

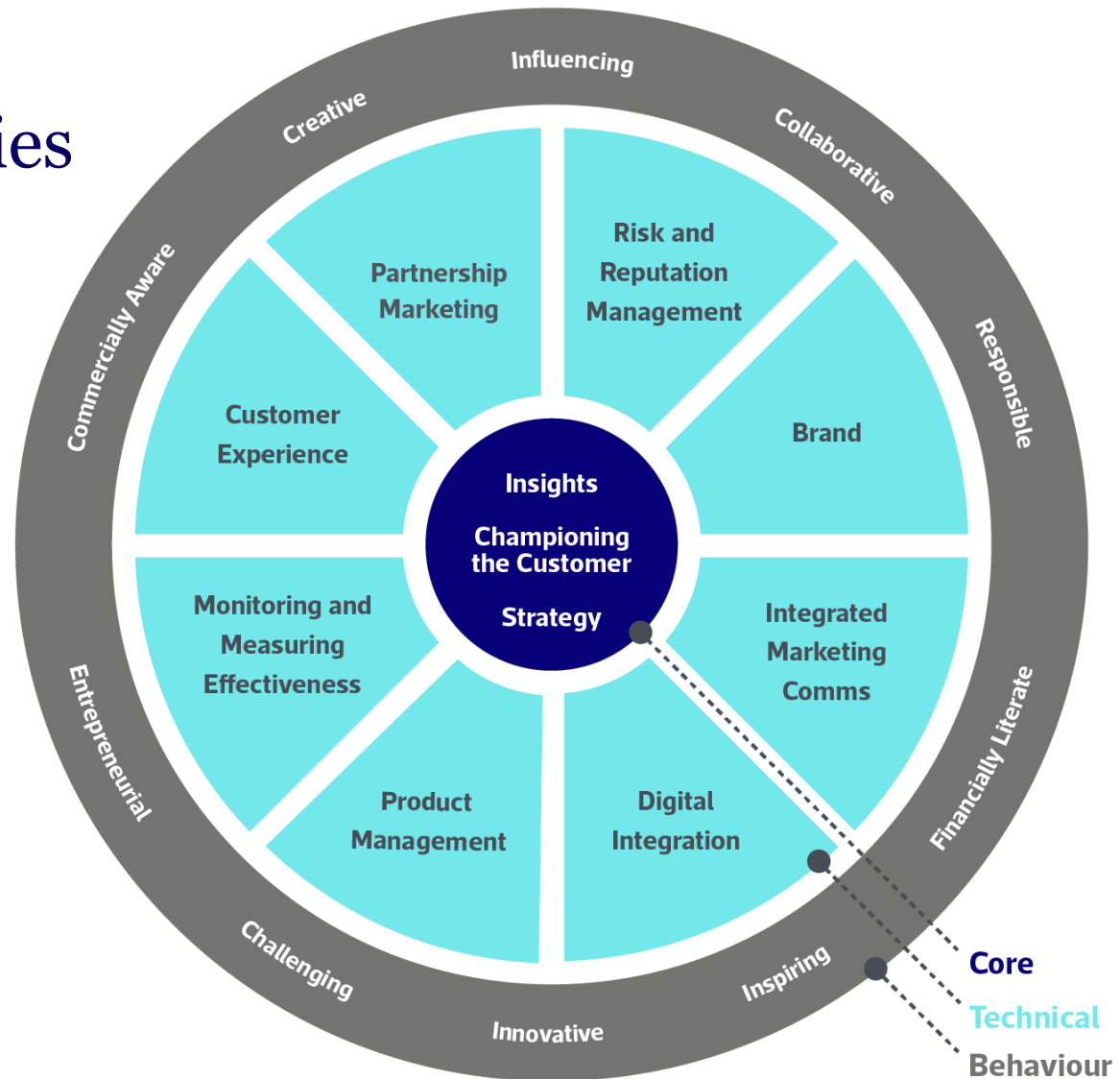


The Chartered
Institute of Marketing

Professional Marketing Competencies



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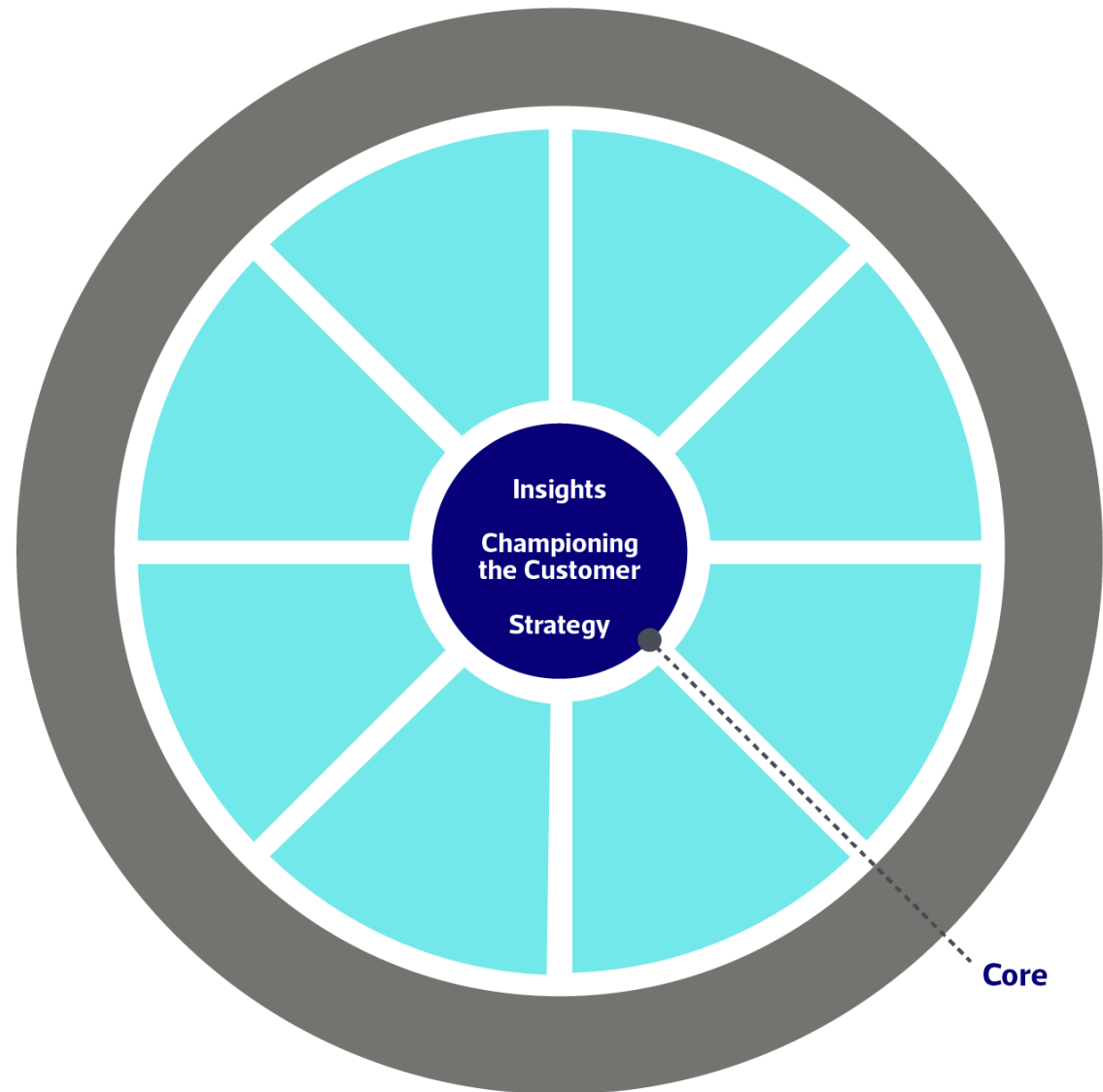
Proficiency levels

Level		Definition	Knowledge	Application
5	Authoritative	Mastery at the highest level of the knowledge and application	Mastery	Habitual
4	Accomplished	An advanced degree of knowledge and consistent application	Mastery	Regular
3	Able	Full Knowledge of the concepts and application to the business	Full	Regular
2	Active Learner	Meaningful knowledge with some experience and application	Some	Some
1	Aware	Limited knowledge or experience with full potential to develop	Limited	Limited



Core competencies

The core competencies sit at the heart of marketing and are relevant to all marketers regardless of their role, their industry sector or the stage that they have reached in their career.





