

## Marketing Career Cluster

### 1. Describe the impact of economics, economics systems and entrepreneurship on marketing.

MK 1.1: Describe fundamental economic concepts used in marketing.

*Sample Indicators:*

- *Distinguish between economic goods and services.*
- *Explain the concept of economic resources.*
- *Describe the concepts of economics and economic activities.*
- *Determine economic utilities created by business activities.*
- *Explain the principles of supply and demand.*
- *Describe the functions of prices in markets.*

MK 1.2: Explain economic systems in which marketing activities are performed.

*Sample Indicators:*

- *Explain the concept of private enterprise.*
- *Identify factors affecting a business's profit.*
- *Determine factors affecting business risk.*
- *Explain the concept of competition.*
- *Describe market structures.*

MK 1.3: Acquire knowledge of the impact of government on business activities to make informed economic decisions.

*Sample Indicators:*

- *Determine the relationship between government and business.*
- *Describe the nature of taxes.*
- *Discuss the supply and demand for money.*
- *Describe the effects of fiscal and monetary policies.*

MK 1.4: Describe economic indicators that can impact marketing activities.

*Sample Indicators:*

- *Describe the concept of price stability as an economic measure.*
- *Discuss the measure of consumer spending as an economic indicator.*
- *Discuss the impact of a nation's unemployment rates.*
- *Explain the concept of Gross Domestic Product.*
- *Describe the economic impact of inflation on business.*
- *Explain unemployment and inflation trade-offs.*
- *Explain the economic impact of interest-rate fluctuations.*
- *Determine the impact of business cycles on business activities.*
- *Describe the impact of global trade on marketing activities.*

MK 1.5: Describe marketing's role and function in business.

*Sample Indicators:*

- *Explain marketing and its importance in a global economy.*
- *Describe marketing functions and related activities.*

MK 1.6: Apply knowledge of business ownership to establish and continue business operations

*Sample Indicators:*

- *Explain types of business ownership.*
- *Select form of business ownership.*

MK 1.7: Explain production's role and function in marketing business.

*Sample Indicators:*

- *Explain the concept of production.*
- *Describe production activities.*

MK 1.8: Explain commerce laws and regulations that affect marketing businesses.

*Sample Indicators:*

- *Explain the nature of trade regulations.*
- *Describe the impact of anti-trust legislation.*

## **2. Implement marketing research to obtain and evaluate information for the creation of a marketing plan.**

MK 2.1: Acquire a foundational knowledge of finance to understand its nature and scope.

*Sample Indicators:*

- *Explain the role of finance in business.*
- *Discuss the role of ethics in finance.*
- *Explain legal considerations for finance.*

MK 2.2: Implement accounting procedures to track money flow and to determine financial status.

*Sample Indicators:*

- *Explain the concept of accounting.*
- *Prepare cash flow statements.*
- *Explain balance sheets.*
- *Describe the nature of income statements.*

MK 2.3: Analyze cost/profit relationships to guide business decision-making.

*Sample Indicators:*

- *Explain the concept of productivity.*
- *Explain the impact of the law of diminishing returns.*

- *Set financial goals.*
- *Explain the purposes and importance of obtaining business credit.*
- *Explain the nature of overhead/operating costs.*

**MK 2.4:** Determine needed resources for a new marketing project or business venture.

*Sample Indicators:*

- *Describe processes used to acquire adequate financial resources for venture creation/start-up.*
- *Select sources to finance venture creation/start up.*
- *Assess the costs/benefits associated with resources.*
- *Determine financing needed for business operations.*
- *Explain the nature of capital investment.*

**MK 2.5:** Manage financial resources to ensure solvency.

*Sample Indicators:*

- *Determine relationships among total revenue, marginal revenue, output and profit.*
- *Forecast sales.*
- *Describe the nature of cost-benefit analysis.*
- *Develop and monitor the budget of the company/department.*
- *Interpret financial statements.*
- *Calculate financial ratios.*
- *Identify risks associated with business activities.*
- *Negotiate service and maintenance contracts.*
- *Develop expense control plans.*

**MK 2.6:** Assess marketing strategies to improve return on marketing investment (ROMI).

*Sample Indicators:*

- *Translate performance measures into financial outcomes.*
- *Assess cost-effectiveness of measurement tools.*
- *Conduct marketing audits.*

### **3. Plan, monitor, manage and maintain the use of financial resources for marketing activities.**

### **4. Plan, monitor and manage the day-to-day activities required for continued marketing business operations.**

**MK 4.1:** Describe operation's role and function in business.

*Sample Indicators:*

- *Explain the nature of operations.*
- *Discuss the role of ethics in operations.*
- *Describe the use of technology in operations.*
- *Describe current business trends.*

**MK 4.2:** Implement quality-control processes to minimize errors and to expedite workflow.

*Sample Indicators:*

- *Identify quality-control measures.*
- *Utilize quality-control methods at work.*
- *Describe crucial elements of a quality culture.*
- *Describe the role of management in the achievement of quality.*
- *Establish efficient operating systems.*
- *Monitor internal records for business information.*

**MK 4.3:** Implement purchasing activities to obtain business supplies, equipment and services.

*Sample Indicators:*

- *Explain the nature and scope of purchasing.*
- *Place orders/reorders.*
- *Maintain inventory of supplies.*
- *Manage the bid process in purchasing.*
- *Select vendors.*
- *Evaluate vendor's performance.*

**MK 4.4:** Maintain business records to facilitate marketing operations.

*Sample Indicators:*

- *Describe the nature of business records.*
- *Maintain customer records.*
- *Maintain inventory control records.*

**MK 4.5:** Maintain property and equipment to facilitate ongoing business activities.

*Sample Indicators:*

- *Identify routine activities for maintaining business facilities and equipment.*
- *Plan maintenance program.*

**MK 4.6:** Implement security policies/procedures to minimize chance for loss.

*Sample Indicators:*

- *Explain routine security precautions.*
- *Follow established security procedures/policies.*
- *Protect company information and intangibles.*

**MK 4.7:** Explain human resource laws and regulations to facilitate business operations.

*Sample Indicators:*

- *Identify human resource regulations.*
- *Explain workplace regulations such as OSHA, ADA, etc.*
- *Discuss employment relationships.*

**MK 4.8:** Explain marketing research activities to develop or revise marketing plan.

*Sample Indicators:*

- *Explain types of marketing research.*
- *Explain data-collection methods.*
- *Interpret marketing research data.*
- *Evaluate marketing research procedures and findings.*
- *Utilize marketing information obtained through research to develop marketing plan.*

**MK 4.9:** Utilize marketing information to manage and perform marketing responsibilities.

*Sample Indicators:*

- *Obtain information from databases to aid in product planning and control.*
- *Evaluate quality and source of information.*
- *Interpret statistical findings.*
- *Develop/revise marketing plan and strategies based on available marketing information.*

## **5. Describe career opportunities and the means to achieve those opportunities in each of the Marketing Career Pathways.**

**MK 5.1:** Acquire self-development skills for success in marketing careers.

*Sample Indicators:*

- *Maintain appropriate personal appearance.*
- *Demonstrate systematic behavior.*
- *Set personal goals.*
- *Use feedback for personal growth.*
- *Assess personal strengths and weaknesses.*

**MK 5.2:** Develop personal traits to foster career advancement in marketing.

*Sample Indicators:*

- *Identify desirable personality traits important to business.*
- *Exhibit a positive attitude.*
- *Exhibit self-confidence.*
- *Demonstrate interest and enthusiasm.*
- *Demonstrate initiative.*
- *Foster positive working relationships.*

**MK 5.3:** Participate in career planning in marketing.

*Sample Indicators:*

- *Assess personal interests and skills needed for success in business.*
- *Analyze employer expectations in the business environment.*
- *Explain the rights of workers.*
- *Identify sources of career information.*

