Diploma in Professional Marketing

Elective Module: Driving Innovation

Through the CIM website (MyCIM) you have free access to a large range of journals and reports. This document signposts articles, journals, web pages and a range of other material that is relevant to this module. We have divided it into the different Learning Outcomes to help you on your learning journey.

Unit 1: Entrepreneurial marketing

Learning outcome 1: Understand the relationship between marketing and entrepreneur
Learning outcome 2: Implement an entrepreneurial response to change to delivering marketing solutions

Unit 2: Innovation

Learning outcome 3: Understand the key factors that facilitate and nurture innovation in organisations
Learning outcome 4: Apply principles of innovation throughout the marketing function

Unit 3: The marketing champion

Learning outcome 5: Understand the role of internal marketing
Learning outcome 6: Implement marketing-led organisational change

The links were all checked as of August 2015. If any are broken please e-mail the details to library@cim.co.uk for resolution or alternatives. These resources are designed to be updated on a regular basis; there is a version number in the footer.

Our electronic resources for members has more information on accessing the services, alternatively please contact library@cim.co.uk or telephone +44 (0)1628 427333.
Unit 1: Entrepreneurial marketing

Learning outcome 1: Understand the relationship between marketing and entrepreneurship

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ARTICLES

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Ten years on the authors are utilising their model for leadership.

One of the original articles outlining hypercompetition and how to cope with it - has stood the test of time, so still worth reading

As above, the original article outlining BOS - later expanded through the book of the same name - details of the website are below.

Good coverage of traditional vs disruptive approaches to innovation.
http://dx.doi.org/10.1108/03090561211202602
Although this is an article covering research into a specific type of organisation, many of the general points hold
good for entrepreneurial marketing in general and it refers to many of the key pieces of earlier research in this
field.

Murphy, P.J. (2011) A 2 x 2 conceptual foundation for entrepreneurial discovery theory. *Entrepreneurship Theory
Provides a useful framework through which discovery theory can be explored.

www.cim.co.uk/mycim
A follow up to Chris Zook's seminal work on market adjacencies - again there is a book which goes into more
detail and also a good deal of content and examples on the Bain Consultancy website (one case study is detailed
below).

Another classic article exploring hypercompetition from a marketing perspective

**MARKETING EXPERT**
(You will be prompted to log in)

Competitor analysis
http://www.cimmarketingexpert.co.uk/wp/?wpid=751

Uncovering your key consumer insights
http://www.cimmarketingexpert.co.uk/p/?t=1

Developing business acumen/commercial awareness
http://www.cimmarketingexpert.co.uk/wp/?wpid=1264

Competitive advantage
http://www.cimmarketingexpert.co.uk/wp/?WPID=1513

**JOURNALS**
You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

Entrepreneur published by Entrepreneur.com - Ebsco

International Journal of Innovation Management by World Scientific Publishing Co - Ebsco

Creativity & Innovation Management by Wiley-Blackwell - Ebsco

Journal of Production Innovation Management by Wiley Blackwell - Ebsco

Strategic Change – Wiley - Ebsco (12 month embargo)
OTHER ITEMS

MyiLibrary is accessible from www.cim.co.uk/elibrary when logged in. Other models within the book may be of interest.


A strategy theory that adds to the understanding of the mature of (sustained) competitive advantage in business


http://www.blueoceanstrategy.com/ - this website updates the article and book on the subject with a series of new case studies and provides a range of materials for students and instructors

http://www.entrepreneurship.org - this is a US based website for entrepreneurs - includes a good range of material on entrepreneurial marketing - expert lectures, transcripts, newsletters etc. - some content can be a bit basic and not always relevant outside the US (legal elements - for example) - but it gives a good indication of the key issues entrepreneurs face in launching and sustaining new ventures.
Unit 1: Entrepreneurial marketing

Learning outcome 2: Implement an entrepreneurial response to change and to delivering marketing solutions

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Interesting research covering how entrepreneurs learn from failure and the exit routes they use

http://dx.doi.org/10.1108/0263450810916690
Some good advice for practitioners on measuring viral marketing – but also covers the previous literature well in the initial section of the paper.

