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REVISION CARDS

# Marketing Management in Practice

PROFESSIONAL DIPLOMA IN MARKETING

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The Chartered  
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# CIM REVISION CARDS

## Marketing Management in Practice

John Williams of Marketing Knowledge



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Butterworth-Heinemann is an imprint of Elsevier  
Linacre House, Jordan Hill, Oxford OX2 8DP  
30 Corporate Drive, Suite 400, Burlington, MA 01803

First published 2006

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#### **British Library Cataloguing in Publication Data**

A catalogue record for this book is available from the British Library

#### **Library of Congress Cataloguing in Publication Data**

A catalogue record for this book is available from the Library of Congress

ISBN-13: 978-0-7506-6777-7

ISBN-10: 0-7506-6777-X

For information on all Elsevier Butterworth-Heinemann publications visit our website at <http://books.elsevier.com>

Printed and bound in Great Britain

05 06 07 08 09 10 10 9 8 7 6 5 4 3 2 1

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# PREFACE

Welcome to the CIM Revision Cards from Elsevier/Butterworth–Heinemann. We hope you will find these useful when coming 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 that 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!

## Marketing Management in Practice

The module is assessed by either examination or an Integrated Project. The focus of the module is on:

- **Teams**
  - **Working in marketing teams** and with people in other functions.
  - **International issues** as part of everyday marketing life in organizations.
  - Managing and **motivating people and teams** to produce **results**.
  - Developing and managing teams to add value to the organization's activities and deliver effective results.
- **Effective team performance** is contingent on a balance between the:
  - needs of the task
  - needs of the individuals within the team
  - maintenance needs of the team as a whole
- **Integration and application of knowledge** from all the Diploma modules.
- **Applying** the theory of market research, planning and communications from the previous modules.
- **Developing** and **implementing** the marketing plan by undertaking marketing activities and projects.
- **Broad and practical** demonstration of marketing at an operational level.
- **Awareness** of the **strategic context**.
- Basic **project management techniques** to help with managing the task.

# MANAGEMENT AND MARKETING ROLES

## Unit 1

**Syllabus Reference: 1.1, 1.2**

- To describe the nature of relationships with other functions in organizations operating in a range of different industries and contexts (1.1)
- To explain the importance of developing and maintaining effective relationships with people in other functions and disciplines (1.2)

These particular learning objectives are a theme throughout the book.

### KEY DEFINITIONS

- **Global firm** – A firm that, by operating in more than one country, gains R&D, production, marketing and financial advantages in its costs and reputation that are not available to purely domestic competitors
- **Global organization** – A form of international organization whereby top corporate management and staff plan worldwide manufacturing or operational facilities, marketing policies, financial flows and logistical systems. The global operating unit reports directly to the chief executive, not to an international divisional head

## The Focus of the Module

- The module emphasizes the importance of developing positive working relationships within the marketing team and with external agents and internal organizational functions via effective communication and effective management of quality and customer care
- You need to show awareness of the challenges that marketing teams face operating in a global context
- The need for appropriate research to inform the planning process
- Developing effective communication strategies so that people have the right information to complete the task is important
- Selecting the right people for the right team by identifying knowledge, skills and other essential attributes required
- Building strong marketing teams through flexible and adaptable leadership
- Motivating teams and individuals to raise their performance by recognizing and rewarding achievement
- The importance of planning for operational marketing, including auditing, setting objectives, scheduling, resourcing, implementing and evaluating the plan
- The need to communicate effectively as a team when working together on projects and to develop a communication strategy for the marketing plan.
- Using the combined knowledge and skills within marketing teams to implement marketing plans



## Marketing Orientation

- A marketing oriented company needs to align its distinctive competencies with market opportunities, but to do this effectively requires a team effort
- Customer focus needs to be shared by the whole organisation and not seen as the responsibility of only the marketing department or marketing person in isolation
- A key element of market orientation is intelligence-gathering about customer needs and preferences and what influences them. This should involve people throughout the organization, but channelled for analysis towards a particular part of it
- The structure of an organization can be a barrier to success if it separates one department from another. In some organizations, sales, marketing and customer service are organized as a team, but finance, human resource management, research and development, production, purchasing and management all affect the marketing effort
- To ensure that everyone is working to the same broad objectives as a team requires good communication and an awareness and respect for each other's contributions

## Different Orientations to the Market

- Sales orientation – When the need is perceived as selling more of a product or service that is already available. They may make full use of selling, pricing, promotion and distribution skills, but a sales-orientated business pays little attention to customer needs and wants, and does not try particularly hard to create suitable products or services
- Production orientation – A production-oriented business is said to be concerned with making as many units as possible. By concentrating on producing maximum volumes, such a business aims to maximize profitability by exploiting economies of scale. The needs of customers are secondary compared with the need to increase output

This approach works best when a business operates in high growth markets or where there are few opportunities for economies of scale

- Product orientation – This is a business that focuses exclusively on its own products. They may even be rather arrogant about how good they are. However, a failure to be kept up with developments in the external market, or with changing consumer preferences, means that it loses business to its competitors

## What is Management?

- Management is an inclusive term that is used in a variety of ways
- Different managers have different styles that are formed by their past experience, the nature of the tasks they have to undertake, the context they work in, and the expectations, capabilities and motivation of the people they work with
- Studies of management behaviour show that there are wide variations, both for the same manager from one week to another and between managers in similar jobs
- There are wide differences between managers' jobs in the same country as well as across countries
- Individual influences, such as gender, age, ethnic background, education, career experience and personality may also have an impact, but there is no conclusive evidence about whether and how these factors influence management behavior
- In small to medium sized organizations marketing executives and managers may cover several specialisms, whereas large companies have dedicated specialists, each supported by a team of people
- Marketing functions include communications, brand management, product development and management, public relations, sponsorship, sales promotions and advertising

## Marketing Management

- CIM's definition of marketing is 'The management process which identifies, anticipates and satisfies customer requirements profitably'
- This process varies, depending on factors such as the size of the organization, the sector in which it is located, the type of work role performed by the manager and the career experience that the marketing manager brings with them
- Generally speaking, the smaller the organization the more multifaceted are the roles of the marketing manager
- Marketing titles and positions vary considerably, along with the particular responsibilities that accompany them. They span a range of positions, including marketing director, marketing manager, sales manager, advertising manager, promotion manager and public relations manager
- A marketing director is responsible for directing overall marketing policy. Marketing managers work with service or product development, market research and others to develop detailed marketing strategies

## Sales and Marketing

- Sales and marketing teams should work together to create opportunities for new business, identify new markets and gather competitive intelligence. However, they may work quite differently
- Sales managers direct the efforts of sales professionals by assigning territories, establishing goals, developing training programs, and supervising local sales managers and their personnel
- Sales teams need immediate information to close sales quickly, whereas marketing teams are often focused on longer-term results
- Differences in philosophy and work style can create barriers to sharing information and make it difficult to close sales