- *Identify tentative occupational interest.*
- *Explain employment opportunities in business.*

**MK 5.4:** Implement job-seeking skills to obtain employment in marketing.

*Sample Indicators:*

- *Utilize job-search strategies.*
- *Complete a job application.*
- *Interview for a job.*
- *Write a follow-up letter after job interviews.*
- *Write a letter of application.*
- *Prepare a résumé.*
- *Use networking techniques to identify employment opportunities.*

**MK 5.5:** Utilize career-advancement activities to enhance professional development in marketing careers.

*Sample Indicators:*

- *Describe techniques for obtaining work experience (e.g., volunteer activities, internships).*
- *Explain the need for ongoing education as a worker.*
- *Explain possible advancement patterns for jobs.*
- *Identify skills needed to enhance career progression.*
- *Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows and mentors).*
- *Describe certifications available for marketing careers.*

**MK 5.6:** Employ entrepreneurial discovery strategies in marketing.

*Sample Indicators:*

- *Discuss entrepreneurial processes.*
- *Assess opportunities for venture creation.*
- *Describe idea-generation methods.*
- *Use components of business plan to define venture idea.*

## **6. Select, monitor and manage sales and distribution channels.**

**MK 6.1:** Acquire foundational knowledge of channel management to understand its role in marketing.

*Sample Indicators:*

- *Explain the nature and scope of distribution.*
- *Explain the relationship between customer service and channel management.*
- *Explain the nature of channels of distribution.*
- *Describe the use of technology in the channel management function.*
- *Explain legal considerations in channel management.*



- *Describe ethical considerations in channel management.*

**MK 6.1:** Manage channel activities to minimize costs and to determine distribution strategies.

*Sample Indicators:*

- *Coordinate channel management with other marketing activities.*
- *Explain the nature of channel-member relationships.*
- *Explain the nature of channel strategies.*
- *Select channels of distribution.*
- *Evaluate channel members.*

## **7. Determine and adjust prices to maximize return while maintaining customer perception of value.**

**MK 7.1:** Develop a foundational knowledge of pricing to understand its role in marketing.

*Sample Indicators:*

- *Explain the nature and scope of the pricing function.*
- *Describe the role of business ethics in pricing.*
- *Explain the use of technology in the pricing function.*
- *Explain legal considerations for pricing.*
- *Explain factors affecting pricing decisions.*

## **8. Obtain, develop, maintain and improve a product or service mix in response to market opportunities.**

**MK 8.1:** Acquire a foundational knowledge of product/service management to understand its nature and scope.

*Sample Indicators:*

- *Explain the nature and scope of the product/service management function.*
- *Identify the impact of product life cycles on marketing decisions.*
- *Describe the use of technology in the product/service management function.*
- *Explain business ethics in product/service management.*

**MK 8.2:** Generate product ideas to contribute to ongoing business success.

*Sample Indicators:*

- *Identify product opportunities.*
- *Identify methods/techniques to generate a product idea.*
- *Generate product ideas.*
- *Determine initial feasibility of product idea.*
- *Adjust idea to create functional product.*
- *Identify champion to push ideas through to fruition.*

- *Create processes for ongoing opportunity recognition.*

**MK 8.3:** Apply quality assurances to enhance product/service offerings.

*Sample Indicators:*

- *Describe the uses of grades and standards in marketing.*
- *Explain warranties and guarantees.*
- *Identify consumer protection provisions of appropriate agencies.*
- *Evaluate customer experience.*

**MK 8.4:** Employ product-mix strategies to meet customer expectations.

*Sample Indicators:*

- *Explain the concept of product mix.*
- *Describe the nature of product bundling.*
- *Identify product to fill customer need.*
- *Plan product mix.*
- *Determine services to provide customers.*

**MK 8.5:** Position products/services to acquire desired business image.

*Sample Indicators:*

- *Describe factors used by marketers to position products/services.*
- *Explain the nature of product/service branding.*
- *Explain the role of customer service in positioning/image.*
- *Develop strategies to position products/services.*
- *Build product/service brand.*

**MK 8.6:** Position company to acquire desired business image.

*Sample Indicators:*

- *Explain the nature of corporate branding.*
- *Describe factor used by businesses to position corporate brands.*

## **9. Communicate information about products, services, images and/or ideas to achieve a desired outcome.**

**MK 9.1:** Acquire a foundational knowledge of promotion to understand its nature and scope.

*Sample Indicators:*

- *Explain the role of promotion as a marketing function.*
- *Explain the types of promotion.*
- *Identify the elements of the promotional mix.*
- *Describe the use of business ethics in promotion.*
- *Describe the use of technology in the promotion function.*
- *Describe the regulation of promotion.*



**MK 9.2:** Describe promotional channels used to communicate with targeted audiences.

*Sample Indicators:*

- *Explain types of advertising media.*
- *Describe word-of-mouth channels used to communicate with targeted audiences.*
- *Explain the nature of direct marketing channels.*
- *Identify communications channels used in sales promotion.*
- *Explain communications channels used in public relations activities.*

**MK 9.3:** Explain the use of an advertisement's components to communicate with targeted audiences.

*Sample Indicators:*

- *Explain components of advertisements.*
- *Explain the importance of coordinating elements in advertisements.*

**MK 9.4:** Discuss the use of public relations activities to communicate with targeted audiences.

*Sample Indicators:*

- *Identify types of public relations activities.*
- *Discuss internal and external audiences for public relations activities.*

**MK 9.5:** Explain the use of trade shows/expositions to communicate with targeted audiences.

*Sample Indicators:*

- *Explain how businesses can use trade-show/exposition participation to communicate with targeted audiences.*
- *Explain considerations used to evaluate whether to participate in trade shows/expositions.*

**MK 9.6:** Manage promotional activities to maximize return on promotional efforts.

*Sample Indicators:*

- *Explain the nature of a promotional plan.*
- *Coordinate activities in the promotional mix.*

**MK 9.7:** Evaluate long-term and short-term results of promotional efforts.

*Sample Indicators:*

- *Identify metrics to assess results of promotional efforts.*
- *Implement metrics to assess results of promotional efforts.*

## **10. Use marketing strategies and processes to determine and meet client needs and wants.**

**MK 10.1:** Acquire a foundational knowledge of selling to understand its nature and scope.

*Sample Indicators:*

- *Explain the nature and scope of the selling function.*
- *Explain the role of customer service as a component of selling relationships.*
- *Explain key factors in building a clientele.*

- *Explain company selling policies.*
- *Explain business ethics in selling.*
- *Describe the use of technology in the selling function.*
- *Describe the nature of selling regulations.*

**MK 10.2:** Acquire product knowledge to communicate product benefits to ensure appropriateness of product for the customer.

*Sample Indicators:*

- *Acquire product information for use in selling.*
- *Analyze product information to identify product features and benefits.*

**MK 10.3:** Explain sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

*Sample Indicators:*

- *Explain the selling process.*
- *Discuss motivational theories that impact buying behavior.*

**MK 10.4:** Utilize marketing information to develop a marketing plan.

*Sample Indicators:*

- *Identify market segments.*
- *Select target market.*
- *Conduct market analysis.*
- *Conduct SWOT analysis for use in the marketing planning process.*
- *Set marketing goals and objectives.*
- *Develop marketing plan.*

**MK 10.5:** Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.

*Sample Indicators:*

- *Explain customer/client/business buying behavior.*
- *Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.).*
- *Identify company's unique selling proposition.*
- *Identify internal and external service standards.*

**MK 10.6:** Apply ethical actions in obtaining and providing information to acquire the confidence of others.

*Sample Indicators:*

- *Respect the privacy of others.*
- *Explain ethical considerations in providing information.*
- *Protect confidential information.*

## Marketing Communications Career Pathway (MK-COM)

### 1. Apply techniques and strategies to convey ideas and information through marketing communications.

MK-COM 1.1: Write effectively in marketing communications.