http://dx.doi.org/10.1108/07363760910954091
Looks at a number of cases and highlights some of the benefits and pit-falls of non-traditional marketing approaches – such as Guerrilla marketing -

Outlines the characteristics of successful entrepreneurial teams


Driving Innovation
Study Resources


*Interesting study into the use of external experts and networks by entrepreneurial team members.*


*Classic article covering how small organisations can beat stronger opponents.*

**MARKETING EXPERT**

(You will be prompted to log in)

Online partnerships
http://www.cimmarketingexpert.co.uk/wp/?wpid=4940

Networks and interorganisational relationships
http://www.cimmarketingexpert.co.uk/wp/?wpid=3681

Partnership marketing
http://www.cimmarketingexpert.co.uk/wp/?wpid=881

Harnessing the power of others
http://www.cimmarketingexpert.co.uk/wp/?wpid=4096

Providing strategic direction and planning
http://www.cimmarketingexpert.co.uk/wp/?wpid=4446

Presenting
http://www.cimmarketingexpert.co.uk/wp/?wpid=2912

People/Team management skills
http://www.cimmarketingexpert.co.uk/wp/?wpid=2936

Value chain
http://www.cimmarketingexpert.co.uk/wp/?wpid=1917

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International Journal of Innovation Management by World Scientific Publishing Co - Ebsco

Creativity & Innovation Management by Wiley-Blackwell - Ebsco

Journal of Production Innovation Management by Wiley Blackwell - Ebsco

**OTHER ITEMS**

MyiLibrary is accessible from www.cim.co.uk/resources when logged in.

http://www.businessmodelgeneration.com/ - this website give details of the widely used business model canvas developed through a crowdsourcing project by Alexander Osterwalder and Yves Pigneur - they also produced a book based on the project - Business Model Innovation.

http://www.ey.com/GL/en/Services/Strategic-Growth-Markets/Nature-or-nurture--Decoding-the-DNA-of-the-entrepreneur---Entrepreneurial-leaders-are-made--not-born - Ernst and Young's EY website has some good materials on entrepreneurial leadership - covering core traits, what large organisations can learn from entrepreneurs and more.

http://tellseries.com/ - a series of talks by entrepreneurial leaders hosted by London Business School and available on video through this website - some good examples and case studies to choose from.

Guerrilla marketing - there are two websites listed here - first the official site supported by Jay Conrad Levinson http://www.gmarketing.com/ but also a good blogging and case study site with lots of examples of the genre - http://www.creativeguerrillamarketing.com/
Unit 2: Innovation

Learning outcome 3: Understand the key factors that facilitate and nurture innovation in organisations

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Good debate around one of the key dilemmas in innovation strategy


Interesting article by one of the “giants” in the field of innovation


Useful summary of some of the key heuristics in innovation and why they need to be treated with caution and carefully managed


Classic article by one of the leading exponents of open innovation

Detailed case study into one of the world’s most innovative organisations with some good practical advice for managers.

One of the best recent articles on business model innovation
http://dx.doi.org/10.1108/14601060310456337

Good coverage of how networks innovate through ideas such as “research commons” and collaborative approaches to developing products and markets


OTHER ARTICLES
Articles from journals that should be generally available.

http://knowledge.wharton.upenn.edu/article/why-disruptive-innovation-doesnt-always-hurt-market-leaders/

MARKETING EXPERT
(You will be prompted to log in)

A definition of innovation
http://www.cimmarketingexpert.co.uk/wp/?wpid=1994&wpp=A+definition+of+innovation

Innovation audit
http://www.cimmarketingexpert.co.uk/wp/?wpid=4498

New product development
http://www.cimmarketingexpert.co.uk/p/?t=404

Objectives that drive company innovation
http://www.cimmarketingexpert.co.uk/wp/?wpid=1536&wpp=Objectives+that+drive+company+innovation

Techniques used to stimulate innovation
http://www.cimmarketingexpert.co.uk/wp/?wpid=4501

Innovation
http://www.cimmarketingexpert.co.uk/wp/?wpid=4723

Creative development and innovation
http://www.cimmarketingexpert.co.uk/wp/?wpid=479

JOURNALS
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Entrepreneur published by Entrepreneur.com – Ebsco

International Journal of Innovation Management by World Scientific Publishing Co – Ebsco

Creativity & Innovation Management by Wiley-Blackwell – Ebsco
Driving Innovation
Study Resources

Journal of Production Innovation Management by Wiley Blackwell - Ebsco

Emerald

OTHER ITEMS
MyiLibrary is accessible from www.cim.co.uk/resources when logged in.


