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 mailto:clickandlearn@cim.co.uklibrary@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

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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=plh&bquery=pestle&cl0=FT&clv0=Y&cl1=DT1&clv1=201301-201512&type=1&site=ehost-live

**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.


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

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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.*

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**WEBSITES**

VRIO 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.
Unit 2: Planning

Learning outcome 3: Analyse relevant information to recommend and inform strategic decision making

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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

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Chapter 1, Ansoff’s product/market grid. *In: Van Assen, M., van den Berg, G. and Pietersma, P. (2008) Key management models: the 60+ models every manager needs to know. 2nd edition, Harlow, Pearson. MyiLibrary*

Chapter 4, Competitive analysis: Porter’s five forces. *In: Van Assen, M., van den Berg, G. and Pietersma, P. (2008) Key management models: the 60+ models every manager needs to know. 2nd edition, Harlow, Pearson. MyiLibrary*


**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

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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.*

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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

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

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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

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DEFINITIONS

KPI – Key performance indicator
CSF – Critical success factors

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CIM PAPERS
Accessible at http://www.cim.co.uk/files/measure4measure.pdf

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.