

## Instructional Area: Professional Development (PD)

**Standard:** Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

**Performance Element:** Understand responsibilities in marketing to demonstrate ethical/legal behavior.

**Performance Indicators:**

Explain the need for professional and ethical standards in marketing (PD:137) (SP)

**Performance Element:** Participate in career planning to enhance job-success potential.

**Performance Indicators:**

Explain employment opportunities in marketing (PD:024, LAP-PD-024) (CS)

## Instructional Area: Product/Service Management (PM)

**Standard:** Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization

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

**Performance Indicators:**

Explain the nature and scope of the product/service management function (PM:001, LAP-PM-017) (SP)

Identify the impact of product life cycles on marketing decisions (PM:024, LAP-PM-024) (SP)

Describe the use of technology in the product/service management function (PM:039) (SP)

Explain business ethics in product/service management (PM:040, LAP-PM-040) (SP)

**Performance Element:** Generate product ideas to contribute to ongoing business success.

**Performance Indicators:**

Identify product opportunities (PM:134) (SP)

Identify methods/techniques to generate a product idea (PM:127, LAP-PM-127) (SP)

Generate product ideas (PM:128) (SP)

Determine initial feasibility of product idea (PM:129) (MN)

Adjust idea to create functional product (PM:204) (MN)

Identify champion to push ideas through to fruition (PM:205) (MN)

Create processes for ongoing opportunity recognition (PM:136) (MN)

**Performance Element:** Apply quality assurances to enhance product/service offerings.

**Performance Indicators:**

Describe the uses of grades and standards in marketing (PM:019, LAP-PM-008) (CS)

Explain warranties and guarantees (PM:020, LAP-PM-004) (CS)

Identify consumer protection provisions of appropriate agencies (PM:017, LAP-PM-007) (SP)

Evaluate customer experience (PM:138) (MN)

*Marketing Cluster*

*(PQ) = Prerequisite; (CS) = Career-sustaining; (SP) = Specialist; (SU) = Supervisor; (MN) = Manager; (ON) = Owner*

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**Performance Element: Employ product-mix strategies to meet customer expectations.****Performance Indicators:**

Explain the concept of product mix (PM:003, LAP-PM-003) (SP)

Describe the nature of product bundling (PM:041) (SP)

Identify product to fill customer need (PM:130) (MN)

Plan product mix (PM:006) (MN)

Determine services to provide customers (PM:036) (MN)

Identify internal and external service standards (PM:273) (MN)

**Performance Element: Position company to acquire desired business image.****Performance Indicators:**

Explain the nature of corporate branding (PM:206, LAP-PM-020) (SP)

Describe factors used by businesses to position corporate brands (PM:207) (SP)

Identify customer touch points (PM:277) (SP)

Develop strategies to position corporate brands (PM:208) (MN)

Build corporate brands (PM:126, LAP-PM-010) (ON)

**Performance Element: Position products/services to acquire desired business image.****Performance Indicators:**

Describe factors used by marketers to position products/services (PM:042, LAP-PM-042) (SP)

Explain the nature of product/service branding (PM:021, LAP-PM-006) (SP)

Describe the role of customer voice in branding (PM:276) (SP)

Explain the role of customer service in positioning/image (PM:013, LAP-PM-001) (MN)

Identify company's unique selling proposition (PM:272, LAP-PM-272) (MN)

Develop strategies to position products/services (PM:043) (MN)

Build product/service brand (PM:209) (MN)

**Instructional Area: Channel Management (CM)**

**Standard: Understands the concepts and processes needed to identify, select, monitor, and evaluate sales channels**

**Performance Element: Acquire foundational knowledge of channel management to understand its role in marketing.****Performance Indicators:**

Explain the nature and scope of channel management (CM:001, LAP-CM-002) (CS)

Explain the nature of channels of distribution (CM:003, LAP-CM-003) (CS)

Describe the use of technology in the channel management function (CM:004) (CS)

Explain legal considerations in channel management (CM:005) (SP)

Describe ethical considerations in channel management (CM:006) (SP)

**Performance Element: Manage channel activities to minimize costs and to determine distribution strategies.**

**Performance Indicators:**

Coordinate channel management with other marketing activities (CM:007) (SP)

Explain the nature of channel-member relationships (CM:008) (SP)

Explain the nature of affinity partner relationships (CM:021) (SP)

Explain the nature of channel strategies (CM:009) (MN)

Select channels of distribution (CM:010) (MN)

Evaluate channel members (CM:011) (MN)

Assess the impact of push and pull strategies on channel management (CM:022) (MN)

## **Instructional Area: Marketing-Information Management (IM)**

**Standard: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions**

**Performance Element: Acquire foundational knowledge of marketing-information management to understand its nature and scope.**

**Performance Indicators:**

Describe the need for marketing data (IM:012, LAP-IM-012) (CS)

Identify data monitored for marketing decision making (IM:184, LAP-IM-184) (SP)

Explain the nature and scope of the marketing-information management function (IM:001, LAP-IM-002) (SP)

Explain the role of ethics in marketing-information management (IM:025, LAP-IM-025) (SP)

Describe the use of technology in the marketing-information management function (IM:183) (SP)

Describe the regulation of marketing-information management (IM:419) (SP)

**Performance Element: Understand marketing-research activities to show command of their nature and scope.**

**Performance Indicators:**

Explain the nature of marketing research (IM:010, LAP-IM-010) (SP)

Discuss the nature of marketing research problems/issues (IM:282, LAP-IM-282) (SP)

**Performance Element: Understand marketing-research design considerations to evaluate their appropriateness for the research problem/issue.**

**Performance Indicators:**

Describe methods used to design marketing research studies (i.e., descriptive, exploratory, and causal) (IM:284, LAP-IM-284) (SP)

Describe options businesses use to obtain marketing research data (i.e., primary and secondary research) (IM:281, LAP-IM-281) (SP)

Discuss the nature of sampling plans (i.e., who, how many, how chosen) (IM:285, LAP-IM-285) (SP)

**Performance Element: Understand data-collection methods to evaluate their appropriateness for the research problem/issue.**

**Performance Indicators:**

Describe data-collection methods (e.g., observations, mail, diaries, telephone, Internet, discussion groups, interviews, scanners, tracking tools) (IM:289, LAP-IM-017) (SP)

Explain characteristics of effective data-collection instruments (IM:418) (SP)

**Performance Element: Interpret marketing information to test hypotheses and/or to resolve issues.**

**Performance Indicators:**

Explain techniques for processing marketing data (IM:062) (SP)

Monitor/measure customer “buzz” (IM:469) (SP)

Explain the use of descriptive statistics in marketing decision making (IM:191) (SP)

**Performance Element: Assess marketing research briefs to determine comprehensiveness and clarity.**

**Performance Indicators:**

Explain the nature of marketing research briefs (IM:290) (MN)

Determine usefulness of marketing research briefs (IM:291) (MN)

**Performance Element: Evaluate marketing research procedures and findings to assess their credibility.**

**Performance Indicators:**

Identify sources of error in a research project (e.g., response errors, interviewer errors, non-response errors, sample design) (IM:292) (SP)

