NBS-7109B Strategic Marketing Management Summative Assessment 2023-24

The Coursework comprises of TWO compulsory tasks:

Task One (2,000 words):

**Write a 2,000-word strategic marketing plan** for ONE of the five organisations below. You must choose one of the organisations below. Given the word limit, this is an outline strategic marketing plan:

* Motorpoint (<https://www.motorpoint.co.uk/>)
* Joe Browns (<https://www.joebrowns.co.uk/>)
* Benihana Inc. (<https://www.benihanainternational.com/>)
* GNAW chocolate (<https://www.gnawchocolate.co.uk/>)
* The National Trust (<https://www.nationaltrust.org.uk/>)

You have been asked by the Marketing Director of your chosen organisation to produce an outline strategic marketing plan.

Your marketing plan can follow a framework of your choice; however, it must include the following essential elements:

* An analysis of where your chosen organisation is now using appropriate models to audit the current situation.
* An overview of where the organisation wants to be. Including SMART related objectives.
* Critical analysis of the strategic options resulting in your decision as to where the organisation wants to be.
* An explanation of how the company will implement the chosen strategy.
* Your recommendations as to how the organisation should monitor company performance.

**Strategic audit and objectives (Where are we now? Where do we want to be?)**: Plan to include an analysis of the external macro- and micro-environments and the internal environment. Relevant models e.g., SWOT, PESTLE and Marketing Mix can be applied. Plan to include the mission/vision, strategic objectives should be SMART/5Ss. **(20 marks)**

**I’m looking for your own ideas e.g., your own SWOT analysis and not something that is copied from the Internet.**

**Strategic decisions and tactics (How are we going to get there? Getting there):** Very clear strategic choice. Tactics - strong evidence of application of tactical models e.g. marketing mix. This stage of the plan to indicate which models/frameworks have been applied in evaluating the strategic options and include analysis of the STP process. Decisions should be fully justified. **(20 marks)**

**Evaluation and Controls:** Very strong evidence of recommendations for proposed tools to control the implementation of the plan. A wide range of KPIs e.g. customer satisfaction, brand awareness, ROMI. A high level of understanding of how to monitor customer feedback. Plan to include recommendations for the proposed tools to control the implementation of the plan. This stage of the plan to include recommendations for the measurement tools relevant to determining the success of the marketing plan and include financial, resource and time-based measures. **(10 marks)**

**Critical analysis**: Work demonstrates a high level of critical analysis and/or originality. A strong level of evidence used to support arguments. Relevant frameworks, model, theories should be fully applied. **(15 marks)**

**Presentation**: The plan follows a clear structure, strong evidence of research. Harvard Referencing fully applied. **(10 marks)**

