

CIM Marketing Leadership Programme (Level 7)

Module specification:

Contemporary Challenges – mandatory module

Purpose statement

Senior level marketers need to be able to identify the key influences on the future drivers of the organisation and match those with organisational resource to determine future direction. This module will enable you to evaluate the potential impact of emerging contemporary marketing challenges and apply strategic thinking to develop future strategies.

Credit value: 20

Total Qualification Time: 200 hours

Learning outcomes

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

Dynamic marketing environment

LO1: Critically analyse the changing dynamics of an organisation's environment

LO2: Determine the key business drivers for organisational success

Develop creative thinking

LO3: Evaluate the relevance of emerging marketing challenges to the organisation's future direction

LO4: Critically assess the contribution of those challenges to the value creation of an organisation

Building and developing client relationships create insight, vision and direction

LO5: Demonstrate a clear understanding of how the organisation can develop a positive response to emerging challenges.

LO6: Recommend resource-led innovative approaches to contemporary marketing challenges

Learning outcome	Assessment criteria	Indicative content
Dynamic marketing environment		
LO1: Critically analyse the changing dynamics of an organisation's environment	1.1. Evaluate external factors which impact upon an organisation and its stakeholders	<p>Macro-factors including: political – global insecurity, global crisis, Brexit Economic – crowdfunding, international trade agreements Social – urbanisation, Netizen journalism, health and wellbeing Technology-predictive analysis, artificial intelligence, virtual reality, augmented reality Mobile evolution Genetic Technology Wearable technology Environmental – global warming, global shortages Legal – privacy and security-organisational and individual Sector – B2B, B2C, NFP Micro-factors including: competition – innovation, globalisation Customers – changing behaviour, emerging markets, service expectations, micro-segments, mobility of demand Channels – omni and multi-channels, integrated supply chains</p>
	1.2. Assess the internal factors which impact upon an organisation and its stakeholders	<p>Organisational resources, capabilities, competencies Culture, structure, functional orientation Ownership and purpose Internal digital skills – SEO, PPC, social media, data visualisation, content management</p>
	1.3. Analyse how the changing dynamics of the internal and external environments influence the future direction of an organisation.	<p>SWOT/TOWS Matching Strategies Market Dynamics Risk and Impact Analysis</p>

LO2: Determine the key business drivers for organisational success	2.1. Establish the relevant models to establish the parameters of organisational success	Competitive positioning – Porters Five Forces ROCE Organisational agility Customer centricity Strategic groups Bowman’s Strategic Clock
	2.2. Evaluate the relevance of the organisation’s mission and values in a dynamic environment	Triple bottom line Balanced scorecard Conscious capitalism
	2.3. Assess the current and potential role technological innovations have on influencing organisational success	Big data systems Market scanning Database/info management Evolution of search Dynamic pricing Monitoring developments Testing and learning
	2.4. Evaluate how organisational structures, processes and operations underpin strategy in a changing environment	Organisational structural alternatives Planning process Culture Resource VRIN framework Responding to changing requirements in a dynamic environment Integration of digital marketing content and social responsibilities
Develop creative thinking		
LO3: Evaluate the relevance of emerging marketing challenges to the organisation’s future direction	3.1. Prioritise the emerging challenges in relation to their potential impact on the organisation	Impact analysis Risk assessment Value chain analysis-Porter
	3.2. Assess the need to change an organisation’s marketing strategy in response to changes in environmental factors	Scenario planning Forecasting Financial modelling Trend analysis

		Environmental scanning
	3.3. Develop frameworks to respond to emerging challenges	Budgeting Portfolio planning NPSD Resource allocation Organisational capability Variance analysis Generic strategies Growth strategies Engagement with emergent technologies – digital channels and use of mobile devices
LO4: Critically assess the contribution of those challenges to the value creation of an organisation	4.1. Determine how value is created and measured within an industry sector	Market dynamics Changing behaviours, buyer behaviours, competitor responses, STP, supply chain responses Relevant metrics and analytics Resource allocation metrics Customer brand co-creation
	4.2. Identify opportunities for value creation relevant to the organisation	Market intelligence Information systems Relationship between owned, paid and earned media and impact on value
	4.3. Appraise potential response strategies and benefits of application	Ranking, prioritisation, score cards, dashboards
Create insight, vision and direction		
LO5: Demonstrate a clear understanding of how the organisation can develop a positive response to emerging challenges	5.1. Design and develop sustainable strategies for value creation	Brainstorming, repositioning, planning Media neutral approaches Strategy to drive creation
	5.2. Explain and justify the delivery rationale and propositions for value creation	Market insights Projective techniques Psychographics Behavioural psychology

	5.3. Develop value in accordance to organisational capabilities and market situations	ERBV (extended resource based view) Micro segmentation Profiling
LO6: Recommend resource-led innovative approaches to contemporary marketing challenges	6.1. Develop a data governance strategy which enables an understanding and synthesis of information into insights	Data sources Data strategy Data mining Privacy issues in a UK/EU/Global environment Online data collection eCRM Data cleansing Integrated analytics Social identity, Footprint and Technographics
	6.2. Evaluate advanced analytical and decision making tools to assess and highlight future marketing challenges	Marketing research Reforecasting Big data metrics Social media analysis and monitoring Social listening/buzz monitoring
	6.3. Use data insights to make informed decisions and generate appropriate solutions	Delphi techniques Predictive analytics Prescriptive analytics Harnessing data to extract actionable insights
	6.4. Develop an integrated approach to data collection, analysis and extraction of insights across all channels, online and offline	Fostering of a data aware culture Measuring what matters Media Neutral analytics strategies Challenges for the industry: in search of social media ROI