Evaluate questionnaire design (e.g., types of questions, question wording, routing, sequencing, length, layout) (IM:293) (SP)

Assess appropriateness of marketing research for the problem/issue (e.g., research methods, sources of information, timeliness of information, etc.) (IM:428) (SP)

## **Instructional Area: Market Planning (MP)**

**Standard: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience**

**Performance Element: Develop marketing strategies to guide marketing tactics.**

**Performance Indicators:**

Explain the concept of marketing strategies (MP:001, LAP-MP-002) (CS)

Identify considerations in implementing global marketing strategies (MP:002) (MN)

**Performance Element: Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).**

**Performance Indicators:**

Explain the concept of market and market identification (MP:003, LAP-MP-003) (CS)

Identify market segments (MP:004) (MN)

Develop customer profile (MP:031) (MN)

Select target market (MP:005) (MN)

**Performance Element: Employ marketing-information to plan marketing activities.**

**Performance Indicators:**

Explain the nature of marketing planning (MP:006) (SP)

Explain the nature of marketing plans (MP:007, LAP-MP-007) (SP)

Explain the role of situation analysis in the marketing planning process (MP:008) (SP)

Conduct market analysis (market size, area, potential, etc.) (MP:009) (MN)

Conduct SWOT analysis for use in the marketing planning process (MP:010, LAP-MP-010) (MN)

Assess global trends and opportunities (MP:011) (MN)

Conduct competitive analysis (MP:012) (MN)

Explain the nature of sales forecasts (MP:013, LAP-MP-005) (SP)

Forecast sales for marketing plan (MP:014) (MN)

Set marketing goals and objectives (MP:015) (MN)

Select marketing metrics (MP:016) (MN)

Set marketing budget (MP:017) (MN)

Develop marketing plan (MP:018) (MN)

**Performance Element: Assess marketing strategies to improve return on marketing investment (ROMI).**

**Performance Indicators:**

Describe measures used to control marketing planning (MP:019) (MN)

Explain strategies for linking performance measures to financial outcomes (MP:020) (MN)

Translate performance measures into financial outcomes (MP:021) (MN)

Monitor and evaluate performance of marketing plan (MP:022) (MN)

Assess cost-effectiveness of measurement tools (MP:023) (MN)

Conduct marketing audits (MP:024) (MN)

## Instructional Area: Pricing (PI)

**Standard: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value**

**Performance Element: Develop a foundational knowledge of pricing to understand its role.**

**Performance Indicators:**

Explain the nature and scope of the pricing function (PI:001, LAP-PI-001) (SP)

Describe the role of business ethics in pricing (PI:015) (SP)

Explain the use of technology in the pricing function (PI:016) (SP)

Explain legal considerations for pricing (PI:017) (SP)

Explain factors affecting pricing decisions (PI:002, LAP-PI-003) (SP)

## Instructional Area: Promotion (PR)

**Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome**

**Performance Element: Acquire a foundational knowledge of promotion to understand its nature and scope.**

**Performance Indicators:**

Explain the role of promotion as a marketing function (PR:001, LAP-PR-002) (CS)

Explain the types of promotion (i.e., institutional, product) (PR:002, LAP-PR-004) (CS)

Identify the elements of the promotional mix (PR:003, LAP-PR-001) (SP)

Describe the use of business ethics in promotion (PR:099) (SP)

Describe the use of technology in the promotion function (PR:100) (SP)

Describe the regulation of promotion (PR:101) (SP)

**Performance Element: Understand promotional channels used to communicate with targeted audiences.**

**Performance Indicators:**

Explain types of advertising media (PR:007, LAP-PR-003) (SP)

Describe word-of-mouth channels used to communicate with targeted audiences (PR:247) (SP)

Explain the nature of direct marketing channels (PR:089) (SP)

Identify communications channels used in sales promotion (PR:249) (SP)

Explain communications channels used in public-relations activities (PR:250) (SP)

**Performance Element: Understand the use of an advertisement's components to communicate with targeted audiences.**

**Performance Indicators:**

Explain the components of advertisements (PR:014) (SP)

Explain the importance of coordinating elements in advertisements (PR:251) (SP)

**Performance Element: Understand the use of public-relations activities to communicate with targeted audiences.**

**Performance Indicators:**

Identify types of public-relations activities (PR:252) (SP)

Discuss internal and external audiences for public-relations activities (PR:253) (SP)

## **Instructional Area: Selling (SE)**

**Standard: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities**

**Performance Element: Acquire a foundational knowledge of selling to understand its nature and scope.**

**Performance Indicators:**

Explain the nature and scope of the selling function (SE:017, LAP-SE-017) (CS)

Explain the role of customer service as a component of selling relationships (SE:076, LAP-SE-076) (CS)

Explain company selling policies (SE:932, LAP-SE-932) (CS)

Explain key factors in building a clientele (SE:828, LAP-SE-828) (SP)

Explain legal and ethical considerations in selling (SE:106, LAP-SE-129) (SP)

Describe the use of technology in the selling function (SE:107) (SP)

**Performance Element: Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.**

**Performance Indicators:**

Acquire product information for use in selling (SE:062, LAP-SE-062) (CS)

Analyze product information to identify product features and benefits (SE:109, LAP-SE-109) (SP)

**Performance Element: Understand sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.**

**Performance Indicators:**

Explain the selling process (SE:048, LAP-SE-048) (CS)

Discuss motivational theories that impact buying behavior (SE:359) (SP)

## Instructional Area: Business Law (BL)

**Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions**

**Performance Element: Acquire information about business laws and regulations to show command of their nature and scope.**

**Performance Indicators:**

Explain the nature of contract exclusivity (BL:050) (SP)

Explain regulations impacting digital marketing (BL:138) (SP)

## Instructional Area: Communication Skills (CO)

**Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information**

**Performance Element: Apply verbal skills to obtain and convey information.**

**Performance Indicators:**

Make client presentations (includes strategies and research findings) (CO:174) (SP)

**Performance Element: Write internal and external business correspondence to convey and obtain information effectively.**

**Performance Indicators:**

Prepare contact reports (CO:175) (SP)

Maintain day-to-day content on social platforms (CO:193) (SP)

Write white papers (CO:178) (SP)

Write pitch/sales letters (CO:179) (SP)

Write new-business pitches (CO:177) (SP)

Write management reports (CO:176) (MN)

**Performance Element: Manage communications efforts to protect brand viability.**

**Performance Indicators:**

Explain the nature of communications plans (CO:195) (SP)

Implement a communications plan (CO:196) (SP)

Monitor communications plan (CO:197) (SP)

Develop communications plan (CO:198) (SP)

Adjust communications plan (CO:199) (SP)

Develop a crisis management plan (CO:200) (MN)

**Performance Element: Communicate with staff to clarify workplace objectives.**

**Performance Indicators:**

Conduct creative briefing (CO:173) (MN)

Conduct marketing communications planning meetings (CO:194) (MN)

## Instructional Area: Customer Relations (CR)

**Standard:** Understands the techniques and strategies used to foster positive, ongoing relationships with customers

**Performance Element:** Foster positive relationships with customers to enhance sales.

**Performance Indicators:**

Use digital media to enhance customer post-sales experience (CR:028) (SP)