The above is a useful paper from the Boston Consulting Group website which covers some of the key elements they use to advise clients on innovating through changing their business model – the firm’s main innovation content can be found at: http://www.bcg.com/expertise_impact/capabilities/innovation/default.aspx

http://www.openinnovation.eu/ - a good portal site with links to a large range of innovation articles and other materials – lots of good up to date information and examples.

https://www.innovationmanagement.se - another portal site with a good range of videos and articles about innovation and related topics – also with Spanish and Portuguese language versions.

http://www.crowdsourcing.org/ - a good portal site on crowdsourcing and crowdfunding with lots of current examples and news stories as well as basic information on the topic.
Unit 2: Innovation

Learning outcome 4: Apply principles of innovation throughout the marketing function

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DEFINITIONS


Crowdsourcing obtaining service and ideas from a group of people outside your usual sphere. Various different types of crowdsourcing have been identified, information, insight, research, technical know-how or funding to name but a few.

ARTICLES

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Article covering the differences between debate and conflict in the effective management of innovation – set alongside conditions needed for a creative climate in an organisation


A nice twist on the Ansoff matrix by two leading consultants from Monitor, Michael Porter’s old outfit, the tool is used by a number of businesses to develop their innovation strategy and allocate resources - so it has a good deal of relevance to practitioners.
*Article by two marketing professors that looks at the merits of three NPD approaches - Postponement, Mass Customisation and Collective Customer Commitment, which help to explain the success of crowdsourcing websites such as Threadless.*

www.cim.co.uk/mycim
*Article by CEO of one of the biggest ideagoras, Innocentive*

*Classic article which paved the way for the whole prosumer and ideagora movements as covered in Tapscott and William's Wikinomics.*


http://dx.doi.org/10.1108/JBIM-04-2013-0100


*Examples of Crowdsourced advertising*

**MARKETING EXPERT**
(You will be prompted to log in)

*People/Team management skills*
http://www.cimmarketingexpert.co.uk/wp/?wpid=2936

*Team recruitment, selection and retention*
http://www.cimmarketingexpert.co.uk/wp/?wpid=217

*Customer insight – consumer audience*
http://www.cimmarketingexpert.co.uk/customerinsight

*Customer relations/complaint handling*
http://www.cimmarketingexpert.co.uk/wp/?wpid=4093

*Issues in managing customer relations*
http://www.cimmarketingexpert.co.uk/wp/?wpid=2292

*Ideas and communication options*
http://www.cimmarketingexpert.co.uk/wp/?wpid=3578
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**OTHER ITEMS**

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https://www.innocentive.com/ - one of the best known ideagoras – some interesting white papers and a clear introduction to the service and how it works for both companies and individuals.

http://contentmarketinginstitute.com/ - latest information and stories about content marketing - very US focussed - but good current content.

2013 UK Innovation Survey

http://www.mckinsey.com/insights/innovation/disrupting_beliefs_a_new_approach_to_business-model_innovation

**CIM PAPERS**

http://www.cim.co.uk/Files/MMP.pdf

**Executive Summary**

An effective marketing department requires a strategic mindset, familiarity with measurement techniques and an understanding of how marketing can contribute to bottom line growth. It needs these qualities in addition to a creative attitude that can inspire effective communications, foster innovation, and connect emotionally as well as intellectually with the customer.

But marketing is often perceived as a creative industry - not one in which there are significant elements of number-crunching, analytical and technical skill. As a consequence, marketing often recruits imaginative people who are then ill-equipped and ill-prepared to engage with the scientific side of the job.

This is not to deny that marketing requires creative input. And not everyone sees the profession as purely creative. But there is a perception that this is the case and it is this perception that is causing problems. Marketing is often seen as the soft end of business, widely regarded as one of the more dispensable elements of the company, and often not fully appreciated by other departments.
And, just as we need to act to change this perception, the level of scientific emphasis that is required of marketers is escalating rapidly. Marketers are working in an environment that is increasingly bound by regulations, is more technological and is more meticulously measured. As a result, marketers need to have the scientific skills to operate effectively in this more sophisticated environment, and this means that the nature of the job is becoming as scientific as it is creative.