Insights

This core capability sits at the heart of marketing and plays an essential role in developing and using deep insights to create marketing strategies and deliver solutions that lead to the achievement of business goals and sustainable organisational performance.

Level	Obtains information about markets	Analyses information for insights
5	Defines and prioritises the insights needed to achieve business and marketing goals	Develops insights about the organisation, its environment and its customers that impact business decisions
4	Manages information related projects and the MkIS	Analyses and presents information to generate insights that assist in the achievement of marketing goals
3	Collects information and work with market research agencies to inform marketing plans	Analyses and presents information from research and customer feedback as insights
2	Identifies options for gathering information needed to inform marketing plans	Analyses intelligence on customers and the market to form insight
1	Recognises the need to gather information based on research	Recognises the need to analyse customer and market intelligence from multiple sources



Championing the Customer

This core capability sits at the heart of the marketer's role in uniting the organisation to meet customer needs and achieve all business goals, identifying and leading change across the organisation for the benefit of the customer.

Level	Aligns the organisation around the customer	Works collaboratively	Manages change
5	Leads and creates an organisation-wide customer orientation and infrastructure for customer relationship building	Works as a role model in a highly visible way on behalf of the customer	Articulates the strategic need for change and leads the implementation of change on behalf of the customer
4	Develops internal marketing plans to improve internal relationships and so build strong external customer relationships	Works collaboratively with other departments and functions on behalf of the customer	Leads both communication of the need for change and the implementation of change through others
3	Collaborates internally to build strong external customer relationships	Works as customer champion in cross-functional teams	Works with managers and team colleagues to implement change initiatives
2	Assists with the development of internal communications to build strong external customer relationships	Works collaboratively with colleagues to deliver good practice and meet customer needs	Supports change plans and the implementation of change to meet customer needs
1	Supports internal communication to build strong external customer relationships	Works with others to meet customer needs	Recognises the need for change and supports the implementation of change through positive behaviour



