



CIM Level 6 Diploma in Professional Marketing

Driving Innovation (2202)

July 2019

Assignment

The assignment comprises **THREE** compulsory tasks

Task 1 is worth **30** marks

Task 2 is worth **40** marks

Task 3 is worth **30** marks

Total marks available – **100**

Candidate guidance:

- Answer **all** tasks
- The available marks are shown alongside each part of the task
- Read all tasks carefully before attempting them
- Assignments can only be accepted for marking with a valid assessment booking

Scenario: Using digital innovation in internal marketing communications

A significant part of an organisation becoming more entrepreneurial is the level and type of engagement it has with its internal customer base through internal communication. In your role as a Marketing Manager, you have been asked by the Senior Management Team (SMT), of your own organisation or an organisation of your choice, to advise on the use of digital innovation in internal marketing communications, to support a more entrepreneurial approach by the organisation as a whole.

The digital landscape is constantly evolving, enabling new and innovative ways for organisations to communicate with and reach their internal customers. Internal communications can be more specifically targeted to identified internal customer groups, helping to ensure that the message reaches the right audiences and does not get lost in the noise of general organisational information updates.

Guidance notes:

This assignment consists of **THREE** separate tasks that are linked together to form a set of solutions, to enable an organisation to assess the analysis and actions that need to be in place for successfully using internal marketing communications to support the improvement of a product or service delivery.

Note: if you work for a small business with very few employees you may choose to apply this to key connected stakeholders instead of an internal audience.

FIVE marks will be awarded for an organisation overview, which will form part of the report required for the first task, using the headings supplied as guidance.

It is good practice to acknowledge all sources/methodologies/applications using the Harvard referencing system.

Good practice guidelines for assignment production

The maximum word count is intended to assist candidates in producing a **professional document of an appropriate length** that can be used in the workplace. The submission should be written in a professional tone (unless otherwise instructed) and should only contain relevant material that directly contributes towards answering the task.

This assignment has been developed so that it can be applied to all organisations, sizes and sectors. Where candidates feel applying the assignment to their organisation needs a creative approach to be taken to the concept and theoretical principles explored, this is acceptable following discussion with their tutor. The approach taken should be outlined within the organisation overview.

TASK 1 – REPORT

Assessment criteria covered in Task 1:

AC1.3, AC1.4, AC2.1, AC2.3

Please refer to the module specification for assessment criteria details.

In your role as a Marketing Manager, you have been asked by the SMT of your chosen organisation to produce a report on how digital innovation can more effectively support internal communications within the organisation.

Required:

- (a) Provide a background to your chosen organisation that gives an overview of the organisation's internal customer base and the level of maturity in the use of internal communications. *(5 marks)*
- (b) Evaluate the effectiveness of current internal communications in supporting the internal customer base. *(15 marks)*
- (c) Recommend, with justification, **ONE** innovation in internal communications tools for its suitability for use by your chosen organisation. *(10 marks)*

(Total – 30 marks)

*(Organisation overview maximum page count – one side of A4 paper)
(Tasks 1 (b) to 1 (c) maximum word count – 1,250 words)*

TASK 1 – REPORT**Maximum page count:****Task 1 (a) – one side of A4 paper****Maximum word count:****Tasks 1 (b) to 1 (c) – 1,250 words****ORGANISATION OVERVIEW GUIDELINES**

The organisation overview is intended to provide content on the chosen organisation and must not exceed one side of A4 paper.

The following headings should be used as guidance:

- **Organisation name**
- **Organisation information** – To include type of organisation, size of organisation, range of products and services, customer base and main competitors
- **Specific background** – Provide a background to your chosen organisation that gives an overview of the internal customer base and the level of maturity in internal communications

Guidance notes:

Note: if you work for a small business with very few employees you may choose to apply this to key connected stakeholders instead of an internal audience.

Task 1 (b): Candidates should evaluate the effectiveness of the current use of internal communications by the chosen organisation to support the internal customer base. This could, for example, discuss the various internal customer bases and whether the same internal communications methods are used for all of them, or whether there is a more bespoke approach depending on the role of the internal customer base. The organisation, for example, may have adopted a more internal market strategy, be using a customer-centred approach to internal marketing, or it may use segmentation, have developed internal communities, or offer ways to develop two-way communication channels supporting the development of digital collaborations or internal partnerships.

Candidates could also consider the role of models such as trend analysis, and how these are used to identify methods for internal communications.

Continued

Task 1 continued

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| | <p>Also, competitor or external customer communications analysis and how digital technologies such as social media and viral marketing techniques are used to communicate with this internal customer group.</p> <p>Task 1 (c): Candidates should appraise the suitability of ONE innovation in internal communications tools for use in the chosen organisation and make a justified recommendation for its use. As part of the justification, candidates may wish to use examples of best practice from other organisations to support their appraisal. Candidates could also consider, for example, the ability of the chosen organisation to test this innovation and assess its effectiveness and efficiency, before committing to implementing it.</p> |
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TASK 2 – BRIEFING PAPER

Assessment criteria covered in Task 2:

AC3.1, AC3.2, AC3.3, AC4.1, AC4.2, AC4.3

Please refer to the module specification for assessment criteria details.

