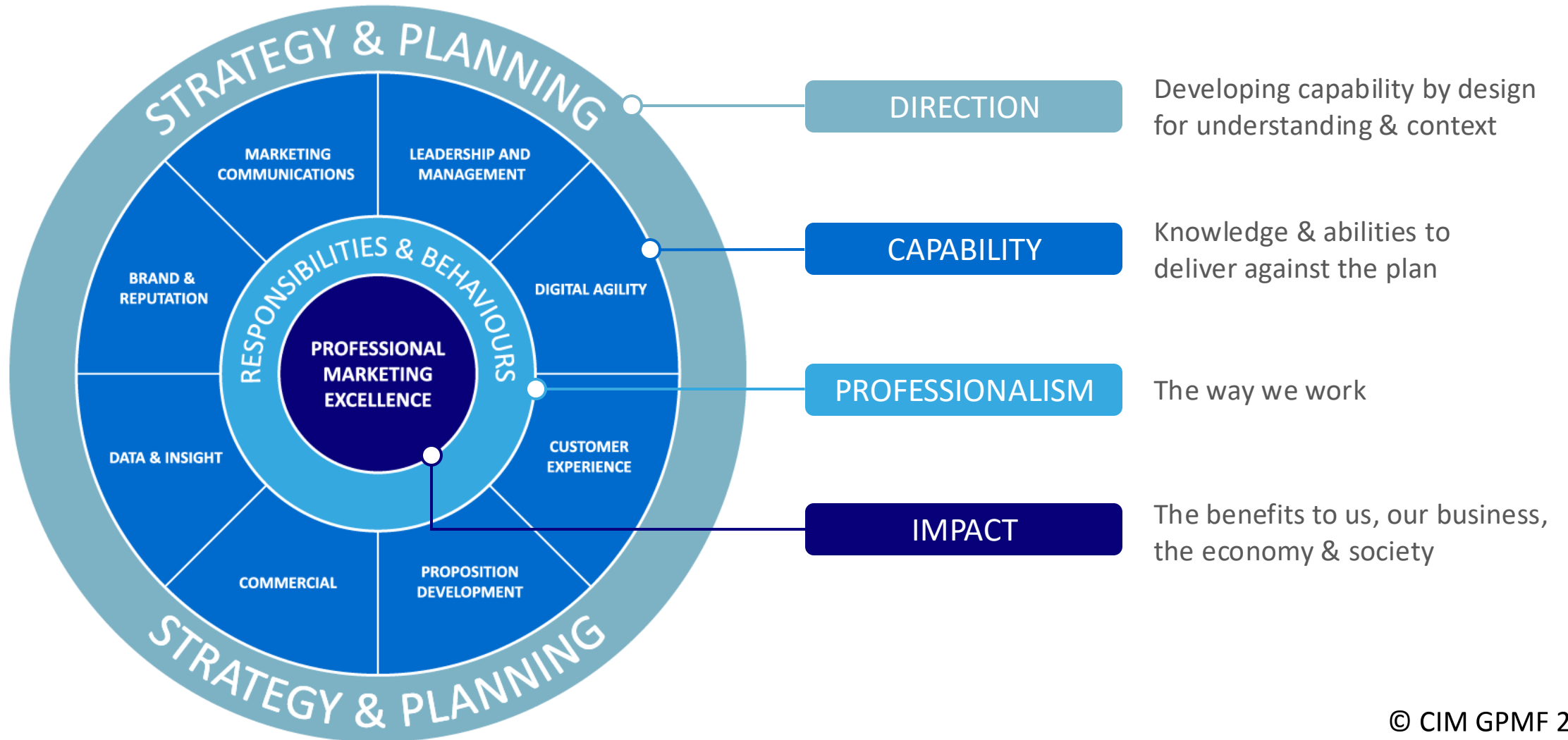


The Global Professional Marketing Framework

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- Setting the global standards of the profession
- The framework for what good and responsible marketing practice looks like
- A trusted, consistent view to manage performance, recruit talent and evidence capability





