Diploma in Professional Marketing
Mandatory Module: Strategic Marketing

Through the CIM website you have free access to a large range of journals and reports. This document signposts articles, journals, web pages and a range of other material that is relevant to this module. We have divided it into the different learning outcomes to help you on your learning journey.

Unit 1: Situational analysis
Learning outcome 1: Understand how to analyse an organisation’s current and future external environment
Learning outcome 2: Understand how to analyse an organisation’s current and future internal environment

Unit 2: Planning
Learning outcome 3: Analyse relevant information to recommend and inform strategic decision making
Learning outcome 4: Develop a strategic marketing plan to realise organisational objectives

Unit 3: Implementation and control
Learning outcome 5: Manage resources to deliver the strategic marketing plan
Learning outcome 6: Monitor, measure and adapt the marketing plan for continuous improvement

The official module guide
Your module guide is available to access via My CIM under the Your ebook tile.

The links were all checked as of August 2015. If any are broken please e-mail the details to library@cim.co.uk for resolution or alternatives. These resources are designed to be updated on a regular basis; there is a version number in the footer.

Our electronic resources for members has more information on accessing the services, alternatively please contact library@cim.co.uk or telephone +44 (0)1628 427333.
Unit 1: Situational analysis

Learning outcome 1: Understand how to analyse an organisation’s current and future external environment

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

ARTICLES

These articles are available via CIM website. For the links to work go to MyCIM and log in. Click on the Ebsco and Emerald links and leave the pages open in your browser. Now click on the links below. [The publishers of Harvard Business Review do not permit direct links to be available – but they are available to search within the Ebsco database.]


http://dx.doi.org/10.1108/IMR-12-2013-0279


*This paper reviews the implementation of market orientation and marketing planning.*


*Seminal article introducing a new model for discovering uncontested markets that are ripe for growth*

*Investigation of the relationship between competitor analysis and foothold moves.*

*Worked examples of SWOT, PESTLE and Porter’s five forces.*
http://dx.doi.org/10.1108/09547540610704756


Ebsco has many PESTLE analysis examples on different countries:
Taiwan

Switzerland

UK
A search on PESTLE in Ebsco (some false drops)
http://search.ebscohost.com/login.aspx?direct=true&db=bch&bquery=pestle&cl0=FT&clv0=Y&cl1=DT1&clv1=201301-201512&type=1&site=ehost-live

**MARKETING EXPERT**
(You will be prompted to log in)

The difference between a market orientation and a marketing orientation
http://www.cimmarketingexpert.co.uk/page/3057/the-difference-between-a-market-orientation-and-a-marketing-orientation-

Market orientation
http://www.cimmarketingexpert.co.uk/page/3056/market-orientation

Organisations need to be marketing orientated
http://www.cimmarketingexpert.co.uk/page/825/organisations-need-to-be-marketing-orientated

Writing your plan
http://www.cimmarketingexpert.co.uk/page/872/writing-your-plan

The Marketing concept – defined
http://www.cimmarketingexpert.co.uk/page/873/the-marketing-concept-defined

Sales orientated businesses (Links to Product, production, market and marketing orientated)
http://www.cimmarketingexpert.co.uk/page/831/sales-orientated-businesses

Competitor analysis
http://www.cimmarketingexpert.co.uk/page/3570/competitor-analysis-insight-to-drive-your-strategy-plan

**JOURNALS**
You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

Journal of Marketing Management published by Routledge – Ebsco (18 month embargo)

Journal of Strategic Marketing published by Routledge – Ebsco (18 month embargo)


Journal of Marketing published by the AMA – Ebsco

Marketing Review published by Westburn Publishing - Ebsco
OTHER ITEMS
MyiLibrary is accessible from www.cim.co.uk/elibrary when logged in.


Defines red ocean in relation to blue ocean. MyiLibrary


PR Smith’s SOSTAC® enables clients to structure their marketing and to deliver better results. There is a short video and infographic on his website that develop key points of the model. http://prsmith.org/planning/

Situation Analysis
Objectives
Strategy
Tactics
Action
Control

WEBSITES
PEST/PESTEL Analysis – Strategic Management Insights
Unit 1: Situational analysis

Learning outcome 2: Understand how to analyse an organisation’s current and future internal environment

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

ARTICLES

These articles are available via CIM website. For the links to work go to MyCIM and log in. Click on the Ebsco and Emerald links and leave the pages open in your browser. Now click on the links below. [The publishers of Harvard Business Review do not permit direct links to be available – but they are available to search within the Ebsco database.]


Utilising their blue ocean strategy to realise the talent and energy of employees.

