

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

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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.]

Chao-Hung Wang (2015) The impact of market orientation on innovation performance: does service innovation matter. *Journal of Business Service Quarterly*, Vol6(3), pp77-93. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=101770177&site=ehost-live>

Qun Tan and Sousa, C.M.P. (2015) Leveraging marketing capabilities into competitive advantage and export performance. *International Marketing Review*, Vol32(1), pp78-102. Emerald
<http://dx.doi.org/10.1108/IMR-12-2013-0279>

Kim, W.C. and Mauborgne, R. (2015) Red ocean traps. *Harvard Business Review*, Mar, Vol93(3), pp68-73. Ebsco via MyCIM.

Udell, M. (2015) Competitive edge. *Marketing Insights*, May/Jun, Vol27(3), p48. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=108445889&site=ehost-live>

Paul, J. (2015) What do today's successful companies have in common? *Marketing News*, Jun, Vol49(6), p34. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=103148531&site=ehost-live>

Chakravarty, A. Kumar, A. and Grewal, R. (2014) Customer orientation structure for internet-based business-to-business platform firms. *Journal of Marketing*, September, Vol78(5), pp1-23. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=98365363&site=ehost-live>

Liu, J. and Su, J. (2014) Market orientation, technology orientation and product innovation success: insights from CoPs. *International Journal of Innovation management*, August, Vol18(4), pp1-25. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=96967253&site=ehost-live>

Foreman, J. *et al* (2014) The performance implications of planning, implementation, and evolution of firms' customer and competitor orientations. *Journal of Marketing Theory and Practice*, Fall, Vol22(4), pp349-366. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=98560567&site=ehost-live>

Kumar, V., Jones, E. Venkatesan, R. and Leone, R.P. (2011) Is market orientation a source of sustainable competitive advantage or simply the cost of competing. *Journal of Marketing*, Vol75(1), pp16-30. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=56476199&site=ehost-live>

Modi, P. (2012) Measuring market orientation in non-profit organizations. *Journal of Strategic Marketing*, August, Vol20(5), pp447-460. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=79723060&site=ehost-live>

Taghian, M. (2010) Marketing planning: operationalising the market orientation strategy. *Journal of Marketing Management*, August, Vol26(9/10), pp825-841. Ebsco
This paper reviews the implementation of market orientation and marketing planning.
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=53467437&site=ehost-live>

Keelson, S.A. (2012) A quantitative study of market orientation and organizational performance of listed companies: evidence from Ghana. *International Journal of Management and Marketing Research (IJMMR)*, Vol5(2), pp101-114. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=82233511&site=ehost-live>

Mason, R.B. (2008) Management actions, attitudes to change and perceptions of external environment: a complexity theory approach. *Journal of General Management*, Fall, Vol34(1), pp37-53. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=34999934&site=ehost-live>

Danciu, V. (2013) The future of marketing: an appropriate response to the environment changes. *Theoretical & Applied Economics*, May, Vol20(5), pp33-52. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=87923952&site=ehost-live>

Kim, W.C. and Mauborgne, R. (2004) Blue ocean strategy. *Harvard Business Review*, October, Vol82(10), pp76-84. Ebsco via MyCIM
Seminal article introducing a new model for discovering uncontested markets that are ripe for growth

Upton, J.W., Ketchen, D.J., Connelly, B.L and Ranft, A.L. (2012) Competitor analysis and foothold moves. *Academy of Management Journal*, Feb, Vol55(1), pp93-110. Ebsco
Investigation of the relationship between competitor analysis and foothold moves.
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=72265686&site=ehost-live>

Pike, W. and Melewar, T.C. (2006) The demise of independent wine production in France: a marketing challenge? *International Journal of Wine Marketing*, Vol18(3), pp183-203. Emerald
Worked examples of SWOT, PESTLE and Porter's five forces.
<http://dx.doi.org/10.1108/09547540610704756>

Shivakumar, R. (2014) How to tell which decisions are strategic. *California Management Review*, Spring, Vol56(3), pp78-97. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=96209440&site=ehost-live>