*Sample Indicators:*

- *Prepare contact reports.*
- *Write white papers.*
- *Write pitch/sales letters.*
- *Write new-business pitches.*
- *Write content for use on the web.*
- *Write management reports.*
- *Describe methods used to protect intellectual property.*

MK-COM 1.2: Communicate with marketing communications staff to clarify objectives.

*Sample Indicators:*

- *Participate in problem-solving groups.*
- *Conduct creative briefing.*
- *Conduct planning meetings.*

MK-COM 1.3: Use communication skills in marketing communications.

*Sample Indicators:*

- *Apply ethics to online communications.*
- *Gain commitment from client.*
- *Explain the nature of contract exclusivity.*
- *Obtain buy-in to strategic thinking.*

MK-COM 1.4: Manage stressful marketing communications situations.

*Sample Indicators:*

- *Maintain composure when receiving/delivering bad news.*
- *Resolve problems with work flow.*
- *Manage crisis in client relationships.*

MK-COM 1.5: Manage internal and external business relationships in marketing communications.

*Sample Indicators:*

- *Determine and respond appropriately to personality types.*
- *Foster client-agency relationship.*
- *Build rapport with suppliers.*
- *Act as a liaison (e.g., between agency and others).*

## 2. Plan, manage and monitor day-to-day activities of marketing communications operations.

MK-COM 2.1: Explain security issues with technology to protect customer information and corporate image.

*Sample Indicators:*

- *Explain security considerations in the marketing communications.*
- *Maintain data security.*
- *Identify strategies for protecting a business's web site.*
- *Identify strategies to protect online customer transactions.*

MK-COM 2.2: Implement organizational skills in marketing communications to improve efficiency and work flow.

*Sample Indicators:*

- *Develop schedule for marketing communications assignment.*
- *Develop action plan to carry out marketing communications assignment.*

MK-COM 2.3: Analyze vendor performance to choose vendors providing the best service materials for use in marketing communications.

*Sample Indicators:*

- *Evaluate vendors' services.*
- *Negotiate terms with vendors.*

MK-COM 2.4: Apply techniques to monitor production of marketing communications materials.

*Sample Indicators:*

- *Monitor production of marketing communications materials.*

MK-COM 2.5: Implement expense-control strategies to manage a client's budget.

*Sample Indicators:*

- *Explain the need to manage a client's budget.*
- *Manage client's budget.*

MK-COM 2.6: Manage financial resources in marketing communications.

*Sample Indicators:*

- *Estimate project costs.*
- *Set/monitor promotional budget.*
- *Verify accuracy of bills.*
- *Control marketing budget.*
- *Determine pricing for marketing communication services.*

### 3. Access, evaluate and disseminate information to enhance marketing decision-making processes.

MK-COM 3.1: Plan marketing research activities to ensure appropriateness and adequacy of data-collection efforts.

*Sample Indicators:*

- *Analyze media research tools.*
- *Select appropriate research techniques.*

MK-COM 3.2: Design qualitative marketing research study to ensure appropriateness of data-collection efforts.

*Sample Indicators:*

- *Design qualitative research study.*
- *Develop a discussion guide for a qualitative marketing research study.*
- *Develop screener for a qualitative marketing research study.*
- *Determine sample for qualitative marketing research study.*

MK-COM 3.3: Collect marketing information to ensure accuracy and adequacy of data for decision-making in marketing communications.

*Sample Indicators:*

- *Gather brand information.*
- *Conduct pre-campaign testing.*
- *Track performance of promotional activities.*
- *Track trends (e.g., social, buying, advertising agency, etc.).*
- *Analyze consumer behavior (e.g., media-consumption, buying, etc.).*
- *Conduct idea-generation session.*
- *Moderate research groups.*

MK-COM 3.4: Utilize marketing information to plan marketing communications activities.

*Sample Indicators:*

- *Identify ways to segment markets for marketing communications.*
- *Describe the nature of target marketing in marketing communications.*
- *Describe current issues/trends in marketing communications.*
- *Evaluate market opportunities.*

MK-COM 3.5: Utilize information-technology tools to manage and perform marketing communications responsibilities.

*Sample Indicators:*

- *Explain the capabilities of tools used in web site creation.*
- *Discuss considerations in using mobile technology for promotional activities.*
- *Demonstrate use of software applications to prepare professional looking materials.*

- *Explain ways that technology impacts marketing communications.*

#### **4. Obtain, develop, maintain and improve a marketing communications product or service mix to respond to market opportunities.**

MK-COM 4.1: Explain product/service management activities in marketing communications.

*Sample Indicators:*

- *Explain the concept of product in marketing communications.*
- *Describe services offered by the marketing communications industry.*

MK-COM 4.2: Generate product ideas to contribute to ongoing marketing communications success.

*Sample Indicators:*

- *Generate marketing communications ideas.*
- *Screen marketing communications ideas.*
- *Develop a creative concept.*

MK-COM 4.3: Employ product-mix strategies to meet customer expectations.

*Sample Indicators:*

- *Explain the nature of product extension in services marketing.*
- *Identify product extensions that can be used in marketing communications.*

MK-COM 4.4: Position products/services to acquire desired business image.

*Sample Indicators:*

- *Explain equity positioning.*
- *Evaluate effectiveness of marketing communications services.*
- *Determine strategies for balancing standardization and personalization of services.*

MK-COM 4.5: Evaluate the effectiveness of the marketing communications mix to make product-mix decisions.

*Sample Indicators:*

- *Identify techniques that can be used to evaluate product-mix effectiveness.*
- *Modify product mix.*

#### **5. Communicate information about products, services, images and/or ideas to achieve a desired outcome.**

MK-COM 5.1: Describe promotion activities to show an in-depth understanding of their nature and scope.

*Sample Indicators:*

- *Explain considerations affecting global promotion.*
- *Explain the marketing communications development process.*



**MK-COM 5.2:** Utilize word-of-mouth strategies to build brand and to promote products.

*Sample Indicators:*

- *Explain the nature of word-of-mouth (WOM) strategies.*
- *Select word-of-mouth strategies appropriate for promotional objectives.*
- *Explain the nature of buzz marketing.*
- *Explain considerations in developing viral marketing campaigns.*
- *Develop viral marketing strategies.*
- *Describe considerations in developing customer evangelists.*
- *Create customer evangelist strategy.*
- *Explain the use of celebrities/influencers as a WOM strategy.*
- *Select celebrity/influencer to deliver promotional message.*
- *Describe referral programs that can be used to build brand/promote products.*
- *Develop referral program to build brand/promote products.*
- *Explain the use of product placement.*
- *Identify opportunities for product placement.*

**MK-COM 5.3:** Use direct marketing strategies to attract attention and build brand.

*Sample Indicators:*

- *Discuss types of direct-marketing strategies.*
- *Explain the role of media in delivering direct-marketing messages.*

**MK-COM 5.4:** Explain the use of social media in marketing communications to obtain customer attention and/or to gain customer insight.