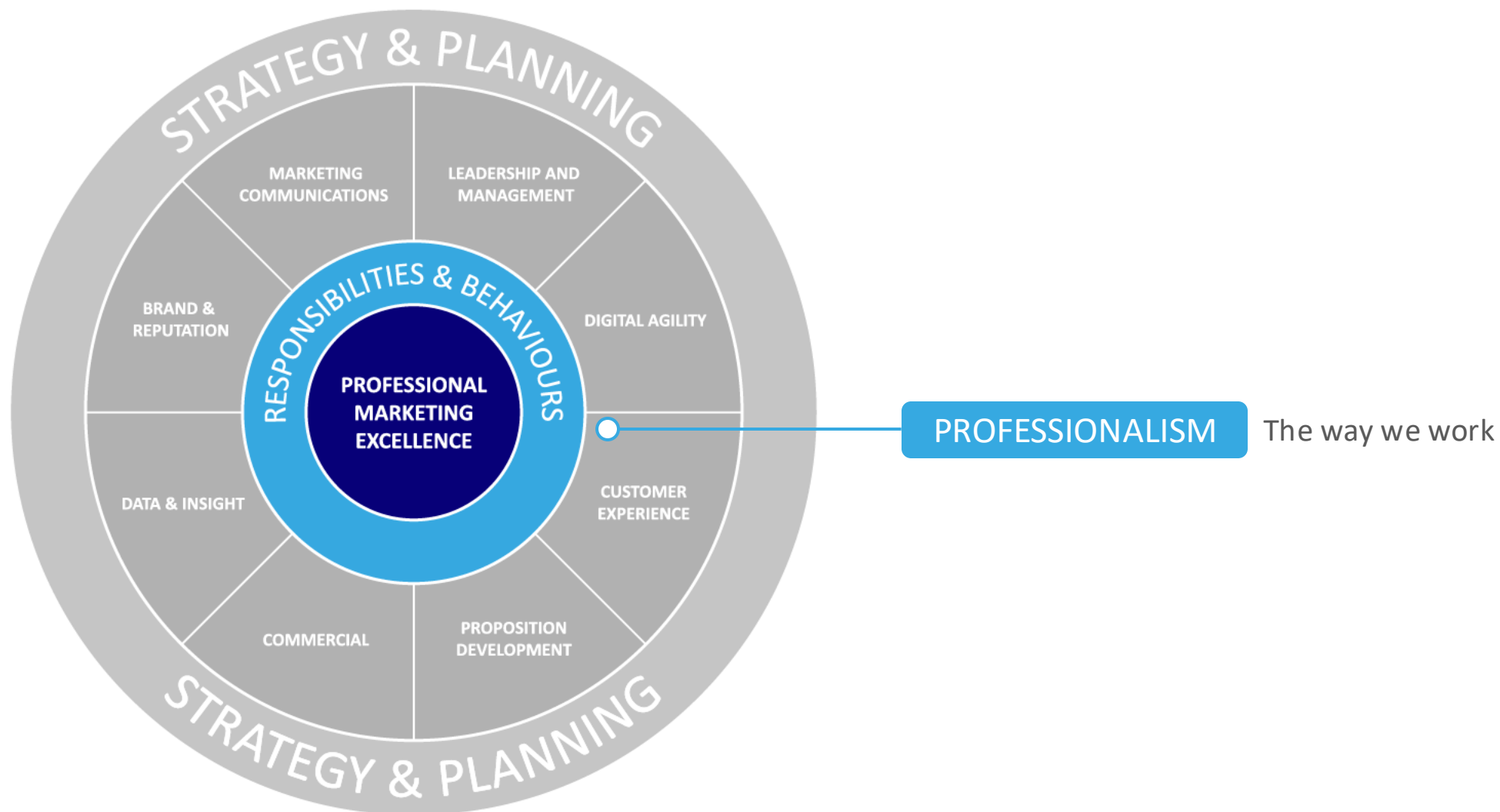
DIRECTION

Developing capability by design
for understanding & context



CAPABILITY

Knowledge & abilities to deliver against the plan





IMPACT

The benefits to us, our business,
the economy & society



- Technical standards broken down into sub-categories
- Further context for understanding the requirements
- Supports planned development and management of distinct capabilities for individuals and teams



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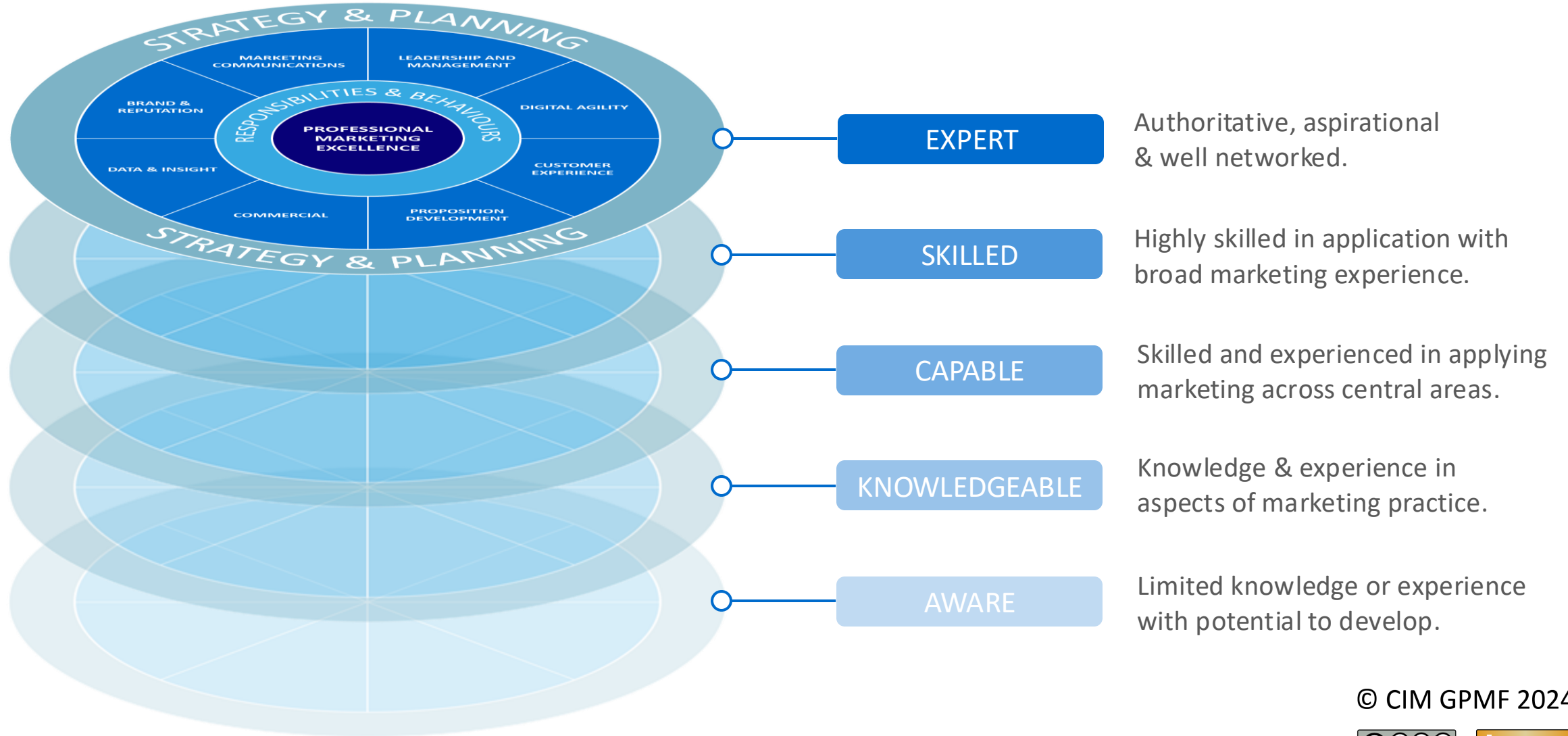


