



CIM

CIM Level 6 Diploma in Professional Marketing

Innovation in Marketing (2211)

April 2020

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** marks

Before you begin your assignment

How to choose your organisation

Your chosen organisation could be the one you work for, one for which you are acting as a consultant, or another organisation of your choice.

You need to apply your learning to all of the tasks in this assignment. It is important, therefore, to choose an organisation that you are familiar with, and where there is sufficient scope for exploring one of the themes in the detail required.

How to choose an appropriate theme

The themes relate to marketing approaches which any organisation may face. You should select a theme which fits with activities/plans that your chosen organisation has adopted, or could adopt. You need to select the theme you are most comfortable with and where you will be able to access relevant information to address the tasks.

You will be required to justify why you have selected your theme in the organisation summary.

Before settling on a final choice of theme, please go through all of the tasks and sub-tasks to make sure that you will be able to apply them to your chosen organisation, in terms of the information you have available to you. Time spent at this selection stage will be well invested.

You will need to select **ONE** theme to base all tasks within the assignment.

Finally, discuss your choice of theme and its suitability to your chosen organisation with your tutor, and maybe some of your study partners. It may also be advantageous to select a theme which helps to develop your personal skills and enhance your career development, where possible.

Please ensure that you clearly identify your chosen theme on the front cover of your assignment and in your organisation summary.

How to approach each sub-task

It would be helpful to have access to the module specification, when reading this section, which can be found on the MyCIM student portal: <https://my.cim.co.uk/>

This assignment is assessed against the learning outcomes for the module, which are found in the module specification and at beginning of each task. Assessment criteria (AC) are listed under each sub-task; these represent the syllabus areas that are the focus of that sub-task.

The last column of the syllabus in module specification shows the indicative content, which is designed to demonstrate the scope of those assessment criteria, and therefore the areas of theory, knowledge and application that you may consider building into your assignment.

Continued

It is acknowledged that variations in chosen organisations/themes could result in differences in the scope of indicative content being covered by your assignment. Therefore, you do not have to address all of the indicative content. You should select the content that is appropriate to your chosen organisation, theme and data.

Note also that the indicative content is not an exhaustive or definitive list and can just as easily cover other aspects of both practice and theory, including those processes and procedures used by your chosen organisation.

Good practice guidelines for assignment production

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

The tasks will indicate any specific format requirements, and it is expected that assignments will be presented accordingly.

Further information on format style, fonts requirements and guidance on word count can be found in the Student Assignment Submission Guidelines located on the MyCIM student portal: <https://my.cim.co.uk/>

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

It is good practice to acknowledge all sources/methodologies/applications using the Harvard referencing system. Details of how to reference can be found in the Harvard System of Referencing guide on located on the MyCIM student portal: <https://my.cim.co.uk/>

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Themes
<p>As Marketing Manager, you have been asked by the Senior Management Team (SMT) to innovate within marketing so as to help the organisation meet its objectives for growth or sustain its current market position.</p>
<p>Theme 1: Market Penetration</p> <p>The SMT has asked you to take responsibility for delivering innovation in marketing, with the objective of creating growth or sustaining existing revenue through more effective market penetration.</p> <p>You will need to carry out an audit, both internal and external, of the factors that facilitate and those that create barriers to innovation for your chosen organisation. Having identified ways in which the marketing department can use an innovative approach for meeting its objectives, you should then construct a persuasive business case and plan to launch this approach.</p>
<p>Theme 2: Market Development</p> <p>The SMT has asked you to take responsibility for delivering innovation in marketing, with the objective of creating growth or sustaining existing revenue through market development.</p> <p>You will need to carry out an audit, both internal and external, of the factors that facilitate and those that create barriers to innovation for your chosen organisation. Having identified ways in which the marketing department can use an innovative approach for meeting its objectives, you should then construct a persuasive business case and plan to launch this approach.</p>
<p>Theme 3: Product/Service development</p> <p>The SMT has asked you to take responsibility for delivering innovation in marketing, with the objective of creating growth or sustaining existing revenue through product/service development.</p> <p>You will need to carry out an audit, both internal and external, of the factors that facilitate and those that create barriers to innovation for your chosen organisation. Having identified ways in which the marketing department can use an innovative approach for meeting its objectives, you should then construct a persuasive business case and plan to launch this approach.</p>

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Theme 4: Diversification

The SMT has asked you to take responsibility for delivering innovation in marketing, with the objective of creating growth or sustaining existing revenue through diversification.