## Instructional Area: Emotional Intelligence (EI)

**Standard:** Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

**Performance Element:** Use communication skills to foster ethical interactions.

**Performance Indicators:**

Apply ethics to digital communications (EI:073) (CS)

Gain commitment from client (EI:068) (SP)

Obtain buy-in to strategic thinking (EI:071) (MN)

**Performance Element:** Manage stressful situations to minimize negative workplace situations.

**Performance Indicators:**

Maintain composure when receiving/delivering bad news (EI:069) (SP)

Resolve problems with workflow (EI:072) (SU)

Manage crisis in client relationships (EI:070) (MN)

**Performance Element:** Manage internal and external business relationships to foster positive interactions.

**Performance Indicators:**

Foster client-agency relationship (EI:067) (SP)

Build rapport with suppliers (EI:065) (SP)

## Instructional Area: Financial Analysis (FI)

**Standard:** Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

**Performance Element:** Implement accounting procedures to track money flow and to determine financial status.

**Performance Indicators:**

Verify accuracy of bills (FI:327) (CS)

**Performance Element: Manage marketing finances to monitor and measure return on marketing investment (ROMI).**

**Performance Indicators:**

Estimate project costs (FI:323) (MN)

Set/track promotional budget (FI:326) (MN)

Control marketing communications budget (FI:650) (MN)

## **Instructional Area: Human Resources Management (HR)**

**Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources**

**Performance Element: Lead staff growth and development to increase productivity and employee satisfaction.**

**Performance Indicators:**

Motivate members of an agency team (HR:406) (SU)

Promote innovation (HR:407) (SU)

**Performance Element: Implement organizational skills to facilitate others' work efforts.**

**Performance Indicators:**

Act as a liaison (e.g., between agency and others, between creative department/agency) (HR:395) (SP)

## **Instructional Area: Marketing (MK)**

**Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives**

**Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.**

**Performance Indicators:**

Differentiate between service marketing and product marketing (MK:008) (CS)

Discuss the relationship between promotion and marketing (MK:018) (CS)

## **Instructional Area: Information Management (NF)**

**Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making**

**Performance Element: Acquire information to guide business decision-making.**

**Performance Indicators:**

Describe current issues/trends in marketing communications (NF:206) (SP)

Identify trends in social-media space (NF:210) (SP)

**Performance Element: Utilize information-technology tools to manage and perform marketing-communications responsibilities.**

**Performance Indicators:**

Explain ways that technology impacts marketing communications (NF:100) (SP)

Compare the capabilities of SMS with MMS (NF:096) (SP)

Explain the capabilities of tools used in web-site creation (NF:053) (SP)

Discuss considerations in using mobile technology for promotional activities (NF:097) (SP)

Demonstrate effective use of audiovisual aids (NF:037) (SP)

Describe considerations in using databases in marketing communications (NF:115) (SP)

Maintain databases of information for marketing communications (NF:101) (SP)

Mine databases for information useful in marketing communications (NF:103) (SP)

Use analytical tracking tools for marketing communications (NF:208) (SP)

Demonstrate basic desktop publishing functions to prepare promotional materials (NF:038) (SP)

Integrate software applications to prepare promotional materials (NF:039) (SP)

Explain how to effectively incorporate video into multimedia (NF:099) (SP)

Evaluate the impact of mobile-device capabilities and usage patterns on social-media effectiveness (NF:209) (SP)

## **Instructional Area: Operations (OP)**

**Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning**

**Performance Element: Determine technology security strategies needed to protect customer information and company image.**

**Performance Indicators:**

Explain security considerations in marketing communications (OP:193) (SP)

Maintain marketing communications data security (OP:445) (SP)

Identify strategies for protecting business's digital assets (e.g., website, social media, email, etc.) (OP:123) (MN)

Identify strategies to protect digital customer data (e.g., information about customers, customers' credit-card numbers, passwords, customer transactions) (OP:125) (MN)

**Performance Element: Implement organizational skills in marketing communications to improve efficiency and workflow.**

**Performance Indicators:**

Develop schedule for marketing communications assignment (OP:171) (SP)

Develop action plan to carry out marketing communications assignment (OP:169) (MN)

**Performance Element: Analyze vendor performance to choose vendors providing the best service materials for use in marketing communications.**

**Performance Indicators:**

Evaluate vendors' services (OP:109) (SP)

Negotiate terms with vendors (OP:039) (SP)

**Performance Element: Apply techniques to monitor production of marketing communications materials.**

**Performance Indicators:**

Monitor production of marketing communications materials (OP:179) (MN)

**Performance Element: Implement expense-control strategies to manage a client's budget.**

**Performance Indicators:**

Explain the need to manage a client's budget (OP:175) (MN)

Manage client's budget (OP:176) (MN)

## **Instructional Area: Professional Development (PD)**

**Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career**

**Performance Element: Acquire information about the marketing communications industry to aid in making career choices.**

**Performance Indicators:**

Describe traits important to the success of employees in marketing communications (PD:045) (CS)

Describe employment opportunities in the marketing communications industry (structure, jobs in, structures in different size agencies, key departments in) (PD:052) (SP)

Explain factors affecting the growth and development of the marketing communications industry (PD:118) (SP)

Discuss the economic and social effects of marketing communications (PD:113) (SP)

Analyze marketing communications careers to determine careers of interest (PD:159) (SP)

**Performance Element: Utilize career-advancement activities to enhance professional development in marketing communications.**

**Performance Indicators:**

Conduct self-assessment of marketing-communications skill set (PD:127) (SP)

Identify requirements for professional certifications in marketing communications (PD:142) (SP)

Assess the services of professional organizations in marketing communications (PD:145) (SP)

## **Instructional Area: Product/Service Management (PM)**

**Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization**

**Performance Element: Understand product/service management activities to demonstrate in-depth understanding of their nature and scope.**

**Performance Indicators:**

Explain the concept of "product" in marketing communications (PM:091) (SP)

Describe services offered by the marketing-communications industry (PM:220) (SP)

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**Performance Element: Generate marketing-communications ideas to contribute to ongoing marketing communications success.**

**Performance Indicators:**

Generate marketing communications ideas (PM:187) (SP)

Screen marketing communications ideas (PM:188) (MN)

Develop a creative concept (PM:226) (MN)

**Performance Element: Employ product-mix strategies to meet customer expectations.**

**Performance Indicators:**

Explain the nature of product extension in services marketing (PM:082) (SP)

Identify product extensions that can be used in marketing communications (PM:245) (MN)

**Performance Element: Position products/services to acquire desired business image.**

**Performance Indicators:**

Identify opportunities in the social-media space (PM:275) (SP)

Establish credibility with Internet users (PM:274) (SP)

Explain equity positioning (PM:240) (MN)

Evaluate effectiveness of marketing-communications services (PM:108) (MN)

Determine strategies for balancing standardization and personalization of services (PM:075) (MN)

**Performance Element: Evaluate the effectiveness of the marketing-communications mix to make product-mix decisions.**

**Performance Indicators:**

Identify techniques that can be used to evaluate product-mix effectiveness (PM:247) (MN)

