

Unit 10 Strategic Marketing			
Unit aims	This aim of this unit is to help learners develop knowledge and understanding of marketing at a strategic level and how this is applied in practice including developing a marketing strategy.		
Unit level	7		
Unit code	M/650/5369		
GLH	60		
Credit value	15		
Unit grading structure	Pass-Merit-Distinction		
Assessment guidance	<p>To achieve this unit, learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria.</p> <p>Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. There is a requirement to use information from specific organisations to meet some of the stated standards. Learners will need to agree with tutors an appropriate organisation on which to base their study. Tutors need to ensure that the organisation chosen is suitable. Additional assessment guidance is provided in the ATHE assignment.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
Learning outcomes The learner will demonstrate that they:	Assessment criteria The learner can:		
	Pass	Merit	Distinction
1. Understand the principles of strategic marketing	1.1 Analyse the relationship between corporate and marketing strategies 1.2 Explain how marketing strategies can contribute to competitive advantage		1D1 Evaluate the relationship between strategic intent, strategic assessment, strategic choice and their impact on the formulation of marketing strategy
2. Understand the role of consumer behaviour in marketing strategies	2.1 Evaluate the role of marketing research and its relationship to consumer behaviour 2.2 Evaluate the role of relationship marketing in customer behaviour analysis	2M1 Analyse the influences on, and the psychology of, consumer behaviour	

3. Can develop a strategic marketing plan	3.1 Develop a strategic marketing plan for a given organisation 3.2 Develop a risk register and associated contingency plans	LOs 3 and 4 4M1 Construct a marketing strategy for a named organisation	LOs 3 and 4 4D1 Create monitoring systems to ensure the successful implementation of a marketing strategy
4. Understand how to develop a marketing strategy to meet business objectives	4.1 Analyse the key considerations in creating a marketing strategy 4.2 Explain how the marketing strategy should address competitive forces		

Indicative Content

LO1 Understand the principles of strategic marketing

Role of strategic marketing

- Definitions of marketing strategy, its role in the organisation and how it underpins marketing planning and activities; concept of product and customer in different organisations; resources and implementation and monitoring, control

Corporate strategy and marketing strategy

- Corporate strategy; linking marketing strategy to corporate mission and vision; defining the business and conducting a situation audit meeting corporate objective with marketing strategy; corporate social responsibility; marketing

Development of a marketing strategy

- Analysis of the environment; setting objectives; dynamic strategy – flexibility for change

Way in which strategies can contribute to competitive advantage

- Segmentation; targeting and positioning; relationship strategies; product innovation and development; principles of branding; service marketing; pricing and distribution; E-marketing

LO2 Understand the role of consumer behaviour in marketing strategies

Marketing research

- Defining the need with respect to consumer behaviour; data collection, organisation and interpretation; primary and secondary research; methodologies

Customer/consumer behaviour

- Definitions of customers and consumers; concept of consumer behaviour; buyer behaviour and factors affecting it; B2B and B2C; concept of customer loyalty

Customer behaviour analysis

- Principles of relationship marketing and its use; concepts of customer retention and customer relationship management

Psychology of consumer behaviour

- Models: Pareto efficiency, Black Box model; stages of the buying process; purchasing decisions; demographics; culture; psychographics

LO3 Develop a strategic marketing plan

Marketing audit

- Identify current competitive position (leader, follower, challenger, nicher, defensive); coherence with existing business strategies and plans; their cost-effectiveness; marketing and communication methodologies, SWOT analysis

Strategy formulation

- Information requirements; setting SMART objectives, success and evaluation criteria; identify strategic alternatives and establish specific courses of action

Implementation

- Identify alternative marketing action plans relating to the marketing mix and communication plans.

