Unit Title: Strategic Marketing Management
Guided Learning Hours: 210
Level: Level 6
Number of Credits: 25

Learning Outcome 1
The learner will: Understand the broad concepts and processes of strategic development and marketing planning and the associated theoretical models and frameworks.

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<th>Assessment Criteria</th>
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| 1.1 Define marketing strategy and explain the role and scope of strategic marketing and the difference between strategic and tactical marketing. | 1.1.1 Examine the role and scope of strategic marketing. Show it involves planning and decision-making with the aim of effectively selecting and pursuing marketing opportunities to achieve sustainable competitive advantage.  
1.1.2 Explain that marketing strategy is the marketing logic by which the business unit expects to achieve its marketing objectives.  
1.1.3 Explain the difference between strategic and tactical marketing. Show that strategic marketing places the emphasis on achieving important long-term marketing aims and objectives and that tactical marketing deals with the operational level and involves designing and implementing plans for the short-term. |
| 1.2 Describe the strategic marketing planning process and each of the various stages. | 1.2.1 Explain, identify and describe the strategic marketing planning process:  
• Where are we now?  
• Where do we want to be?  
• How do we get there?  
• Which way is best?  
• How can we ensure we get there?  
• How do we know we have arrived?  
1.2.2 Be familiar with the key ‘staged’ strategic planning models and planning structures, show them diagrammatically and be able to describe and evaluate each of the stages.  
1.2.3 Explain Gap Analysis and understand the difference between the desired future and the likely future. |
| 1.3 Explain and evaluate the emergent marketing philosophies; including social responsibility, societal and ethical marketing and their impact on strategic marketing | 1.3.1 Explain the meaning of marketing in society and for the organisation. Understand the need to consider all stakeholders and maximise the positive and minimise the negative impact on society.  
1.3.2 Explain marketing’s corporate social responsibility and understand the need to consider not only customers but also |
1.3.3 Explain ethics and demonstrate the importance of ethical behaviour in all strategic marketing activities. Use contemporary examples to show how organisations have lost competitive advantage and value due to unethical behaviour.

1.4 Identify the various business orientations and explain the importance of marketing orientation and how to create a marketing culture throughout the organisation.

1.4.1 Identify, describe and evaluate the various orientations of companies. Define and discuss the importance of market orientation to the strategic marketer, show the benefits and explain how it can be achieved.

1.4.2 Identify and discuss customer and shareholder value. Explain value based marketing.

1.4.3 Explain internal marketing and how to create an internal marketing plan.

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## Learning Outcome 2

The learner will: Understand the importance of strategic marketing analysis and research and how today’s global, dynamic, and highly competitive business environment influences the process of strategic development and marketing planning.

### Assessment Criteria

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| 2.1 Assess the importance of monitoring and analysing the external marketing environments and how it is done. | 2.1.1. Explain why markets are so dynamic today. Demonstrate the importance of regular monitoring and explain the various methods of research and audit that are available.  
2.1.2 Explain the key environmental factors that impact on organisations (PEST and competition) and be able to apply and discuss the key academic models and frameworks (Porter’s Five Forces etc.).  
2.1.3 Define and explain the macro environments in today’s dynamic and highly competitive market with particular reference to contemporary issues. |
| 2.2 Discuss the importance of evaluating the internal environment and understanding the needs of the various stakeholders. | 2.2.1 Explain the company-specific micro marketing environmental forces including those within the organisation, with suppliers, intermediaries, buyers, competitors etc.  
2.2.2 Undertake an analysis and critically review an organisation’s recourses, capabilities and current market position. Undertake a SWOT analysis. |
| 2.3 Discuss how to evaluate customers and the competitive forces that | 2.3.1 Demonstrate and be able to critically evaluate the range of portfolio models available to analyse the market, competitors and customers (Ansoff, Porter, PIMS, BCG, GE etc.). |
2.4 Explain how strategic marketing information is collected, analysed and distributed.

2.4.1 Define, describe and explain Management Information Systems (MIS) and Marketing Information Systems (MiKIS), showing clearly their importance to the strategic marketer.

2.4.2 Explain and evaluate the types of research and research methods available to the strategic marketer and be able to develop a research plan.

Learning Outcome 3
The learner will: Understand how organisations determine their strategic direction and know how to identify and evaluate the various ways in which this can be achieved.