You will need to carry out an audit, both internal and external, of the factors that facilitate and those that create barriers to innovation for your chosen organisation. Having identified ways in which the marketing department can use an innovative approach for meeting its objectives, you should then construct a persuasive business case and plan to launch this approach.

Key things to remember once you have made your choice of organisation and theme

- Although this is a practitioner-based assignment, the use of key concepts and theories to support your response is a key part of building your argument. Relevant theory should be used, but where there are no 'preferred theories' given within the indicative content, all are acceptable if they are relevant.
- Once you have chosen your theme, all tasks and sub-tasks must be applied to that theme.
- All sub-tasks should be applied to your chosen organisation, unless otherwise stated.
- Please ensure that you are familiar with the grade descriptors, contained within this assignment, as they provide details of what the examiner is expecting for each task.
- Please note assignments can only be accepted for marking with a valid assessment booking.

Task 1 – Report

Learning Outcomes covered in Task 1:

LO1, LO2

Please refer to the module specification for Learning Outcome details.

Innovation

In line with the theme you have selected for this assignment, you are required to carry out the following.

- (a) Provide a background to your chosen organisation, including:
- organisation name
 - organisation information – to include type of organisation, size of organisation, range of products and services, customer base and main competitors
 - stakeholders – summary of the organisation’s key internal and external stakeholders
 - key customer segment – an overview of the selected key customer segment
 - theme chosen and rationale for choice. *(5 marks)*
- (b) Analyse the macro and micro environments to assess both the opportunities and challenges for your chosen organisation to develop innovative strategies.
- AC1.1, AC1.2, AC1.3* *(15 marks)*
- (c) Analyse the ability of the organisation to facilitate the adoption and application of innovation.
- AC2.1* *(10 marks)*
- (Total – 30 marks)*

*(Organisation summary maximum page count – two sides of A4 paper)
(Tasks 1 (b) to 1 (c) maximum word count – 1,250 words)*

Task 2 – Business Case and Proposal

Learning Outcomes covered in Task 2:

L03, L04

Please refer to the module specification for Learning Outcome details.

Innovative Marketing

In line with the theme you have selected for this assignment, you are required to carry out the following.

- (a) Assess how the marketing function of the organisation can develop innovative approaches to current market challenges in achieving its objective, detailing the activities the department will need to undertake.

AC3.1, (AC3.2 – Theme 3 only) (10 marks)

- (b) Recommend, with justification, which strategic options for innovation would deliver the desired objective.

AC4.1 (10 marks)

- (c) Develop a business case for one of the options for innovation from Task 2 (b). Include:

- the risks and benefits of your proposal
- the business opportunity presented
- stakeholder relationships to be developed
- costs/resources needed
- the timescale
- an outline project proposal.

AC3.3, AC4.2, AC4.3 (20 marks)

(Total – 40 marks)

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

Task 3 – Marketing and Communication Plan

Learning Outcomes covered in Task 3:

LO5, LO6

Please refer to the module specification for Learning Outcome details.

Innovation in Action

In line with the theme you have selected for this assignment, you are required to carry out the following.

- (a) Develop a marketing plan to launch the innovative approach put forward in Task 2 (c), detailing the metrics that could be used to measure the success of the plan. The plan should target both your external and internal audiences.

AC5.1, AC6.2

(15 marks)

- (b) Describe **TWO** changes to organisational culture that would improve the marketing department's ability to implement the innovative approach in Task 2 (c).