Case study to develop applied knowledge


**OTHER ARTICLES**
Articles from other journals that should be generally available.

*B2B’s tips following the CIM paper.*

**MARKETING EXPERT**
(You will be prompted to log in)

Competitive advantage
http://www.cimmarketingexpert.co.uk/page/517/competitive-advantage
http://www.cimmarketingexpert.co.uk/page/846/competitive-advantage

Leadership
http://www.cimmarketingexpert.co.uk/page/1216/leadership

Profit/profitability
http://www.cimmarketingexpert.co.uk/page/4200/profit-profitability

Measuring KPIs
http://www.cimmarketingexpert.co.uk/page/3798/measuring-kpis

Liquidity
http://www.cimmarketingexpert.co.uk/page/4201/liquidity-analysis

Company assets ad competencies
http://www.cimmarketingexpert.co.uk/page/884/company-assets-and-competencies

Evaluation, measurement and control

Your market share – how to calculate it
http://www.cimmarketingexpert.co.uk/page/994/your-market-share-how-to-calculate-it
Internal information
http://www.cimmarketingexpert.co.uk/wp/?wpid=4822

**JOURNALS**
You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

Journal of Marketing Management published by Routledge – Ebsco (18 month embargo)

Journal of Strategic Marketing published by Routledge – Ebsco (18 month embargo)


Journal of Marketing published by the AMA – Ebsco

Marketing Review published by Westburn Publishing - Ebsco

**OTHER ITEMS**
MyiLibrary is accessible from www.cim.co.uk/elibrary when logged in.


**WEBSITES**
VROI analysis – Strategic Management Insight
http://www.strategicmanagementinsight.com/tools/vrio.html

PEST

**CIM PAPERS**
CIM (2009) How to get to grips with your competitors. *10 Minute Guides*, 7 pages
http://www.cim.co.uk/files/competitors.pdf

http://www.cim.co.uk/files/msfusion.pdf

**Summary**
Sales and marketing belong together. Organisations that create closer links between them post better results, have more effective inter-departmental relationships and create positive culture change. The challenges to this vision are significant, marketing as a discipline has its roots in sales but over time the two have become separated and sometimes estranged. Our white paper on marketing and sales fusion addresses questions of ownership, the practicalities of how sales and marketing departments can operate together, and offers best practice examples from companies working successfully to integrate the two disciplines.

**Summary**

As we emerge from what is acknowledged as the worst economic crisis in post-war history, businesses worldwide are beginning to grapple with the new realities of corporate management and reframed prospects for growth and the future. Over recent years, a multitude of papers and studies have highlighted the inconsistency with which marketing (both as a function and a discipline) is applied to facilitate growth, differentiation and value creation. However, the rules of play are now different. Customers are changing, values are evolving and markets are being redefined.


**Summary**

Launched in late 2010, this study is based on in-depth interviews with 26 Chief Executives and Chief Marketing Officers, followed by a benchmark survey of senior marketers from over 130 major, international organisations. The study comprehensively investigates the critical marketing capabilities required to drive growth and value, and analyses the link between capability and performance. The report contains detailed statistics, analysis, recommendations and case studies around six key findings.
Learning outcome 3: Analyse relevant information to recommend and inform strategic decision making

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

ARTICLES

These articles are available via CIM website. For the links to work go to MyCIM and log in. Click on the Ebsco and Emerald links and leave the pages open in your browser. Now click on the links below. [The publishers of Harvard Business Review do not permit direct links to be available – but they are available to search within the Ebsco database.]


How should marketers revamp their strategies, structures, and capabilities to meet the new realities?


Market fit is defined as the capability configuration of a firm moderated by relevant factors in the external environment.


 Issues of obtaining global marketing data.

OTHER ARTICLES
Articles from other journals that should be generally available.

http://www.brandquarterly.com/marketing-audit-analyzing-internal-environment?utm_source=Brand+Quarterly&utm_campaign=7a37fb5ee6-Roundup150521&utm_medium=email&utm_term=0_5b456105d0-7a37fb5ee6-322344601

MARKETING EXPERT
(You will be prompted to log in)

Micro environment
http://www.cimmarketingexpert.co.uk/page/885/review-your-organisation-s-micro-environment

Current situation analysis – macro-environmental
http://www.cimmarketingexpert.co.uk/page/851/current-situation-analysis-macro-environmental

Market research toolbox

Your internal environment/Company analysis
http://www.cimmarketingexpert.co.uk/page/934/your-internal-environment-company-analysis

SWOT analysis for your internal analysis (marketing plan)
http://www.cimmarketingexpert.co.uk/page/4400/swot-analysis-for-your-internal-analysis-marketing-plan

Carry out a situation audit
http://www.cimmarketingexpert.co.uk/page/3564/carry-out-a-situation-audit
Insight
http://www.cimmarketingexpert.co.uk/page/3210/insight