Vriens, M. and Brazell, J.D. (2013) Competitive advantage. *Marketing Insights*, Fall, Vol25(3), pp32-38. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=92575401&site=ehost-live>

Ebsco has many PESTLE analysis examples on different countries:

Taiwan

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=99496886&site=ehost-live>

Switzerland

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=103257028&site=ehost-live>

UK

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=108347499&site=ehost-live>

A search on PESTLE in Ebsco (some false drops)

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&bquery=pestle&cli0=FT&clv0=Y&cli1=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)

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=3CO&site=ehost-live>

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

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=5BW&site=ehost-live>

Harvard Business Review published by Harvard Business School Publication Corporation – Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=HBR&site=ehost-live>

Journal of Marketing published by the AMA – Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=JMK&site=ehost-live>

Marketing Review published by Westburn Publishing - Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=E62&site=ehost-live>

OTHER ITEMS

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

Chapter 1, Foundations of strategic marketing. *In: Kerin, R.A. and Peterson, R.A. (2013) Strategic marketing problems: International Edition, Harlow, Pearson. MyiLibrary*

Part 2 (7.5.3), Blue ocean strategy: the contribution of Kim and Mauborgne. *In: Lynch, R. (2015) Strategic marketing. 7th edition, Harlow, Pearson. MyiLibrary*

Chapter 3, Blue ocean strategy. *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. Defines red ocean in relation to blue ocean. 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*

Chapter 8, Market-driven organisation. *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*

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

<http://www.strategicmanagementinsight.com/tools/pest-pestel-analysis.html>

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

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Latukha, M.O. and Panibratov, A.Y. (2015) Top management teams' competencies for international operations: do they influence a firm's results? *Journal of General Management*, Summer, Vol40(4), pp45-68. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=108369252&site=ehost-live>

Hiller, N.J. (2015) Leadership competency model. *Leadership Excellence*, April, Vol32(4), p23. Ebsco.
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=101858787&site=ehost-live>

Meridith, B. (2015) Who's measuring your marketing effect? *NZ Business*, June, Vol29(5), p60. Ebsco.
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102870085&site=ehost-live>

Aaker, D. (2015) Brand personalities are like snowflakes. *Marketing News*, July, Vol49(7), pp20-21. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=108315966&site=ehost-live>

Bieling, G., Stock, R.M. and Dorozalla, F. (2015) Coping with demographic change in job markets: how age diversity management contributes to organisational performance. *Zeitschrift für Personalforschung*, Vol29(1), p5-30. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=101377029&site=ehost-live>

Oswald, M., Brettle, M. and Engelen, A. (2012) How departments' decision-making influence and interdepartmental dynamics relate to two facets of strategic market orientation. *Journal of Strategic Marketing*, October, Vol20(6), pp483-507. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=82052548&site=ehost-live>

Smith, J.G. (2012) An investigation of market orientation's and selected personality traits' relationship with dimensions of customer orientation in salespersons. *Marketing Management Journal*, Spring, Vol22(1), pp97-112. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=82541873&site=ehost-live>

Korschun, D., Bhattacharya, C.B. and Swain, S.D. (2014) Corporate social responsibility, customer orientation, and the job performance of frontline employees. *Journal of Marketing*, May, Vol78(3), pp20-37. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=96328898&site=ehost-live>

Kim, W.C. and Mauborgne, R. (2014) Blue ocean leadership. *Harvard Business Review*, May, Vol92(5), pp60-72. Ebsco via MyCIM
Utilising their blue ocean strategy to realise the talent and energy of employees.

Anon (2012) Do price promotions damage brand equity. *Marketing*, 17 October, pp37. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=83329219&site=ehost-live>

Kouznetsov, A. and Wright, C. (2013) Case study: A new spin on cycling: What is the market value of a name? *Marketing Review*, Winter, Vol13(4), pp377-392. Ebsco
Case study to develop applied knowledge
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=95749558&site=ehost-live>

Ryan, J. and Silvanto, S. (2013) The critical role of corporate brand equity in B2B marketing: an example and analysis. *Marketing Review*, Spring, Vol13(1), pp39-50. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=89761598&site=ehost-live>

OTHER ARTICLES

Articles from other journals that should be generally available.