AC5.2

(5 marks)

- (c) Create a communication plan, using a recognised framework, to launch the innovative approach in Task 2 (c) to the external audience, as a supplement to the marketing plan in Task 3 (a).

AC6.1, AC6.2

(10 marks)

(Total – 30 marks)

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

Grade Descriptor: Level 6 Qualification/ Innovation in Marketing	Distinction (70+) This grade is given for work that meets at least 70% of the assessment criteria and demonstrates a candidate's ability to:	Merit (60-69) This grade is given for work that meets at least 60% of the assessment criteria and demonstrates a candidate's ability to:	Pass (50-59) This grade is given for work that meets at least 50% of the assessment criteria and demonstrates a candidate's ability to:	Fail (0-49) This grade is given for work that does not meet enough of the assessment criteria to secure a pass. This may be due to:
Task 1 30%	<ul style="list-style-type: none"> - provide an excellent level of detail about the chosen organisation, and an excellent justification for the choice of theme. - provide an excellent overall situation analysis of how macro and micro environmental factors are leading to opportunities and challenges, and an excellent in-depth analysis of those factors. - provide an excellent in-depth analysis of the features of the chosen organisation that influence the adoption and application of innovative approaches, covering vision, leadership, structure, climate, business orientation and other relevant features. - demonstrate excellent understanding of the implications of the external environment for the business sector, based on the situation analysis and innovation audit. - demonstrate an excellent level of knowledge and understanding, justifying the response through references to theory. 	<ul style="list-style-type: none"> - provide a good level of detail about the chosen organisation, and a good justification for the choice of theme. - provide a good overall situation analysis of how macro and micro environmental factors are leading to opportunities and challenges, and a good analysis of those factors. - provide a good analysis of the features of the chosen organisation that influence the adoption and application of innovative approaches. - demonstrate good understanding of the implications of the external environment for the business sector, based on the situation analysis and innovation audit; demonstrate good understanding of the implications of the external environment for the business sector. - demonstrate a good level of knowledge and understanding, justifying the response through references to theory. 	<ul style="list-style-type: none"> - provide an adequate level of detail about the chosen organisation, and an adequate justification for the choice of theme. - provide an adequate situation analysis of how macro and micro environmental factors might present opportunities and challenges, and an adequate analysis of those factors. - provide an adequate analysis of the features of the chosen organisation that influence the adoption and application of innovative approaches. - demonstrate adequate understanding of the implications of the external environment for the business sector. - demonstrate an adequate level of knowledge and understanding, supporting the response through references to theory. 	<ul style="list-style-type: none"> - limited detail about the chosen organisation, and justification for the choice of theme. - little or no situation analysis of how macro and micro environmental factors are leading to opportunities and challenges. - little or no analysis of the factors that might present opportunities and challenges. - little or no analysis of the features of the chosen organisation that might influence the adoption and application of innovative approaches. - little or no demonstration of understanding of the implications of the external environment for the business sector. - little or no demonstration of knowledge and understanding, or references to theory applied.
Task 2 40%	<ul style="list-style-type: none"> - provide an excellent in-depth assessment of the activities that the chosen organisation's marketing function will need to undertake to achieve enhanced product/service development, including appropriate examples. - provide an excellent in-depth evaluation of the options for innovation that are most appropriate for the chosen organisation in relation to the chosen theme, clearly identifying and applying criteria for the selection of the options. - provide an excellent in-depth and professional business case, including all relevant information, and making clear recommendations, with justification, of the chosen approach to innovation from those in Task 2 (b). - demonstrate an excellent level of knowledge and understanding, justifying the response through references to theory. 	<ul style="list-style-type: none"> - provide a good assessment of the activities that the chosen organisation's marketing function will need to undertake to ensure enhanced product/service development is achieved, including appropriate examples. - provide a good evaluation of the options for innovation that are most appropriate for the chosen organisation in relation to the chosen theme, clearly identifying and applying criteria for the selection of the options. - provide a good and professional business case, including all relevant information, and making a clear recommendation, with justification, of the chosen approach to innovation from those in Task 2 (b). - demonstrate a good level of knowledge and understanding, justifying the response through references to theory. 	<ul style="list-style-type: none"> - provide an adequate assessment of the activities that the chosen organisation's marketing function will need to undertake to achieve enhanced product/service development, including some examples. - provide an adequate evaluation of the options for innovation that are most appropriate for the chosen organisation in relation to the chosen theme, clearly identifying and applying criteria for the selection of the options. - provide an adequate and professional business case, including all relevant information, and making a clear recommendation, with justification, of the chosen approach to innovation from those in Task 2 (b). - demonstrate an adequate level of knowledge and understanding, supporting the response through references to theory. 	<ul style="list-style-type: none"> - little or no assessment of activities which the chosen organisation's marketing function will need to undertake to achieve enhanced product/service development. - little or no evaluation of the options for innovation that are most appropriate for the chosen organisation in relation to the chosen theme. - no or inappropriate development of a business case. - little or no demonstration of knowledge and understanding, or references to theory applied.