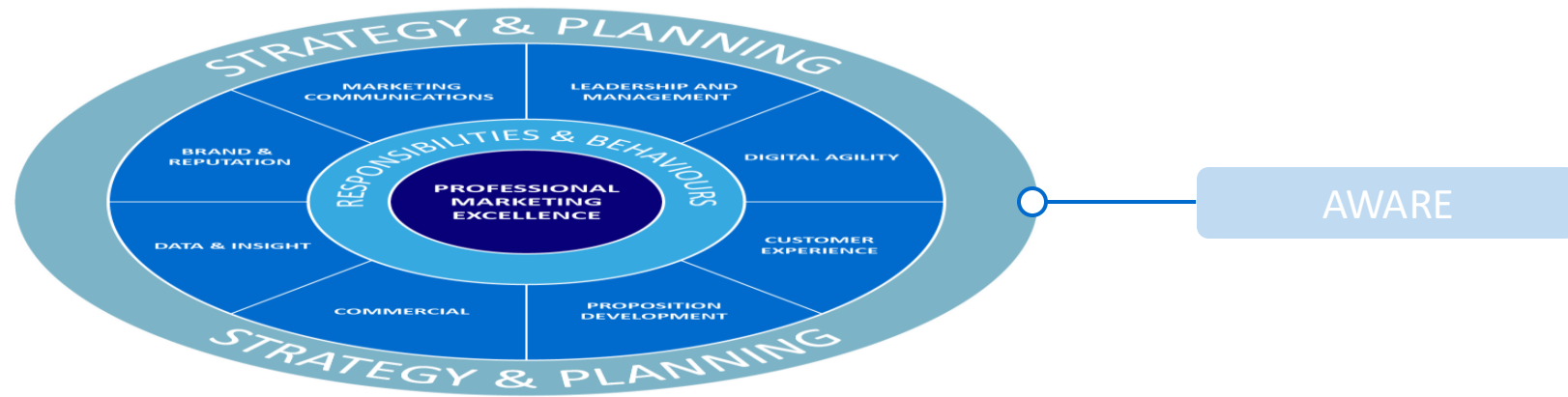
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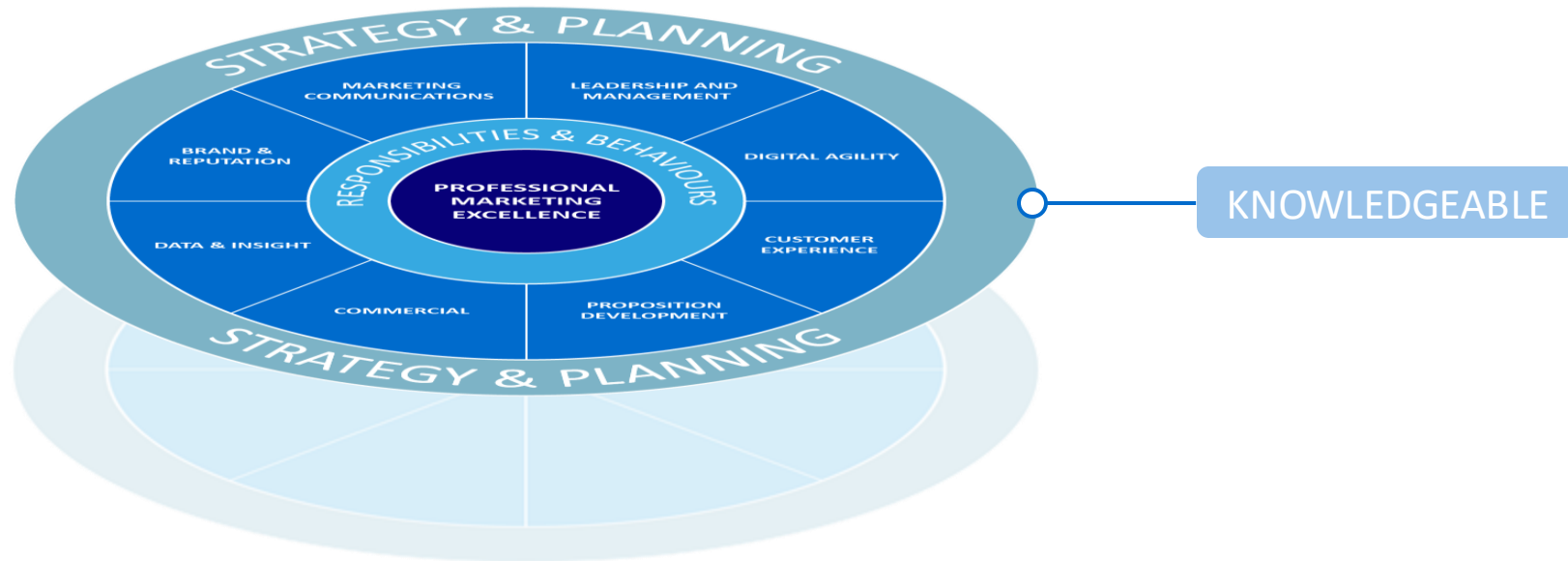
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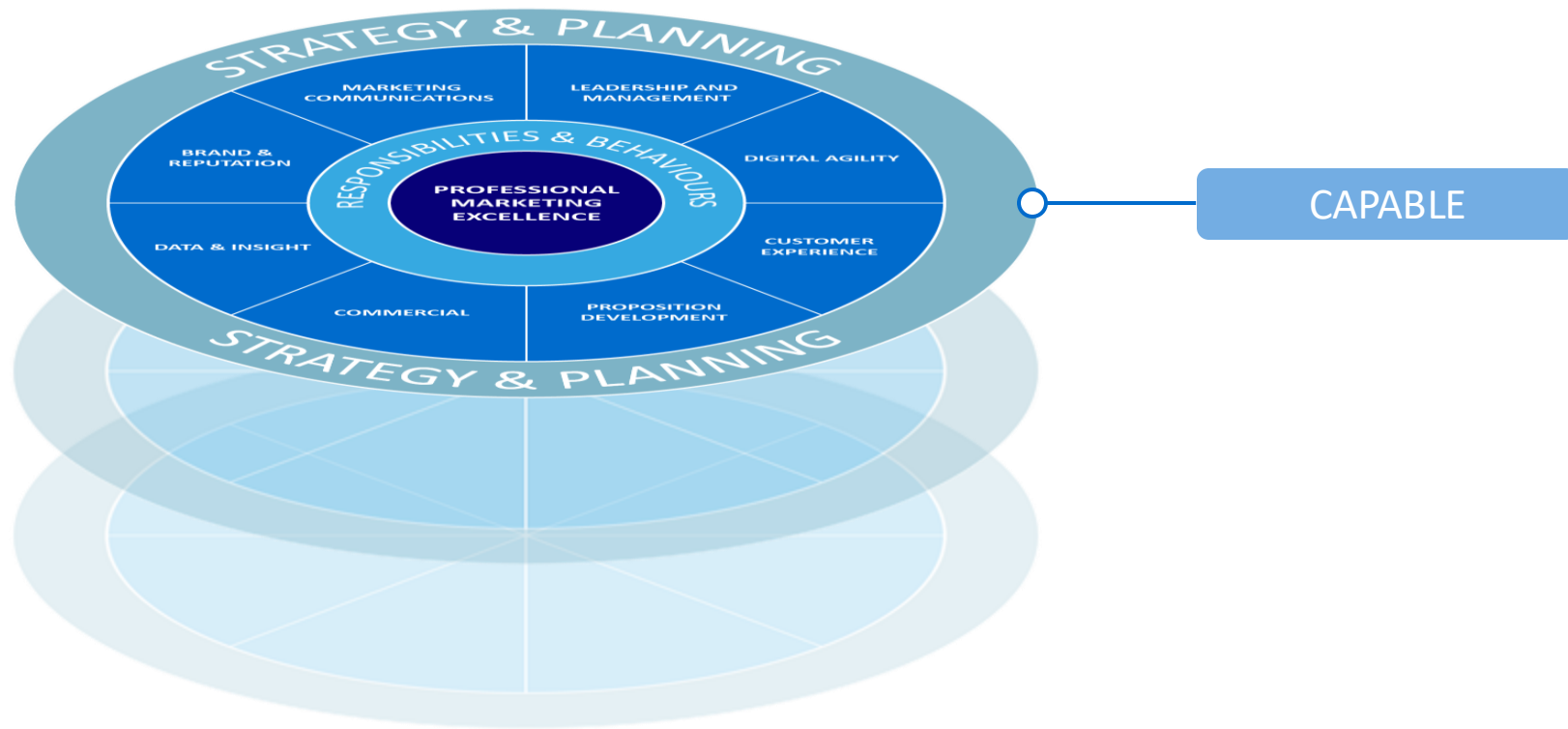