Strategy

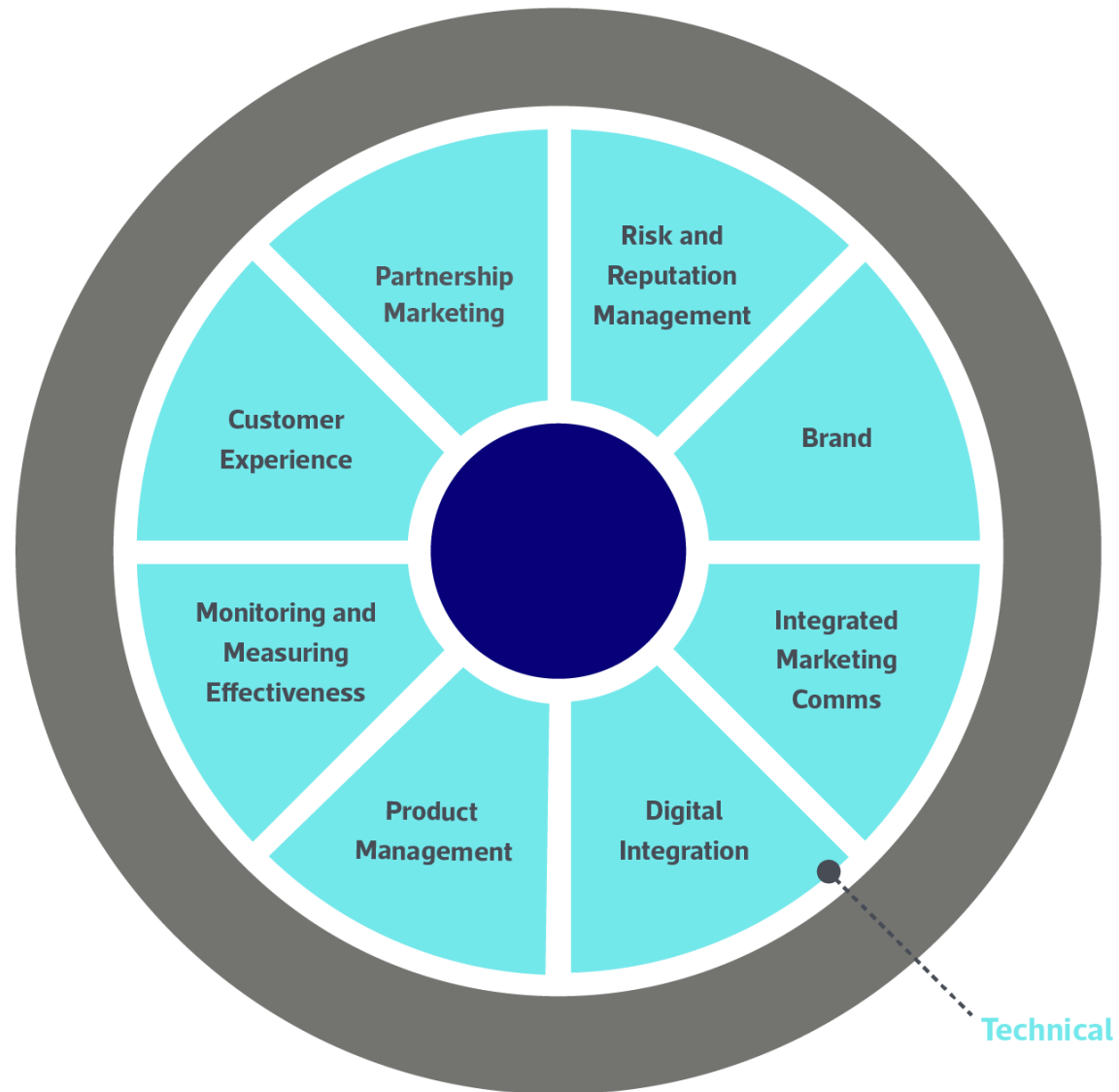
This core capability plays an essential role in both informing corporate strategy from a marketing perspective and translating this into effective marketing plans that contribute to the achievement of business goals and sustainable organisational performance.

Level	Formulates strategy (marketing & digital)	Produces marketing plans
5	Promotes a strong customer focus and influences strategy formulation and corporate investment decisions	Leads the alignment of the marketing plan to the strategic goals of the business
4	Synthesises information from multiple sources to support the strategy process	Develops and updates the operational marketing plan in alignment with business goals
3	Contributes information and ideas to the strategy process	Develops tactical marketing campaigns to assist in the achievement of operational marketing goals
2	Gathers information as part of the strategy process	Contributes to the development of tactical marketing campaigns
1	Supports information-gathering as part of the strategy process	Contributes information to marketing and campaign plans



Technical competencies

The technical competencies identify the knowledge and skills required in specific areas of marketing, reflecting the variation in career progression available in this field.





Brand

This technical capability is about defining brand strategy and positioning, managing the brand and providing clear brand guidelines for its protection, and tracking and measuring its performance to inform future activity

Level	Develops brand strategy and positioning	Manages brand effectiveness	Measures brand performance
5	Leads the development of brand strategy and articulates desired brand positioning	Distils the essence of the brand and/or maintains a portfolio of brands	Defines the measures used to determine brand effectiveness and use results to inform future activities
4	Manages the alignment of all elements of the brand strategy with marketing goals	Manages brand(s) and co-ordinates brand support activities	Uses brand tracking and/or performance analysis to inform future brand activities
3	Contributes to brand plans	Manages brand(s) and implement brand plans within brand guidelines	Analyses, measures and reports on brand effectiveness
2	Assists in the achievement of brand positioning	Assists in the management of brand(s) through the implementation of brand plans within brand guidelines	Assists in the analysis and measurement of brand effectiveness
1	Recognises the importance of brand strategy and guidelines	Recognises the role of brand guidelines in protecting the brand	Recognises the importance of measuring brand performance and using the results to inform future activities



Integrated Marketing Communications

This technical capability is about the integration of marketing communications strategy with business strategy and the use of both physical and digital communications tools in an integrated way.