*Sample Indicators:*

- *Describe the use of corporate blogging.*
- *Explain the use of RSS feeds.*
- *Discuss the use of podcasts.*
- *Describe the use of advergames.*
- *Discuss the use of tagging.*
- *Explain the use of social bookmarking.*

**MK-COM 5.5:** Describe types of digital advertising strategies that can be used to achieve promotional goals.

*Sample Indicators:*

- *Explain the nature of online advertisements.*
- *Explain the nature of e-mail marketing strategies.*
- *Describe mobile advertising strategies.*
- *Discuss the use of search-engine optimization strategies.*

**MK-COM 5.6:** Evaluate advertising copy strategies that can be used to create interest in advertising messages.

*Sample Indicators:*

- *Identify effective advertising headlines.*
- *Describe copy strategies.*
- *Discuss the nature of effective direct-marketing copy.*
- *Describe the nature of effective Internet ad copy.*
- *Explain the nature of effective mobile ad copy.*
- *Identify promotional messages that appeal to targeted markets.*
- *Evaluate direct-marketing copy.*
- *Assess content in digital media.*

**MK-COM 5.7:** Explain design principles to communicate needs to designers.

*Sample Indicators:*

- *Describe the use of color in advertisements.*
- *Describe the elements of design.*
- *Explain the use of illustrations in advertisements.*
- *Discuss the nature of typography.*
- *Explain type styles used in advertisements.*
- *Describe effective advertising layouts.*
- *Identify types of drawing media.*
- *Explain the impact of color harmonies on composition.*
- *Describe digital color concepts.*

**MK-COM 5.8:** Assess advertisements to ensure achievement of marketing communications goals/objectives.

*Sample Indicators:*

- *Check advertising proofs.*
- *Evaluate storyboards.*
- *Assess collateral pieces for direct marketing.*
- *Critique advertisements.*
- *Evaluate targeted e-mails.*
- *Assess e-newsletters.*

**MK-COM 5.9:** Explain how a web site presence can be used to promote business/product.

*Sample Indicators:*

- *Explain the web site development process.*
- *Identify strategies for attracting targeted audience to web site.*
- *Describe technologies to improve web site ranking/positioning on search engines/directories.*
- *Explain web site linking strategies.*
- *Identify web site design/components.*

**MK-COM 5.10:** Manage media planning and placement to enhance return on marketing investment.

*Sample Indicators:*

- *Determine advertising reach of media.*
- *Read media schedule.*
- *Calculate media costs.*
- *Select advertising media.*
- *Choose appropriate media outlets.*
- *Negotiate terms with media owner.*
- *Schedule ads and commercials.*
- *Select placement of advertisements.*
- *Buy ad space/time.*
- *Identify techniques to increase ad response time.*

**MK-COM 5.11:** Develop an advertising campaign to achieve marketing communications objectives.

*Sample Indicators:*

- *Determine advertising campaign objectives.*
- *Select advertising strategies for campaign.*
- *Coordinate advertising research.*
- *Set media buying objectives.*
- *Plan strategy to guide media-buying process.*
- *Prepare advertising budget.*
- *Develop a media plan (includes budget, media allocation and timing of ads).*

**MK-COM 5.12:** Execute an advertising campaign to achieve marketing communications objectives.

*Sample Indicators:*

- *Implement advertising strategies for campaign.*
- *Follow up with media on make-good advertisements.*

**MK-COM 5.13:** Evaluate effectiveness of advertising strategies to determine return on marketing investment.

*Sample Indicators:*

- *Evaluate effectiveness of advertising.*
- *Evaluate media's contribution to campaign's effectiveness.*
- *Evaluate digital marketing efforts.*
- *Analyze costs/benefits of direct marketing.*
- *Assess direct-marketing strategy.*

**MK-COM 5.14:** Utilize publicity to inform stakeholders of business activities.

*Sample Indicators:*

- *Write a press release.*
- *Create a public-service announcement.*

- Create a press kit.
- Coordinate press releases.
- Cultivate media relationships.
- Obtain publicity.

**MK-COM 5.15:** Utilize publicity/public-relations activities to create goodwill with stakeholders.

*Sample Indicators:*

- *Analyze costs/benefits of company participation in community activities.*
- *Explain current issues/trends in public relations.*
- *Describe the use of crisis management in public relations.*
- *Create a public relations campaign.*
- *Develop a public relations plan.*

**MK-COM 5.16:** Employ sales promotions activities to inform or remind customers of business/product

*Sample Indicators:*

*Create promotional signage.*

- *Collaborate in the design of slogans/taglines.*
- *Set and develop strategy for brand identifiers (e.g., marks, characters, etc.).*
- *Collaborate in the design of collateral materials to promote frequency/loyalty program.*
- *Explain considerations in designing a frequency/loyalty marketing program.*
- *Develop frequency/loyalty strategy.*
- *Analyze use of specialty promotions.*
- *Participate in the design of collateral materials to promote special event.*
- *Develop strategy for creating a special event.*
- *Set up cross-promotions.*
- *Participate in trade shows/expositions.*
- *Develop a sales promotion plan.*

**MK-COM 5.17:** Develop marketing/creative briefs to appraise staff and client of promotional strategy.

*Sample Indicators:*

- *Discuss the use of marketing/creative briefs.*
- *Prepare marketing/creative briefs.*

**MK-COM 5.18:** Manage promotional activities to maximize return on promotional investments.

*Sample Indicators:*

- *Establish promotional mix.*
- *Use past advertisements to aid in promotional planning.*
- *Evaluate creative work.*
- *Measure results of promotional mix.*
- *Determine appropriateness of promotional strategy across product lines.*
- *Prepare promotional budget.*

- *Manage promotional allowances.*
- *Develop promotional plan for a business.*

MK-COM 5.19: Work with advertising agency to create marketing communications.

*Sample Indicators:*

- *Explain the use of advertising agencies.*
- *Select advertising agency.*
- *Evaluate advertising agency work.*

MK-COM 5.20: Utilize processes and techniques to determine and satisfy customer needs.

*Sample Indicators:*

- *Acquire knowledge of client's products/brands.*
- *Pitch marketing communications idea to client.*
- *Present an advertising campaign to clients.*
- *Provide service after the sale.*

MK-COM 5.21: Explain the relationship between marketing and marketing communications.

*Sample Indicators:*

- *Differentiate between service marketing and product marketing.*
- *Discuss the relationship between advertising and marketing.*

## **Marketing Management Career Pathway (MK-MGT)**

### **1. Plan, organize and lead marketing staff to achieve business goals.**

MK-MGT 1.1: Implement organizational skills to facilitate work efforts.

*Sample Indicators:*

- *Determine internal/external resource requirements and responsibilities for projects.*

MK-MGT 1.2: Utilize techniques to staff an organization or a department within an organization.

*Sample Indicators:*

- *Evaluate adequacy of staffing levels.*
- *Staff key marketing positions.*

MK-MGT 1.3: Manage staff growth and development to increase productivity and employee satisfaction.

*Sample Indicators:*

- *Ensure staff understanding of responsibilities, duties, functions and authority levels.*
- *Supervise marketing positions.*
- *Determine adequacy of training courses.*
- *Assess marketing personnel's ability to react to market developments.*

**MK-MGT 1.4:** Guide sales staff to improve their success rate and to minimize staff turnover.

*Sample Indicators:*

- *Explain the nature of the sales staff's induction program.*
- *Conduct knowledge gap analysis of sales staff.*
- *Analyze sales staff activity and results.*
- *Assess sales staff's compensation package.*

## **2. Plan, manage and monitor day-to-day marketing management operations.**

**MK-MGT 2.1:** Analyze security issues to protect employees and to minimize loss.

*Sample Indicators:*

- *Maintain data security.*
- *Explain security considerations in marketing management.*
- *Develop strategies to protect digital data.*

**MK-MGT 2.2:** Implement organizational skills to improve efficiency and work flow.

*Sample Indicators:*

- *Coordinate activities with those of other departments.*
- *Manage cross-functional projects.*
- *Assign work to external partners.*
- *Develop an operational plan of marketing activities/initiatives.*
- *Use software to automate services.*

**MK-MGT 2.3:** Utilize business systems to expedite workflow and enhance a business's image.

*Sample Indicators:*

- *Define uniform marketing processes to streamline communications.*
- *Manage system for housing marketing assets (e.g., marketing collateral, promotional items, graphics, letterhead, logos).*
- *Standardize/automate marketing work flows.*

**MK-MGT 2.4:** Implement expense-control strategies to enhance a business's financial well-being.

*Sample Indicators:*

- *Track invoices.*
- *Track marketing budgets.*
- *Adjust marketing budget in response to new market opportunities.*
- *Calculate return on marketing investment (ROMI).*
- *Measure cost-effectiveness of marketing expenditures.*
- *Determine product-line profitability.*



### 3. Plan, manage and organize to meet the requirements of the marketing plan.

MK-MGT 3.1: Utilize planning tools to guide organization's/marketing department's activities.