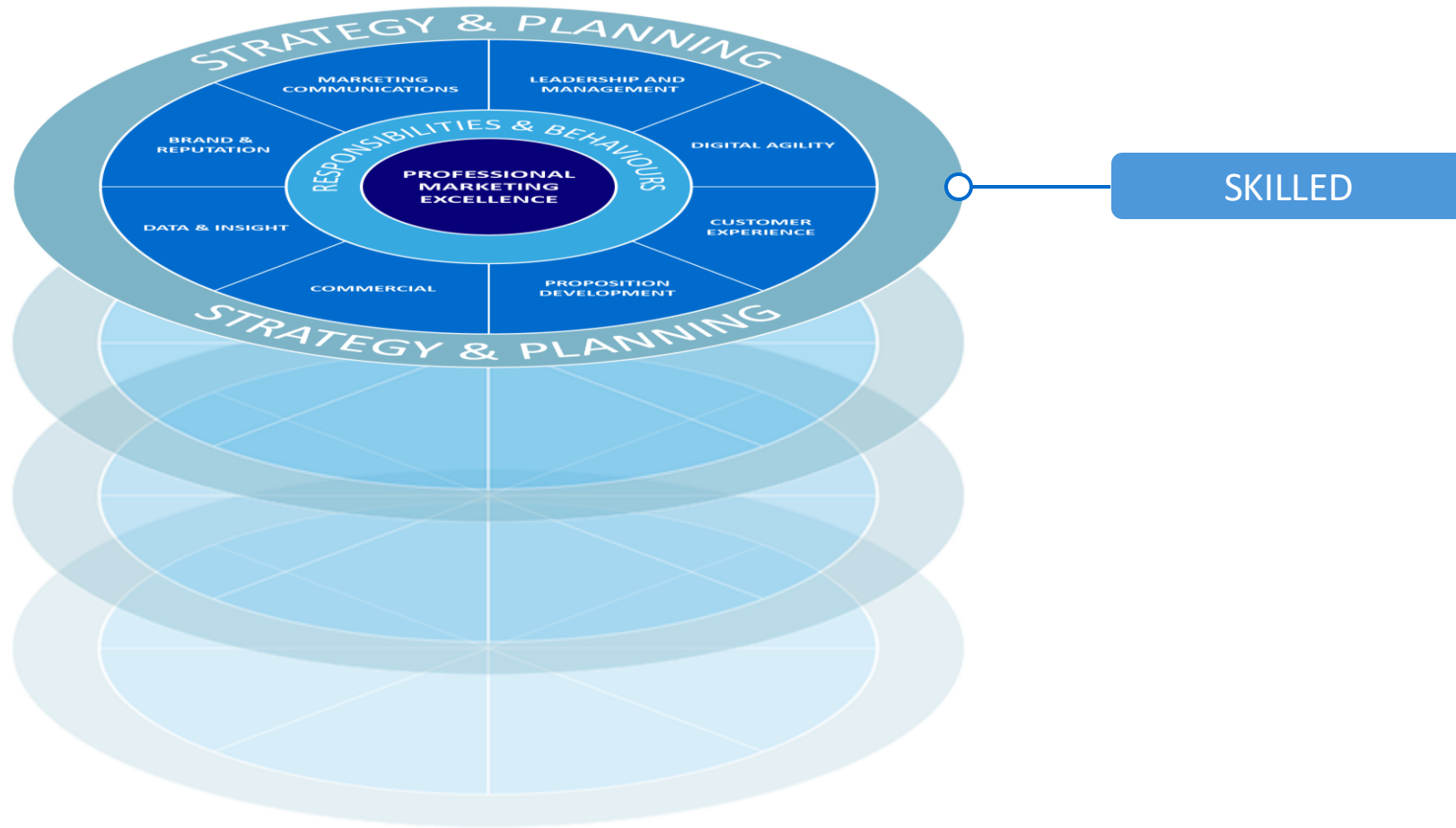
Limited knowledge or experience with potential to develop.