Level	Develops integrated marketing communications	Delivers integrated marketing communications
5	Leads and directs the development of an integrated marketing communication strategy to communicate with all stakeholders	Leads and directs the delivery of an integrated marketing communications strategy to communicate with all stakeholders
4	Creates integrated marketing communications plans using both physical and digital tools	Implements integrated marketing communications plans using both physical and digital tools
3	Develops marketing communications campaigns using both physical and digital tools	Delivers integrated marketing communications campaigns using both physical and digital tools
2	Contributes to the development of marketing communications campaigns	Contributes to the delivery of marketing communications campaigns using both physical and digital tools
1	Assists with the development of marketing communications activities	Assists in the delivery of marketing communications activities using both physical and digital tools



Digital Integration

This technical capability is about influencing the development of organisational digital strategy in terms of its impact on structure, culture and strategic plans, and implementing digital transformation in line with the needs of the customer.

Level	Develops digital capability	Integrates digital marketing	Delivers digital capability
5	Influences digital strategy within the organisation in terms of its impact on structure, culture and strategic plans	Leads the embedding of digital capability into marketing strategy to the benefit of the customer	Leads the implementation of digitally enhanced marketing strategy
4	Contributes information and ideas to the organisational strategy process in terms of digital capability	Manages the embedding of digital capability into marketing plans to the benefit of the customer	Manages the implementation of digitally enhanced marketing plans
3	Contributes information and ideas to the organisational strategy process in terms of digital capability	Contributes to the embedding of digital capability to the benefit of the customer	Contributes to the implementation of digitally enhanced marketing plans
2	Supports information-gathering as part of the organisational strategy process in terms of digital capability	Assists with the integration of digital and physical marketing	Assists with the implementation of digitally enhanced marketing activities
1	Recognises the importance of information-gathering as part of the organisational strategy process	Recognises the importance of integrating digital and physical marketing activities	Recognises the importance of enhancing marketing plans through digital activities



Product Management

This technical capability deals with the planning, forecasting, production and marketing of a product, proposition or portfolio of products, throughout a product lifecycle.

Level	Innovates value propositions	Manages value propositions, products and services
5	Leads organisation wide co-operation in the development of customer value propositions, identifying strategic opportunities for innovation	Leads and directs the management of projects related to the delivery of customer value propositions and product/service portfolios
4	Manages cross-functional processes for the development of customer value propositions and their progression to market	Manages and maintains customer value propositions and product/service portfolios through cross-functional teams
3	Contributes to the development of customer value propositions	Contributes to the management of customer value propositions and product/service portfolios
2	Provides information to support the development of customer value propositions	Assists with the management of customer value propositions and product/service portfolios
1	Recognises the importance of analysing product portfolio performance and innovating new customer propositions	Recognises the importance of developing, launching and monitoring customer value propositions



Monitoring and Measuring Effectiveness

This technical capability is about identifying appropriate metrics and ensuring that all marketing activities, whether generated by the organisation or the customer, are monitored on an ongoing basis and measured for their effectiveness. Data and insights produced are then interpreted and used to achieve improvements in the future.

Level	Measures the effectiveness of marketing activities	Uses analytics to explain the success or failure of marketing activities	Monitors digital & social reputation
5	Leads and promotes the use of metrics to improve marketing effectiveness	Leads the development of a system of critical review and appraisal to improve future marketing strategy	Leads the social media monitoring process to identify improvements and manage social/corporate reputation
4	Defines appropriate measurements for the plan and monitor their use	Evaluates activities and recommend improvements using measurement data and analytics	Develops and manages the implementation of a social media monitoring plan to manage social reputation
3	Collects, synthesises, analyses and reports measurement data	Participates in reviews of marketing activities using measurement data and analytics to identify improvements	Uses social analytics and listening tools to identify improvements to organisational processes that will enhance social reputation
2	Supports the collection and reporting of measurement data	Supports reviews of marketing activities to identify improvements	Supports the use of social analytics and listening tools and reports findings
1	Recognises the importance of measuring and monitoring the effectiveness of all marketing activities and plans	Collects information that contributes to the review of marketing activities	Supports the use of social analytics and listening tools



Customer Experience

This technical capability is about defining what the customer experience should be in order to meet corporate objectives and achieve customer advocacy. It is also about the delivery of activities that deliver the desired customer experience through effective customer journeys.