**(Total – 75 marks)**

Strategic Marketing Plan – Marking rubric

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0-39% | 40-49% | 50-59% | 60-69% | 70%+ |
| **Strategic audit and objectives (Where are we now? Where do we want to be?) – (20 marks)** | Fails to meet the standard required. Little or no evidence of situational analysis. Objectives/5Ss are missing/ largely missing. | Situational analysis is very limited. Little evidence of application of relevant models. Some evidence of objectives, but not SMART related/5Ss. | A satisfactory situational analysis. Relevant models such as SWOT, PEST and Marketing mix are mostly clear and applied. Objectives are only partly SMART/5Ss related, strategic direction lacks clarity. | A good standard of situational analysis. Demonstrates good application of largely relevant models. Objectives are largely SMART/5Ss related, strategic direction is generally clear. | Demonstrates a very high standard of situational analysis. Employs a wide range of tools e.g. such as SWOT, PEST, Marketing Mix showing very strong application. Objectives are fully SMART/5Ss. Very clear strategic direction. |
| **Strategic decisions and tactics (How are we going to get there? Getting there) – 20 marks)** | Minimal/no evidence of models and lacking application. No evidence of strategic and tactical choice. | Evidence of models may be present, but lacks application. Limited evidence of strategic and tactical choice. | Work demonstrates satisfactory evidence of application of relevant model(s) e.g. Ansoff. Although rather limited application. Strategic and/or tactical choice is not clear. | Work demonstrates good evidence of application of relevant models, but lacks range of models. Good level of explicit clear strategic choice, which is strategic not tactical. Tactics - good evidence of application of tactical models, such as the marketing mix, although scope for development. | Work demonstrates strong evidence of application of relevant models e.g. such as Ansoff, Porter's. Very clear strategic choice, which is strategic not tactical. Tactics - strong evidence of application of tactical models e.g. marketing mix. Very clear tactical choice |
| **Evaluation and Controls – possible (10 marks)** | Only a partial attempt to address the question. Evidence of KPIs and how to monitor customer feedback is not sufficient. | The work contains limited evidence of KPIs and little or no evidence of how to monitor customer feedback. | The work contains some satisfactory examples of KPIs. Little evidence of how to monitor customer feedback. | The work contains some good examples of KPIs. Good examples of how to monitor customer feedback. | Very strong evidence of a wide range of KPIs e.g. customer satisfaction, brand awareness, ROMI. A high level of understanding of how to monitor customer feedback. |
| **Critical analysis – (15 marks)** | Little or no evidence of critical analysis. Lacking depth and very limited material used to support arguments. | Limited evidence of critical analysis and material used to support arguments. | Work is attentive to the assignment brief, but on balance is more descriptive than adopting critical analysis. Arguments not fully supported. | Demonstrates some good examples of critical analysis, but also descriptive in places. Good evidence used to support arguments. | Work demonstrates a high level of critical analysis and/or originality. A strong level of evidence used to support arguments. |
| **Presentation (including referencing/sources of evidence) (10 marks)** | Unsatisfactory level of written English with too many errors present. Poorly structured with serious errors/inaccuracies.  The Harvard Referencing system is not applied. Poor evidence of research, a very limited number (if any) and range sources. Very limited citations. | Poorly structured and written with several typographical and grammatical errors.  Citations maybe present. Referencing is largely unsatisfactory. The Harvard Referencing system is largely not applied. A limited number and range of sources, evidence of several errors in the main text. | A reasonable standard of written English, although a number of errors might be present. A satisfactory level of presentation. There might be some flaws with structure.  Referencing is satisfactory on the whole, although the referencing might contain inconsistencies in the main text and the Harvard Referencing system is not fully applied. The number and range of academic sources are rather limited. | A good standard of written English with only minor errors. A good standard of presentation, lucid structure, minor errors.  A good standard of referencing, although some inconsistencies might be present. Good evidence of research, a generally wide range of sources although some potential sources e.g. key marketing journals might be missing. | A high standard of written English and a high standard of presentation. Clear, logical and few errors.  A very high standard of referencing throughout. The Harvard Referencing system is fully applied. Strong evidence of research, based on a wide range of sources. |

Task Two (500 words) – Reflective piece:

Your strategic marketing plan has been reviewed by the Marketing Director of your chosen organisation and you have been sent further questions to support their understanding of your plan and personal development. Making reference to your plan to support your answers, write a reflective piece that addresses what you learned and gained through producing your marketing plan.

Your reflective piece should apply Gibbs’ (1988) Reflective Cycle – Description, Feelings, Evaluation, Analysis, Conclusion and Action Plan. **(See Figure 1 below)**

Figure 1: Gibbs’ Reflective Cycle (1988)

Helpful sources for the reflective piece:

Harmon A. Gibbs’ reflective cycle. *Salem Press Encyclopedia*. 2023. Available via the UEA electronic library. **\*\* Also see PowerPoint slides on Assessment guidance ‘Doc 2’ in the Summative Assessment folder on Blackboard for recommended reading on ‘reflection’.**

**An example of how to apply Gibbs’ Reflective Cycle based on a student doing a Marketing Research module. (The cycle should be based on your own personal experience doing the marketing plan assignment)**

Reflect on your own experiences and opinions e.g. explain how last week’s seminar may have changed how you think about the role of planning….”

Try to give some specific examples e.g. refer to a discussion(s) that occurred in class or some other content that you encountered during the module.

**Description**

Reading the summative assessment materials, the lecturer explained that the marketing research report would be based on Majestic Supermarket and marketing research process, my first thought was of my own experience of working in the retail sector. My second thought was which data collection method(s) I might use based on those covered in weeks 3-6.

