

EMERGING THEMES

Guidance for Delegates

How to tackle the Module

Programme 2009/10

EMERGING THEMES

I am your tutor for the Emerging Themes module of the new CIM PG Diploma and will be teaching the Guildford Weekend class. I am writing to give you some guidance and help you prepare for this module.

This penultimate level of CIM qualifications is different from the standard Certificate and Diploma in that it is not just about understanding theory and the application of received wisdom. It is about Discovery - your Discovery.

Whilst there are some text books to refer to there is no set companion reading and much of the reading is article based. Further, many of the articles you will read can be challenged and are open to interpretation.

KEY POINT: For access to many of the articles you need to read (and for all the links off the College website) you need to have logged into the CIM and the Ebsco library on the computer you are using in order to utilise the simple hyperlinks. These links give you pinpoint access to the article you need and then give you the option to print it or read online.

A Good Article to start with is:

Michael Porter Five Forces Updated January 2008

<http://search.ebscohost.com/login.aspx?direct=true&db=bch&AN=28000138&site=ehost-live>

CIM Introduction to Emerging Themes

“Marketing is a dynamic discipline, constantly having to innovate and adapt to changes at both global and local levels. The year 2008 saw the world’s financial system plunge into unprecedented chaos – the result of which affects customers and businesses in the public, private and third sectors. Whilst marketing Delegates at this level should be familiar with the *basic* marketing tools available to analyse both the macro meso and micro level working environment (such as PESTLE and SWOT) for a specific organisation, this unit is designed to facilitate Delegates’ ability to take a strategic perspective of the impact of these themes upon marketing at a *sectoral* or *industry* level and help them establish mechanisms for anticipating future trends and emerging themes.

This includes the ability to *critically appreciate* developments within the marketing discipline and their impact on the marketing profession. The aim of this unit is to equip Delegates with the skills and knowledge you need to build an in depth understanding of the key emerging themes impacting on marketing in both today’s and tomorrow’s dynamic and changeable business environment”

Step One

Starting at the end first, we need to consider the output of this module.

The assessment for this module requires you to write an article, for potential publication in a suitable industry journal that assesses key emerging themes (at either macro or meso environmental levels) and forecasts their impact upon business/marketing practices in a specific sector, and predicts how this will impact upon marketing professionals operating in this sector, in the future. Whilst the assessment will stipulate the themes to be selected from you will need to justify and analyse/evaluate the ones you choose to tackle.

The assessment is divided into two tasks.

Task 1 focuses on the identification of a suitable range of potential publications that might choose to publish your finished article and a justification of the most appropriate publication. A web search should help you identify a wide range of off and online publications. After that, you should find out more about the editorial policy of the publication and this will help you make a judgement as to which is the most suitable. For example, you can see the editorial objectives for the Journal of Place Management and Development at:

<http://info.emeraldinsight.com/products/journals/journals.htm?PHPSESSID=em5sk67fsvdn6tq1tefra4m1j6&id=jpmd>

Most publications will have some sort of style guide/editorial objectives, which should help you make a decision. There are 15 marks available for Task 1, that relate to identifying suitable publications, justifying the final choice and justifying the choice of themes. It is important that you choose themes that have the potential to bring about fundamental change to a sector. You are free to choose the sector that you work in at the moment, but you do not have to. The benefit of choosing the sector that you work in at the moment is that, should your article be published, you will have a very tangible benefit for your CV, which may help with future career progression.

In summary Task One involves the following tasks:

- Justify your choice of themes in the context of the sector/industry
- Produce a short-list of the most suitable potential publications for your article, with a short justification
- Critically analyse relevant trade/practitioner publications. In doing so you should look at the type of articles the publications normally carry.

Maximum word count: 1,000 words

Task 2 is to actually write the article. Here is a link to a practitioner's guide to writing journal articles:

<http://www.placemanagement.org/default.asp?a=downloads&id=585>

In order to meet the assessment criteria the article will need to:

- Critically evaluate and assess the impact of **TWO** changes upon a chosen industry/sector (30 marks)
- Forecast the implications of these changes on organisations within the chosen sector/industry, giving due consideration to contemporary approaches to business/marketing (20 marks). One particular contemporary approach will be stipulated in the assessment brief, but you are also encouraged to include others.
- Predict the future for the marketing profession within the chosen industry/sector, paying particular attention to how the skills, attitudes and behaviours of marketing professionals will have to change (20 marks)

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You will be expected to utilise material/theories/concepts/examples you have learnt, however, you also need to display your ability to research your own materials/theories/concepts/examples. There are also 10 marks available for format and presentation:

- relevance to the tasks
- use concepts and frameworks to support arguments, points and recommendations
- professional tone and required format
- appropriate use of examples to illustrate points
- Harvard referencing

What to do first or before your first taught session

1. The first task is to understand the nature of the assignment fully. Download the current assignment and consider the choice of themes.
2. Next you need to understand the sources of information available for your sector. Compile a list of the main authoritative commentators on your industry and the sources of data.
3. You then need to understand Thought Leadership. Essentially this is what you are trying to do: write a piece that places you/your company in a leading position in your sector. Put Thought Leadership into Google and click on the search findings for PWC or KMPG and you will see the sort of standard you should be aiming for.
4. The first part of the Assignment is to select and justify your selection of Journal you are going to write for. Referring to Task 1 above, research the journals in your sector and select the most appropriate. NB. Consider the target audience for your article carefully.