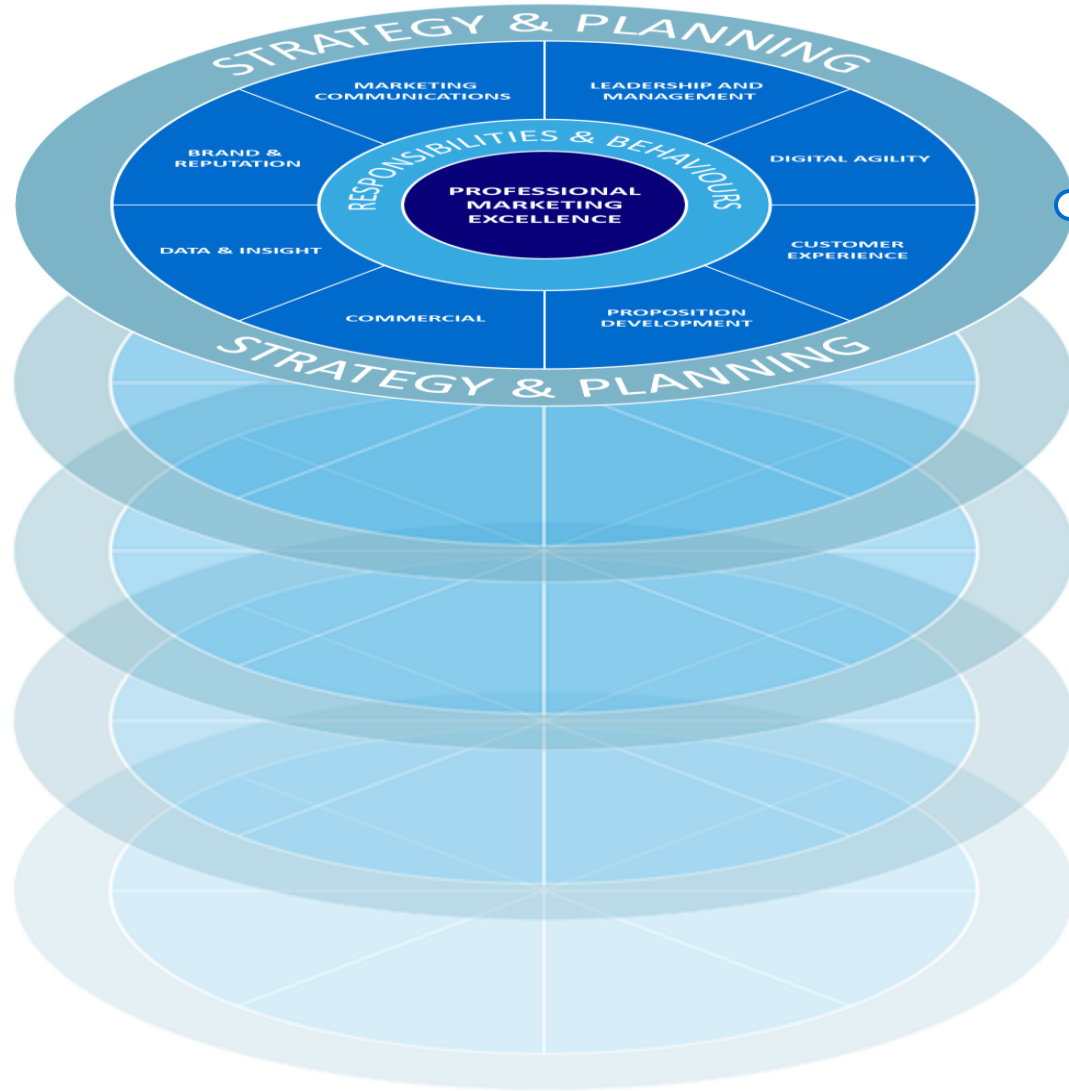
Knowledge & experience in aspects of marketing practice.



Skilled and experienced in applying marketing across central areas.



Highly skilled in application with broad marketing experience.



EXPERT

Authoritative, aspirational
& well networked.

CIM Professional Marketing Framework: Competency Levels

	Developing and Delivering Strategy	Developing and Implementing Plans
EXPERT	Promotes a strong customer focus and influences strategy formulation and corporate investment decisions	Leads the alignment of the marketing plan to the strategic goals of the business
SKILLED	Synthesises information from multiple sources to support the strategy process	Develops and updates the operational marketing plan in alignment with business goals
CAPABLE	Contributes information and ideas to the strategy process	Develops tactical marketing campaigns to assist in the achievement of operational marketing goals
KNOWLEDGEABLE	Gathers information as part of the strategy process	Contributes to the development of tactical marketing campaigns
AWARE	Supports information-gathering as part of the strategy process	Contributes information to marketing and campaign plans

Commercial focus deals with the marketer's ability to make financial decisions, understand relevant governance and risk, consider external and stakeholder influences on the Organisation's marketing, as well as its competitive stance.

	Financial Awareness	External Influences
EXPERT	Evaluates the financial impact of decisions and develops strategies to address financial resource issues.	Develops strategy based on a strong commercial focus and understanding of the Organisation's external environment.
SKILLED	Allocates and controls financial resources within own area of marketing consistent with goals, priorities and budget.	Recognises the opportune time for action, having positioned all key elements to maximise the probability of success, based on an understanding of the Organisation's environment.
CAPABLE	Allocates and controls financial resources within own area of marketing responsibility/ scope of marketing assignment.	Monitors the influence of the external environment and the Organisation's decision-making bodies, networks, power relationships and environment.
KNOWLEDGEABLE	Manages the allocation of resources in relation to business needs and provides advice on procedures and the use of financial resources.	Shares knowledge about and encourages others to keep up-to-date with the Organisation's networks and environment.
AWARE	Monitors the use of resources to meet expectations and identifies and reports difficulties.	Demonstrates understanding of the environment in which the Organisation operates.