**Feelings**

As I have no experience of conducting primary research, I was concerned that I might struggle to do the assignment within the time frame. I do not want the marker to add comments such as *‘A lack of sufficient time allocated to data analysis’*. Therefore, I felt Lecture 6, where we had to produce an outline research timetable, was very beneficial. I feel it is important to learn about research ethics, especially informed consent (week 5), as although this is my research, I am representing the University.

**Evaluation**

What I particularly found beneficial with this assignment is that it taught me numerous transferable skills that I can use in the workplace. For example - how to collect, analyse and present data. The seminar on *‘Using Canva to create visuals’* (week 10) I particularly liked as it introduced me to a new visual tool that I was not aware of. I also liked the fact the assignment was ‘authentic’ and not simply an essay or exam. I wouldn’t say there was anything ‘bad’ about doing the assignment, only that I learned early on to produce a clear research timetable and tried to follow this as closely as possible.

**Analysis**

Upon starting my marketing research, the process soon made sense to me. Using data analytical tools, such as SPSS (covered in seminars 6 and 7) helped me to understand how to analyse different types of data. During my analysis, I found that ‘price’ is a leading factor in terms of consumer preference. Interestingly, this finding corresponds with key studies from Wong (2018) and Jones and Taylor (2021). Undertaking a comprehensive analysis of my primary and secondary sources allowed me to better understand the nature of the research problem

**Conclusion**

I learned that writing a marketing research report is a systematic process that involves colleting, analysing, interpreting and presenting data. For instance, analysis can be undertaken using software such as SPSS or for qualitative research the software package NVivo. In the case of Majestic Supermarket, a key objective for the retailer is to review their positioning strategy. In hindsight, I could have spent more time analysing journal articles, although there is such a large literature on the subject, I had to narrow down my literature search.

**Action plan**

I recommended for Majestic Supermarket to launch a new value range aimed at the budget conscious shopper in order to help further its growth. I discussed that an ideal value range will not only be affordable, but include essential items and British produce. A second strategic recommendation would be to consider a major rebrand as the current brand is somewhat ‘tired’. If the opportunity arose again, I would welcome the chance to do further primary research e.g. using focus groups (covered in seminar 7).

Reflective piece – Marking rubric

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0-39% | 40-49% | 50-59% | 60-69% | 70%+ |
| **Reflection (15 marks)** | A lack of reflection on what the student learned and gained during the assignment process and/or strategies presented in the marketing plan. Views are missing. Lacking examples. | Shows little evidence of reflection on what the student learned and gained during the assignment process and/or strategies presented in the marketing plan. Views are largely missing. Possibly lacking examples. | Shows good evidence of reflection on what the student learned and gained during the assignment process and/or strategies presented in the marketing plan. Good evidence of views. Evidence of some specific examples. | Shows very good evidence of reflection on what the student learned and gained during the assignment process and/or strategies presented in the marketing plan. Views are clear and evident throughout. Good evidence of examples. | Shows excellent evidence of reflection on what the student learned and gained during the assignment process and/or strategies presented in the marketing plan. Views are very clear and evident throughout. Excellent examples. |
| **Understanding (5 marks)** | Response demonstrates a lack of understanding of the marketing planning assessment. | Response demonstrates minimal understanding of the marketing planning assessment, including marketing theories. | Response demonstrates a good understanding of the marketing planning assessment, including marketing theories. | Response demonstrates a very good understanding of the marketing planning assessment, including marketing theories. | Response demonstrates an excellent understanding of the marketing planning assessment, including marketing theories |
| **Structure (5 marks)** | Writing lacks clarity, poorly structured, Gibbs’ Reflective Cycle is not applied. Numerous spelling mistakes and grammatical errors. | Writing is unclear in places. No more than two elements of Gibb’s Reflective Cycle are correctly applied. | A good level of structure and presentation. A few grammatical and typographical errors. No more than three elements of Gibb’s Reflective Cycle are correctly applied. | A very good level of structure and presentation. Minimal grammatical and typographical errors. The majority of elements of Gibbs’ Reflective Cycle are applied. | Well-presented and structured. An excellent level of structure and presentation. No/very limited grammatical and typographical errors. All elements of Gibbs’ Reflective Cycle are correctly applied. |

**(Total – 25 marks)**