If you are attending taught sessions you should come to your first session having completed these tasks.

Step Two

Having now understood why you are writing the article and who you are writing it for you can start your research.

The Assignment gives you 5 Macro and 5 Meso themes to consider or the alternative of a theme at either level that you create and justify as specific to your sector. You need to link the two themes.

You will need to research each theme in enough depth to ensure that you have a thorough understanding of it, in terms of its background (why it has come about) and its potential impact.

You should already have a strong knowledge and understanding of tools and techniques used to analyse the marketing environment, and the various levels at which the environment can be studied (macro, meso and micro). You should also be familiar with a variety of emerging trends. The difference in this unit is that the impact of change is studied at a very strategic level; it is not enough to forecast the impact of change upon one organisation. You need to demonstrate your ability to understand the impact of change upon an entire industry or sector. You need to think creatively and strategically and consider the future of your sector as well as individual businesses within it.

You must collate information from a variety of different sources, both business and non-business related, in order to make predictions about the future. The aim is to develop your confidence to embrace the future and develop concepts, visions and strategies that can bring about long-term change and inspire your peers, subordinates and other stakeholders to be part of the change process.

We have listed some research links on the college website.

There are other on the CIM Emerging Themes Files and others in EBSCO. You can also consult the CIM library staff .

Step Three

Assess your research and draw your conclusions

Your requirement is to:

1. Critically evaluate the environmental emerging themes and assess/forecast their potential impact upon one specific sector or industry. Also Justify the need to monitor the macro environment and make changes.
2. Judge the importance of the emerging themes to your organisation - considering Scenario planning and Impact/risk assessment.
3. Develop a strategic marketing and business response - considering Digital Marketing and Contemporary business strategies.
4. Propose methods by which marketing professionals can anticipate and adapt to change.

You need to send a draft of your full outline article to your tutor by **6 November or 6 February**.

The following are suggested articles to read. The first group are available through EBSCO.

|EBSCO Accessible Resources:

- |Hines A. (2006) Strategic foresight: the state of the art.
|Futurist, Vol40(5), pp18-21. Ebsco link
- |Piercy, N.F (2001) Market-led strategic change: new marketing
|for new realities. The Marketing Review, Vol2(4), pp385_404.
|Ebsco link
- |Russo, J. and Clarke, K. (2008) 15 Trends for 2015.
|Convenience Store News, Vol 44(1),pp 44-46. Ebsco link
- |Roper, S. and Parker, C. (2006) How (and where) the mighty
|have fallen: branded litter. Journal of Marketing Management,
|Vol22(5-6), pp473-487. Ebsco link
- |Roper, S. and Parker, C. (2008) The rubbish of marketing.
|Journal of Marketing Management, Vol24(9), pp 881-892. Ebsco
|link embargoed for 12 months but article available via library
|photocopying service in meantime.
- |
- |Lee J. (2008) Is there room for "green" in the current
|economy? Hudson Valley Business Journal, Vol19(44), p7. Ebsco
|link
- |Clarke G. (2005) International marketing environment analysis.
|Marketing Review, Vol 5(2), pp159-173. Ebsco link
- |Danneels, E. and Sethi, R. (2003) Antecedents of new product
|program creativity: the moderating role of environmental
|turbulence. Academy of Management Proceedings, August, ppA1-A6.
|Ebsco link

|NON EBSCO Accessible Resources

Ruff, F. (2009) Corporate foresight: integrating the future business environment into innovation and strategy. *International Journal of Technology Management*, Vol3(4), pp278-295.

Post, J.E. and Altma, B.W, (1994) Managing the environmental change process: barriers and opportunities. *Journal of Organizational Change Management*, Vol7(4), pp64-81.

Raynor, M.E. (2008) Strategic options: a new tool for managing in turbulent environments. *Business Strategy Series*, Vol9(1), pp21-29.

Chung-Hoon, P. and Young-Gul, K. (2003) Identifying key factors affecting consumer purchase behavior in an online shopping context. *International Journal of Retail & Distribution Management*, Vol31(1), pp16-29. (Article available via library photocopying service)

Gould, S. and Lerman, D. (1998) "Postmodern" versus "long-standing" cultural narratives in consumer behavior: an empirical study of NetGirl online. *European Journal of Marketing*, Vol32(7/8), pp644-654. (Article available via library photocopying service)

Pett, T.L. and Dibrell, C.C. (2001) A process model of global strategic alliance formation. *Business Process Management Journal*, Vol7(4), pp349-364.

Aldridge, A. (2005) eBay - if you can't beat it, join it: online giant goes on creating marketplaces. *Strategic Direction*, Vol21(6), pp11-13.

Paddison, A. and Calderwood, E. (2007) Rural retailing: a sector in decline? *International Journal of Retail & Distribution Management*, Vol35(2), pp136-155.