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| **Outcome** | **1.1 Employability Skills:** Develop career awareness and employability skills (e.g., face-to-face, online) needed for gaining and maintaining employment in diverse business settings. |
| **Competencies** | 1.1.2 Identify the scope of career opportunities and the requirements for education, training, certification, licensure, and experience. |

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| **Outcome** | **1.2 Leadership and Communications:** Process, maintain, evaluate and disseminate information in a business. Develop leadership and team building to promote collaboration. |
| **Competencies** | 1.2.2 Deliver formal and informal presentations.  1.2.7 Use problem-solving and consensus-building techniques to draw conclusions and determine next steps.  1.2.12 Use technical writing skills to complete forms and create reports. |

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| **Outcome** | **1.4 Knowledge Management and Information Technology:** Demonstrate current and emerging strategies and technologies used to collect, analyze, record and share information in business operations. |
| **Competencies** | 1.4.2 Select and use software applications to locate, record, analyze and present information (e.g., word processing, electronic mail, spreadsheet, databases, presentation, Internet search engines). |

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| **Outcome** | **2.1 Business Activities:** Relate business functions to business models, business strategies and organizational goal achievement. |
| **Competencies** | 2.1.8 Describe marketing’s role and function in business and its contributions to overall business strategy. |

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| **Outcome** | **2.3 International Business**: Relate factors impacting international business to internal business operations, practices and strategies. |
| **Competencies** | 2.3.1 Describe the global environment in which businesses operate, identify leading economies, and explain how the global environment impacts a business’s overall global strategy. |

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| **Outcome** | **3.3 Business Communications Management**: Apply strategies and procedures to plan, create, implement, and evaluate internal and external company communications. |
| **Competencies** | 3.3.5 “Sell” ideas to internal and external audiences.  3.3.13 Interpret research data into information for decision-making (e.g., interpret descriptive statistics, correlations), and translate findings into actionable business recommendations.  3.3.14 Communicate research information to others (e.g., display data in charts or graphs, prepare presentations, prepare written reports). |

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| **Outcome** | **5.1 Marketing Fundamentals:** Describe principles of marketing, marketing functions and the factors influencing their effectiveness. |
| **Competencies** | 5.1.1 Identify marketing functions, their interrelatedness, their overall contributions to business strategy and the metrics used to measure success.  5.1.2 Identify legal and ethical issues associated with marketing activities or functions, describe the organizational values impacted, and identify the marketing-mix components (e.g., product, price, promotion, place) affected.  5.1.3 Explain the nature, scope, benefits and considerations in channel management (e.g., how channels perform or interact).  5.1.4 Describe the marketing-information management function, its nature and considerations (e.g., types of relevant information, uses, legal and ethical concerns).  5.1.5 Describe the function of pricing to understand its role in marketing.  5.1.6 Explain factors affecting pricing decisions (e.g., customer value perception, brand, negotiating power, corporate policies, competitive strategy, stage of customer life cycle).  5.1.7 Describe foundational concepts associated with product and service management to understand its nature and scope (e.g., product life cycles).  5.1.8 Explain the drivers of brand and the impact, benefits and drawbacks of branding.  5.1.9 Describe promotion’s nature, scope and role in meeting business objectives (e.g., types of promotion, promotional mix, promotional channels).  5.1.10 Describe the impact of industry, environment and culture on the nature and scope of selling and sales activities (e.g., customer service, relationship building).  5.1.11 Describe sales processes and techniques that can be used to facilitate selling.  5.1.12 Explain the impact of technology on marketing costs, marketing strategy and marketing return on investment. |

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| **Outcome** | **5.2 Channel Management:** Apply the concepts and processes needed to identify, select, monitor and evaluate distribution channels that support achievement of organizational goals and objectives. |
| **Competencies** | 5.2.1 Distinguish among distribution channels for consumer goods, industrial goods and services. |