Modify product mix (PM:250) (MN)

## **Instructional Area: Marketing-Information Management (IM)**

**Standard: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions**

**Performance Element: Plan marketing-research activities to ensure appropriateness and adequacy of data-collection efforts.**

**Performance Indicators:**

Analyze media research tools (IM:303) (MN)

Select appropriate research techniques for marketing communications (IM:464) (MN)

**Performance Element: Design qualitative marketing-communications research study to ensure appropriateness of data-collection efforts.**

**Performance Indicators:**

Design qualitative research study (IM:336) (MN)

Develop discussion guide for a qualitative marketing-communications research study (IM:465) (MN)

Develop screener for a qualitative marketing-communications research study (IM:466) (MN)

Determine sample for qualitative marketing-communications research study (IM:467) (MN)

**Performance Element: Collect marketing information to ensure accuracy and adequacy of data for decision-making in marketing communications.**

**Performance Indicators:**

Gather brand information (IM:361) (SP)

Conduct pre-campaign testing (IM:323) (SP)

Track performance of promotional activities (IM:410) (SP)

Monitor competitors' promotional efforts (IM:429) (SP)

Monitor daily social-media analytics (IM:468) (SP)

Monitor online brand and reputation (IM:430) (SP)

Track trends (e.g., social, buying, social media, advertising agency, etc.) (IM:411) (SP)

Analyze customer behavior (e.g., media-consumption, buying, etc.) (IM:299) (SP)

Use sampling in multichannel marketing (IM:431) (MN)

Conduct marketing communications idea-generation session (IM:321) (MN)

Moderate research groups (IM:377) (MN)

**Performance Element: Process marketing information to test hypotheses and/or to resolve issues.**

**Performance Indicators:**

Interpret qualitative research findings (IM:371) (SP)

## **Instructional Area: Market Planning (MP)**

**Standard: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience**

**Performance Element: Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).**

**Performance Indicators:**

Identify ways to segment markets for marketing communications (MP:028) (SP)

Describe the nature of target marketing in marketing communications (MP:029) (SP)

Use digital tools to aid in market segmentation (MP:039) (MN)

**Performance Element: Utilize planning tools to guide marketing's activities.**

**Performance Indicators:**

Evaluate market opportunities (MP:026) (MN)

## Instructional Area: Pricing (PI)

**Standard: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value**

**Performance Element: Employ pricing strategies to determine optimal pricing.**

**Performance Indicators:**

Explain pricing practices used in marketing communications (PI:053) (MN)

Discuss the nature of pricing models (PI:065) (MN)

Explain considerations in website pricing (PI:067) (MN)

Set price objectives for marketing communications services (PI:069) (MN)

Calculate break-even point (PI:006, LAP-PI-006) (MN)

Negotiate charges with vendors (PI:051) (MN)

Set price of marketing communications services (PI:035) (MN)

Select pricing strategies (PI:046) (MN)

Adjust prices to maximize profitability (PI:008) (MN)

## Instructional Area: Promotion (PR)

**Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome**

**Performance Element: Understand promotion activities to show an in-depth understanding of their nature and scope.**

**Performance Indicators:**

Explain considerations affecting global promotion (PR:117) (SP)

Explain the marketing-communications development process (PR:316) (SP)

**Performance Element: Utilize word-of-mouth strategies to build brand and to promote products.**

**Performance Indicators:**

Explain the nature of word-of-mouth (WOM) strategies (PR:319) (SP)

Discuss the role of customer voice in word-of-mouth strategies (PR:363) (SP)

Select word-of-mouth strategies appropriate for promotional objectives (PR:355) (MN)

Explain the nature of buzz-marketing (PR:317) (SP)

Develop buzz-marketing strategies (PR:229) (MN)

Explain considerations in developing viral marketing campaigns (PR:312) (SP)

Develop viral marketing strategies (PR:228) (MN)

Describe considerations in developing customer evangelists (PR:273) (SP)

Create customer evangelist strategy (PR:269) (MN)

Explain the use of celebrities/influencers as a WOM strategy (PR:321) (SP)

Select celebrity/influencer to deliver promotional message (PR:352) (MN)

Describe referral programs that can be used to build brand/promote products (PR:277) (SP)

Develop referral program to build brand/promote products (PR:291) (MN)

**Performance Element: Use product placement to build brand and to promote products.**

**Performance Indicators:**

Explain the use of product placement (PR:323) (SP)

Identify opportunities for product placement (PR:331) (MN)

**Performance Element: Understand the use of direct marketing to attract attention and to build brand.**

**Performance Indicators:**

Discuss types of direct mail tactics (PR:301) (SP)

Explain the nature of online advertising (e.g., advergaming, virtual worlds, display ads, banner ads, pop-up ads, pay-per-click ads, etc.) (PR:164) (SP)

Explain the nature of email marketing tactics (PR:165) (SP)

Explain the role of business websites in digital marketing (PR:364) (SP)

Explain the use of social media for digital marketing (PR:365) (SP)

Describe the use of blogging for marketing communications (PR:281) (SP)

Explain the use of RSS feeds (PR:324) (SP)

Discuss the use of podcasts/webcasts (PR:298) (SP)

Discuss the use of social bookmarking/tagging (PR:300) (SP)

Explain the use of video/images for digital marketing (PR:366) (SP)

Describe mobile marketing tactics (PR:276) (SP)

Explain mobile marketing applications (PR:367) (SP)

Discuss the use of search-engine optimization tactics for digital marketing (PR:299) (SP)

**Performance Element: Develop content for use in marketing communications to create interest in product/business/idea.**

**Performance Indicators:**

Identify effective advertising headlines (PR:330) (SP)  
Explain the use of storytelling in marketing (PR:388) (SP)  
Describe the nature of copy strategies (PR:126) (SP)  
Write copy for advertisements (PR:368) (SP)  
Critique ad copy (PR:369) (MN)  
Discuss the nature of effective direct-mail copy (PR:294) (SP)  
Write direct-mail letters (PR:122) (SP)  
Critique direct mail copy (PR:307) (MN)  
Describe the nature of effective Internet ad copy (PR:279) (SP)  
Write e-mail marketing copy (PR:362) (SP)  
Execute targeted emails (PR:166) (SP)  
Write content for use on the website (PR:370) (SP)  
Write content for use in social media (PR:371) (SP)  
Maintain a consistent brand voice in social content (PR:389) (SP)  
Develop and package content for social distribution (PR:390) (SP)  
Explain the nature of effective mobile ad copy (PR:318) (SP)  
Write mobile marketing content (PR:372) (SP)  
Assess marketing promotional content in digital media (PR:262) (MN)  
Repurpose content for use in multiple platforms (PR:373) (SP)  
Develop content marketing strategy (PR:374) (MN)  
Measure content marketing results (PR:375) (MN)

