CIM Level 6 Diploma in Professional Marketing

Strategic Marketing (2200)

July 2019

Task 1 – Organisation overview and marketing plan

The Strategic Marketing assessment in its entirety comprises **TWO** compulsory tasks.

Task 1 – Pre-prepared organisation overview (up to **ONE** side of A4 paper) and marketing plan (up to **EIGHT** sides of A4 paper) to be taken into the examination.

This preparatory brief should be used to produce an organisation overview and marketing plan which will be required as part of the overall assessment.

Task 1 is worth **40** marks

Task 2 – Examination

Strategic Marketing examination based on the marketing plan and whole syllabus. The examination will be 3 hours in duration.

Task 2 is worth **60** marks

Total marks available – **100**

Please note that under no circumstances can more than **ONE** side of A4 paper for the organisation overview and **EIGHT** sides of A4 paper for the marketing plan be taken into the examination. It is the expectation of CIM that invigilators will remove any pages exceeding this at the door to the examination room. Any pages over the allowance taken into the examination will be deemed **examination malpractice**, with an outcome of being declared **null and void.**

Assessments can only be accepted for marking with a valid assessment booking.

© The Chartered Institute of Marketing 2018

Scenario: Getting closer to the customer through effective positioning

Effective positioning is at the core of all successful marketing practice. It helps organisations to manage an ever-changing marketing environment and to cut through the noise to connect with, and get closer to, their customers.

Effective positioning can help to distinguish brand(s), product(s), service(s) or cause(s) in consumer minds – fundamental to each marketing mix decision. But success is dependent on whether the positioning approach adopted by the organisation is appropriate, and on how well the organisation implements its strategic choices in relation to positioning.

The Senior Management Team (SMT) has asked you to take responsibility for delivering a strategic marketing plan aimed at getting closer to the customer through enhanced positioning. You are expected to begin with an in-depth audit of the organisation, which should critically evaluate its current approach to positioning. This work should be carried out for your own organisation or an organisation of your choice.

Following on from this, and using the outcomes of the audit, you are to prepare a strategic marketing plan for your chosen organisation, with the aim of getting closer to the customer through enhanced positioning. It is expected that the plan would lead to the creation of new or improved structures, processes and practices that help to champion the voice of the customer within the organisation.

Guidance notes:

- Complete all elements of the marketing planning structure and organisation overview as defined below.
- The available marks are shown alongside each sub-task.
- Read all instructions and sub-tasks carefully before attempting them.
- **NO** executive summary is required as part of the planning framework.
- 'Organisation' is deemed to be any company or not-for-profit organisation or any strategic business unit within an organisation that is large enough to have its own profit/loss accounts, staff and resources, etc.
- Candidates should retain a focus on the theme of the marketing plan, and ensure the marketing plan aims to deliver an improvement within this specific area of performance.
- Candidates should ensure the marketing plan includes clear headings relevant to the specific sections detailed in the sub-tasks.
- Please note that **ONE** side of A4 paper is also allowed for an organisation overview in addition to the **EIGHT** sides of A4 paper preparatory marketing plan.
- **FIVE** marks will be awarded for the organisation overview, which will form part of the preparatory work, using the headings supplied as guidance. This is included in the marks allocated to Task 1.
- Where required to do so, candidates should refer to content within their organisation overview and marketing plan to support their answers in the examination.
- A hard copy of the organisation overview and marketing plan must be taken to the examination and be attached to the examination script.
- The organisation overview and marketing plan should be completed in a minimum of font size 11, with tables, diagrams and charts in a minimum of font size 9.

Continued

Guidance notes continued

- The organisation overview and marketing plan should be completed using the following page setup:
  - top margin: 2.54 cm
  - bottom margin: 2.54 cm
  - left margin: 2.54 cm
  - right margin: 2.54 cm
  - header: 1.25 cm
  - footer: 1.25 cm.
- Appendices should not be included.
- A Reference list should not be included
- The organisation overview and marketing plan are worth 40 of the overall 100 marks for this assessment.