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| **Outcome** | **5.3 Marketing Information Management:** Apply the concepts, systems and tools needed to gather, synthesize, evaluate and disseminate marketing information for use in making business decisions that achieve organizational goals and objectives. |
| **Competencies** | 5.3.1 Distinguish between market-driven and customer-driven information, and explain the need for marketing information.  5.3.2 Describe the factors that determine the relevancy of information for marketing purposes.  5.3.3 Describe data and reports that are monitored for marketing decision-making.  5.3.5 Track business information to stay abreast of trends and changes that could impact marketing (e.g., customer databases, partners’ and competitors’ activities, sales and operational data, environmental changes).  5.3.6 Identify challenges associated with data relevance and usability in a globally connected, digital society (i.e., unstructured data). |
| **Outcome** | **5.4 Marketing Research:** Apply qualitative and quantitative research methods, techniques and tools to gather, synthesize, evaluate and disseminate information about a specified problem, issue or opportunity for use in making business decisions that achieve organizational goals and objectives. |
| **Competencies** | 5.4.1 Explain reasons for conducting marketing research and the importance and scope of marketing-research activities, and distinguish among research types (e.g., primary, secondary, quantitative, qualitative).  5.4.2 Determine the need for and value of marketing research, describe its impact on business strategies and set research objectives.  5.4.3 Explain marketing-research design considerations, and identify the type of research appropriate for different business objectives, problems or opportunities.  5.4.4 Evaluate the appropriateness of the marketing-research design for the research problem, issue or opportunity.  5.4.5 Determine who and how many respondents are needed for marketing research findings to adequately represent the population.  5.4.6 Describe quantitative and qualitative marketing research data-collection methods.  5.4.7 Determine how to obtain needed marketing-research data.  5.4.8 Develop quantitative and qualitative data-collection instruments, and collect the data to answer research questions or resolve issues.  5.4.9 Apply analytical tracking tools to manage and perform marketing research activities.  5.4.10 Identify techniques for processing marketing data.  5.4.11 Process marketing data to translate them into useful insights or knowledge (e.g., code research data, transcribe conversations, tabulate data, analyze narrative text).  5.4.13 Interpret quantitative patterns and qualitative research findings by applying descriptive statistical methods, using software systems and evaluating trade-offs. |

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| **Outcome** | **5.5 Market Planning:** Utilize principles and tools to select an audience and to identify and select marketing strategies to reach targeted audiences. |
| **Competencies** | 5.5.1 Distinguish between marketing strategies and tactics.  5.5.2 Explain the considerations used to develop and implement domestic and global marketing strategies.  5.5.3 Describe the concept of market and market identification.  5.5.4 Identify market segments, and select target market(s).  5.5.6 Explain the role of situation analysis in the marketing planning process.  5.5.7 Conduct a market analysis (market size, area, potential, etc.).  5.5.9 Conduct a competitive analysis.  5.5.10 Forecast sales, and establish sales goals.  5.5.11 Set marketing goals, objectives and budget to achieve corporate goals and objectives.  5.5.12 Select and apply marketing metrics applicable to the problem, issue or opportunity.  5.5.13 Develop a marketing plan that addresses strategic and operational plans. |

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| **Outcome** | **5.6 Pricing:** Apply the concepts and strategies needed to determine and adjust prices to maximize return and meet customers or clients’ perception of value. |
| **Competencies** | 5.6.9 Compare and contrast the pricing of goods and services in business-to-business (B2B) and business-to-consumer (B2C) environments.  5.6.10 Compare and contrast the pricing of tangible versus the pricing of intangible goods. |

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| **Outcome** | **5.7 Product and Service Management:** Apply the concepts and processes needed to obtain, develop, maintain and improve a product or service mix in response to market opportunities. |
| **Competencies** | 5.7.1 Describe quality assurances (e.g., guarantees, warrantees, standards) used to inform customers and encourage sales.  5.7.6 Employ product-mix strategies to meet customer or client expectations. |

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| **Outcome** | **5.8 Branding:** Apply branding techniques and methods to acquire position in the minds of internal and external customers that is consistent with organizational goals and objectives. |
| **Competencies** | 5.8.1 Describe the role and importance of customer voice in branding and how this voice may vary across media and channels.  5.8.4 Determine company’s unique selling proposition.  5.8.5 Position products or services to acquire desired business image.  5.8.6 Distinguish between product or service branding and corporate branding. |

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| **Outcome** | **5.9 Marketing Communications:** Apply the concepts and determine the strategies needed to communicate information about products, services, images or ideas to achieve desired outcomes that support organizational goals and objectives. |
| **Competencies** | 5.9.1 Describe types of promotional channels used to communicate with targeted audiences (e.g., word-of-mouth, direct, advertising, social) and the use of public-relations activities and trade shows or expositions.  5.9.2 Explain types of media used in advertising (e.g., print, broadcast, digital, out-of-home, specialty, direct mail, product placement) and the types of advertisements used by those media. |

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| **Outcome** | **5.11 Selling:** Determine client needs, wants and fears; and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities. |
| **Competencies** | 5.11.3 Describe the impact that digital communication is having on selling.  5.11.4 Identify sources of product information that can be used to communicate product benefits and ensure appropriateness of a product for the customer or client. |

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| **Outcome** | **6.3 Business Applications**: Apply tools, processes and procedures to manage the efficient and effective use of technology to achieve organizational goals. |
| **Competencies** | 6.3.2 Mine standard databases (e.g., accounting, customer, product, vendor, sales, operations, human resources, patient, supplier, procurement), apply analytical tools, and interpret the findings. |

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| **Outcome** | **8.2 Data Research and Analysis:** Apply structured approaches and tools to capture, analyze, and interpret data to assist in the achievement of organizational goals. |
| **Competencies** | 8.2.6 Describe the nature of mining unstructured data (e.g., online discussion forums, social networks, call scripts). |