*Sample Indicators:*

- *Align marketing activities with business objectives.*
- *Provide input into strategic planning.*
- *Conduct gap analysis to determine organization's capability.*
- *Develop departmental structure.*
- *Determine strategic marketing planning structure.*
- *Develop company goals/objectives.*
- *Define business mission.*
- *Conduct an organizational SWOT.*
- *Develop business plan.*
- *Identify and benchmark key performance indicators.*

MK-MGT 3.2: Control an organization's/marketing department's activities to encourage growth and development.

*Sample Indicators:*

- *Show the effect of marketing strategy on marketing goals/objectives.*
- *Monitor achievement of marketing objectives.*
- *Set marketing policies.*
- *Establish a marketing cost-control system.*
- *Select metrics for measuring success.*
- *Design a marketing performance measurement system.*
- *Modify marketing strategies based on performance results.*

MK-MGT 3.3: Utilize channel-management strategies to minimize costs.

*Sample Indicators:*

- *Establish distribution points.*
- *Develop and monitor performance standards for suppliers.*
- *Develop and assess channels for products/services.*
- *Develop collaborative relationships with channel members.*
- *Develop channel-management strategies.*
- *Conduct total cost analysis of channel.*

### 4. Access, evaluate and disseminate information to aid in making marketing management decisions.

MK-MGT 4.1: Assess marketing information needs to develop a marketing information management system.

*Sample Indicators:*

- *Assess marketing information needs.*
- *Identify issues and trends in marketing information management.*
- *Develop marketing information management system.*

**MK-MGT 4.2:** Analyze marketing information to make informed marketing decisions.

*Sample Indicators:*

- *Identify industry/economic trends that will impact business activities.*
- *Analyze market needs and opportunities.*
- *Anticipate market changes.*
- *Determine current market position.*
- *Estimate market share.*
- *Prepare trend analyses.*

**MK-MGT 4.3:** Utilize marketing information to determine consumer behavior.

*Sample Indicators:*

- *Predict demand patterns.*
- *Conduct demand analysis.*
- *Forecast changes in customer expectations.*
- *Evaluate product usage.*
- *Analyze purchasing behavior.*
- *Estimate repeat purchase rate.*
- *Estimate purchase cycle.*
- *Determine attitudes towards products and brands.*
- *Conduct customer-satisfaction studies.*
- *Analyze service sensitivity.*

**MK-MGT 4.4:** Apply marketing information to facilitate product/service management decisions.

*Sample Indicators:*

- *Conduct product analysis.*
- *Conduct product/brand situation analysis.*
- *Conduct service-quality studies.*
- *Predict brand share.*
- *Conduct brand audit.*

**MK-MGT 4.5:** Utilize marketing information to assess promotional activities.

*Sample Indicators:*

- *Measure media audience.*
- *Evaluate promotional activity.*

**MK-MGT 4.6:** Assess quality of marketing research activities to determine needed improvements.

*Sample Indicators:*

- Evaluate quality of marketing research studies (e.g., sampling, validity/reliability, bias, etc.).
- Assess quality of contracted research firms.

## 5. Determine and adjust prices to maximize return and meet customers' perceptions of value.

MK-MGT 5.1: Employ pricing strategies to determine optimal prices.

*Sample Indicators:*

- Determine cost of product (breakeven, ROI, markup).
- Calculate break-even point.
- Establish pricing objectives.
- Select pricing policies.
- Determine discounts and allowances that can be used to adjust base prices.
- Determine terms of trading.
- Set prices.
- Adjust prices to maximize profitability.
- Determine price sensitivity.

MK-MGT 5.2: Assess pricing strategies to identify needed changes and to improve profitability.

*Sample Indicators:*

- Ensure price fairness.
- Evaluate pricing decisions.
- Assess changes in price structure.
- Analyze variances to planned pricing.

## 6. Obtain, develop, maintain and improve a product or service mix in response to market opportunities.

MK-MGT 6.1: Employ product-development processes to maintain up-to-date product pipeline.

*Sample Indicators:*

- Explain new product-development processes
- Determine product-development objectives
- Evaluate and process innovations

MK-MGT 6.2: Employ product-mix strategies to meet customer expectations.

*Sample Indicators:*

- Analyze product needs and opportunities
- Adapt product range to needs of targeted market segments
- Develop product search methods
- Determine product priorities
- Monitor market innovations

**MK-MGT 6.3:** Plan product/service management activities to facilitate product development.

*Sample Indicators:*

- *Create a product/brand plan*
- *Plan/Manage product/brand lifecycle*
- *Develop new-product launch plan*
- *Coordinate product launches*

**MK-MGT 6.4:** Assess product/service management activities to increase profitability.

*Sample Indicators:*

- *Evaluate alternative marketing techniques and procedures for achieving product development objectives*
- *Evaluate product mix*
- *Assess product-development activities*
- *Evaluate product/service launches*
- *Conduct product/brand audit*

**MK-MGT 6.5:** Assess product packaging to improve its function and to improve its brand recognition.

*Sample Indicators:*

- *Assess product-packaging requirements*
- *Evaluate graphic design on packages*
- *Evaluate adequacy of product packaging*
- *Conduct reviews of product packaging*

**MK-MGT 6.6:** Position products/services to acquire desired business image.

*Sample Indicators:*

- *Develop positioning concept for a new product idea*
- *Communicate core values of product/service*
- *Identify product's/service's competitive advantage*
- *Leverage product's/service's competitive advantage*

## **7. Communicate information about products, services, images and/or ideas.**

**MK-MGT 7.1:** Participate in company's community outreach involvement to foster a positive company image.

*Sample Indicators:*

- *Explain the importance of company involvement in community activities.*
- *Propose community issues for company involvement.*
- *Participate in community outreach activities.*

**MK-MGT 7.2:** Plan promotional activities to maximize return on promotional efforts.

*Sample Indicators:*

- *Develop communications objectives.*
- *Develop promotional mix activities.*
- *Develop advertising plans to achieve communications objectives.*
- *Develop sales promotion plan to achieve communications objectives.*
- *Develop public relations/publicity plan to achieve communications objectives.*

**MK-MGT 7.3:** Utilize outside agency/consultant to aid in promotional planning and development.

*Sample Indicators:*

- *Create written briefs for outside agencies/consultants*
- *Assess outside agency/consultant relationships*

**MK-MGT 7.4:** Utilize metrics to measure effectiveness of marketing communications.

*Sample Indicators:*

- *Identify ways to track marketing communications activities.*
- *Select metrics to measure effectiveness of marketing communications.*
- *Apply metrics to measure effectiveness of marketing communications.*
- *Evaluate allocation of promotional effort.*

**MK-MGT 7.5:** Explain design principles used in advertising layouts to communicate needs to designers.

*Sample Indicators:*

- *Describe the use of color in advertisements.*
- *Describe the elements of design.*
- *Explain the use of illustrations in advertisements.*
- *Discuss the nature of typography.*
- *Explain type styles used in advertisements.*
- *Describe effective advertising layouts.*
- *Identify types of drawing media.*
- *Explain the impact of color harmonies on composition.*
- *Describe digital color concepts.*

## **Marketing Research Career Pathway (MK-RES)**

### **1. Plan, organize and manage day-to-day marketing research activities.**

**MK-RES 1.1:** Implement security precautions to protect marketing research.

*Sample Indicators:*

- *Explain security considerations in the marketing research.*
- *Maintain data security.*
- *Develop strategies to protect digital data.*

**MK-RES 1.2:** Implement procedures to assure confidentiality and security of respondents.

*Sample Indicators:*

- *Interpret laws and regulations that impact research as it pertains to respondent and data.*
- *Decide appropriate actions to assure clients and respondents are treated with respect beyond the minimum expectations of the law.*

**MK-RES 1.3:** Understand the legal environmental and language factors of countries and cultural units involved in research activities.