Commercial focus deals with the marketer's ability to make financial decisions, understand relevant governance and risk, consider external and stakeholder influences on the Organisation's marketing, as well as its competitive stance.

	Stakeholder Management	Competitive Stance
EXPERT	Leads the development of stakeholder relationship strategy to meet evolving customer needs and business goals. Promotes partnership and shapes stakeholder perceptions.	Develops and delivers competitive strategies that anticipate market shifts.
SKILLED	Reviews, establishes and develops stakeholder relationships to meet customer needs and achieve business goals.	Develops and delivers marketing plans that support competitive strategies in an agile manner.
CAPABLE	Looks for ways to add value beyond stakeholders' immediate requests in own area of responsibility, and acts on them.	Implements best practices in marketing plans to enhance competitiveness and overall performance.
KNOWLEDGEABLE	Assists with the implementation of plans to develop stakeholder relationships in own area of responsibility.	Assists with the implementation of market plans that enhance competitiveness.
AWARE	Recognises the need to follow guidance regarding stakeholder relationships (e.g., Power/Interest analysis).	Recognises the need to adapt to changing competitive conditions and adjust plans and activities accordingly.

Digital Agility recognises the need for marketers to be agile in the identification of emerging trends, digital channels, technology, automation and AI to support marketing related business modelling.

	Artificial Intelligence (Automation)	Emerging Trends
EXPERT	Develop AI and automation strategies to improve marketing performance and agree organisational policies for their use.	Leads on the identification of emerging trends about the organisation, its environment and its customers that impact business decisions.
SKILLED	Develop and implement AI and automation systems in a variety of marketing environments.	Carries out systematic trend monitoring using tools such as data/trend analysis, competitor analysis, horizon scanning, benchmarking and research.
CAPABLE	Contribute to the development and implementation of automation systems in own area of expertise.	Contributes to systematic trend monitoring on areas relevant to marketing.
KNOWLEDGEABLE	Assists with the implementation of automation systems in specified marketing areas.	Assists with specified activities to monitor marketing trends.
AWARE	Recognises the need for organisational policies on the way that AI and Automation are used in marketing.	Recognises the need to identify emerging trends that may impact the organisation and its marketing.

Digital Agility recognises the need for marketers to be agile in the identification of emerging trends, digital channels, technology, automation and AI to support marketing related business modelling.

	Channels	Business Modelling
EXPERT	Leads and directs the integration of digital strategy across channels ensure all stakeholders' and potential stakeholders' needs are met.	Leads and directs the strategic development of abstract, conceptual and physical business models using a customer data platform if available.
SKILLED	Creates a multi-channel plan that uses appropriate channels to communicate and as a route to market.	Manages the ongoing process of the development of business models for each target segment.
CAPABLE	Contributes to the implementation of the organisation's multi-channel plan.	Identifies and assesses the key elements of a business model, such as the value proposition, target market segment, revenue model, and cost structure.
KNOWLEDGEABLE	Assists with identifying and using appropriate digital channels in meeting customer needs and to feedback information about new and emerging channels.	Contributes information to support the development of specific business models when required.
AWARE	Recognise the need to link the selection of channels to customer and potential customer behaviour.	Recognises the need for the organisation to develop new business models based on data to give a single organisational view.

Behaviours:

Curious	Open to new ideas and perspectives, and eager to learn and grow.
Adaptable	Is able to quickly adapt to changing market conditions and customer needs.
Accountable	Highly motivated to succeed and takes ownership of their work.
Collaborative	actively engaging with colleagues and effectively working together to achieve shared objectives.
Resilient	Remains focused and positive under pressure and learns from mistakes using them to improve.
Entrepreneurial	Embraces a proactive mindset fostering continuous innovation and growth.
Analytical	Is able to analyse data to inform marketing decisions.
Creative	Constantly looking for new and inspiring ways to improve marketing processes, propositions and promotions.
Relevant	Maintains currency of knowledge through CPD.

Responsibilities:

Ethical	Maintains a moral stance driven by an ethical moral compass.
Sustainability focused	Committed to sustainability and the protection of the environment.
Socially responsible	Promotes social responsibility, respects social governance and improves social responsibility.
Authentic	Reassures others through authenticity and integrity.
Supportive	Supportive of diversity, inclusion, the health and well-being and development of others.
Professional	Actively participates as part of the wider profession and acts as a mentor and advocate.
Compliant	Follows all applicable laws, regulations, codes of conduct and company policies and procedures.
Challenging	Challenges the status quo and embraces innovative strategies.

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Commercial focus deals with the marketer's ability to make financial decisions, understand relevant governance and risk, consider external and stakeholder influences on the Organisation's marketing, as well as its competitive stance.

	Governance and Risk
EXPERT	Directs the implementation of corporate governance through effective risk management and ensures organisational compliance with relevant regulation and legislation.
SKILLED	Manages corporate governance, risk and compliance with relevant legislation.
CAPABLE	Ensures that all marketing activities comply with corporate governance processes and relevant legislation and regulation.
KNOWLEDGEABLE	Recognises the reason for corporate governance, risk management and compliance with relevant legislation and regulation in day-to-day marketing activities.
AWARE	Demonstrates limited knowledge of relevant legislation and regulation.

Data and Insight deals with the gathering, interpretation and utilisation of data as well as the way data is governed within the organisation.

	Research (Input and Output)	Metrics and Trends
EXPERT	Defines and prioritises the insights needed to achieve business and marketing goals.	Ensures the appropriate use the use of metrics to improve marketing effectiveness and support organisational alignment.
SKILLED	Synthesises the organisations data analysis to manage projects and systems.	Defines appropriate measurements for the plan and monitor their use.
CAPABLE	Collects information and work with market research agencies to inform marketing plans.	Collects, synthesises, analyses and reports measurement data.
KNOWLEDGEABLE	Identifies options for gathering information needed to inform marketing plans.	Recognises the role of data in monitoring the effectiveness of marketing activities and plans.
AWARE	Recognises the need to gather information based on research.	Supports the collection and reporting of measurement data.