**Performance Element: Understand design principles to be able to communicate needs to designers.**

**Performance Indicators:**

Describe the use of color in advertisements (PR:123) (SP)  
Describe the elements of design (PR:222) (SP)  
Explain the use of illustrations in advertisements (PR:322) (SP)  
Discuss the nature of typography (PR:295) (SP)  
Explain type styles used in advertisements (PR:326) (SP)  
Describe effective advertising layouts (PR:275) (SP)  
Identify types of drawing media (PR:334) (SP)  
Explain the impact of color harmonies on composition (PR:314) (SP)  
Describe digital color concepts (PR:274) (SP)

**Performance Element: Critique advertisements to ensure achievement of marketing communications goals/objectives.**

**Performance Indicators:**

Check advertising proofs (PR:130) (SP)

Evaluate storyboards for broadcast advertisements (PR:309) (MN)

Assess collateral pieces for direct marketing (PR:261) (MN)

Critique advertisements (PR:272) (MN)

**Performance Element: Understand how a website presence can be used to promote business/product.**

**Performance Indicators:**

Explain website-development process (PR:328) (SP)

Identify strategies for attracting targeted audience to website (PR:333) (SP)

Identify technologies to improve website ranking/positioning on search engines/directories (PR:278) (MN)

Explain website linking strategies (PR:327) (MN)

Identify website design/components (PR:336) (MN)

**Performance Element: Manage media planning and placement to enhance return on marketing investment.**

**Performance Indicators:**

Determine advertising reach of media (PR:225) (SP)

Read media schedule (PR:348) (SP)

Calculate media costs (PR:009) (SP)

Select advertising media (PR:010) (MN)

Choose appropriate media outlets (PR:230) (MN)

Negotiate terms with media owner (PR:340) (SP)

Schedule ads and commercials (PR:131) (SP)

Select placement of advertisements (PR:132) (SP)

Buy ad space/time (PR:104) (SP)

Identify techniques to increase ad response time (PR:231) (SP)

Set media buying objectives (PR:357) (MN)

Plan strategy to guide media-buying process (PR:344) (MN)

Develop a media plan (includes budget, media allocation, and timing of ads) (PR:285) (MN)

**Performance Element: Leverage media buys to maximize marketing investment.**

**Performance Indicators:**

Select strategies to leverage media buys (PR:354) (MN)

Implement strategies to leverage media buys (PR:338) (MN)

**Performance Element: Utilize publicity to inform stakeholders of business activities.****Performance Indicators:**

Explain the impact of digital techniques on public relations practices (PR:376) (SP)

Write a press release (PR:057) (SP)

Create a public-service announcement (PR:268) (SP)

Create a press kit (PR:226) (SP)

Coordinate press releases (PR:138) (MN)

Cultivate media relationships (PR:185) (SP)

Evaluate media relations (PR:377) (MN)

Obtain publicity (PR:055) (MN)

**Performance Element: Utilize publicity/public-relations activities to create goodwill with stakeholders.****Performance Indicators:**

Analyze costs/benefits of company participation in community activities (PR:056) (SP)

Explain current issues/trends in public relations (PR:313) (SP)

Describe the use of crisis management in public relations (PR:282) (SP)

Develop a customer retention plan (PR:378) (MN)

Create a public-relations campaign (PR:239) (MN)

Develop a public-relations plan (PR:088) (MN)

**Performance Element: Employ sales-promotion activities to inform or remind customers of business/product.****Performance Indicators:**

Create promotional signage (PR:391) (SP)

Collaborate in the design of slogans/taglines (PR:266) (SP)

Set and develop strategy for brand identifiers (e.g., marks, characters, etc.) (PR:356) (MN)

Collaborate in the design of collateral materials to promote frequency/loyalty marketing program (PR:233) (SP)

Explain considerations in designing a frequency/loyalty marketing program (PR:215) (MN)

Develop frequency/loyalty marketing strategy (PR:288) (MN)

Analyze use of specialty promotions (PR:106) (MN)

Participate in the design of collateral materials to promote special events (PR:234) (SP)

Develop strategy for creating a special event (PR:218) (MN)

Set up cross-promotions (PR:235) (SP)

Explain how businesses can use trade-show/exposition participation to communicate with targeted audiences (PR:254) (SP)

Participate in trade shows/expositions (PR:236) (SP)

Explain considerations used to evaluate whether to participate in trade shows/expositions (PR:255) (SP)

Develop a sales-promotion plan (PR:094) (MN)

**Performance Element: Develop marketing/creative briefs to apprise staff and client of promotional strategy.**

**Performance Indicators:**

Discuss the use of marketing/creative briefs (PR:297) (SP)

Prepare marketing/creative briefs (PR:345) (MN)

**Performance Element: Work with advertising agency to create marketing communications.**

**Performance Indicators:**

Explain the use of advertising agencies (PR:081) (SP)

Select advertising agency (PR:350) (MN)

Evaluate advertising agency work (PR:303) (MN)

**Performance Element: Plan marketing communications to maximize effectiveness and to minimize costs.**

**Performance Indicators:**

Explain the nature of a promotional plan (PR:073) (SP)

Coordinate activities in the promotional mix (PR:076) (SP)

Use past advertisements to aid in promotional planning (PR:075) (MN)

Develop offline campaign to drive traffic to online platforms (PR:380) (MN)

Determine appropriateness of promotional strategy across product lines (PR:159) (MN)

Establish promotional mix (PR:237) (MN)

Prepare advertising budget (PR:160) (MN)

Prepare promotional budget (PR:098) (MN)

Develop an advertising campaign (PR:079) (MN)

Develop digital marketing campaign (PR:382) (MN)

Develop digital marketing strategies (PR:383) (MN)

Develop social media plan (PR:384) (MN)

Develop an integrated approach for social media content creation (PR:392) (MN)

Develop promotional plan for a business (PR:097) (MN)

Develop a communications audit plan (PR:385) (MN)

**Performance Element: Implement and monitor promotional activities to maximize return on promotional efforts.**

**Performance Indicators:**

Monitor user-generated content (UGC) (PR:393) (SP)

Moderate social chats (PR:394) (SP)

Leverage social networks for customer engagement (PR:379) (SP)

Implement strategies to grow social-media following (PR:395) (SP)

Implement digital marketing campaign (PR:381) (SP)

Manage day-to-day content on social platforms (PR:396) (MN)

Implement strategies for advertising campaign (PR:337) (MN)

Follow up with media on “make-good advertisements” (PR:329) (MN)

Manage risks associated with the content of digital messages (PR:397) (MN)

Implement an integrated social-media strategy (PR:398) (MN)

Manage promotional allowances (PR:071) (MN)

**Performance Element: Evaluate long-term and short-term results of promotional efforts.**

**Performance Indicators:**

Evaluate creative work (PR:305) (MN)

Identify metrics to assess results of promotional efforts (PR:256) (MN)

Evaluate effectiveness of advertising (PR:013) (MN)

Quantify contribution of social media (metrics and goals, finding what is good, measuring and adjusting on the fly, reporting and sharing insights) (PR:386) (MN)

Assess web analytics (PR:387) (MN)

Evaluate media’s contribution to campaign’s effectiveness (PR:308) (MN)

Evaluate digital marketing efforts (PR:306) (MN)

Analyze costs/benefits of direct marketing (PR:259) (MN)