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<td>3.1 Describe the function of a vision, mission statement, goals and objectives.</td>
<td>3.1.1 Explain that a clear view of the organisational vision, mission, goals and objectives is central to the strategic marketing plan.</td>
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<td>3.1.2 Define mission, vision and goals. Explain that a vision is about what the organisation is going to become, the mission is about the corporate values, and goals should specify the desired ends or results.</td>
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<td>3.1.3 Define strategic objectives. Explain that they determine the most promising directions for the business and marketing activities. They should be SMART.</td>
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<td>3.2 Explain the importance of flexibility in determining strategic marketing plans.</td>
<td>3.2.1 Explain that in the current dynamic, complex and fast changing global market there is a need for flexibility in determining marketing objectives and that this requires frequent performance metrics, feedback and review.</td>
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<td>3.3 Explain the various strategic options organisations may consider in order to achieve their desired strategic direction and how these options are evaluated.</td>
<td>3.3.1 Describe and explain how traditional models and frameworks are used to help evaluate strategic options and aid strategic decision-making (Ansoff, Porter, PIMS, BCG, GE etc.).</td>
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<td>3.3.2 Discuss why some traditional models and frameworks are now considered, by some, to be outdated and suggest what contemporary approaches may be considered.</td>
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<td>3.3.3 Explain how strategic options are evaluated in order to decide which option to adopt. Show that this will be based on</td>
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a range of financial and non-financial metrics such as 
(financial) return on capital, payback, cash flow valuation, 
EVA, profitability, shareholder added value etc. and (non- 
financial) business objectives, market share, sales volume, 
market image etc.

Learning Outcome 4
The learner will: Understand how to implement, measure and control strategic marketing 
plans.

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<td>4.1 Define, explain and evaluate the use of segmentation, targeting and positioning in differing circumstances.</td>
<td>4.1.1. Define and explain the value of segmentation, targeting and positioning. Explain that if they are based on rigorous analysis and understanding of the market, managers can make quality decisions about where and how to compete.</td>
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<td>4.1.2 Explain the reasons for segmentation and how it is undertaken.</td>
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<td>4.1.3 Explain that targeting refers to the selection of the sector(s) most likely to achieve the corporate/marketing objectives. Show that the approach can be either the same for all targeted segments or differentiated.</td>
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<td>4.1.4. Explain that positioning refers to the place that the product/service holds in the minds of the target audience. Show diagrammatically and explain that positioning maps are a useful tool for understanding competitor analysis as well as for communicating marketing strategy. Explain that if the objectives cannot be achieved then product/service may need to be repositioned or withdrawn.</td>
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<td>4.1.5 Describe and illustrate the product life cycle. Explain how a portfolio can be balanced through the various stages.</td>
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<td>4.1.6 Define and explain the buying process in both the B2B and B2C markets.</td>
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<td>4.2 Evaluate the role of the marketing mix within the strategic marketing plan and demonstrate its application in practice.</td>
<td>4.2.1 Explain and demonstrate an understanding of the components of the marketing mix (4Ps), the extra 3Ps of the extended marketing mix, and the eighth P (planet).</td>
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<td>4.2.2. Explain how marketing strategy involves selecting the opportunities to pursue, analysing the target market and implementing it through the marketing mix.</td>
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<td>4.2.3 Describe and explain the role of strategic marketing communications both internally and externally. Create a communications plan using a contemporary communications model. Understand the ethical considerations associated with communication and be able to explain standardisation and</td>
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adaption. Show how technology is creating important new communication tools and creating new methods of evaluation.

4.2.4 Identify and evaluate the key factors in deciding the promotional mix. Candidates must be aware of the influence technology has on communications.

4.2.5 Explain and assess direct marketing (DM) activities within strategic marketing management and practice. Understand how to gather DM data and the importance of fulfilment and customer care.

4.2.6 Describe and explain the nature of channel decisions in strategic marketing management and practice. Understand the influence that technology has on distribution (intermediation or re-intermediation, JIT etc.).

4.2.7 Explain the role of price in strategic marketing management and practice. In particular price competition, pricing policy, pricing objectives, pricing strategies price management, international pricing issues and the position of price in the product life cycle.

4.3 Define branding and evaluate its purpose, value and merits within the context of strategic marketing management.

4.3.1 Define a brand and explain the purpose of branding, how it can benefit an organisation both domestically and internationally, the various branding strategies, the categories of brands and how brands are built and managed. Assess the ongoing debate between manufacturers’ brands and private brands.

4.3.2 Explain how brands are valued, how brand value can be enhanced, and what factors may contribute to brand erosion.

4.4 Examine the importance of services within the context of strategic marketing.

4.4.1 Define and explain service marketing, understand the nature of services: intangibility, inseparability, perishability, and heterogeneity.

4.4.2 Examine and assess the concept of service quality and understand customer evaluation of service quality: tangibles, reliability, responsiveness, assurance and empathy. Explain and discuss relevant service models (Servqual, Consumer Expectation and Perceived Performance model (Brassington & Petitt, 2007) etc.).

4.5 Evaluate the issues associated with implementing, measuring and controlling strategic marketing plans and assess the challenges that may exist.

