

# Enterprise and Learning Committee

EL(3) 12-08 (p2) : 30 April 2008

## Inquiry into the economic contribution of higher education in Wales.

### Opportunities to add value to the economic contribution of higher education in Wales

Evidence prepared by The Chartered Institute of Marketing.

#### 1. Background: The Chartered Institute of Marketing

1.1 The Institute is an international body for sales and marketing professionals. Founded in 1911 and granted Royal Charter in 1989, it is the largest sales and marketing organisation. Our purpose is to support and develop individuals, organisations and the profession.

1.2 The Institute supports and develops individuals by:

Providing education for professional qualifications

Awarding individual Chartered status to professional members who follow Continuing Professional Development (CPD)

Knowledge and information resources

Providing local events (CPD and networking opportunities)

Training over 7,000 practitioners a year in marketing, sales and business skills with a 99% satisfaction rate

Connecting sales and marketing professionals through membership and market interest groups

Expecting members to adhere to the code of practice (see [www.cim.co.uk/standards](http://www.cim.co.uk/standards)).

1.3 The first meeting of the Wales Board of The Institute was held on 1 February 2007. It has over 900 members in Wales and prides itself on having a higher percentage of Chartered Marketers than the Institute's UK average. The Wales Board includes academics from HEIs in Wales in addition to practitioners in the private and public sectors. There are branches in North and South Wales.

1.4 The Institute tries to cross the bridge between academic excellence and the needs of business by offering courses and qualifications that are solidly grounded in proven theory and measured by national standards; offering courses and qualifications in flexible formats to enable people at all levels of seniority in a business the opportunities to improve their knowledge and learn new skills.

1.5 As a Professional Body we provide solid ethical and responsible best-practice teaching that recognises the impact business has on the wider world, committing individuals and companies to their responsibilities to the environment and society, in ways that maintain financial sustainability to the organisation.

#### 2. Qualifications

2.1 We offer a range of professional qualifications (see [www.cim.co.uk/qualifications](http://www.cim.co.uk/qualifications)). Our core qualifications are:

The Introductory Certificate in Marketing (level 3) which gives a basic grounding in the principles and practices of marketing and offers a platform for more advanced study.

The Professional Certificate in Marketing (level 4) offers an insight into a range of issues affecting practising marketers.

The Professional Diploma in Marketing (level 6) helps marketers at an operational level, showing for example how to write a marketing plan. It can be taken by students with a degree in any subject, not just marketing; or students who have already been awarded the Professional Certificate.

The Professional Postgraduate Diploma in Marketing (level 7 Open University Validation Service, 60 credits), the highest qualification awarded by The Institute. It moves beyond strategic marketing to evaluate marketing's place in the wider business world.

2.2 The quality of The Institute's qualifications is recognised by the fact that they are the first (and so far only) professional marketing qualifications in the UK to incorporate the new National Occupational Standards in Marketing. Holding these qualifications will give marketers a clear distinction in terms of knowledge and both ethical and legal compliancy. The Introductory Certificate and the Professional Certificate are directly mapped in alignment with the requirements of the Standards, and the Institute's other qualifications will be mapped in the future.

2.3 There are accredited study centres (a mixture of private sector, FE and HE) in Cardiff, Swansea, Newport, Bridgend, Deeside, Bangor and Wrexham, where students can take the Introductory Certificate, Professional Certificate and Professional Diploma on a part-time basis. Other options include intensive study, full-time study and remote learning available from accredited study centres in England.

2.4 The Accreditation of Prior Learning Scheme provides a competitive differentiator and adds value by positioning a degree as a fast

route to further professional qualifications. (a) Dual Award: students achieve a CIM qualification as part of their degree programme, enabling them to graduate with an enhanced qualification that is sought after by employers. The resulting Dual Award Programme can provide students in Wales with the competitive edge they are looking for to embark on a successful marketing career (e.g. Cardiff University's MSc Strategic Marketing). (b) The Entry Points Scheme: graduates automatically gain entry onto either the Professional Diploma in Marketing or the Professional Postgraduate Diploma, depending on the amount of marketing content in the degree (e.g. Aberystwyth University's Single & Major Honours Marketing and Joint Honours Marketing).

2.5 Membership of The Institute can contribute to embedding an entrepreneurial culture in Higher Education in Wales. We recommend funding be made available to provide Associate Membership of The Institute for all postgraduate marketing students in Wales.

