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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.  1.1.5 Develop strategies for self-promotion in the hiring process (e.g., filling out job applications, résumé writing, interviewing skills, portfolio development). |

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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.  1.2.4 Use negotiation and conflict-resolution skills to reach solutions.  1.2.5 Communicate information (e.g., directions, ideas, vision, workplace expectations for an intended audience and purpose).  1.2.7 Use problem-solving and consensus-building techniques to draw conclusions and determine next steps.  1.2.10 Use interpersonal skills to provide group leadership, promote collaboration, and work in a team.  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, e-mail, spreadsheet, databases, presentation, Internet search engines). |

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| **Outcome** | **1.5 Global Environment**: Evaluate how beliefs, values, attitudes and behaviors influence organizational strategies and goals. |

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| **Competencies** | 1.5.1 Describe how cultural understanding, cultural intelligence skills and continual awareness are interdependent.  1.5.2 Describe how cultural intelligence skills influence the overall success and survival of an organization.  1.5.8 Identify how multicultural teaming and globalization can foster development of new and improved products and services and recognition of new opportunities. |

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| **Outcome** | **1.11 Principles of Business Economics:** Examine and employ economic principles, concepts, and policies to accomplish organizational goals and objectives. |
| **Competencies** | 1.11.3 Use economic indicators to measure economic trends and conditions (e.g., inflation, interest rate fluctuations, unemployment rates).  1.11.4 Determine how the quality, quantity and pricing of goods and services are affected by domestic and international competition in a market economy.  1.11.6 Explain how financial markets and government policies influence interest rates (credit ratings/debt ceiling), trade deficits and unemployment. |

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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** | 5.2.2 Coordinate channel management with other marketing activities.  5.2.3 Analyze channel-member relationships, taking corrective measures when needed.  5.2.4 Analyze the strengths, weaknesses, opportunities and threats associated with affinity partner relationships.  5.2.5 Evaluate the impact of push and pull strategies on channel management.  5.2.6 Select channels of distribution.  5.2.7 Evaluate channel member performance and suitability.  5.2.8 Assess channel-management strategies to improve their effectiveness, minimize their costs, and identify opportunities that benefit multiple channels. |

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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** | 5.3.2 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.  5.3.4 Communicate marketing-information to others that delivers relevant insights into issues, problems, questions, or opportunities. |

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| **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** | 5.4.3 Explain marketing-research design considerations, and identify the type of research appropriate for different business objectives, problems or opportunities.  5.4.6 Describe quantitative and qualitative marketing research data-collection methods.  5.4.10 Identify techniques used for processing marketing data.  5.4.12 Assess marketing research briefs to determine comprehensiveness and clarity.  5.4.14 Evaluate marketing research procedures, proposals and findings to assess their credibility and to determine needed improvements. |

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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** | 5.5.4 Identify market segments, and select target market(s).  5.5.5 Profile target customer to determine market needs and customer demand for products and services.  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.).  5.5.8 Assess global trends and opportunities.  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.  5.5.14 Align sales plan and marketing plan.  5.5.15 Assess marketing strategies to improve return on marketing investment (ROMI). |

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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** | 5.6.2 Establish pricing objectives that support business strategy and that consider the outcome of marketing research and planning.  5.6.3 Select approach for setting a base price (e.g., cost, demand, competition).  5.6.4 Determine product’s cost (e.g., breakeven, ROI, markup).  5.6.5 Employ pricing strategies to set prices throughout the product and customer life cycle.  5.6.6 Adjust prices to maximize profitability throughout the product and customer lifecycle.  5.6.7 Develop seasonal and situational (e.g., unexpected event) pricing policies.  5.6.8 Evaluate pricing strategies to identify needed changes and to improve profitability throughout the product and customer life cycle. |

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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, warranties, standards) used to inform customers and encourage sales.  5.7.2 Employ product-development processes to maintain an up-to-date product pipeline.  5.7.3 Nurture product ideas through to fruition.  5.7.4 Determine opportunities to improve products and services (e.g., extend product lines, create niche markets, increase differentiation, close a gap in service) using marketing-research insights.  5.7.5 Explain how financial and operational metrics (e.g., net margin, term margin, time or speed to market) impact market opportunities and the implications for product and service management.  5.7.6 Employ product-mix strategies to meet customer or client expectations.  5.7.7 Evaluate effectiveness of product-mix strategies.  5.7.11 Implement techniques to increase customer exposure to products. |

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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** | 5.8.2 Identify customer touch points, and align branding strategies to ensure appropriate and consistent end-to-end communications and actions.  5.8.3 Determine brand reputation, and develop strategies to protect it.  5.8.5 Position products or services to acquire desired business image.  5.8.8 Evaluate opportunity costs associated with different branding strategies, and prioritize spending on branding efforts.  5.8.9 Determine and communicate brand values to customers and employees.  5.8.10 Assess customer experiences, and evaluate consistency in delivering on brand values.  5.8.11 Assess product packaging to improve its function and brand recognition (e.g., packaging requirements, graphic design, adequacy).  5.8.12 Identify need to rebrand.  5.8.13 Build brand, and use grassroots and co-branding strategies. |

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| **Outcome** | **5.12 Marketing Operations:** Apply operational policies to perform procedures and activities that ensure marketing’s efficiency and effectiveness. |
| **Competencies** | 5.12.1 Apply marketing analytics.  5.12.2 Create dashboards and reports to measure marketing performance.  5.12.3 Document and improve marketing processes.  5.12.4 Measure and report marketing return on investment.  5.12.8 Identify and evaluate marketing data needs.  5.12.9 Cleanse existing marketing data to maintain relevancy.  5.12.10 Determine sources of relevant, new marketing data, and evaluate options to purchase or sell marketing data.  5.12.11 Develop processes to acquire marketing data from external sources. |

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| **Outcome** | **9.7 Managerial Accounting:** Track, report, and analyze a company’s financial information to enable decision-making by internal parties. |
| **Competencies** | 9.7.6 Apply cost and revenue data for short-term and long-term decision-making, strategic planning, and forecasting.  9.7.7 Project future revenues and expenses for budgeting and forecasting purposes. |

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| **Outcome** | **10.6 Product Development:** Generate, screen and develop ideas into new products and services that can be commercialized. |
| **Competencies** | 10.6.1 Generate ideas for new products and services using innovation skills, creative-thinking techniques, and crowdsourcing.  10.6.2 Develop decision-making criteria, and define the decision-making process that will be used to screen ideas for feasibility.  10.6.3 Research the potential costs, revenues and profits, and marketing strategy of the new product or service (i.e., conduct feasibility study).  10.6.4 Consider legal restrictions and requirements impacting the sale and marketing of new products and services (e.g., non-disclosure agreements, non-compete agreements, statement-of-work, master service agreements).  10.6.5 Determine and solicit the involvement of other business functions and resources to test product ideas, and evaluate product ideas against existing portfolios and strategies.  10.6.6 Coordinate development of prototype or proof-of-concept.  10.6.7 Evaluate and apply product-development system to speed commercialization time while meeting other business objectives (e.g., stage-gate, synapse, agile). |