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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.  1.2.4 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.  1.2.9 Identify advantages and disadvantages involving digital and/or electronic communications (e.g., common content for large audience, control of tone, speed, cost, lack of non-verbal cues, potential for forwarding information, longevity).  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.  1.2.13 Identify stakeholders and solicit their opinions. |

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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** | **3.1 Customer Relations:** Apply techniques, strategies and tools to develop, maintain and grow positive internal and external customer, or client, relationships. |
| **Competencies** | 3.1.8 Build, maintain and improve relationships with customers or clients; and promote brand and solicit new ideas and solutions using social media.  3.1.9 Identify opportunities to use crowdsourcing to engage customers or clients, improve customer or client relationships, promote brand, and solicit new ideas and solutions. |

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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** | 3.3.2 Explain how the content of written communications (e.g., email, text messages, chats) creates reputational, legal and regulatory exposure for organizations and describe how to manage the risk individually and collectively.  3.3.4 Implement strategies to solicit feedback.  3.3.7 Develop, implement, monitor, and adjust communications plan to meet the information needs of internal and external customers.  3.3.8 Collaborate on and aggregate complex internal documents to create a common voice that is vision, mission and brand-consistent.  3.3.10 Develop a crisis-management plan to control communications and mitigate damage to company’s image.  3.3.11 Develop an integrated approach for social media content creation that provides for consistent branding and messaging across channels for original and repurposed content. |

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| **Outcome** | **3.4 Social Media Communications:** Apply tools, strategies and processes to plan, create, implement, monitor and evaluate social media communications to support corporate brand and strategy. |
| **Competencies** | 3.4.3 Evaluate the impact of mobile-device capabilities and usage patterns on social media effectiveness.  3.4.4 Establish and implement approaches to grow following and engagement, both paid and organic.  3.4.5 Maintain a consistent brand voice in social content that resonates with the community and fits the platform.  3.4.6 Monitor user-generated content (UGC), and moderate social chats.  3.4.7 Escalate social comments as necessary to solicit appropriate responses and highlight opportunities.  3.4.8 Maintain and manage day-to-day content on social platforms and company’s community-based forums.  3.4.9 Develop and package content for social distribution, showcase articles, video, galleries and shows.  3.4.10 Monitor daily social media analytics to gauge success of social media efforts and initiatives.  3.4.11 Identify opportunities and trends in the social media space (e.g. demographic preferences).  3.4.12 Implement an integrated social media strategy that complies with legal requirements and company policy.  3.4.13 Identify emerging customer trends through social networking. |

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| **Outcome** | **5.1 Marketing Fundamentals:** Describe principles of marketing, marketing functions and the factors influencing their effectiveness. |
| **Competencies** | 5.1.12 Explain the impact of technology on marketing costs, marketing strategy and marketing return on investment. |

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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** | 5.3.6 Identify challenges associated with data relevance and usability in a globally connected, digital society (i.e., unstructured data). |

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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** | 5.4.13 Interpret quantitative patterns and qualitative research findings by applying descriptive statistical methods, using software systems and evaluating trade-offs. |

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| **Outcome** | **5.7 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** | 5.7.11 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** | 5.8.1 Describe the role and importance of customer voice in branding and how this voice may vary across media and channels.  5.8.7 Develop and implement strategies to build brand by creating relevant, personalized experiences for customers. |

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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** | 5.9.2 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.  5.9.3 Explain the use of an advertisement’s components to communicate with targeted audiences.  5.9.4 Critique advertisements to ensure achievement of goals or objectives.  5.9.5 Explain considerations affecting global marketing communications.  5.9.6 Implement word-of-mouth strategies to build brand and to promote products using word-of-mouth strategies.  5.9.7 Identify product-placement opportunities, and use them to promote products.  5.9.8 Execute direct-marketing strategies to attract attention and to build brand (e.g., direct mail, online advertising, email marketing, websites, social media, podcasts and webcasts, videos and images, mobile, search-engine optimization, crowdsourcing).  5.9.9 Develop and critique content for use in inbound and outbound marketing communications.  5.9.10 Describe design principles to be able to communicate needs to designers or creatives.  5.9.13 Employ sales-promotion activities to inform or remind customers of business or product (e.g., signage, slogans and taglines, brand identifiers, frequency or loyalty programs, specialty promotions, special events, trade shows or expositions, web games). |

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| **Outcome** | **5.10 Marketing Communications Management:** Plan and control marketing communications activities consistent with brand guidelines, organizational and departmental strategies and marketing plans and budgets. |
| **Competencies** | 5.10.1 Identify and evaluate inbound and outbound marketing communications tactics and strategies, and recommend improvements.  5.10.2 Negotiate media buys and placement to enhance return on investment.  5.10.5 Evaluate promotional strategies and activities, and recommend improvements.  5.10.7 Select and collaborate with third-party vendors (e.g., advertising agencies, researchers), and evaluate their work.  5.10.8 Develop and implement digital strategies using responsive design.  5.10.9 Evaluate digital strategies. |

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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. |

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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.  5.12.7 Leverage data to support real-time customization of customer interactions. |

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| **Outcome** | **6.2 Information Management:** Institute and evaluate information management tools, policies, procedures and strategies to achieve business unit and organizational goals. |
| **Competencies** | 6.2.8 Conduct information technology needs assessment, and analyze company’s data requirements.  6.2.9 Create policies and procedures to protect data and intangibles. |

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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** | 6.3.3 Implement collaborative or groupware and cloud computing applications (e.g., services, application, virtual environments) to facilitate projects and business operations.  6.3.4 Research and use website creation tools to post web pages and storefronts that support multimedia use and achieve operational metrics (e.g., load time, availability, usability, search engine optimization) on multiple devices and platforms.  6.3.5 Research and incorporate visual, interactive and social media content into business communications.  6.3.7 Maintain a multimedia website, and test and post website design changes.  6.3.8 Establish operational performance benchmarks for websites and storefronts that consider the impact of scalable design requirements (e.g., number of users, broadband width, content). |

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| **Outcome** | **8.3 Project Management:** Plan, manage, monitor, and control projects to improve workflow, minimize costs, and achieve intended project outcomes using planning and project-management tools. |
| **Competencies** | 8.3.1 Compare and contrast the role and responsibilities of project sponsors, project managers, and project team members.  8.3.2 Explain the impact of expectation setting on project outcomes.  8.3.3 Define project objectives, scope, outputs, and resource requirements (i.e., project charter and statement of work).  8.3.4 Document, sequence, allocate, and schedule activities to facilitate on-time and on-budget completion of project by qualified resources.  8.3.5 Manage project scope and activities as project progresses (e.g., identify scope changes, monitor critical path, update project activities).  8.3.6 Manage project schedule, resources, costs, and quality as project progresses (e.g., review project completion status, identify potential delays, review costs, review drafts).  8.3.7 Monitor and communicate project status, issues and changes to stakeholders.  8.3.8 Manage the project team throughout the project to reduce conflict, minimize rework, and meet the project objectives (e.g., enforce ground rules, identify and provide training, facilitate cross-team communications, catalog and resolve issues, provide feedback).  8.3.9 Close project (e.g., obtain buyer acceptance, finalize billing, archive documentation).  8.3.10 Evaluate project results (e.g., compare project results to expectations, conduct surveys, review lessons learned), and recommend follow-up actions. |