Furthermore HEIs should offer Affiliate (Studying) membership of The Institute to undergraduates in the key growth sectors identified in Wales: A Vibrant Economy. Affiliate membership will help develop a market appreciation and provide access to The Institute's Learning Zone web site. HEIs in Wales should enable these undergraduate to study for the Introductory Certificate in Marketing which will introduce them to the first principles of Marketing. The Institute can work with HEIs in Wales to offer specific programmes for these undergraduates. This would give HEIs in Wales a competitive advantage over the rest of the UK, attracting students who recognise the entrepreneurial value of marketing in their undergraduate studies. Having an industry-recognised professional qualification in marketing will improve graduates' career prospects.

### **3. Student Career Support**

3.1 The Institute supports undergraduates in Wales through 'student chapters' which are student societies or clubs supported financially by The Institute in Wales. Student chapters have been established at Bangor, Aberystwyth, Swansea and Cardiff Universities (similar non-CIM-supported clubs exist at Lampeter and Newport). Students have to organise themselves and submit a business plan to The Institute in order to receive funding. This gives undergraduates invaluable opportunities to enhance their CVs by being involved in drawing up a business plan, organising themselves into a committee, marketing the club and arranging events.

3.2 The students are allowed a large amount of latitude but must follow the business plan if they are to receive funding for subsequent years. Academics play a vital role as mentors and the students also receive support, on request, through our branch committees. The organising committees can include undergraduates and postgraduates. Student chapters in Wales have invited speakers from a variety of businesses, for example Hays Recruitment (Aberystwyth), Golley Slater (Swansea) and Welsh Whisky (Cardiff).

3.3 It is important to note that Student chapters are open to any students regardless of their course. In this way it is an excellent opportunity for undergraduates in non-business disciplines to learn more about marketing and develop their entrepreneurial spirit.

3.4 The Institute supports undergraduates in Wales with information about marketing careers, job descriptions, sources of information, advice on CV preparation etc. The Career Partner Scheme was previously delivered via a free CD but is now entirely web-based and so more easily accessible (see [www.getin2marketing.com](http://www.getin2marketing.com)). The Institute in Wales has been successful in promoting the previous CD-based Career Partner Scheme: some 17% of the total UK registrants are in Wales.

### **4. Raising the skills of marketing practitioners in HEIs**

4.1 Recognising that studying members in full-time employment can find additional studying difficult, the Institute is developing several ways to offer flexibility of study, to enable learners to work at their own pace, at times that suit them, and in ways that are different to conventional study.

4.2 The CIM Academy enables studying members to work towards the full set of qualifications that the Institute offers in two ways - either as a blended learning programme of online tutorials and face-to-face workshops, or as a residential programme that involves (to use the example of the Professional Certificate) 4 residential sessions of 3 days each over 9 months. With minimal time away from the office, but offering intensive study in an attractive and stimulating environment, the Institute's success rate with this approach is high and drop-out rate is low. The Academy is not limited to the academic year, gives students choices in terms of how they want to study and again has an emphasis throughout on the practical application of content.

4.3 For HE staff who want to increase their skills sets and learn new knowledge that will be beneficial to their Institution and local economy, The Institute offers a similar scheme for the Postgraduate Diploma, offering intensive sessions taking place mostly at weekends, to ensure an absolute minimum of time out of the office. Whilst this is a challenging programme not to be undertaken lightly, offering flexibility like this is vital if employees at all levels of seniority are to be encouraged to continue their education and build their careers.

4.4 This is the core of our belief in CPD: being busy and successful in your career need not stop you improving further, if the provider of those skills offers sufficient flexibility in study.

4.5 Members of The Institute are able to join a number of Market Interest Groups, for example there is a Higher Education Group and a Small Business Group. These enable practitioners to network with others in their sector over and above the opportunities provided locally. Note that the Higher Education Group is for practitioners primarily responsible for student recruitment.

4.6 The Institute provides training for HEIs through its contract with the British Council. This is aimed at improving international student recruitment. HEIs in Wales have been poorly represented on this course.

### **5. Learning and Development: strategically engaging with HEIs and businesses**

5.1 The Institute is widely acknowledged as the leading, specialist people-development organisation for sales and marketing. Our knowledge and understanding of the profession is unparalleled. The Institute offers an extensive portfolio of training courses (see [www.cim.co.uk/training](http://www.cim.co.uk/training)) across the six key competencies of Strategy and Planning, Research and Analysis, Brands, Implementing Marketing Programmes, Effectiveness and Compliance and Managing Self and People. Like the qualifications, the courses are broken down into Foundation, Applied and Masterclass levels so that people at all levels in the organisation can benefit.