Insight
http://www.cimmarketingexpert.co.uk/page/4330/insight

External insight and research
http://www.cimmarketingexpert.co.uk/page/3725/external-insight-and-research

Internal analysis
http://www.cimmarketingexpert.co.uk/page/850/internal-analysis

Marketing audit (clickable boxes)
http://www.cimmarketingexpert.co.uk/diagram/64/marketing-audit

Role of the marketing audit
http://www.cimmarketingexpert.co.uk/page/512/the-role-of-the-marketing-audit

The five stages of the audit process
http://www.cimmarketingexpert.co.uk/page/462/the-five-stages-of-the-audit-process

**JOURNALS**
You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

Journal of Marketing Management published by Routledge – Ebsco (18 month embargo)

Journal of Strategic Marketing published by Routledge – Ebsco (18 month embargo)


Journal of Marketing published by the AMA – Ebsco

Marketing Review published by Westburn Publishing - Ebsco

**OTHER ITEMS**
MyiLibrary is accessible from www.cim.co.uk/elibrary when logged in.


**WEBSITES**

SWOT Analysis – Strategic Management Insights  

Examples of SWOT  
http://www.strategicmanagementinsight.com/swot-analyses.html
Unit 2: Planning

Learning outcome 4: Develop a strategic marketing plan to realise organisational objectives

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

ARTICLES

These articles are available via CIM website. For the links to work go to MyCIM and log in. Click on the Ebsco and Emerald links and leave the pages open in your browser. Now click on the links below. [The publishers of Harvard Business Review do not permit direct links to be available – but they are available to search within the Ebsco database.]


Examples of corporate mission statements from a range of technology companies in 2014.


Social mission statements for nonprofits and social enterprises.

*An updated version of Ansoff's product-market growth matrix.*  

*Porter’s model along with some alternative approaches including Structure-Conduct-Performance, New Industrial Organization and Game Theory and Market Process Economics.*  


*An alternate view*

*Covers Porter's five forces and BCG matrix.*

*How company strategies can be complex and thus be hard to understand.*


http://www.mckinsey.com/insights/marketing_sales/using_big_data_to_make_better_pricing_decisions

See also the Study Resources for Marketing Metrics, unit 2, Learning Outcome 3 for material on Return on Investment and profitability.

**Seminal articles**

*Ansoff’s initial work into the four growth strategies*


*Split into three parts the article covers the process, guidelines for marketers and assessing if it creates or destroys shareholder value.*

**MARKETING EXPERT**

(You will be prompted to log in)

Mission statement  
http://www.cimmarketingexpert.co.uk/page/878/the-mission-statement  
http://www.cimmarketingexpert.co.uk/page/3115/the-mission-statement

Corporate vision  
http://www.cimmarketingexpert.co.uk/page/3116/the-corporate-vision

Ansoff’s matrix  
http://www.cimmarketingexpert.co.uk/page/948/ansoff-s-matrix

Tools and techniques  
http://www.cimmarketingexpert.co.uk/page/4366/tools-and-techniques

Strategy  
http://www.cimmarketingexpert.co.uk/page/2386/strategy

Is each objective SMART?  
http://www.cimmarketingexpert.co.uk/page/3559/is-each-objective-smart-

Briefing note – Setting SMART objectives  
http://www.cimmarketingexpert.co.uk/page/5579/setting-smart-objectives

Strategy and strategic decision making  
http://www.cimmarketingexpert.co.uk/page/540/strategy-and-strategic-decision-making

What do we mean by strategy?  
http://www.cimmarketingexpert.co.uk/page/4448/what-do-we-mean-by-strategy-
Role of the marketing audit
http://www.cimmarketingexpert.co.uk/page/512/the-role-of-the-marketing-audit

JOURNALS
You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

Journal of Marketing Management published by Routledge – Ebsco (18 month embargo)

Journal of Strategic Marketing published by Routledge – Ebsco (18 month embargo)


Journal of Marketing published by the AMA – Ebsco

Marketing Review published by Westburn Publishing - Ebsco

OTHER ITEMS
MyiLibrary is accessible from www.cim.co.uk/elibrary when logged in.


Covers Return on investment, return on equity etc.

WEBSITES
Vision statement – Strategic Management Insights

Missions Statement – Strategic Management Insights

Porter’s Five Forces
http://www.strategicmanagementinsight.com/tools/porters-five-forces.html

Example of mission statements
http://www.strategicmanagementinsight.com/mission-statements.html
Unit 3: Implementation and Control

Learning outcome 5: Managing resources to deliver the strategic marketing plan

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

DEFINITIONS
AGILE – Align, Get set, Iterate and Implement, Leverage and Evaluate

ARTICLES
These articles are available via CIM website. For the links to work go to MyCIM and log in. Click on the Ebsco and Emerald links and leave the pages open in your browser. Now click on the links below. [The publishers of Harvard Business Review do not permit direct links to be available – but they are available to search within the Ebsco database.]