You have been asked to produce a briefing paper for the SMT that explores the organisational culture, resources and relationships required to support the introduction of the innovative internal communications tool as identified in Task 1 (c).

Required:

- (a) Appraise the creative climate and culture of the chosen organisation in relation to facilitating this new approach. *(15 marks)*
- (b) Evaluate how current marketing resources relating to internal communications could be improved to support this new approach. *(15 marks)*
- (c) Assess how internal networks can be developed to help facilitate this new approach. *(10 marks)*

(Total – 40 marks)

(Tasks 2 (a) to 2 (c) maximum word count – 2,000 words)

TASK 2 – BRIEFING PAPER**Maximum word count: 2,000 words****Guidance notes:**

Task 2 (a): Candidates should describe the components of a creative climate and culture, recognising the difference between the two. Candidates should then appraise the factors that will either support or hinder the introduction of the new approach in internal communications, in the context of the creative climate and culture of their chosen organisation. For example, the culture is more about the personality of the organisation, the values and norms embedded in the organisation, whereas the climate is more about the current mood or atmosphere, and so can be changed more frequently, depending on both internal and external factors. Some examples of factors to consider might be:

- the current vision, mission and management skills
- whether the creative climate fits with the business strategy
- leadership styles, staff relationships, support and creative encouragement
- resources available, levels of trust and openness, attitudes to risk taking.

Task 2 (b): Candidates should consider the current design of the marketing team, and what changes would need to be made or resources provided to support the use of the new approach in internal communications. This might include, for example, recruiting new team members, or introducing policies to train and upskill current team members, or using an external specialist agency. Existing ways to share information may need to be revisited, to enable greater communication and collaborative working practices, and team formation may need to change.

Task 2 (c): Candidates should assess a range of internal relationships as to how they can support the introduction and implementation of the new internal communications tool. Internal networks could be created, for example, through developing ways for internal customers to collaborate, using innovation networks for sharing good practice, and online community groups to crowdsource ideas for ways to use and implement the new internal communications tool. Internal communities may wish, for example, to form informal or more formal alliances and partnerships within the organisation, for idea generation.

TASK 3 – REPORT

Assessment criteria covered in Task 3:

AC5.1, AC5.2, AC5.4, AC6.1, AC6.3, AC6.4

Please refer to the module specification for assessment criteria details.

You are required to write a report for the SMT which considers the impact of the new internal communications approach, on both internal and external stakeholders.

Required:

- (a) Recommend how other business functions within the organisation can support the marketing function in encouraging internal stakeholder engagement with the new approach in internal communications. *(10 marks)*
- (b) Appraise how the new approach could impact on **TWO** of the organisation's external stakeholders. *(10 marks)*
- (c) Evaluate how the success of this new approach can be measured. *(10 marks)*

(Total – 30 marks)

(Tasks 3 (a) to 3 (c) maximum word count – 1,500 words)

TASK 3 – REPORT**Maximum word count: 1,500 words****Guidance notes:**

Task 3 (a): Candidates should consider how other business functions can support the engagement of internal customers in the new approach to internal communications. This should include: recommendations of how relevant functions, such as finance, research and development, project management, human resources management, etc, could support buy-in and recognition of the significance of the new approach to internal communications; their responsibility in communicating the details of this within their teams; actions that might be required for the new approach to succeed; ways of reducing friction between the functions; the importance of senior leadership buy-in; and the recognition of the significance of internal communications to the organisation, etc.

Task 3 (b): Candidates should first select **TWO** external stakeholders. Candidates should then appraise what the levels of impact might be for each of these external stakeholders, as a result of this new internal communication approach. For example, they may start to receive improved messages, because the internal communications approach has been welcomed and adopted by internal staff at the organisation, and so they are able to pass on more information; or it may be that internal staff may choose not to engage with the new internal communications approach, and so external stakeholders may receive less frequent or inaccurate information. If the method by which information is communicated changes, making internal communications less accessible to some internal staff, this could impact on external stakeholders, depending on who their contacts in the organisation are. Some of these examples may, through these informal communication channels, facilitate improved relationships and alliances with the external stakeholders, or conversely may impact on the power relationship between them.

Task 3 (c): Candidates should consider both hard and soft measurements, for example, the number of internal customers engaging with the new approach, outcomes from tracking and measuring tools, staff focus groups, opinion surveys, etc. Candidates may also want to consider the number of internal advocates/champions and how effectively the new approach is followed.