Level	Articulates the desired customer experience	Delivers the customer experience and customer satisfaction
5	Articulates the desired customer experience to drive loyalty and the potential for customer advocacy	Leads and controls the activities that deliver customer satisfaction and experience
4	Articulates the desired customer experience to internal colleagues to drive customer loyalty and the potential for advocacy	Manages and measures the activities that deliver customer satisfaction and experience
3	Develops marketing activities that contribute to the achievement of the desired customer experience	Delivers activities that deliver the customer experience
2	Supports the development of marketing activities that contribute to the achievement of the desired customer experience	Supports the delivery of activities that contribute to the customer experience
1	Recognises the importance of having a defined statement that describes the desired customer experience so that plans can be put in place to deliver this	Recognises the importance of delivering the customer experience and maintaining customer satisfaction



Partnership Marketing

This technical capability is about developing and managing appropriate channels and partners to meet changing customer needs and business goals, and incorporating members of the channel to market as partners.

Level	Develops channel to market/partnership marketing plans	Delivers the channel to market/partnership marketing offer
5	Leads the development of channel and/or partnership marketing plans to meet evolving customer needs and business goals	Directs and controls the implementation of channel and/or partnership marketing plans to meet the needs of customers, channel partners and the organisation
4	Reviews, establishes and develops channel/partnership marketing strategies to meet customer needs and achieve business goals	Manages and monitors the implementation of channel and/or partnership marketing plans to meet the needs of customers, channel partners and the organisation
3	Develops channel/partnership marketing plans to meet customer needs and achieve business goals	Implements channel and/or partnership marketing activities
2	Supports the development of channel/partnership marketing plans	Supports the implementation of channel/partnership marketing activities
1	Recognises the importance of developing channel and/or partnership marketing plans that both meet customer needs and support the achievement of business goals	Recognises the importance of managing the channel to market to meet the needs of customers, channel partners and the organisation