Assess direct-marketing strategy (PR:263) (MN)

Measure results of promotional mix (PR:238) (MN)

## **Instructional Area: Selling (SE)**

**Standard: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities**

**Performance Element: Acquire product knowledge to be equipped to solve customer/ client’s problems.**

**Performance Indicators:**

Acquire knowledge of client’s products/brands (SE:360) (CS)

**Performance Element: Utilize sales processes and techniques to determine and satisfy customer needs.**

**Performance Indicators:**

Pitch marketing communications idea to client (SE:347) (SP)

Present an advertising campaign to clients (SE:395) (SP)

**Performance Element: Utilize sales-support activities to increase customer satisfaction.**

**Performance Indicators:**

Provide service after the sale (SE:398) (SP)

## Instructional Area: Emotional Intelligence (EI)

**Standard: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others**

**Performance Element: Manage internal and external business relationships to foster positive interactions.**

**Performance Indicators:**

Explain the impact of business customs and practices on global trade (EI:082) (SP)

Describe the nature of business customs and practices in the North American market (EI:083) (SP)

Explain the nature of business customs and practices in Western Europe (EI:084) (SP)

Explain the nature of business customs and practices in Eastern Europe (EI:117) (SP)

Explain the nature of business customs and practices in Latin America (EI:085) (SP)

Describe the nature of business customs and practices in the Pacific Rim (EI:086) (SP)

Discuss the nature of business customs and practices in the Middle East (EI:087) (SP)

Explain the nature of business customs and practices in South Asia (EI:118) (SP)

Describe the nature of business customs and practices in Northern Africa (EI:119) (SP)

Discuss the nature of business customs and practices in Sub-Saharan Africa (EI:120) (SP)

## Instructional Area: Financial Analysis (FI)

**Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources**

**Performance Element: Implement accounting procedures to track money flow and to determine financial status.**

**Performance Indicators:**

Explain the financial implications of product cannibalization (FI:324) (MN)

Determine product-line profitability (FI:322) (MN)

**Performance Element: Manage marketing finances to monitor and measure return on marketing investment (ROMI).**

**Performance Indicators:**

Allocate marketing budget (FI:320) (MN)

Calculate return on marketing investment (ROMI) (FI:321) (MN)

Measure cost-effectiveness of marketing expenditures (FI:325) (MN)

Control marketing budget (FI:649) (MN)

Report marketing return on investment (ROMI) (FI:651) (MN)

## Instructional Area: Human Resources Management (HR)

**Standard:** Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

**Performance Element:** Utilize techniques to staff an organization or a department within an organization.

**Performance Indicators:**

Staff key marketing positions (HR:408) (MN)

**Performance Element:** Manage staff growth and development to increase productivity and employee satisfaction.

**Performance Indicators:**

Ensure staff understanding of responsibilities, duties, functions, and authority levels (HR:401) (SU)

Supervise marketing positions (HR:409) (SU)

Determine adequacy of training courses (HR:399) (MN)

Assess marketing personnel's ability to react to market developments (HR:396) (MN)

**Performance Element:** Implement organizational skills to facilitate others' work efforts.

**Performance Indicators:**

Determine internal/external resource requirements and responsibilities for projects (HR:400) (MN)

## Instructional Area: Information Management (NF)

**Standard:** Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

**Performance Element:** Utilize information-technology tools to manage and perform work responsibilities.

**Performance Indicators:**

Analyze the impact of technology on marketing (NF:094) (SP)

Use software to automate services (NF:106) (SP)

Use analytical tracking tools (NF:205) (SP)

Use Marketing Operations Management software (i.e., software that automates marketing operations processes) (NF:105) (MN)

Determine types of technology needed by company/agency (NF:054) (MN)

**Performance Element:** Acquire information to guide business decision-making.

**Performance Indicators:**

Use analytical software (e.g., SPSS, SAS, Excel, etc.) (NF:214) (SP)

## Instructional Area: Operations (OP)

**Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning**

**Performance Element: Implement purchasing activities to obtain business supplies, equipment, resources, and services.**

**Performance Indicators:**

Determine sources of relevant, new marketing data (OP:434) (SP)

Evaluate options to purchase or sell marketing data (OP:435) (SP)

Develop processes to acquire marketing data from external sources (OP:436) (MN)

Purchase marketing data (OP:181) (MN)

Purchase services (OP:182) (MN)

**Performance Element: Determine technology security strategies needed to protect customer information and company image.**

**Performance Indicators:**

Maintain security of marketing data (OP:429) (SP)

Explain security considerations in marketing management (OP:173) (SP)

Develop strategies to protect digital data (OP:105) (MN)

**Performance Element: Apply operational policies to perform procedures and activities that ensure marketing's efficiency and effectiveness.**

**Performance Indicators:**

Cleanse existing marketing data to maintain relevancy (OP:430) (SP)

Apply marketing analytics (OP:431) (SP)

Identify marketing data needs (OP:432) (MN)

Create dashboards to monitor marketing performance (OP:433) (MN)

**Performance Element: Implement expense-control strategies to enhance a business's financial wellbeing.**

**Performance Indicators:**

Track invoices (OP:184) (CS)

Track marketing budgets (OP:185) (MN)

Adjust marketing budget in response to new market opportunities (OP:166) (MN)

**Performance Element: Implement organizational skills to improve efficiency and work flow.**

**Performance Indicators:**

Manage cross-functional projects (OP:177) (MN)

Assign work to external partners (OP:167) (MN)

Develop an operational plan of marketing activities/initiatives (OP:170) (MN)

**Performance Element: Utilize business systems to expedite workflow and enhance a business's image.**

**Performance Indicators:**

Document marketing processes (OP:437) (SP)

Define uniform marketing processes to streamline communications (OP:168) (MN)

Improve marketing processes (OP:438) (MN)

Manage system for housing marketing assets (e.g., marketing collateral, promotional items, graphics, letterhead, logos) (OP:178) (MN)

Standardize/automate marketing workflows (OP:183) (MN)

Develop marketing campaign workflows (OP:439) (MN)

## **Instructional Area: Professional Development (PD)**

**Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career**

**Performance Element: Utilize career-advancement activities to enhance professional development in marketing.**

**Performance Indicators:**

Assess the services of professional organizations in marketing (PD:144) (SP)

Utilize professional development opportunities in marketing (e.g., continuing education courses, certifications, journals, online activities/courses) (PD:147) (SP)

Employ career-advancement strategies in marketing (PD:132) (SP)

**Performance Element: Acquire information about marketing management to aid in making career choices.**

**Performance Indicators:**

Explain the nature of marketing management (PD:136) (SP)

Explain career opportunities in marketing management (PD:133) (SP)

## **Instructional Area: Strategic Management (SM)**

**Standard: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department**

**Performance Element: Utilize planning tools to guide organization's/department's activities.**

**Performance Indicators:**

Align marketing activities with business objectives (SM:015) (MN)

Provide input into strategic planning (SM:023) (MN)

Conduct gap analysis to determine organization's capability (SM:016) (MN)

Develop departmental structure (SM:019) (MN)

Determine strategic marketing planning structure (SM:018) (MN)