5.2 Being a successful entrepreneur is not just about having a great idea; it's about knowing how to market that great idea; how to protect your intellectual property; how to manage projects and people to take a great idea to a profitable product; having the management skills to decide whether or not a product or service has enough appeal to make it worth taking to market; and understanding how to build competitor intelligence to ensure you avoid entering a crowded marketplace. Successful entrepreneurs also know how to find new market space, to make the competition irrelevant.

5.3 The Institute offers several highly-regarded courses to put these ideas into practice: The Trend Watching Programme, which shows how trends can disrupt conventional ways of thinking and lead to the next big idea; Competitor Intelligence, to ensure you compete at a profitable level instead of going to market with a limited understanding of the competition; Market-led innovation, helping organisations identify new market sectors; and Thinking and Creativity Skills, helping you generate new ideas, improve team thinking and see opportunities from new angles. The Institute can also undertake Innovation Audits designed to establish the climate/culture for innovation and attitudes to failure.

5.4 As an example, the 'Blue Ocean Strategy' delivered by The Institute can help HEIs in Wales rise above the competition. Specifically it: explores growth-driving 'big' ideas for the future; seeks divergence from competition in our current markets with our existing stakeholders; involves the systematic and simultaneous pursuit of radically superior value for buyers and lower cost for 'Blue Ocean companies'; is a set of tools but also a culture, a language, a way of thinking which is applicable to products and/or services; about unprecedented and radical increase in value, not simply incremental improvements in technology or decreases in price.

5.5 The Institute can deliver these courses in Wales if there is demand. In order to make the delivery of these courses economically viable in Wales we shall need to ensure adequate delegate numbers. HEW might be an appropriate coordinating body?

## **6. Building linkages and relationships between business and HEIs in Wales**

6.1 The Institute proposes the establishment of a Centre for Marketing Intelligence at an HEI in Wales. The Centre would provide Welsh companies, including start-ups and growth companies, with trend analysis and background data in a Welsh context. Data in context enables businesses (including those within HEIs) to be ahead of the curve. The Institute has experience of establishing cross-business relationships units that draw from business, government, academia and non-governmental organisations.

6.2 The Institute has set up a UK Sustainability Steering Group to help businesses meet their responsibilities in line with Triple Bottom Line principles. As well as senior representatives from business, Cardiff University's Centre for Business Relationships, Accountability, Sustainability and Society (BRASS) is represented in the Group.

6.3 We shall shortly be launching Canmol: Wales Marketing Awards. Many of the judges are drawn from HEIs in Wales as is the Chair of the judging panel. We expect that student chapters and academics will also be involved, encouraging companies to submit applications and assisting them to do so.

6.4 CPD events are held regularly in Wales for marketers who wish to improve their skills, network and keep in touch with others in the profession. Marketers can also join our online marketing communities, where they can find out how other practitioners are grappling with their roles. The communities give networking opportunities for those members who aren't able to attend events such as practitioners located in isolated areas or with mobility issues.

6.5 Many HEI academics are actively involved in CPD events in Wales and we often hold events at HEIs in Wales even if the speaker is not an academic. This provides a valuable opportunity for practitioners and academics to network. The Institute is working closely with Swansea University to co-present a conference on Customer Relationship Marketing in September 2008. We regularly work with Newport Business School and Cardiff Business School. Bangor School of Management will be the venue for our Marketing to the '@ generation' event on 29 April 2008. Working in partnership with Aberystwyth University and Glamorgan University we have proposed to the Welsh Assembly Government a pilot research programme to test the veracity of Future Skills Wales in respect of the marketing skills gap in Wales.

## **7. Recommendations**

7.1 HEIs in Wales should deliver level 3 and 4 marketing courses to undergraduates studying in growth sectors, providing them with Affiliate membership of The Institute. Associate Membership of The Institute should be provided to Postgraduate Marketing students in order to link them to practitioners in industry and further raise market awareness.

7.2 The Institute proposes the establishment of a Centre for Marketing Intelligence at an HEI in Wales. Research should be undertaken to identify the need in Wales for further cross-business relationships in: entrepreneurship; innovation and technology; arts management and funding.

7.3 HEIs need to invest in learning and development opportunities for their staff to develop further their entrepreneurial culture. The Institute can provide innovation audits and training support to foster an innovation culture and deliver results.