Risk and Reputation Management

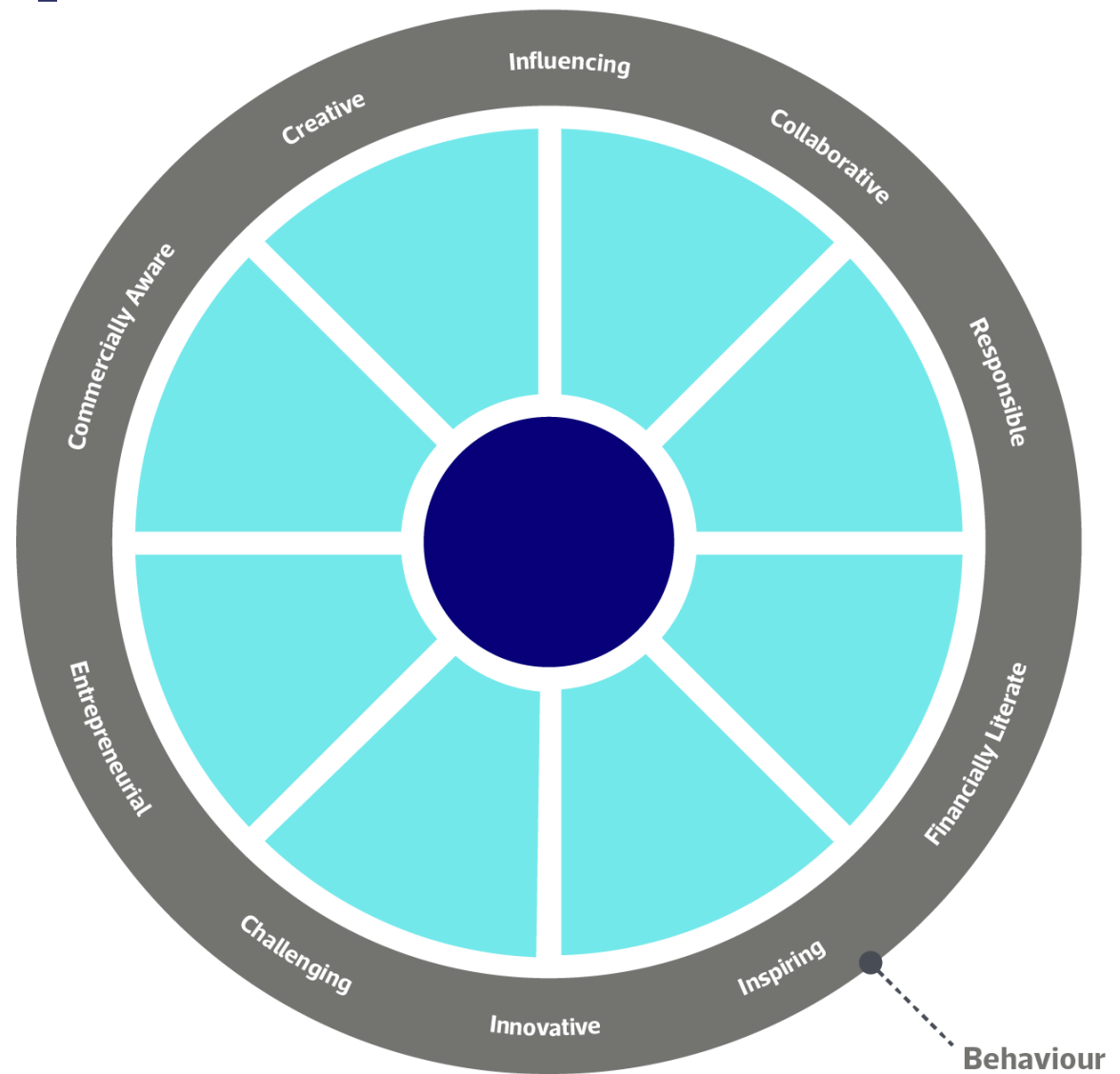
This technical capability is about managing the impact of risk, governance and compliance on corporate reputation, through effective monitoring and application of relevant legislation and regulation. It is also about managing reputation through the alignment of people, processes and brands.

Level	Manages corporate reputation	Manages risk and compliance
5	Leads the alignment of people, processes and brands to deliver company values and maintain corporate reputation	Directs the implementation of corporate governance through effective risk management and ensures that all employees comply with relevant regulation and legislation
4	Manages people, processes and brands to maintain corporate reputation	Manages corporate governance, risk and compliance with relevant legislation
3	Implements processes aligned with company values to maintain corporate reputation	Ensures that all marketing activities comply with corporate governance processes and relevant legislation and regulation
2	Assists with the implementation of processes designed to maintain corporate reputation	Recognises the reason for corporate governance, risk management and compliance with relevant legislation and regulation in day to day marketing activities
1	Recognises the importance of complying with processes designed to maintain corporate reputation	Demonstrates limited knowledge of relevant legislation and regulation



Behavioural competencies

These competencies describe the behaviours that marketing professionals need to be able to demonstrate in order to do their jobs efficiently and effectively and contribute to the achievement of business goals.





Behavioural competencies

Behaviour	Description
Creative	The ability to use imagination and new ideas to produce solutions
Commercially aware	The ability to use business acumen from experience or learning in a day-to-day work situation
Collaborative	The ability to work with others to the benefit of the business and its goals
Influencing	The ability to actively promote ideas and initiatives both internally and externally
Inspiring	The ability to inspire and motivate others towards a common vision
Challenging	The ability to challenge the status quo and drive change in a business environment
Entrepreneurial	The ability to think ahead to spot or create opportunities and maximise them
Financially literate	The ability to use financial calculations to justify, manage and approve expenditure and investment
Responsible	The ability to work in a way that considers its impact on other people, organisational goals and the wider environment
Innovative	The ability to formulate new ideas or to adapt or use existing ideas in a new or unexpected way to solve problems.



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