**Performance Element: Control an organization's/department's activities to encourage growth and development.**

**Performance Indicators:**

Show the effect of marketing strategy on marketing goals/objectives (SM:026) (MN)

Monitor achievement of marketing objectives (SM:022) (MN)

Set marketing policies (SM:025) (MN)

Establish a marketing cost-control system (SM:020) (MN)

Select metrics for measuring success (SM:024) (MN)

Design a marketing performance measurement system (SM:017) (MN)

Modify marketing strategies based on performance results (SM:021) (MN)

## **Instructional Area: Product/Service Management (PM)**

**Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization**

**Performance Element: Apply quality assurances to enhance product/service offerings.**

**Performance Indicators:**

Determine the impact of product standards' issues associated with global business (PM:278) (SP)

**Performance Element: Employ product-development processes to maintain up-to-date product pipeline.**

**Performance Indicators:**

Explain new product-development processes (PM:241) (SP)

Determine product-development objectives (PM:222) (MN)

Evaluate and process innovations (PM:235) (MN)

**Performance Element: Employ product-mix strategies to meet customer expectations.**

**Performance Indicators:**

Analyze product needs and opportunities (PM:211) (MN)

Adapt product range to needs of targeted market segments (PM:210) (MN)

Develop product search methods (PM:229) (MN)

Determine product priorities (PM:221) (MN)

Monitor market innovations (PM:251) (MN)

**Performance Element: Plan product/service management activities to facilitate product development.**

**Performance Indicators:**

Create a product/brand plan (PM:218) (MN)

Plan/Manage product/brand lifecycle (PM:255) (MN)

Develop new-product launch plan (PM:227) (MN)

Coordinate product launches (PM:217) (MN)

**Performance Element: Assess product/service management activities to increase profitability.****Performance Indicators:**

Evaluate alternative marketing techniques and procedures for achieving product-development objectives (PM:234) (MN)

Evaluate product mix (PM:237) (MN)

Assess product-development activities (PM:212) (MN)

Evaluate product/service launches (PM:238) (MN)

Measure brand performance (PM:279) (MN)

Conduct product/brand audit (PM:215) (MN)

**Performance Element: Assess product packaging to improve its function and to improve its brand recognition.****Performance Indicators:**

Assess product-packaging requirements (PM:213) (SP)

Evaluate graphic design on packages (PM:236) (SP)

Evaluate adequacy of product packaging (PM:233) (SP)

Conduct reviews of product packaging (PM:216) (MN)

**Performance Element: Position products/services to acquire desired business image.****Performance Indicators:**

Develop positioning concept for a new product idea (PM:228) (SP)

Communicate core values of product/service (PM:214) (SP)

Identify product's/service's competitive advantage (PM:246) (SP)

Develop strategies to protect brand's reputation (PM:280) (MN)

Define brand strategy (PM:281) (MN)

Align branding strategies to ensure consistent end-to-end communications and actions (PM:282) (MN)

Use co-branding strategies (PM:283) (MN)

Leverage product's/service's competitive advantage (PM:249) (MN)

Determine brand reputation (PM:284) (MN)

Determine brand identity (PM:285) (MN)

Design brand experience (PM:286) (MN)

Identify need to rebrand (PM:287) (MN)

## Instructional Area: Channel Management (CM)

**Standard: Understands the concepts and processes needed to identify, select, monitor, and evaluate sales channels**

**Performance Element: Develop channel-management strategies to minimize costs.**

**Performance Indicators:**

Establish distribution points (CM:017) (MN)

Develop performance standards for suppliers (CM:016) (MN)

Develop new channels for products/services (CM:015) (MN)

Develop collaborative relationships with channel members (CM:020) (MN)

Develop channel-management strategies (CM:014) (MN)

**Performance Element: Assess channel-management strategies to improve their effectiveness and to minimize their costs.**

**Performance Indicators:**

Monitor distributors' performance standards (CM:019) (MN)

Evaluate buyer-seller relationships (CM:018) (MN)

Assess distribution channels (CM:012) (MN)

Conduct total cost analysis of channel (CM:013) (MN)

## Instructional Area: Marketing-Information Management (IM)

**Standard: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions**

**Performance Element: Assess marketing information needs to develop a marketing-information management system.**

**Performance Indicators:**

Assess marketing-information needs (IM:182) (MN)

Identify issues and trends in marketing-information management systems (IM:365) (MN)

Develop marketing-information management system (IM:163) (MN)

**Performance Element: Determine marketing-information needs to communicate issues/problems/questions to others.**

**Performance Indicators:**

Write marketing research briefs (IM:388) (MN)

**Performance Element: Scrutinize analytical patterns to make informed marketing decisions.**

**Performance Indicators:**

Identify industry/economic trends that will impact business activities (IM:363) (MN)

Analyze market needs and opportunities (IM:302) (MN)

Anticipate market changes (IM:307) (MN)

Determine current market position (IM:338) (MN)

*Marketing Cluster*

*(PQ) = Prerequisite; (CS) = Career-sustaining; (SP) = Specialist; (SU) = Supervisor; (MN) = Manager; (ON) = Owner*

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**Performance Element: Employ marketing-information to aid in making and evaluating channel-management decisions.**

**Performance Indicators:**

Track channel management cost data (IM:470) (SP)

Collect product quality data to aid in making channel-management decisions (IM:485) (SP)

Obtain and track information about domestic and foreign suppliers/manufacturers (IM:380) (SP)

**Performance Element: Report findings to communicate research information to others.**

**Performance Indicators:**

Display data in charts/graphs or in tables (IM:347) (SP)

Provide sales analysis reports (IM:394) (SP)

Prepare and use presentation software to support reports (IM:386) (SP)

Prepare written reports for decision-making (IM:390) (SP)

**Performance Element: Interpret analytical patterns to predict/analyze consumer behavior.**

**Performance Indicators:**

Predict demand patterns (IM:385) (MN)

Conduct demand analysis (IM:317) (MN)

Forecast changes in customer expectations (IM:360) (MN)

Evaluate product usage (IM:354) (MN)

Analyze purchasing behavior (IM:305) (MN)

Estimate repeat purchase rate (IM:352) (MN)

Estimate purchase cycle (IM:351) (MN)

Determine attitudes and behaviors towards products and brands (IM:337) (MN)

Conduct customer-satisfaction studies (IM:316) (MN)

Analyze service sensitivity (IM:306) (MN)

**Performance Element: Apply pricing information to facilitate pricing decisions.**

**Performance Indicators:**

Determine price sensitivity (IM:415) (MN)

**Performance Element: Analyze marketing information to facilitate product/service management decisions.**

**Performance Indicators:**

Measure brand equity (IM:459) (MN)  
Measure brand value (IM:460) (MN)  
Measure customer loyalty (IM:461) (MN)  
Predict brand share (IM:384) (MN)  
Estimate market share (IM:350) (MN)  
Conduct needs gap analysis (IM:456) (MN)  
Conduct product analysis (IM:324) (MN)  
Evaluate competitive products (IM:457) (MN)  
Conduct product/brand situation analysis (IM:325) (MN)  
Identify new-product opportunities (IM:366) (MN)  
Determine needed product adaptations (IM:471) (MN)  
Test product concepts (IM:406) (MN)  
Design and conduct product tests (IM:335) (MN)  
Evaluate potential growth and niche opportunities (IM:458) (MN)  
Conduct service-quality studies (IM:327) (MN)  
Prepare trend analyses (IM:389) (MN)