This assessment has been developed so that it can be applied to all organisations, sizes and sectors. Where candidates feel applying the assessment 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 – ORGANISATION OVERVIEW AND MARKETING PLAN

Assessment criteria covered in Task 1:

AC1.1, AC1.2, AC1.3, AC2.1, AC2.2, AC2.3, AC3.1, AC3.2, AC3.3, AC3.4, AC4.1, AC4.2. AC4.3, AC4.4, AC5.1, AC5.2, AC6.2

Please refer to the module specification for assessment criteria details.

Required:

For your own organisation or an organisation of your choice, you have been asked to produce a 3-year marketing plan that will lead to enhanced positioning.

Your marketing plan can follow a planning framework of your choice; however, it should cover the following elements:

- an organisation overview
- a strategic audit of where the organisation is now, using relevant models and frameworks to audit the current situation
- a discussion of the objectives which the organisation wants to achieve
- a review of the strategic options to achieve these goals
- details of how the organisation will implement the chosen strategy
- recommendations as to how the organisation should monitor performance.

a) Organisation overview

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

The following headings must be included:

- **Organisation name**

- **Organisation information** – To include type of organisation, size of organisation, range of products and services, and main competitors

- **Specific background** – Provide a background to your chosen organisation that gives an overview of the customer base and the level of maturity in terms of positioning. *(5 marks)*

Continued

Task 1 continued

b) Strategic audit

Using relevant models and frameworks:

- analyse the internal and external environments, with a view to understanding the organisation's current performance in relation to positioning *(11 marks)*

- summarise the issues relating to positioning using a SWOT/TOWS analysis. *(4 marks)*

c) Objectives

- Appraise the organisation's mission/vision and outline its overall marketing objectives.

- Develop objectives that relate to enhanced positioning. *(4 marks)*

d) Strategic options

- Using appropriate models and frameworks, evaluate the strategic options to enhance positioning. *(6 marks)*

e) Tactics

- Propose tactical tools which should be utilised to implement your marketing plan to enhance positioning. *(5 marks)*

f) Controls and measurement

Discussion and recommendation of:

- tools to control the implementation of the marketing plan; this should include an analysis of the critical success factors key to controlling the marketing plan's implementation

- measurement tools for determining the success of the marketing plan, including financial, resources and time-based measures. *(5 marks)*

(Total – 40 marks)

(Organisation overview maximum page count – one side of A4 paper)
(Preparatory marketing plan maximum page count – eight sides of A4 paper)

Guidance notes:

Strategic audit
As part of the external audit, the candidate may consider current performance in relation to perceived value and positioning by analysing market forces, current customers/consumers (in terms of strategic segments, their profitability, behaviours, reactions to the organisation's values and how they derive value from their product or services); the competitor set – both direct and indirect; stakeholders and advocates – and the challenge of conveying the value of the chosen organisation's product or services within the marketplace (particularly if the organisation operates in markets where products or services are less differentiated).

The internal audit may contain analysis of culture, resources and processes such as customer relationship management (CRM), and whether customer information is used to shape positioning through communications and messaging. It may also be helpful to consider factors such as the value proposition and the fit between the organisation's activities.

The SWOT/TOWS analysis should include a conclusion, with justification, as to how the current approach to positioning is impacting on the organisation's revenue.

Objectives
The candidate should show a clear understanding of the role of the organisation's vision/mission to support positioning, and recommend changes if needed.

Strategic options
These may include (but are not limited to) positioning strategies that help the organisation to get closer to customers through enhanced customer insight, enhanced competitive intelligence, enhanced management of the product or brand portfolio, or enhanced marketing communications through greater clarity around the value proposition.

Strategic options should be justified in relation to how they might support enhanced positioning.

Tactics
This section should cover all the tactical tools (the 7Ps of the marketing mix), plus any other relevant tactical tools for implementing the marketing plan to support enhanced positioning.

Controls and measures
This section should include an analysis of the critical success factors that are key to controlling the implementation of the marketing plan. Measurements should include financial, resource and time-based measures.