

either **specific** to an organisational type e.g. B2B or SME organisations are plentiful across both the UK and International markets
OR as a **generic** module.

Total Qualification time: 200

Learning outcomes

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

Dynamics for Business Growth

LO1: Critically appraise the market dynamics and business drivers relevant to the organisation and the industry sector.

LO2: Understand the customer dynamics relevant to the organisation and the industry sector.

Determining Direction

LO3: Recommend how organisational competence can be developed to deliver future objectives.

LO4: Critically evaluate how organisational characteristics influence the market positioning of the organisation's products/services.

Building relationships

Module specification: Managing Business Growth

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LO5: Critically assess which connected stakeholders are fundamental to the future success of the organisation.

LO6: Demonstrate how to utilise strategic partnerships to leverage organisational success.

Learning outcomes	Assessment Criteria	Indicative content
Dynamics for business growth		
LO1: Critically appraise the market dynamics and business drivers relevant to the organisation and the industry sector	1.1 Evaluate the robustness of information sources available to the organisation	Internal data Published data Secondary data – robust valid and accurate The changing dataset: email addresses, mobile phone numbers, social media profiles
	1.2 Assess and synthesise data from a wide range of sources to generate insight for the organisation.	Market research techniques Market scanning
	1.3 Analyse the competitive landscape across a number of markets	Market size Competitive strategies Market share Market positioning Share of voice Market attractiveness Local/global scenarios Social media monitoring Sentiment analysis tools Off-site web analytics Market analysis tools
	1.4 Appraise the influence of the internal and external environments on the organisation and the sector	Micro factors Internal factors Macro factors Legislation for the sector (UK/EU/global) Environmental uncertainty Competitive analysis

		Use of analogies Scenario planning
	1.5 Compare the differences and complexities of the sector in relation to other sectors to improve decision making	Sector characteristics Market and sector size Owner/SME/MNO/Global B2B/B2B/NFP/Public Ownership types – Mutual, NGO. Organisational purpose and focus Best in class benchmarking
LO2: Understand the customer dynamics relevant to the organisation and the industry sector	2.1 Analyse the customer buying behaviour in relation to the organisations product/services	Decision Making Process Decision Making Unit Level of involvement Perceived risk Evolving buyer behaviour and media habits (digital channels/mobile devices)
	2.2 Assess the challenges and opportunities presented by channel relationships within the sector	Channel management Role and strengths of intermediaries Transactional elements – Currency/distance/frequency Distribution strategy Impact of emerging digital channels
	2.3 Create an effective communications strategy between the organisation and its customer base	IMC Relationship marketing Media selection Message creation
	2.4 Examine the wider concepts of creating value for the organisation and within the industry sector	Cost sensitivity Creation of value Price/quality balance ROI/ROCE Profitability levels Competition

		Customer Lifetime Value Segmentation (Pareto, eCRM)
Determining direction		
LO3: Recommend how organisational competence can be developed to deliver future objectives	3.1 Determine how dynamic capabilities within the organisation can be utilised to maximise performance	Market positioning Strength
	3.2 Analyse the influence of organisational culture on the organisations future success	Organisational Culture Analysis and measurement
	3.3 Create a structure that enables the organisation to deliver objectives efficiently and effectively	Hierarchy of objectives External/Internal relationships Structure types function/matrix Conglomerate organisations i-Form organisations Skills analysis Sourcing capability
	3.4 Evaluate how the organisation can collect and use data/information to inform decision making	MKIS Secondary data Informal networks
LO4: Critically evaluate how organisational characteristics influence the market positioning of the organisation's products/services	4.1 Assess the organisation's ability to respond to changes within the market	Organisational agility Ambidextrous organisations Resource availability Capabilities and competences Processes Emerging digital technologies and devices Changes in buyer behaviour
	4.2 Establish a positioning strategy to deliver sustainable growth	Segmentation targeting and positioning Mass market versus niche Innovation New product development

	4.3 Develop a market entry strategy to maximise opportunities globally	International market selection Cross cultural issues Ethnicity
Building relationships		
LO5: Critically assess which connected stakeholders are fundamental to the future success of the organisation.	5.1 Evaluate the organisational metrics required to rank connected stakeholder relationships in relation to their input to the effectiveness of the organisation	Marketing metrics Dashboard Building the value proposition
	5.2 Recommend which relationships should be developed and maintained to enable KPIs to be met	Criteria for success Matching skills Understanding KPIs Setting KPIs Risk assessment
	5.3 Develop an organisational reporting process to maintain relationships with selected stakeholders	Key account management Process mapping Contingency planning Reporting and communications structure
	5.4 Establish and reinforce the role of marketing as the 'champion of the customer' within the organisation	Internal marketing Internal communications Overcoming barriers Establishing norms Rewarding customer focused behaviours Ensuring ongoing C-Suite buy-in
LO6: Demonstrate how to utilise strategic partnerships to leverage organisational success	6.1 Assess where strategic partnerships could support and deliver the customer offering	Outsourcing Business ecosystems Competitive advantage v nodal advantage Use of consultants Strategic alliances Trade associations Channel management

		Agencies: selecting and managing Embedding digital into all processes
	6.2 Implement a customer relationship programme to build retention and relationships for the future	Relationship marketing theories Customer life time value Marketing communications Complaints process Customer service Collecting data at all touch points eCRM Building a customer-centric company culture
	6.3 Determine KPIs to measure performance against objectives	Objective setting Performance review – organisation and personnel Customer metrics Market metrics Dashboards CRM systems Contingency planning