*Sample Indicators:*

- *Determine legal and environmental requirements of local, regional, state, federal and other countries involved.*
- *Identify cultural expectations of the potential respondents.*
- *Utilize language and procedures that will address cross cultural activities.*

**MK-RES 1.4:** Utilize planning tools to guide the organization's/marketing research department activities.

*Sample Indicators:*

- *Provide input into strategic planning.*

## **2. Design and conduct research activities to facilitate marketing business decisions.**

**MK-RES 2.1:** Design quantitative marketing research activities to ensure accuracy, appropriateness and adequacy of data collection efforts.

*Sample Indicators:*

- *Explain the nature of actionable research.*
- *Compare business objectives with the expected use of the marketing research outcomes.*
- *Select appropriate research techniques.*
- *Identify the marketing research problem/issue.*
- *Determine research approaches (e.g., observation, survey, experiment) appropriate to the research problem.*
- *Select data collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, scanners).*
- *Evaluate the relationship between the research purpose and the marketing research objectives.*
- *Estimate the value of research information.*
- *Develop sampling plans (i.e., who, number, selection process).*
- *Prepare research briefs and proposals.*
- *Control sources of error and bias (e.g., response errors, interviewer errors, non-response errors, sample design).*
- *Develop rating scales (including Likert scales, semantic differential scales, behavior intention scales, etc.).*
- *Prepare diaries (e.g., product, media-use, contact).*



- *Create simple questionnaires (e.g., types of questions, question wording, routing, sequencing, length, layout).*

**MK-RES 2.2:** Design qualitative marketing research study to ensure appropriateness of data-collection efforts.

*Sample Indicators:*

- *Design qualitative research study.*
- *Develop discussion guide for a qualitative marketing research study.*
- *Develop screener for a qualitative marketing research study.*
- *Determine sample for qualitative marketing research study.*

**MK-RES 2.3:** Implement primary marketing research strategy to test hypothesis and/or to resolve issues.

*Sample Indicators:*

- *Administer questionnaires.*
- *Conduct telephone interviews.*
- *Employ techniques to assess ongoing behavior (e.g., business records, manual record sheets, electronic recording devices for telephone, personal and computer interviewing, smart cards, audio-visual equipment).*
- *Conduct in-depth interviews.*
- *Conduct focus groups.*
- *Conduct continuous panel research.*
- *Conduct test markets.*
- *Conduct experiments (e.g., lab and field experiments).*

**MK-RES 2.4:** Report findings to communicate research information to others.

*Sample Indicators:*

- *Set confidence levels.*
- *Test for significant differences.*
- *Test for relationships.*
- *Test for associations.*
- *Use statistical inferences to make estimates or to test hypotheses.*
- *Identify types of modeling techniques.*
- *Apply mathematical modeling techniques.*
- *Use statistical software systems (e.g., SPSS, Excel, Access, etc.).*

**MK-RES 2.5:** Interpret research data into information for decision-making.

*Sample Indicators:*

- *Interpret descriptive statistics for marketing decision-making.*
- *Interpret correlations.*

**MK-RES 2.6:** Assess quality of marketing research activities to determine needed improvements.

*Sample Indicators:*

- Evaluate quality of marketing research studies (e.g., timeliness, speed, sampling, validity/reliability, bias, etc.).
- Assess satisfaction with contracted research firms.
- Measure the impact of marketing research.
- Suggest improvements to marketing research activities.

**MK-RES 2.7:** Compare marketing research proposals to select agency providing the most value.

*Sample Indicators:*

- Evaluate proposed research methodology.

**MK-RES 2.8:** Utilize statistical and mathematical tools and software systems to aid in data interpretation.

*Sample Indicators:*

- Determine appropriate tool to use for data collection.
- Use statistical software systems (e.g., SPSS, Excel, Access, etc.).
- Test for significant differences, relationships and associations.
- Use statistical inferences to make estimates or to test hypotheses.
- Identify types of modeling techniques.
- Apply mathematical modeling techniques.

### **3. Use information systems and tools to make marketing research decisions.**

**MK-RES 3.1:** Assess marketing information needs to develop a marketing information management system.

*Sample Indicators:*

- Assess marketing information needs.
- Identify issues and trends in marketing research.
- Develop marketing information management system.

**MK-RES 3.2:** Collect secondary marketing data to ensure accuracy and adequacy of information for decision-making.

*Sample Indicators:*

- Obtain information from customer databases.
- Obtain marketing information from online sources (e.g., search engines, online databases, blogs, listservs, etc.).
- Data mine web log for marketing information.
- Track environmental changes that impact marketing (e.g., technological changes, consumer trends, economic changes, regulatory changes, etc.).
- Monitor sales data (by volume, product, territory, channel, time period, etc.).

- *Identify transactional data through electronic means (e.g., bar coding, optical scanners, automatic replenishment systems, electronic data interchange [EDI] and reader-sorters).*
- *Measure market size and composition.*

**MK-RES 3.3:** Process data to translate marketing information into useful insights/knowledge.

*Sample Indicators:*

- *Edit research data.*
- *Group and score research data.*
- *Conduct error detection/edit routines.*
- *Tabulate data.*
- *Create data matrix.*
- *Select and use appropriate data support systems.*
- *Analyze narrative text (e.g., sorting, classifying/ categorizing, identifying patterns, interpreting, selecting mechanical analysis approaches).*
- *Interpret research data into information for decision-making.*

**MK-RES 3.4:** Manage marketing information to facilitate pricing strategies that maximize return and meet customers' perceptions of value.

*Sample Indicators:*

- *Determine price sensitivity.*

**MK-RES 3.5:** Manage marketing information to predict/analyze consumer behavior.

*Sample Indicators:*

- *Predict demand patterns.*
- *Conduct demand analysis.*
- *Evaluate product usage.*
- *Analyze purchasing behavior.*

**MK-RES 3.6:** Manage marketing information to facilitate product/service management decisions.

*Sample Indicators:*

- *Conduct product analysis.*
- *Conduct customer satisfaction studies.*
- *Conduct service quality studies.*
- *Identify new product opportunities.*
- *Test product concepts.*
- *Design and conduct product tests.*
- *Determine attitudes towards products and brands.*
- *Provide information to launch new products.*
- *Estimate repeat purchase rate.*
- *Estimate purchase cycle.*
- *Predict brand share.*

- *Estimate market share.*
- *Prepare trend analyses.*
- *Monitor inventory data.*
- *Track cost data.*
- *Collect product quality data.*
- *Conduct segmentation studies to understand how to segment products.*
- *Track brand health.*

MK-RES 3.7: Manage marketing information to facilitate promotional activities.

