

CFAM1.1.1

Map organisations within their current and future marketing environment



Overview

This unit is about undertaking a strategic assessment of an organisation's environment, and identifying potential opportunities and threats relevant to current and future marketing policy. It includes making sure that you have a clear and up-to-date picture of the environment in which the organisation operates, and produce information which could be used for planning and operational purposes. The 'environment' includes the 'external' operating environment – for example, customers and their needs, market trends, new technologies and methods, legislation, and the activities of competitors and partners. It also includes the 'internal' operating environment – for example, resources available to the organisation, and the culture of the organisation. For the purposes of this unit, an 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

This unit is recommended for senior marketing managers. Such managers might be employed directly by the organisation, or work for an agency/consultancy.

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Performance criteria

- You must be able to:*
- P1 obtain information regarding customers, competitors, relevant product/service distribution, the economy and relevant technologies from a wide variety of sources and actively use the information to support planning and decision making
 - P2 monitor and evaluate relevant trends and developments, including those covering demographic, attitudinal, political, economic, social, regulatory and technological developments
 - P3 determine existing and potential customer characteristics, and evaluate these for opportunities relevant to the organisation's products/services
 - P4 assess the organisation's current and future resources appropriate to delivering sustainable results
 - P5 identify and prioritise the strengths and weaknesses of the organisation and potential opportunities and threats in the organisation's external environment
 - P6 explore and assess a range of future scenarios within the environment in which the organisation operates, and determine their impact for future marketing policy
 - P7 consult with all relevant individuals within the organisation and other key stakeholders on future market and organisational development in order to inform and support organisational decisions upon future marketing policy
 - P8 organise information and knowledge in a way that supports effective marketing planning

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 different sources of information regarding customers, competitors, the economy and relevant technologies, and how to use them effectively
- K2 how to measure and review organisational performance
- K3 how to analyse organisational culture
- K4 how to undertake a strengths, weaknesses, opportunities and threats analysis
- K5 how to undertake an analysis of the political, economic, social, technological, legal and environmental factors in the external environment
- K6 how to analyse stakeholder interests
- K7 how to build future scenarios and assess their implications

You need to know and understand:

Industry/sector specific knowledge and understanding

- K8 sources of information on trends and developments in the sector, including those at a global level and how to access these
- K9 current and emerging trends and developments in the sector internationally, nationally and locally
- K10 legal, regulatory and ethical requirements in the sector

You need to know and understand:

Context specific knowledge and understanding

- K11 the organisation's actual and potential customer base
- K12 the needs and expectations of the organisation's actual and potential customers and other key stakeholders
- K13 actual and potential competitors, including their activities and relative performance levels
- K14 actual and potential partners, including their activities and relative performance levels
- K15 the organisation's structure
- K16 the organisation's culture
- K17 the organisation's performance and the factors that influence this

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Additional Information

Behaviours

1. You analyse and structure information to develop knowledge that can be shared
2. You develop systems to gather and manage information and knowledge effectively, efficiently and ethically
3. You identify systemic issues and trends and recognise their impact upon current and future work
4. You anticipate likely future scenarios based on a realistic analysis of trends and developments
5. You identify strengths, weaknesses, opportunities and threats to current and future work
6. You articulate the assumptions made and risks involved in understanding a situation

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