Downes, M. (n.d.) How to: align sales and marketing. *B2B Marketing*.
B2B's tips following the CIM paper.
<http://www.b2bmarketing.net/knowledgebank/demand-generation/best-practice/how-align-sales-and-marketing>

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 and competencies
<http://www.cimmarketingexpert.co.uk/page/884/company-assets-and-competencies>

Evaluation, measurement and control
<http://www.cimmarketingexpert.co.uk/diagram/96/measuring-and-improving-marketing-performance-your-step-by-step-guide>

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>

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

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=5BW&site=ehost-live>

Harvard Business Review published by Harvard Business School Publication Corporation – Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=HBR&site=ehost-live>

Journal of Marketing published by the AMA – Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=JMK&site=ehost-live>

Marketing Review published by Westburn Publishing - Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=E62&site=ehost-live>

OTHER ITEMS

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Chapter 16, The value chain. 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

VRIO analysis – Strategic Management Insight

<http://www.strategicmanagementinsight.com/tools/vrio.html>

PEST

<http://www.strategicmanagementinsight.com/tools/pest-pestel-analysis.html>

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>

CIM (2011) Marketing and sales fusion. *White Paper*, 25 pages.

<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.

Brown, T. and Levesque, J. (2010) The future for marketing capability. *Cookham, The Chartered Institute of Marketing White Paper*, 25 pages.

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.

CIM (2010) The future for marketing capability: aligning with growth, value and business strategy. *Cookham, The Chartered Institute of Marketing/Accenture*, 112 pages.

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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Lamont, J. (2014) Managing marketing: putting the puzzle together. *KM World*, Nov/Dec, Vol23(10), pp12-13. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=99040379&site=ehost-live>

Whitehouse, T. (2015) Assessing your digital marketing risk. *Compliance Week*, March, Vol12(134), pp33-58. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=101698846&site=ehost-live>

Wyner, G. (2014) The error of evolution. *Marketing Insights*, Sept/Oct, Vol26(5), p12-13. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=101487903&site=ehost-live>

Luck, K. (2014) The convergence conundrum. *Marketing Insights*, Sept/Oct, Vol26(5), p18-19. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=101487906&site=ehost-live>

De Swann Arons, M., van den Driest, F. and Weed, K. (2014) The ultimate marketing machine. *Harvard Business Review*, Jul/Aug, Vol92(7/8), pp54-63. Ebsco via MyCIM
How should marketers revamp their strategies, structures, and capabilities to meet the new realities?

Taghian, M, and Shaw, R. (2008) The marketing audit and organizational performance: an empirical profiling. *Journal of Marketing Theory & Practice*, Fall, Vol16(4), pp341-349. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=34511325&site=ehost-live>

Clarke, G. (2005) International marketing environment analysis. *Marketing Review*, Summer, Vol5(2), pp159-173. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=17294039&site=ehost-live>

Taghian, M. and Shaw, R.N. (2010) Market fit and business performance: an empirical investigation. *Journal of Strategic Marketing*, August, Vol18(5), pp395-415. Ebsco
Market fit is defined as the capability configuration of a firm moderated by relevant factors in the external environment.
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=53538887&site=ehost-live>

Ambler, T. and Roberts, J.H. (2008) Assessing marketing performance: don't settle for a silver metric. *Journal of Marketing Management*, September, Vol24(7/8), pp733-750. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=34452722&site=ehost-live>

Ritson, M. (2014) Are you a smart of a SOOMA budget setter? *Marketing Week*, 5 June, p9. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=96400718&site=ehost-live>

Lawless, M. (2013/4) The view from the sales and marketing organizations. *Journal of Business Forecasting*, Winter, Vol32(4), pp13-19. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=94315891&site=ehost-live>

Lapide, L. (2013/4) Demand planning needs customer profitability. *Journal of Business Forecasting*, Winter, Vol32(4), pp17-19. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=94315892&site=ehost-live>

Kotler, M. and Kotler, P. (2013) Breaking down, *Marketing Insights*, Spring, Vol25(1), pp12-13. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=87451625&site=ehost-live>
Issues of obtaining global marketing data.

