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Welcome to the CIM Revision Cards from Elsevier/Butterworth–Heinemann. We hope you will find these useful to revise for your CIM exam. The cards are designed to be used in conjunction with the CIM Coursebooks from Elsevier/Butterworth–Heinemann, and have been written specifically with revision in mind. They also serve as invaluable reviews of the complete modules, perfect for those studying via the assignment route.

- Learning outcomes at the start of each chapter identify the main points
- Key topics are summarized, helping you commit the information to memory quickly and easily
- Examination and revision tips are provided to give extra guidance when preparing for the exam
- Key diagrams are featured to aid the learning process
- The compact size ensures the cards are easily transportable, so you can revise any time, anywhere.

To get the most of your revision cards, try to look over them as frequently as you can when taking your CIM course. When read alongside the Coursebook they serve as the ideal companion to the main text. Good luck – we wish you every success with your CIM qualification!
LEARNING OUTCOMES

- Identify and critically evaluate marketing issues within various environments, utilising a wide variety of marketing techniques, concepts and models.
- Assess the relevance of, and opportunities presented by, contemporary marketing issues within any given scenario including innovations in marketing.
- Identify and critically evaluate various options available within given constraints and apply competitive positioning strategies, justifying any decisions taken.
- Formulate and present a creative, customer-focused and innovative competitive strategy for any given context, incorporating relevant investment decisions, appropriate control aspects and contingency plans.
- Demonstrate an understanding of the direction and management of marketing activities as part of the implementation of strategic direction, taking into account business intelligence requirements, marketing processes, resources, markets and the company vision.
LEARNING OUTCOMES – CONTINUED

- Promote and facilitate the adoption and maintenance of a strong market and customer orientation with measurable metrics.
- Synthesise various strands of knowledge and skills from the different syllabus modules effectively in developing an effective solution for any given context.

Aim

Marketing has to be firmly rooted in theory and practice. Practice informs theory and vice versa. Strategic Marketing in Practice not only builds on the knowledge and skills developed in the preceding modules, but also looks for an overall competence in marketing that encompasses all the various subject areas covered in the lower qualification levels. As marketing is constantly evolving, one of the aims of this module is to explore the latest trends and innovations relevant to marketers operating at a strategic level within organizations. There is no specific syllabus for this subjects as it is based upon the syllabi for the other post-graduate modules and as such draws on all knowledge gained within those modules.
**Analysis and Evaluation** – Covers the concepts, techniques and models involved in developing a detailed understanding of the market, customers and competitive environment externally and internally the organization, its capabilities, assets and opportunities available.

**Strategic Marketing Decisions** – Covers the concepts, techniques and models involved in formulating a customer-focused competitive business or corporate strategy and developing a specific and differentiated competitive position. It includes investment decisions affecting marketing assets.

**Managing Marketing Performance** – Covers the implementation stage of the strategy. This encompasses managing marketing teams, managing change, implementing strategy through marketing activities and working with other departments and using measurement as the basis for improvement.

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Fig. 1.1. Strategic Marketing in Practice and links with other modules.
Marketing drives the business agenda

Marketing is a set of activities concerned with creating value for shareholders and other stakeholders by creating and capturing exceptional value for customers. Organizations expect professional marketers to take increasing ownership for the whole customer experience; this requires them to be more aware of the operational business agenda.

Professional marketers in publicly quoted or limited companies have to:

- **Focus on the long term** – While other business functions can maximise economic profit through efficiency, marketing is the only way to create value. Marketing typically creates three times more value than other functions.

- **Create and capture value for customers** – Marketers create the value perceived by customers for an organization's products and services. By increasing perceived value, marketers create the opportunity for premium pricing through which economic profit is increased.

- **Take charge of the business agenda** – Marketing uses its activities and assets to create customer value. Shareholders measure the value that the business has created for them as the sum of dividends paid and increase in share price. Marketing has to take charge of investment in marketing assets and the activities that create value.
Marketing activities in organizations can be grouped broadly into four models:

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<th>Sales Support</th>
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<td>Common in SME’s and some B2B contexts the emphasis is essentially reactive with marketing supporting a direct sales force and including activities such as tele-marketing and responding to inquiries.</td>
<td>Marketing promotes through push and pull communications promoting the organization. More proactive approach uses communication methods to raise awareness, generate leads and take orders.</td>
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<th>Strategic Marketing</th>
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<td>Marketing supports the organization with a co-ordinated range of activities. Planning is at the operational and functional level typically used in FMCG, B2C and B2B.</td>
<td>Emphasis on creating value and developing a competitive strategy. Practiced in larger and customer-focused organizations with strategic marketing decisions being made by professional marketers or business leaders.</td>
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Marketing contributes to corporate and business plans and develops its own functional plan at an operational level.

**Fig. 1.2. Strategic Marketing model for the 21st century.**

- **Vision**: Understanding the environment, stakeholders, current position, level of market orientation, corporate reputation, ethical stance, ecological stance, market segments served. Organizational competences and technological competences.
- **Analysis**: Measurable objectives such as market growth, ecological measures, and financial outputs. Qualitative aspects such as the development of marketing Competencies, branding effectiveness.
- **Objectives**: Utilising models such as Porter, Ansoff, GE Matrix to develop marketing strategies. Broader political strategies to communicate with all stakeholders.
- **Strategies**: Short term marketing tactics taking into account current environmental characteristics, but residing within the overall corporate vision.
- **Tactics**: Marketing metrics, taking into account the different stakeholders that the company is answerable to.
- **Control**: Key aspects of the marketing strategy and contingencies.
- **Summary**: Feedback and iteration.
Areas of focus for SMIP

The SMIP module is designed to test the application of knowledge gained within the other three Post-graduate modules, alongside the more contemporary marketing issues that effect a range of marketing activities. These include the following:

Globalisation

Many multinationals have operated globally for years but technology is driving change enabling smaller companies the opportunity of operating globally. The introduction of the Euro has lead to the Development of pan-European markets.

Sustainability

Increased concerns over climatic change and environmental deterioration are of critical importance to marketers. It is important that constraints imposed by the environment are considered. Corporate Social Responsibility (CSR) in relation to the way the organization interacts with the environment and its wider stakeholders also needs to be considered.

Organizational issues

The culture and nature of the organization can lead to the success or failure of the planned marketing strategy due to inappropriate structures or personnel.