

# CIM Marketing Leadership Programme (Level 7)

## Module specification:

### Leading Change – mandatory module

#### **Purpose statement**

A key aspect of a senior marketer's role is leading and managing change within an organisation. This module will enable you to meet the challenges of change by providing a platform for supporting future responses through harnessing organisational potential and sustainable innovation. In addition you will develop an understanding of how the organisation's assets can be managed to build and sustain a clear market position to guide, support and implement market-led change within an organisation.

Credit value: 20

Total Qualification Time: 200 hours

## **Learning outcomes**

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

### **Building the case for change**

LO1: Develop critical understanding of how to harness organisational potential to generate and sustain value for all stakeholders.

LO2: Use insight to develop sustainable innovation relevant to the direction and resources of the organisation.

### **Creating a change culture**

LO3: Appraise the role of brand equity and corporate reputation in directing and sustaining change within the organisation.

LO4: Demonstrate how a customer-facing organisational structure and culture can support strategies to optimise corporate capability.

### **Implementing change**

LO5: Recommend the use of contemporary practice in effectively leading, managing and influencing others to deliver organisational change.

LO6: Appraise the process and environment required to implement, review and reflect on the effectiveness of organisational change.

Leading change	Assessment criteria	Indicative content
<b>Building the case for change</b>		
LO1: Develop critical understanding of how to harness organisational potential to generate and sustain value for all stakeholders	1.1 Analyse the organisation's internal and external stakeholders and assess their different value requirements and inter relationships	Identification of key stakeholder needs Mendelow's Power/Interest Matrix CSR Social Values
	1.2 Evaluate the competences, capabilities and skills required to facilitate the creation and delivery of stakeholder value	Co creation of value
	1.3 Appraise the skills that the organisation needs to develop to ensure the delivery of long term stakeholder value	Financial/non-financial strengths Catalysts for change Digital disruption Identifying opportunities for organisational improvement
	1.4 Assess the relevant financial measurement to support decision making for organisational change.	P&L ROCE ROI
LO2: Use insight to develop sustainable innovation relevant to the direction and resources of the organisation.	2.1 Evaluate the role of data and information in facilitating change for an organisation and its stakeholders	User generated content Earned media Big data Data warehousing Data analytics Data/Information/Intelligence Sources of external data
	2.2 Develop a pan-organisational approach to data collection	Understanding customer journeys and touchpoints Attribution analysis Conversion rate optimisation (CRO) Multichannel funnel analysis Customer tracking – across online and offline channels Database future proofing

	2.3 Establish the barriers, benefits and challenges to the organisation to implementing future change	Cultural mismatch Risk and change culture Resource requirements Resource availability Vested interest/stakeholder agenda Senior management experience C suite buy in
	2.4 Demonstrate and assess how innovation contributes to value creation within an organisation	New product and service development (NPSD) Innovation management
	2.5 Evaluate how an organisation creates the culture for continuous and sustainable innovation	Digital disruption Analysis and best practice in disrupted markets Business process re-engineering Risk Cultural change
<b>Creating a change culture</b>		
LO3: Appraise the role of brand equity and corporate reputation in directing and sustaining change within the organisation	3.1 Define the concepts and significance of brand equity and corporate reputation and assess their potential benefits to an organisation	Intangible assets Brand value, personality and values Competitive strength Organisational strength Application of key concepts – corporate reputation. Personality and identity
	3.2 Understand the interrelationship between brand management and corporate reputation to sustain brand equity	Brand association. CSR Corporate Personality
	3.3 Assess how brand equity can be measured using a range of approaches	Customer based brand equity Interbrand
	3.4 Analyse how brand equity and reputation can be developed through integrated marketing programmes together with a digital presence	Marketing strategy Planning and managing integrated marketing communications Corporate reputation Media relations

		Brand building narrative Use of external expertise Futureproofing agency relationships Selecting and managing agencies and consultants
	3.5 Evaluate how brand equity and corporate reputation may change as a consequence of a range of internal and external factors.	Risk Creating dissonance in the image Negative PR
	3.6 Assess how brand equity can be translated across cultures and international markets	Market attractiveness models. Consumer perceptions Cultural audit Standardisation/adaptation of market offering
LO4: Demonstrate how a customer-facing organisational structure and culture can support strategies to optimise corporate capability	4.1 Analyse the relationship between organisational characteristics and corporate reputation	Customer focused activities Organisation structure Organisational culture and values Holistic measurement of company/brand reputation
	4.2 Evaluate how organisational culture and values translate across markets and key market segments	Market scanning Consultation process
	4.3 Develop strategies for overcoming resistance to change within the organisation	Consultation for change Supporting staff and leaders through change
	4.4 Demonstrate a risk-based approach to potential damage to reputation	Reputational risk Importance of monitoring and measuring Corporate reputation Social media monitoring Sentiment analysis
<b>Implementing change</b>		
LO5: Recommend the use of contemporary practice in effectively leading, managing and influencing others to deliver organisational change	5.1 Explore ways in which an organisation can create and shape a marketing orientated culture	Internal champions of the customer Customer orientation Cross functional dialogue Matrix working

		Internal market Customer centricity
	5.2 Assess the development of organisational agility through a dynamic marketing culture	Environmental scanning IT and information systems
	5.3 Appraise the internal and external catalysts for organisational change	Environmental change Technological change HR and leadership Resources – finance, people and information
	5.4 Evaluate a range of alternatives for driving change to enhance organisational performance	Business process re-engineering Incremental and discontinuous change Managing the product/service portfolio Supporting staff and leaders through change Innovation Lean processing
LO6: Appraise the process and environment required to implement, review and reflect on the effectiveness of organisational change	6.1 Assess how embedding and implementing a strategic plan can support organisational change	KPI measurement Strategy Tactics
	6.2 Critically analyse the strategic role of digital marketing in delivering the marketing strategy	Planning to plan Embedding testing and learning within organisational processes
	6.3 Evaluate the relevant metrics for monitoring and controlling the process of change within an organisation	Brand strength Awareness attitude shift Pre and post tracking studies Web traffic/bounce rate Engagement Conversions (CRO) Email – delivered opened clicked Social – <i>followers, likes, shares views+++</i> . <i>ROI</i> P&L Market share ROI Internal staff engagement