OTHER ARTICLES

Articles from other journals that should be generally available.

Michail, A. (2015) Marketing audit: analysing the internal environment. 1 May.
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
<http://www.cimmarketingexpert.co.uk/diagram/56/Market-research-your-step-by-step-guide>

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>

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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)

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=3CO&site=ehost-live>

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

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=5BW&site=ehost-live>

Harvard Business Review published by Harvard Business School Publication Corporation – Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=HBR&site=ehost-live>

Journal of Marketing published by the AMA – Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=JMK&site=ehost-live>

Marketing Review published by Westburn Publishing - Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=E62&site=ehost-live>

OTHER ITEMS

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

Chapter 3, Marketing decision making. *In: Kerin, R.A. and Peterson, R.A. (2013) Strategic marketing problems: International Edition*, Harlow, Pearson. MyiLibrary

Chapter 15, SWOT analysis. *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 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*

Chapter 12, Strategic dialogue. *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

<http://www.strategicmanagementinsight.com/tools/swot-analysis-how-to-do-it.html>

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.]

Vollmuth, A. (2014) Sales performance. *Sales & Service Excellence*, Aug, Vol13(8), p10. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=103164376&site=ehost-live>

Krajicek, D. (2015) A broader vision. *Marketing Insights*, March/April, Vol27(2), pp32-37. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102837672&site=ehost-live>

Grigsby, M. (2015) Analytical choices about pricing insights. *Marketing Insights*, March/April, Vol27(2), pp38-43. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102837673&site=ehost-live>

Cuthbertson, J. (2014) Marketing puts the vision into your business. *Money Marketing*, 9/11, Issue 1452, p43. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=98417288&site=ehost-live>

Maney, K. (2014) Mission creep. *Newsweek Global*, 14 March, Vol162(10), pp89-92. Ebsco
Examples of corporate mission statements from a range of technology companies in 2014.
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=94896347&site=ehost-live>

Kirk, G. and Beth Nolan, S. (2010) Nonprofit mission statement focus and financial performance. *Nonprofit Management & Leadership*, Summer, Vol20(4), pp473-490. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=51378551&site=ehost-live>

Kaplan, R.S. and Norton, D.P. (2008) Mastering the management system. *Harvard Business Review*, January, Vol86(1), pp62-77. Ebsco via MyCIM

Nix, N., Lusch, R., Zacharia, Z. and Bridges, W. (2008) Competent collaborations. *Marketing Management*, March/April, Vol17(2), pp 18-24. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=31242949&site=ehost-live>

Ebrahim, A. and Rangan, V.K. (2014) What impact? *California Management Review*, Spring, Vol56(3), pp118-141. Ebsco
Social mission statements for nonprofits and social enterprises.
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=96209442&site=ehost-live>

Mathur, M. (2013) Drivers of channel equity: linking strategic marketing decisions to market performance.

Marketing Review, Winter, Vol13(4), pp393-414. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=95749559&site=ehost-live>

Pleshko, L.P. and Heiens, R.A. (2008) The contemporary product-market strategy grid and the link to market orientation and profitability. *Journal of Targeting, Measurement & Analysis for Marketing, March, Vol16(2), pp108-114. Ebsco*

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

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=31645615&site=ehost-live>

Ormanidhi, O. and Stringa, O. (2008) Porter's model of generic competitive strategies. *Business Economics, July, Vol43(3), pp55-64. Ebsco*

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

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=34488542&site=ehost-live>

González-Benito, J. and Suárez-González, I. (2010) A study of the role played by manufacturing strategic objectives and capabilities in understanding the relationship between Porter's generic strategies and business performance. *British Journal of Management, December, Vol21(4), pp1027-1-43. Ebsco*

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=55047881&site=ehost-live>

Guráu, C. (2007) Porter's generic strategies: a reinterpretation from a relationship marketing perspective.