MARKETING EXPERT
(You will be prompted to log in)

Marketing strategy – definition
http://www.cimmarketingexpert.co.uk/page/514/marketing-strategy-definition

Provide strategic marketing direction for the organisation
http://www.cimmarketingexpert.co.uk/page/1254/provide-strategic-marketing-direction-for-the-organisation

Marketing Plan (clickable boxes)
http://www.cimmarketingexpert.co.uk/diagram/57/marketing-plan

People/team management skills
http://www.cimmarketingexpert.co.uk/page/1973/people-team-management-skills

Budgeting
http://www.cimmarketingexpert.co.uk/page/3071/budgeting

Project management
http://www.cimmarketingexpert.co.uk/page/1836/project-management-in-marketing

Business assessment
http://www.cimmarketingexpert.co.uk/page/4877/business-assessment

Contingency planning (risk assessment template available here)
http://www.cimmarketingexpert.co.uk/page/1612/contingency-planning-

Contingency plans
http://www.cimmarketingexpert.co.uk/page/3223/contingency-plans

Change management – develop this skill
http://www.cimmarketingexpert.co.uk/page/4728/change-management-develop-this-skill

Business risk
http://www.cimmarketingexpert.co.uk/page/4188/business-risk

JOURNALS
You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

Journal of Marketing Management published by Routledge – Ebsco (18 month embargo)

Journal of Strategic Marketing published by Routledge – Ebsco (18 month embargo)


Journal of Marketing published by the AMA – Ebsco
OTHER ITEMS

MyiLibrary is accessible from www.cim.co.uk/resources when logged in.


WEBSITES

McKinsey 7s – Strategic Management Insights
Unit 3: Implementation and Control

Learning outcome 6: Monitor, measure and adapt the marketing plan for continuous improvement

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

DEFINITIONS

KPI – Key performance indicator
CSF – Critical success factors

ARTICLES

These articles are available via CIM website. For the links to work go to MyCIM and log in. Click on the Ebsco and Emerald links and leave the pages open in your browser. Now click on the links below. [The publishers of Harvard Business Review do not permit direct links to be available – but they are available to search within the Ebsco database.]


OTHER ARTICLES
Articles from other journals that should be generally available.


MARKETING EXPERT
(You will be prompted to log in)

Total Quality Management
http://www.cimmarketingexpert.co.uk/page/4087/total-quality-management

Measuring KPIs
http://www.cimmarketingexpert.co.uk/page/3798/measuring-kpis

Key performance indicators or KPIs (in digital marketing)
http://www.cimmarketingexpert.co.uk/page/2142/key-performance-indicators-or-kpis-in-digital-marketing-

Marketing dashboards
http://www.cimmarketingexpert.co.uk/page/2012/marketing-dashboards

European Foundation of Quality Management (EFQM)
http://www.cimmarketingexpert.co.uk/page/4090/european-foundation-of-quality-management-efqm-

What are the benefits of benchmarking?
http://www.cimmarketingexpert.co.uk/page/4098/what-are-the-benefits-of-benchmarking-

The PDCA Cycle – developed by Deming
http://www.cimmarketingexpert.co.uk/page/4100/the-pdca-cycle

Six Sigma (statistical process control)
http://www.cimmarketingexpert.co.uk/page/4092/six-sigma

Total Quality Management
http://www.cimmarketingexpert.co.uk/page/4087/total-quality-management

Quality systems and concepts
http://www.cimmarketingexpert.co.uk/page/4084/quality-systems-and-concepts

JOURNALS
You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

Journal of Marketing Management published by Routledge – Ebsco (18 month embargo)

Journal of Strategic Marketing published by Routledge – Ebsco (18 month embargo)

Executive Summary

Marketers in the NHS are increasingly accountable for the resources allocated to them. Marketers have a key role to play in improving patient care, with significant implications for the trusts and bodies for which they work. Metrics and measurement will be at the heart of this. Measurement and return on investment are needed to ensure that marketing activities are monitored, progress accurately measured and resources focused on the key areas that matter to patients. In the CIM’s second White Paper on marketing in the NHS, it explores how marketers can ensure they are delivering value for money and making the most of the precious resources they have. Working with marketers from across the NHS, the CIM has produced this White Paper looking at the importance of measurement in the context of the NHS, how marketers can measure and monitor their activities and what tools they can use to help them do so.

http://www.cim.co.uk/files/bmreport.pdf