*Sample Indicators:*

- *Pre-test promotional campaign (e.g., advertising, direct marketing, etc.).*
- *Conduct advertising tracking studies.*
- *Measure media audience.*
- *Measure response rates.*

## Marketing Merchandising Career Pathway (MK-MER)

### 1. Plan, organize and lead merchandising staff to enhance selling and merchandising skills.

MK-MER 1.1: Manage growth and development of retail staff to increase productivity and employee satisfaction.

*Sample Indicators:*

- *Conduct product "show and tell."*
- *Conduct contests to motivate employees.*
- *Foster right environment for employees.*
- *Hold special events for employees.*
- *Involve staff in company activities.*

MK-MER 1.2: Guide sales staff to improve their success rate and to minimize staff turnover.

*Sample Indicators:*

- *Provide information about incoming merchandise to sales staff.*
- *Monitor on-floor selling activities.*

MK-MER 1.3: Monitor sales activities to meet sales goals/objectives.

*Sample Indicators:*

- *Establish sales goals/objectives.*
- *Analyze sales performance.*

## 2. Plan, manage and monitor day-to-day merchandising activities.

MK-MER 2.1: Implement security issues to minimize loss.

*Sample Indicators:*

- *Explain policies/procedures for handling shoplifters.*
- *Devise/enact merchandise security measures to minimize inventory shrinkage.*

MK-MER 2.2: Implement organizational skills to improve efficiency and work flow.

*Sample Indicators:*

- *Follow up orders.*
- *Coordinate activities with those of other departments/stores.*

MK-MER 2.3: Prepare registers/terminals for sales operations.

*Sample Indicators:*

- *Prepare cash drawers/banks.*
- *Open/close register/terminal.*

## 3. Move, store, locate and/or transfer ownership of retail goods and services.

MK-MER 3.1: Acquire foundational knowledge of distribution to understand its role in retailing.

*Sample Indicators:*

- *Explain distribution issues and trends.*
- *Discuss the use of electronic data interchange (EDI).*

MK-MER 3.2: Utilize order-fulfillment processes to move product through the supply chain.

*Sample Indicators:*

- *Explain the relationship between customer service and distribution.*
- *Use an information system for order fulfillment.*
- *Fulfill orders.*
- *Analyze capabilities of electronic business systems to facilitate order fulfillment.*
- *Assess order fulfillment processes.*

MK-MER 3.3: Implement receiving processes to ensure accuracy and quality of incoming shipments.

*Sample Indicators:*

- *Explain the receiving process.*
- *Explain stock-handling techniques used in receiving deliveries.*
- *Process incoming merchandise.*
- *Resolve problems with incoming shipments.*
- *Establish receiving schedules.*

**MK-MER 3.4:** Utilize stock-handling procedures to process incoming merchandise.

*Sample Indicators:*

- *Attach source and anti-theft tags.*
- *Price mark merchandise.*
- *Make and record price changes.*
- *Identify hangtag needs.*
- *Assign codes to each product item.*
- *Route stock to sales floor.*
- *Rotate stock.*
- *Process returned/damaged product.*
- *Transfer stock to/from branches.*
- *Enter product descriptions into a Point of Sale (POS) system.*
- *Manage markdown process.*

**MK-MER 3.5:** Utilize warehousing procedures to store merchandise until needed.

*Sample Indicators:*

- *Explain storing considerations.*
- *Explain the nature of warehousing.*
- *Store merchandise.*
- *Select appropriate storage equipment.*
- *Plan storage space.*

**MK-MER 3.6:** Employ transportation processes to move products through the supply chain.

*Sample Indicators:*

- *Explain shipping processes.*
- *Identify factors considered when selecting best shipping method.*

**MK-MER 3.7:** Utilize inventory-control methods to minimize costs and to meet customer demand.

*Sample Indicators:*

- *Maintain inventory levels.*
- *Report out-of-stocks.*
- *Complete inventory counts.*
- *Monitor merchandise classification system.*
- *Allocate merchandise to stores/regions.*
- *Track stock by location for department/class/vendor level.*
- *Describe inventory control systems.*
- *Explain types of unit inventory-control systems.*
- *Determine inventory shrinkage.*
- *Maintain inventory-control systems.*
- *Implement category management process.*
- *Plan merchandise flow (turnover, lead time, peak seasons, delivery dates, etc.).*



- *Develop inventory-control systems.*

**MK-MER 3.8:** Manage distribution activities to minimize costs and to determine distribution strategies.

*Sample Indicators:*

- *Ensure timely delivery of advertised merchandise.*
- *Allocate shelf space.*
- *Develop collaborative relationships with channel members.*
- *Interpret channel strategies.*
- *Establish system for processing dead/excess merchandise.*

**MK-MER 3.9:** Assess distribution strategies to improve their effectiveness and to minimize their costs.

*Sample Indicators:*

- *Evaluate buyer-seller relationships.*
- *Identify new vendors.*
- *Evaluate channel members.*
- *Assess sales and stock performance.*
- *Conduct inventory valuation (LIFO, FIFO).*
- *Evaluate inventory status/performance (stock turnover, gross margin, return on inventory, open to buy, etc.).*

#### **4. Access, evaluate and disseminate marketing information to facilitate merchandising decisions and activities.**

**MK-MER 4.1:** Utilize marketing information to drive merchandising activities.

*Sample Indicators:*

- *Analyze information from suppliers.*
- *Scan marketplace to identify factors that could influence merchandising decisions.*
- *Analyze competitors' offerings.*
- *Reconcile marketing plans with assortment and financial plans.*
- *Assess trading area.*
- *Determine price sensitivity.*

**MK-MER 4.2:** Utilize marketing information to determine and meet customer needs.

*Sample Indicators:*

- *Profile target customer.*
- *Determine market needs.*
- *Determine customer demand for merchandise.*

## 5. Determine and adjust prices to maximize return and meet customers' perceptions of value.

MK-MER 5.1: Employ pricing strategies to determine prices.

*Sample Indicators:*

- *Select approach for setting a base price (cost, demand, competition).*
- *Determine cost of product (breakeven, ROI, markup).*
- *Calculate break-even point.*
- *Describe pricing strategies.*
- *Select pricing strategies.*
- *Set prices.*
- *Adjust prices to maximize profitability.*
- *Develop seasonal pricing strategies.*

MK-MER 5.2: Assess pricing strategies to identify needed changes and to improve profitability.

*Sample Indicators:*

- *Ensure price fairness.*
- *Assess changes in price structure.*
- *Analyze variances to planned pricing.*
- *Evaluate pricing decisions.*

## 6. Obtain, develop, maintain and improve a product or service mix to respond to market opportunities.

MK-MER 6.1: Utilize assortment-mix strategies to create maximum mix of products at minimum cost.

*Sample Indicators:*

- *Obtain samples.*
- *Determine quality of merchandise to offer.*
- *Determine width and depth of assortment strategies.*
- *Select mix of brands.*
- *Plan merchandise assortment (e.g., styling, sizes, quantities, colors).*
- *Identify new private brand opportunities.*
- *Develop seasonal assortment strategies.*
- *Develop style out strategy.*

MK-MER 6.2: Develop merchandise plans (budgets) to guide selection of retail products.