Monitoring systems

- Key Performance Indicators (KPIs) and marketing metrics; milestones; response mechanisms; budget monitoring

Contingency planning

- Nature of possible events; risk identification and assessment; response strategies; impact of changes to plans

LO4 Understand how to develop a marketing strategy to meet business objectives

Requirements

- Strategic marketing planning process; planning models and stages; gap analysis techniques and uses; concepts of social responsibility, societal and ethical marketing and their strategic impact

Alignment

- Strategies for achieving coherence with corporate strategies and plans, who should be consulted

Internal/external environment

- Use of tools and techniques to achieve coherence with the environment; market entry strategies: reseller, distributor, sales outsourcing; market entry timing: wave, waterfall, sprinkler

Competitive forces

- Forces: threat of substitute products, power of customers, power of suppliers, potential for new competitors, current competitors; nature and scale of their likely impact

Suggested Resources

Chernev, A., 2018, Strategic Marketing Management, Cerebellum Press

Kotler, P., Pfoertsch, W. and Sponholz, U., 2021, H2H Marketing: The Genesis of Human-to-Human Marketing, Cham: Springer

Proctor, T., 2014, Strategic Marketing: An Introduction, Routledge

Scott, D.M., 2022, The New Rules of Marketing and PR: How to Use Content Marketing, Podcasting, Social Media, AI, Live Video, and Newsjacking to Reach Buyers Directly, John Wiley & Sons

Shaw E., 2012, Marketing Strategy: From the origin of the Concept to the Development of a Conceptual Framework, Journal of Historical Research in Marketing, 4(1)

Stevens, R.E., Loudon, D.L., Wrenn, B. and Warren, W.E., 2021, Marketing Planning Guide, CRC Press

Websites

<https://www.cim.co.uk/> - Chartered Institute of Marketing

<https://www.ama.org/publications/JournalOfMarketingResearch/Pages/current-issue.aspx> - Journal of Marketing Research:

<http://managementstudyguide.com/market-segmentation.htm> - Management Study Guide

Unit 10 Strategic Marketing - Supporting information	
Opportunities for Synoptic Teaching and Learning	
Learners and tutors will have the opportunity to link the learning from this unit with the content of other units.	
Learning Outcome	Teaching and learning links to other unit LO/AC
LO1 Understand the principles of strategic marketing	Unit 11 International Marketing, LO2 Understand how to develop an international marketing strategy
LO2 Understand the role of consumer behaviour in marketing strategies	Unit 9 Quantitative Methods, LO2 Analyse and evaluate raw business data to inform decision-making
LO3 Develop a strategic marketing plan	Unit 1 Strategic Planning, LO3 Develop strategy options for an organisation
LO4 Understand how to develop a marketing strategy to meet business objectives	Unit 7 Developing Organisational Vision and Strategic Direction, LO1 Understand how to develop an organisational vision and strategic direction Unit 11 International Marketing, LO2 Understand how to develop an international marketing strategy
Opportunities for Synoptic Assessment	
Some of the AC require knowledge from one or more of the LOs.	
LO3 Develop a strategic marketing plan and LO4 Understand how to create a marketing strategy to meet business provide the opportunity to apply the knowledge and understanding gained in LO1 and LO2. AC 4M1 and 4D1 are synoptic.	

Opportunities for Skills Development within this unit	
Employability Skills	Study Skills
<p>Problem-solving – Using analytical skills, e.g. research skills, handling information, consulting multiple sources, categorising information. Using critical thinking skills, e.g., listening to/reading all information, identifying others' positions, arguments and conclusions, weighing up opposing arguments (avoiding jumping to conclusions, spotting fake ideas/news) drawing conclusions (LO1, LO2, LO3, LO4)</p> <p>Communication skills – Taking the right action with the information gathered. Written</p>	<p>Thinking skills - Using analytical skills, eg research skills, handling information, consulting multiple sources, categorising information. Using critical thinking skills, eg listening to/reading all information, identifying and interpreting others' positions, arguments and conclusions, weighing up opposing arguments (avoiding jumping to conclusions, spotting fake ideas/news), drawing conclusions (LO1, LO2, LO3, LO4)</p>

communication eg appropriate formats, style and tone, spelling, punctuation and grammar
(LO3, LO4)

Using sources of information – Accessing information ie choosing current, sufficient, relevant and reliant sources **(LO1, LO2)**

Writing skills – Understand the purpose of writing. Understand writing styles (and formats) e.g., personal, explanatory, persuasive, research and business **(LO3, LO4)**