How can we manage marketing people successfully when there is an increasing dichotomy between the artistic and scientific elements of marketing?

The answer lies in changing the way we train and manage marketers. As the balance between art and science becomes more even, the profession needs to widen the net from which it recruits. Key to this is to communicate the fact that marketing has a strong scientific component, thus encouraging more scientifically-minded people to become marketers. And for creative people, it is important to emphasise the significant scientific aspect of the job which they need to embrace, not shy away from.

The result will be a blend of art and science that leads to more effective, dynamic marketers – and a greater appreciation of the role of the department from the rest of the organisation and the outside world.
Unit 3: The marketing champion

Learning outcome 5: Understanding the role of internal marketing

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http://dx.doi.org/10.1108/03090560310486979


MARKETING EXPERT
(You will be prompted to log in)

Internal marketing – in practice
http://www.cimmarketingexpert.co.uk/wp/?WPID=4625

Internal marketing communications
http://www.cimmarketingexpert.co.uk/wp/?wpid=3740

Four DRIP roles of internal marketing communications
http://www.cimmarketingexpert.co.uk/wp/?wpid=2209

Internal marketing
http://www.cimmarketingexpert.co.uk/wp/?wpid=4695

Role of internal communications
http://www.cimmarketingexpert.co.uk/wp/?WPID=2210

Identifying key internal audiences
http://www.cimmarketingexpert.co.uk/wp/?wpid=2208

How marketing interacts with functional departments
http://www.cimmarketingexpert.co.uk/wp/?wpp=internal/functional departments&WPID=1805

Promoting your plan internally
http://www.cimmarketingexpert.co.uk/wp/?WPID=1976

Internal and external audit
http://www.cimmarketingexpert.co.uk/wp/?wpid=1465

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Creativity & Innovation Management by Wiley-Blackwell – Ebsco


OTHER ITEMS
Anon (2014) The role of social media in internal communications. 17 January. [online]
http://www.brandwatch.com/2014/01/internal-communications-a-look-at-the-untold-story-of-marketing/ - a useful article with some good examples

CIM PAPERS
http://www.cim.co.uk/files/msfusion.pdf

Marketing as a discipline has its roots in sales. Over time, due to the ambitions of the new science of marketing, the two became separated and in many cases estranged.
Unit 3: The marketing champion

Learning outcome 6: Implement marketing-led organisational change

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Classic prescription for managing change – widely used in industry, widely criticised in academia – but a useful starting point.


Classic article which gives a more sophisticated framework than the more commonly used Mendelow’s matrix – but also more useful in practical change management terms.

Interesting public sector context article looking at different aspects of change agents and their roles in the organisation.

Good summary of recent work on managing change in fast moving sectors.

MARKETING EXPERT
(You will be prompted to log in)

Change management – develop this skill
http://www.cimmarketingexpert.co.uk/wp/?wpid=5116

The organisation needs to adapt to change
http://www.cimmarketingexpert.co.uk/wp/?wpid=1810

Does your marketing strategy anticipate the future?
http://www.cimmarketingexpert.co.uk/wp/?wpid=4815

Drivers of organisational change
http://www.cimmarketingexpert.co.uk/wp/?wpid=1858

Technological change
http://www.cimmarketingexpert.co.uk/wp/?WPID=867

Globalisation as a driver of change
http://www.cimmarketingexpert.co.uk/wp/?wpid=1861

To created internal organisational change
http://www.cimmarketingexpert.co.uk/wp/?wpid=1905

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A systematic approach to achieving successful sustainable change by breaking down the change process into eight phases.

www.changefirst.com – commercial website but with a wide range of change management materials available free if you provide contact details – white papers, briefing documents and templates are all included in the knowledge centre.

http://www.mckinsey.com/insights/mckinsey_quarterly/enduring_insights/change_management - the McKinsey website has a number of useful articles and white papers on managing change – conveniently grouped in their enduring insights filter.
Driving Innovation
Study Resources


CIM PAPERS