Marketing Review, Winter, Vol7(4), pp369-383. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=28097888&site=ehost-live>

Ryall, M.D. (2013) The new dynamics of competition. *Harvard Business Review, June, Vol91(6), pp80-87. Ebsco via MyCIM.*

An alternate view

Anon (2011) The charts that changed the world. *Harvard Business Review, Vol89(12), pp34-35. Ebsco via MyCIM.*

Covers Porter's five forces and BCG matrix.

Zenger, T. (2013) Strategy: the uniqueness challenge. *Harvard Business Review, November, Vol 91(11), pp52-58. Ebsco via MyCIM.*

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

Kubica, T. and LaForest, S. (2014) 5 strategies, 10 barriers. *Sales & Service Excellence, January, Vol14(1), pp4-5. Ebsco*

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=94759563&site=ehost-live>

Thacker, C. and Handscombe, B. (2003) Innovation, competition position and industry attractiveness: a tool to assist SMEs. *Creativity & Innovation Management, December, Vol12(4), pp230-239. Ebsco*

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=11680078&site=ehost-live>

Ogunmokum, G.O. and Tang, E.C.H. (2001) The effect of strategic marketing planning behaviour on performance of small- to medium-sized firms. *International Journal of Management, March, Vol29(1), pp159-170. Ebsco*

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=71520197&site=ehost-live>

Magnusson, P. et al (2013) The role of cultural intelligence in marketing adaption and export performance. *Journal of International Marketing, Winter Vol21(4), pp44-61. Ebsco*

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=92698502&site=ehost-live>

Baker, W., Kiewell, D. and Winkler, G. (2014) Using big data to make better pricing decisions: harnessing the flood of data available from customer interactions allows companies to price appropriately – and reap the rewards. *McKinsey & Company*.

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, H.I. (1957) Strategies for diversification. *Harvard Business Review*, Sep/Oct, Vol35(5), pp113-124. Ebsco via MyCIM.

Ansoff's initial work into the four growth strategies

Ansoff, H.I (1958) A model for diversification. *Management Science*, July, Vol4(4), pp392-414. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=7452033&site=ehost-live>

McDonald, M. (2006) Strategic marketing planning: theory and practice. *Marketing Review*, Winter, Vol6(4), pp375-418. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=23437289&site=ehost-live>

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)

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=3CO&site=ehost-live>

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

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=5BW&site=ehost-live>

Harvard Business Review published by Harvard Business School Publication Corporation – Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=HBR&site=ehost-live>

Journal of Marketing published by the AMA – Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=JMK&site=ehost-live>

Marketing Review published by Westburn Publishing - Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=E62&site=ehost-live>

OTHER ITEMS

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

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

Part two: Operating performance *In: Walsh, C. (2008) Key management ratios: The 100+ ratios managers need to know.* Harlow, Pearson. MyiLibrary

Covers Return on investment, return on equity etc.

WEBSITES

Vision statement – Strategic Management Insights

<http://www.strategicmanagementinsight.com/tools/vision-statement.html>

Missions Statement – Strategic Management Insights

<http://www.strategicmanagementinsight.com/tools/mission-statement.html>

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.]

Alter, S. (2015) Fight on! Quarterbacking your marketing strategy. *Journal of Property Management*, May/June, Vol80(3), p14. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102724486&site=ehost-live>

Anon (2015) How to live with risks. *Harvard Business Review*, Jul/Aug, Vol93(7), p20-21. Ebsco via MyCIM.