*Sample Indicators:*

- *Explain the nature of merchandise plans (budgets).*
- *Calculate open-to-buy.*
- *Create/maintain daily sales plan.*
- *Identify emerging trends.*

- *Plan stock.*
- *Plan reductions (e.g., anticipated markdowns, employee/other discounts, stock shortages).*
- *Plan purchases.*
- *Compare and contrast buying from domestic sources with that of foreign sources.*
- *Determine final cost of purchases from domestic and international sources.*
- *Plan gross margin.*
- *Prepare merchandising plans (budgets).*

**MK-MER 6.3:** Perform buying activities to obtain products for resale.

*Sample Indicators:*

- *Write purchase orders.*
- *Analyze the use of central buying.*
- *Determine stock turnover.*
- *Determine what to buy/reorder.*
- *Determine quantities to buy/reorder.*
- *Determine when to buy/reorder.*
- *Establish reorder points.*
- *Obtain product exclusives.*

**MK-MER 6.4:** Analyze vendor performance to choose vendors and merchandise.

*Sample Indicators:*

- *Evaluate vendors' merchandise.*
- *Choose vendors.*
- *Negotiate terms with vendors.*

## **7. Communicate information about products, services, images and/or ideas to achieve a desired outcome.**

**MK-MER 7.1:** Advertise to communicate promotional messages to targeted audiences.

*Sample Indicators:*

- *Proof ads.*
- *Analyze ad performance.*

**MK-MER 7.2:** Utilize special events to increase sales.

*Sample Indicators:*

- *Plan special events.*
- *Prepare store/department for special event.*

**MK-MER 7.3:** Employ visual merchandising techniques to increase interest in product offerings.

*Sample Indicators:*

- *Explain the use of visual merchandising in retailing.*
- *Distinguish between visual merchandising and display.*
- *Place merchandise for impact.*
- *Determine on-floor assortments.*
- *Use cross-merchandising techniques.*
- *Read/implement planograms.*
- *Create planograms.*

**MK-MER 7.4:** Implement display techniques to attract customers and increase sales potential.

*Sample Indicators:*

- *Explain types of display arrangements.*
- *Maintain displays.*
- *Dismantle/store displays, display fixtures and forms.*
- *Create promotional signs.*
- *Select and use display fixtures/forms.*
- *Use lighting to highlight products.*
- *Set up point-of-sale displays and handouts.*
- *Create displays.*

**MK-MER 7.5:** Manage promotional activities to maximize return on promotional efforts.

*Sample Indicators:*

- *Develop promotional calendar.*
- *Plan/schedule displays/themes with management.*
- *Execute seasonal vendor co-op participation plans.*
- *Develop visual presentation guidelines.*
- *Plan promotional strategy (promotional objectives, budget, promotional mix, etc.).*
- *Measure success of promotional efforts.*

## **8. Create and manage merchandising activities that provide for client needs and wants.**

**MK-MER 8.1:** Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.

*Sample Indicators:*

- *Explain the use of brand names in selling.*

**MK-MER 8.2:** Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

*Sample Indicators:*

- *Establish relationship with customer/client.*
- *Determine customer/client needs.*
- *Recommend specific product.*

- *Demonstrate good/service.*
- *Convert customer/client objections into selling points.*
- *Close the sale.*
- *Demonstrate suggestion selling.*
- *Plan follow-up strategies for use in selling.*

MK-MER 8.3: Implement support activities to facilitate the selling process.

*Sample Indicators:*

- *Arrange delivery of purchases.*
- *Pack and wrap purchases.*
- *Process special orders.*
- *Sell gift certificates.*
- *Process telephone orders.*
- *Process returns/exchanges.*
- *Process sales documentation.*

MK-MER 8.4: Collect payment from customer to complete customer transaction.

*Sample Indicators:*

- *Calculate miscellaneous charges.*
- *Process sales transactions.*
- *Accept checks from customers.*
- *Operate register/terminal.*

## Professional Sales Career Pathway (MK-SAL)

### 1. Access, evaluate and disseminate sales information

MK-SAL 1.1: Process marketing information to test hypotheses and/or to resolve issues.

*Sample Indicators:*

- *Analyze market information.*

MK-SAL 1.2: Employ marketing information to plan marketing activities.

*Sample Indicators:*

- *Describe the use of target marketing in professional selling.*
- *Utilize technologies or methods for maintaining customer information.*

### 2. Apply sales techniques to meet client needs and wants.

MK-SAL 2.1: Describe the nature and scope of sales activities.

*Sample Indicators:*

- *Explain the impact of sales cycles.*

MK-SAL 2.2: Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.

*Sample Indicators:*

- *Differentiate between consumer and organizational buying behavior.*
- *Identify emerging trends*
- *Explain the importance of knowing the features of the product or service selling.*
- *Identify resources available to learn about product features.*
- *Explain customer benefits in terms of product features.*
- *Describe merchandise and explain use, operation and care of merchandise to customers.*

MK-SAL 2.3: Perform pre-sales activities to facilitate sales presentation.

*Sample Indicators:*

- *Explain the use of marketing research information in professional selling.*
- *Prospect for customers.*
- *Qualify customers/clients.*
- *Conduct pre-visit research (e.g., customer's markets/products, customer's competitors and competitors' offerings).*
- *Determine sales strategies.*
- *Book appointments with prospective clients.*
- *Prepare sales presentation.*
- *Create a presentation software package to support sales presentation.*

MK-SAL 2.4: Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

*Sample Indicators:*

- *Establish relationship with client/customer.*
- *Address needs of individual personalities.*
- *Determine customer/client needs.*
- *Qualify customer's buying motives for use in selling.*
- *Facilitate customer buying decisions.*
- *Assess customer/client needs.*
- *Recommend specific product.*
- *Demonstrate product.*
- *Prescribe solution to customer/client needs.*
- *Convert customer/client objections into selling points.*
- *Close the sale.*
- *Demonstrate suggestion selling.*
- *Negotiate sales terms.*
- *Maintain sales standards.*



- *Sell good/service/idea to individuals.*
- *Sell good/service/idea to groups.*

**MK-SAL 2.5:** Process the sale to complete the exchange.

*Sample Indicators:*

- *Calculate miscellaneous charges.*
- *Process special orders.*
- *Process telephone orders.*
- *Process sales documentation.*

**MK-SAL 2.6:** Conduct post-sales follow-up activities to foster ongoing relationships with customers.

*Sample Indicators:*

- *Plan follow-up strategies for use in selling.*
- *Prepare sales reports.*
- *Provide post-sales service.*
- *Gather customer/client feedback to improve service.*
- *Conduct self-assessment of sales performance.*

**MK-SAL 2.7:** Plan sales activities to increase sales efficiency and effectiveness.

*Sample Indicators:*

- *Plan strategies for meeting sales quotas.*
- *Develop strategies to win back former customers.*
- *Develop a sales-call pattern.*
- *Establish sales terms.*
- *Explain the nature of key account management.*
- *Identify key accounts.*
- *Design/implement a key account plan.*
- *Prepare and implement sales plans.*
- *Maintain records related to sales.*

### **3. Apply sales techniques to meet client needs and wants.**

**MK-SAL 3.1:** Guide sales staff to improve their success rate and to minimize staff turnover.

*Sample Indicators:*

- *Explain the nature of sales management.*
- *Adapt leadership style for salesperson.*
- *Identify sales-training needs.*
- *Conduct sales training.*
- *Determine strategies to motivate sales staff.*
- *Conduct field accompaniments.*

- *Conduct sales meetings.*

MK-SAL 3.2: Control sales activities to meet sales goals/objectives.

*Sample Indicators:*

- *Set sales quotas.*
- *Analyze sales reports.*
- *Monitor sales performance.*
- *Manage salesperson's underperformance.*
- *Design incentive programs.*
- *Control sales plans.*

MK-SAL 3.3: Staff sales force to meet customer and organizational objectives.

*Sample Indicators:*

- *Determine structure of sales department/unit.*
- *Determine sales force size.*
- *Recruit/hire salespeople.*
- *Establish sales territories.*

MK-SAL 3.4: Practice customer service and sales techniques to build customer relationships.

*Sample Indicators:*

- *Maintain ethical and professional conduct in business relationships with customers, suppliers, colleagues and the public.*
- *Implement company policies pertaining to customers.*
- *Provide ongoing support to customer.*
- *Demonstrate customer service that meets customer needs and satisfaction.*
- *Respond to specific customer behaviors.*