Data and Insight deals with the gathering, interpretation and utilisation of data as well as the way data is governed within the organisation.

	Data Governance	Data Translation
EXPERT	Leads on data governance strategy including decisions on data architecture, integration, quality, security, warehousing and modelling/design.	Develops insights about the organisation, its environment and its customers that impact organisational decisions.
SKILLED	Manages data governance, analyses risk and ensures compliance with relevant legislation highlighting areas of concern.	Analyses and presents information to generate insights that assist in the achievement of marketing goals.
CAPABLE	Ensures that all marketing activities comply with data governance processes and relevant legislation and regulation.	Synthesises and presents information from research and customer feedback as insights.
KNOWLEDGEABLE	Recognises the reason for data governance, risk management and compliance with relevant legislation and regulation in day-to-day marketing activities.	Analyses intelligence on customers and the market to form insight.
AWARE	Recognises the need to comply with data guidelines and demonstrates limited knowledge of relevant legislation and regulation.	Recognises the need to analyse customer and market intelligence from multiple sources.

Leadership and Management of people, capability resources and marketing related projects, inline with organisational strategy.

	Organisational development	Project Planning and Management
EXPERT	Articulates the strategic need for change and leads the implementation of change on behalf of the organisation.	Leads on the development and management of marketing programmes encompassing multiple marketing projects, controlling the allocation of budgets and resources.
SKILLED	Communicates and manages the need for change ensuring organisational engagement of change to support marketing activities.	Develops a strong business case for leading marketing related projects and manages resources to achieve objectives.
CAPABLE	Works with managers and team colleagues to facilitate change initiatives.	Manages sub-projects in collaboration with others to achieve a common goal.
KNOWLEDGEABLE	Recognises the need for change and supports the implementation of change through positive behaviour.	Supports project managers to achieve project goals.
AWARE	Supports change plans and the implementation of change to meet customer needs.	Recognises the need for effective management of project resources and achievement of project goals.

Leadership and Management of people, capability resources and marketing related projects, inline with organisational strategy.

	Resource Management	People, Performance and Capability
EXPERT	Sets and redefines priorities and reorganises staff to increase the marketing department's response capacity to internal and external demands.	Develops high-performing marketing teams through effective coaching, mentoring, and talent development, encouraging autonomy and providing guidance when needed.
SKILLED	Organises people and activities, separates and combines tasks into an efficient workflow to deliver plan outputs according to a clear timeframe.	Ensures that marketing team members' individual goals contribute to the overall success of the organisation
CAPABLE	Develops the plan, and scopes the resources required, determines timelines and milestones, and identifies the roles of stakeholders to deliver on timelines.	Assists with building a culture of collaboration and mutual support within the marketing team.
KNOWLEDGEABLE	Monitors activities delivery processes and deadlines	Takes responsibility for own development and shares knowledge with others in the marketing team.
AWARE	Coordinates and supports internal and external resources to accomplish assignments within the given deadlines.	Recognises the need to build own knowledge and ability to meet the changing needs of a dynamic marketing environment.

Digital Agility recognises the need for marketers to be agile in the identification of emerging trends, digital channels, technology, automation and AI to support marketing related business modelling.

	Technology
EXPERT	Leads the evaluation and selection of technology for the quantified improvement of marketing performance.
SKILLED	Evaluates and implements the organisational use of marketing technologies and manages the provision guidelines and policies for its use.
CAPABLE	Manages marketing technology in own area of expertise to implement and make improvements to marketing activities.
KNOWLEDGEABLE	Assists with the implementation of digitally enhanced marketing activities.
AWARE	Recognises the need to comply with organisational guidelines and policies for digital technology.

Proposition Development deals with the planning, forecasting, development and positioning of a product, proposition or portfolio of products, throughout a product lifecycle.

	Value Proposition	Market Profile
EXPERT	Leads organisation wide co-operation in the development of customer value propositions.	Leads on the development of the strategic market profile for the value propositions to be offered.
SKILLED	Manages cross-functional processes for the development of customer value propositions and their progression to market.	Ensures the development of customer value propositions meets the market profile developed.
CAPABLE	Contributes to the development of customer value propositions.	Contributes to the development of market profiles for customer value propositions.
KNOWLEDGEABLE	Provides information to support the development of customer value propositions.	Provides information to support the development of market profiles.
AWARE	Recognises the importance of analysing product portfolio performance and innovating new customer propositions.	Recognises the importance of developing clear and accurate market profiles.

Proposition Development deals with the planning, forecasting, development and positioning of a product, proposition or portfolio of products, throughout a product lifecycle.

	Strategic Fit	Creative Positioning
EXPERT	Ensures that proposed and existing customer value propositions are a good strategic fit with organisational plans.	Leads collaboration with the marketing communications team to ensure customer value propositions are supported by creative positioning statements based on research.
SKILLED	Develops a persuasive business case to validate the adoption of new customer value proposition proposals, including risks and benefits.	Manages the development and maintenance of an effective creative positioning for the value proposition.
CAPABLE	Contributes to the development of a business case for CVP proposals linked to organisational strategy.	Contributes to the development and maintenance of effective creative positioning of propositions.
KNOWLEDGEABLE	Assists with the monitoring of the performance of CVP to ensure their continuing strategic fit.	Assists with monitoring the performance of value propositions to ensure they continue to meet the positioning statement.
AWARE	Recognises the need for CVP proposals to be based on a strong business argument that justifies the fit with organisational strategy.	Recognises the need to create a positioning statement that differentiates the proposition from those of competitors.

Proposition Development deals with the planning, forecasting, development and positioning of a product, proposition or portfolio of products, throughout a product lifecycle.

Innovation	
EXPERT	Identifies strategic opportunities for marketing-related innovation.
SKILLED	Creates a persuasive business case for a specific marketing-related innovation.
CAPABLE	Supervises the implementation of an approved innovative marketing activity.
KNOWLEDGEABLE	Contributes to the delivery of marketing-related innovation.
AWARE	Understands the importance of

Marketing Communications covers the development and integration of marketing communications strategy with business strategy and the use of both physical and digital communications tools in a consistent way.