4.5.1 Explain how to turn marketing strategies and plans into marketing actions in order to accomplish strategic marketing objectives.

4.5.2 Explain how to develop marketing budgets and create activity plans and schedules.

4.5.3 Explain how to measure and evaluate the results of marketing strategies and plans, and take corrective action to ensure that marketing objectives are achieved.
4.5.4 Describe and explain the ‘balanced scorecard’ approach or other appropriate methods of measurement.

4.5.5 Use financial and non-financial measures to evaluate the contribution strategic marketing decisions make to the business.

4.6 Assess the role of other functions in the implementation of marketing strategy and the creation of organisational structure consistent with effective strategic marketing planning.

4.6.1 Understand the importance of working closely with all other business functions when developing and implementing marketing strategy, and be able to develop strategies to improve cross-functional working and co-operation.

4.6.2 Explain and evaluate centralised, decentralised and other organisational structures that may be adapted to aid implementation of the strategic marketing plan.

Learning Outcome 5
The learner will: Understand how strategic marketing can be applied to a range of business contexts including the small to medium-sized sector.

Assessment Criteria
The learner can:

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<tr>
<td>5.1 Describe the different characteristics of large and small firms and the effect this has on strategic marketing strategy.</td>
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<td>5.1.1 Describe the characteristics of large and small firms and critically evaluate the key differences between them. Explain how SME characteristics provide some competitive advantages over larger organisations.</td>
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<td>5.1.2 Show that the size of the organisation will impact on the strategic decisions that can be made.</td>
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<td>5.2 Evaluate the key characteristics of the small firm, the increasing role small firms play in both developed and developing economies and the suitability of the key strategic marketing theories and models to firms within the small to medium-sized sector.</td>
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<td>5.2.1 Explain that the term ‘SME’ covers a wide span of businesses (0-249 employees). This means that some are very small (low turnover and no employees) while others may employ substantial numbers and have high turnover (particularly within the high-tech sector). Generalisation is therefore difficult.</td>
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<td>5.2.2 Explain that characteristics will vary substantially depending upon size, type, location, sector, skills etc.</td>
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<td>5.2.3 Explain how technology (especially electronic trading) allows many SMEs anywhere to sell and import globally and has allowed many SMEs to grow very quickly.</td>
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<td>5.3 Assess the appropriateness of strategic marketing across all sectors of business.</td>
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<td>5.3.1 Explain strategic marketing policies, procedures and activities from within a specific sector. Candidates are likely to face questions from within a wide range of business contexts or be asked to choose a context of choice. Questions are likely to cover the following contexts:</td>
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- Domestic/regional/global
- Small, medium, large
- Profit or not for profit
- Private or public sectors
- Limited companies, partnerships or sole traders
- Organisations at different stages in their life cycle (introduction to decline)

5.3.2 Explain the meaning of ‘not for profit’ and explain why it is different to ‘for profit’ marketing.

5.3.3 Explain how small firms grow internationally within today’s dynamic and highly competitive market.

Learning Outcome 6
The learner will: Understand the impact that technological advances have on strategic marketing and be able to incorporate such advances into strategic marketing plans.

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6.1 Describe the role of information technology in strategic marketing management and practice.

6.1.1 Explain why the implementation of many marketing strategies depends upon the effective use of sophisticated information technologies (e.g. information gathering, e-marketing, new media, JIT etc.).

6.2 Assess how technology is influencing strategic marketing management and practice.

6.2.1 Explain and assess how information technology has influenced a multitude of activities and processes such as:
- The implementing of online marketing communications;
- Information dissemination;
- File transfer;
- Internal and external communications;
- Information search and gathering;
- Search and browser activities;
- Product display;
- Payment and delivery;
- Changes to intermediaries;
- Customer relationships, and
- Stock holding (JIT).

6.3 Explain how technology can help the strategic marketer gain competitive advantage and/or reduce competitive disadvantage.

6.3.1 Explain how technological advances can help the strategic marketer gain competitive advantage. Examples may include:
- Better knowledge through faster information gathering and feedback systems;
- Cost reductions (electronic ordering and delivery/JIT);
- Better payment systems/e-commerce;
- Tighter regulation (privacy, spamming, permission marketing);
- Opportunity to trade globally via the internet;
• Electronic show window via the Web, and
• One to one marketing via internet.

6.3.2 Identify and discuss future technological trends and themes and explain how they may benefit strategic marketing management and practice.

6.3.3 Explain and discuss the risks associated with conducting business through cyberspace.

Assessment:
• Assessment method: written examination (unless otherwise stated).
• Written examinations are of three hours' duration.
• All learning outcomes will be assessed.

Recommended Reading:
• Please refer to the Tuition Resources section of the Members Area of the ABE website (www.abeuk.com) for further recommended reading.