Fewell, J. (2014) Agile cliff jumping. *PM Network*, October, Vol28(10), p22. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=98626144&site=ehost-live>

Fewell, J. (2014) Danger ahead. *PM Network*, June, Vol28(6), pp22-23. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=96209923&site=ehost-live>

Fewell, J. (2014) Vaklue proposition. *PM Network*, January, Vol28(1), p19. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=93508349&site=ehost-live>

Kelly, J. and Gennard, J. (2007) Business strategic decision making: the role and influence of directors. *Human Resource Management Journal*, Vol 17(1), pp99-117. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=24458265&site=ehost-live>

Singh, A. (2013) A study of role of McKinsey's 7S framework in achieving organizational excellence. *Organizational Development Journal*, Fall, Vol31(3), pp39-50. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=94502348&site=ehost-live>

Simkin, L. and Dibb, S. (2012) Leadership teams rediscover market analysis in seeking competitive advantage and growth during economic uncertainty. *Journal of Strategic Marketing*, February, Vol20(1), pp45-54. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=71708033&site=ehost-live>

Ivana Mamic, L and Arroyo Almaraz, I. (2013) How the larger corporations engage with stakeholders through Twitter. *International Journal of Market Research*, Vol55(6), pp851-872. Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=92531852&site=ehost-live>

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

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<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=3CO&site=ehost-live>

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

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=5BW&site=ehost-live>

Harvard Business Review published by Harvard Business School Publication Corporation – Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=HBR&site=ehost-live>

Journal of Marketing published by the AMA – Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=JMK&site=ehost-live>

Marketing Review published by Westburn Publishing - Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=E62&site=ehost-live>

OTHER ITEMS

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

Chapter 19, The 7-S framework. *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 52, Change quadrants. *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 56, Risk reward analysis. *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

McKinsey 7s – Strategic Management Insights

<http://www.strategicmanagementinsight.com/tools/mckinsey-7s-model-framework.html>

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.]

Petersen, J.A. and Kumar, V. (2015) Perceived risk, product returns, and optimal resource allocation: evidence from a field experiment. *Journal of Marketing Research*, April, Vol52(2), pp268-285. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=102097894&site=ehost-live>

Waqas Raja, M. and Song Wei (2014) TQM Practices and innovation performance: a review of current literature. *British Journal of Management & Economics*, Vol4(7), PP1018-1032. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=95787774&site=ehost-live>

Morard, B., Stancu, A and Jeanette, C. (2013) Time evolution analysis and forecast of key performance indicators in a balanced scorecard. *Global Journal of Business Research*, Vol7(2), pp9-27. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=82211392&site=ehost-live>

Capece, G. and Bazzica, P. (2013) A practical proposal for a 'competence plan fulfillment' key performance indicator. *Knowledge & Process Management*, Jan-March, Vol20(1), pp40-49. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=85652501&site=ehost-live>

Danciu, V. (2010) The gravity law of marketing – a major reason for change to a better performance. *Theoretical & Applied Economics*, April, Vol17(4), pp7-19. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=50282317&site=ehost-live>

Wu, S-I. and Chen, J-H. (2011) Comparison between manufacturing companies that are ISO certified and those that are not certified using performance measurement model. *Total Quality Management & Business Excellence*, Aug, Vol22(8), pp869-890. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=65216305&site=ehost-live>

Kanji, G.K. (2008) Reality check of six sigma for business excellence. *Total Quality Management & Business Excellence*, June, Vol19(6), pp575-582. Ebsco
<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=32744859&site=ehost-live>

OTHER ARTICLES

Articles from other journals that should be generally available.

Gilkey, C. (2012) The difference between critical success factors and key performance indicators. *Productive Flourishing*. [Accessed September 2014]

<http://www.productiveflourishing.com/the-difference-between-critical-success-factors-and-key-performance-indicators/>

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

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<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=3CO&site=ehost-live>

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

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=5BW&site=ehost-live>

Harvard Business Review published by Harvard Business School Publication Corporation – Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=HBR&site=ehost-live>

Journal of Marketing published by the AMA – Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=JMK&site=ehost-live>

Marketing Review published by Westburn Publishing - Ebsco

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&jid=E62&site=ehost-live>

OTHER ITEMS

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

Chapter 54, Kaizen/Gemba. *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 45, Six sigma *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*

CIM PAPERS

CIM (2009) Measure for measure: metrics and marketers in the NHS. *White Paper*, April, 37 pages.

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.

CIM (2010) Improving marketing effectiveness: leading practices in marketing accountability. CIM/Deloitte, 30 pages.

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