	Integration	Multichannel
EXPERT	Implements sophisticated marketing integration strategies across complex multi-channel campaigns to meet organisational objectives.	Develops a multichannel communications strategy to improve customer satisfaction in alignment with organisational objectives.
SKILLED	Synthesises the use of online and offline communications tools to amplify the overall impact across marketing communications campaigns.	Coordinates and implements multichannel communications campaigns to meet the needs of multiple audiences and ensure alignment of communications.
CAPABLE	Integrates the elements of messaging, branding, and tools, to present aligned communications at campaign level.	Develops and delivers multichannel communications campaigns.
KNOWLEDGEABLE	Contributes to the development of integrated campaigns.	Contributes to the development of multichannel campaigns.
AWARE	Recognises the role of integration in aligning all communications activities in ensuring a consistent approach.	Recognises the importance of consistency and choice in multichannel communications.

Marketing Communications covers the development and integration of marketing communications strategy with business strategy and the use of both physical and digital communications tools in a consistent way.

	Content	Communications Strategy
EXPERT	Ensures alignment of the content marketing strategy with brand identity/ reputational plans.	Leads and directs the development of an integrated marketing communication strategy to communicate with all stakeholders.
SKILLED	Synthesises and develops a content marketing strategy to support organisational objectives.	Creates integrated marketing communications plans using both physical and digital tools.
CAPABLE	Creates a content calendar and plan to meet a defined purpose. Develops content, considering style and media, to target diverse audiences.	Develops marketing communications campaigns using both physical and digital tools.
KNOWLEDGEABLE	Combines information from various sources in a concise and consistent manner and contributes to the development of content.	Contributes to the development of marketing communications campaigns.
AWARE	Assists with the development of content and copy.	Assists with the development of marketing communications activities.

Brand and Reputation is about managing the brand positioning and providing clear brand guidelines for its protection, tracking and measuring its performance and equity to inform future strategy.

	Identity	Equity
EXPERT	Determines the development and direction of brand strategy and articulates desired brand positioning.	Defines the measures used to determine brand effectiveness and equity, and use results to inform future activities.
SKILLED	Manages the alignment of all elements of the brand strategy with marketing goals.	Uses brand tracking and/or performance analysis to inform future brand activities to maintain positive brand equity.
CAPABLE	Contributes and monitors the use of brand identity across all activities.	Analyses, measures and reports on brand effectiveness and equity to support brand activities.
KNOWLEDGEABLE	Assists in the achievement of brand identity and positioning.	Assists in the analysis and measurement of brand effectiveness and equity.
AWARE	Recognises the importance of brand strategy and guidelines to brand identity.	Recognises the importance of measuring brand equity.

Brand and Reputation is about managing the brand positioning and providing clear brand guidelines for its protection, tracking and measuring its performance and equity to inform future strategy.

	Brand Management	Brand Reputation
EXPERT	Distils the essence of the brand and/or maintains a portfolio of brands.	Defining the brand reputation strategy including alignment to the corporate strategy/ reputation
SKILLED	Manages brand(s) and co-ordinates brand support activities.	Develops and implements plans to respond to brand opportunities and/or crises.
CAPABLE	Manages brand(s) and implement brand plans within brand guidelines.	Contributes to the development of compelling brand stories that resonate with target audiences and enhance reputation.
KNOWLEDGEABLE	Assists in the management of brand(s) through the implementation of brand plans within brand guidelines.	Assists in the management of brand reputation and its uses.
AWARE	Recognises the role of brand guidelines in protecting the brand.	Recognises the factors that influence brand reputation, both internal and external.

Defining the required customer experience should be, to meet corporate objectives and achieve customer advocacy.
It is also about the delivery of activities that deliver the desired customer experience through effective omnichannel customer journeys.

	Organisational Alignment	Segmentation and Persona
EXPERT	Leads and creates an organisation-wide customer orientation and infrastructure for customer relationship building.	Leads co-operation with Proposition Development in the development of segmentation strategy to ensure a thorough understanding of target customers.
SKILLED	Develops internal marketing plans to improve internal relationships and so build strong external customer relationships.	Assists with the development of segmentation strategy to ensure a thorough understanding of target customers.
CAPABLE	Collaborates internally to build strong external customer relationships.	Develops clear and detailed customer persona based on internal and external data and derived from segmentation strategy.
KNOWLEDGEABLE	Assists with the development of internal communications to build strong external customer relationships.	Provides information for the development of customer persona.
AWARE	Supports internal communication to build strong external customer relationships.	Recognises the need to have a thorough understanding of target customer needs and behaviour.

Defining the required customer experience should be, to meet corporate objectives and achieve customer advocacy.
It is also about the delivery of activities that deliver the desired customer experience through effective omnichannel customer journeys.

	Customer Journey	Expectations
EXPERT	Leads the development of strategic Customer Relationship Management systems to support and improve customer journeys.	Leads and promotes the use of research to maintain and improve customer satisfaction.
SKILLED	Develops improvement plans for customer journeys based on data and builds a shared understanding across the organisation.	Defines appropriate research to measure customer satisfaction and changing expectations.
CAPABLE	Maps customer journeys based on data, identifies touchpoints, and recommends improvements where necessary.	Synthesises and analyses data relating to customer expectations and satisfaction to improve customer satisfaction.
KNOWLEDGEABLE	Assists with the mapping of customer journeys.	Supports the collection and reporting of customer data.
AWARE	Recognises the importance of the customer journey and improvements needed.	Recognises the importance of measuring and monitoring the effectiveness of marketing activities that impact customer satisfaction.

Defining the required customer experience should be, to meet corporate objectives and achieve customer advocacy.
It is also about the delivery of activities that deliver the desired customer experience through effective omnichannel customer journeys.

Omnichannel Experience	
EXPERT	Develops and delivers a strategic omnichannel customer experience that results in a holistic approach to serving customers.
SKILLED	Creates and monitors a customer experience plan that ensures an omnichannel approach.
CAPABLE	Delivers customer experience activities in own area of responsibility.
KNOWLEDGEABLE	Assists with the delivery of customer experience activities.
AWARE	Recognises the importance of an omnichannel customer experience.

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