Grade Descriptor: Level 6 Qualification/ Innovation in Marketing	Distinction (70+) This grade is given for work that meets at least 70% of the assessment criteria and demonstrates a candidate's ability to:	Merit (60-69) This grade is given for work that meets at least 60% of the assessment criteria and demonstrates a candidate's ability to:	Pass (50-59) This grade is given for work that meets at least 50% of the assessment criteria and demonstrates a candidate's ability to:	Fail (0-49) This grade is given for work that does not meet enough of the assessment criteria to secure a pass. This may be due to:
Task 3 30%	<ul style="list-style-type: none"> - develop an excellent, relevant outline marketing plan, including its objective, clearly linked to the launch of the innovative approach and to the chosen theme, and including strategy, tactics, actions and measurement criteria. - provide an excellent description of two changes to organisational culture that are needed in order to improve the marketing department's ability to implement the innovative approach chosen in Task 2 (c); the response should start with an overview of the current culture, and should cover changes in areas such as levels of trust and openness, space and support for ideas, attitudes to risk taking, freedom to experiment, or any other area relevant to organisational strategy. - create an excellent and concise communication plan to support the launch, with justification in relation to the theme, and including the target audience and all relevant elements of the plan. - demonstrate an excellent level of knowledge and understanding, justifying the response through references to theory. 	<ul style="list-style-type: none"> - develop a good outline marketing plan, including its objective, clearly linked to the launch of the innovative approach and to the chosen theme. - provide a good description of two changes to organisational culture that are needed in order to improve the marketing department's ability to implement the innovative approach chosen in Task 2 (c); the response should start with a brief overview of the current culture, and should cover changes in areas such as levels of trust and openness, space and support for ideas, attitudes to risk taking, freedom to experiment, or any other area relevant to organisational strategy. - create a good and concise communication plan to support the launch, with justification in relation to the theme, and including the target audience and all relevant elements of the plan. - demonstrate a good level of knowledge and understanding, justifying the response through references to theory. 	<ul style="list-style-type: none"> - develop an adequate outline marketing plan, including its objective, clearly linked to the launch of the innovative approach and to the chosen theme. - provide an adequate description of two changes to organisational culture that are needed in order to improve the marketing department's ability to implement the innovative approach chosen in Task 2 (c). - create an adequate and concise communication plan to support the launch, including the target audience and all relevant elements of the plan. - demonstrate an adequate level of knowledge and understanding, supporting the response through references to theory. 	<ul style="list-style-type: none"> - no development of an outline marketing plan, or inadequate or no reference to a relevant objective. - no description of changes to organisational culture that are needed in order to improve the marketing department's ability to implement the innovative approach in Task 2 (c). - little or no development of a communication plan to support the launch, or failure to include all relevant elements of the plan. - little or no demonstration of knowledge and understanding, or references to theory applied.