**Performance Element: Manage marketing information to guide and assess promotional activities.**

**Performance Indicators:**

Measure media audience (IM:374) (SP)  
Leverage data to recommend personalized, relevant campaigns (IM:472) (SP)  
Leverage data to support real-time customization of customer interactions (IM:473) (SP)  
Evaluate promotional activity (IM:355) (MN)

**Performance Element: Assess quality of marketing-research activities to determine needed improvements.**

**Performance Indicators:**

Evaluate quality of marketing research studies (e.g., sampling, validity/reliability, bias, etc.) (IM:357) (MN)  
Evaluate the appropriateness of the research design for the research problem, issue, or opportunity (IM:484) (MN)  
Assess satisfaction with contracted research firms (IM:310) (MN)

## Instructional Area: Market Planning (MP)

**Standard:** Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience

**Performance Element:** Utilize planning tools to guide marketing's activities.

**Performance Indicators:**

Align sales and marketing plans (MP:040) (MN)

Evaluate market opportunities (MP:026) (MN)

## Instructional Area: Pricing (PI)

**Standard:** Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value

**Performance Element:** Employ pricing strategies to determine optimal pricing.

**Performance Indicators:**

Determine cost of product (breakeven, ROI, markup) (PI:019) (MN)

Calculate break-even point (PI:006, LAP-PI-006) (MN)

Establish pricing objectives (PI:044) (MN)

Select pricing policies (PI:068) (MN)

Determine terms of trading (PI:063) (MN)

Determine discounts and allowances that can be used to adjust base prices (PI:022) (MN)

Set prices (PI:007) (MN)

Adjust prices to maximize profitability (PI:008) (MN)

**Performance Element:** Assess pricing strategies to identify needed changes and to improve profitability.

**Performance Indicators:**

Ensure price fairness (PI:066) (MN)

Assess changes in price structure (PI:062) (MN)

Analyze variances to planned pricing (PI:061) (MN)

Evaluate pricing decisions (PI:057) (MN)

## Instructional Area: Promotion (PR)

**Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome**

**Performance Element: Understand design principles to be able to communicate needs to designers.**

**Performance Indicators:**

- Describe the use of color in advertisements (PR:123) (SP)
- Describe the elements of design (PR:222) (SP)
- Explain the use of illustrations in advertisements (PR:322) (SP)
- Discuss the nature of typography (PR:295) (SP)
- Explain type styles used in advertisements (PR:326) (SP)
- Describe effective advertising layouts (PR:275) (SP)
- Identify types of drawing media (PR:334) (SP)
- Explain the impact of color harmonies on composition (PR:314) (SP)
- Describe digital color concepts (PR:274) (SP)

**Performance Element: Participate in company's community outreach involvement to foster a positive company image and to meet other professionals.**

**Performance Indicators:**

- Explain the importance of company involvement in community activities (PR:315) (SP)
- Propose community issues for company involvement (PR:347) (SP)
- Participate in community outreach activities (PR:341) (SP)

**Performance Element: Plan marketing communications to maximize effectiveness and to minimize costs.**

**Performance Indicators:**

- Explain the nature of a promotional plan (PR:073) (SP)
- Coordinate activities in the promotional mix (PR:076) (SP)
- Develop communications objectives (PR:287) (MN)
- Develop promotional-mix activities (PR:289) (MN)
- Develop advertising plans to achieve communications objectives (PR:286) (MN)
- Develop sales promotion plan to achieve communications objectives (PR:292) (MN)
- Develop public relations/publicity plan to achieve communications objectives (PR:290) (MN)

**Performance Element: Utilize outside agency/consultant to aid in promotional planning and development.**

**Performance Indicators:**

- Create written briefs for outside agencies/consultants (PR:271) (SP)
- Assess outside agency/consultant relationships (PR:265) (MN)

**Performance Element: Evaluate long-term and short-term results of promotional efforts.**

**Performance Indicators:**

Identify ways to track marketing-communications activities (PR:335) (SP)

Select metrics to measure effectiveness of marketing communications (PR:353) (MN)

Implement metrics to assess results of promotional efforts (PR:257) (MN)

Evaluate allocation of promotional effort (PR:304) (MN)

## **Instructional Area: Selling (SE)**

**Standard: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities**

**Performance Element: Guide sales staff to improve their success rate and to minimize staff turnover.**

**Performance Indicators:**

Explain the nature of the sales staff's induction program (SE:382) (SU)

Conduct knowledge gap analysis of sales staff (SE:368) (SU)

Analyze sales staff activity and results (SE:364) (SU)

**Performance Element: Influence sales procedures/activities to improve return on investment.**

**Performance Indicators:**

Monitor sales management's ability to conduct customer-service operations (SE:390) (MN)

Assess sales staff's compensation package (SE:365) (MN)

Support sales operations (SE:402) (MN)

## Instructional Area: Information Management (NF)

**Standard:** Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

**Performance Element:** Utilize information-technology tools to manage and perform work responsibilities.

**Performance Indicators:**

Assess the impact of technology on marketing research (NF:095) (SP)

Use analytical tracking tools (NF:205) (SP)

Determine types of technology needed by company/agency for marketing research (NF:212) (MN)

**Performance Element:** Acquire information to guide business decision-making.

**Performance Indicators:**

Identify emerging customer trends through social networking (NF:213) (SP)

Use analytical software (e.g., SPSS, SAS, Excel, etc.) (NF:214) (SP)

## Instructional Area: Operations (OP)

**Standard:** Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

**Performance Element:** Implement purchasing activities to obtain business supplies, equipment, resources, and services.

**Performance Indicators:**

Purchase information services (OP:180) (MN)

**Performance Element:** Determine technology security strategies needed to protect customer information and company image.

**Performance Indicators:**

Maintain security of marketing data (OP:429) (SP)

Explain security considerations in marketing research (OP:174) (SP)

Develop strategies to protect digital data (OP:105) (MN)

## Instructional Area: Professional Development (PD)

**Standard:** Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

**Performance Element:** Acquire information about the marketing research industry to aid in making career choices.

**Performance Indicators:**

Identify career opportunities in marketing research (PD:140) (SP)

Explain the role and responsibilities of marketing researchers (PD:139) (SP)

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**Performance Element: Utilize career-advancement activities to enhance professional development in marketing research.**

**Performance Indicators:**

Determine professional certification requirements in marketing research (PD:129) (SP)

Assess the services of professional organizations in marketing research (PD:143) (SP)

## **Instructional Area: Strategic Management (SM)**

**Standard: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department**

**Performance Element: Utilize planning tools to guide organization's/department's activities.**

**Performance Indicators:**

Provide input into strategic planning (SM:023) (MN)

## **Instructional Area: Marketing-Information Management (IM)**

**Standard: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions**

**Performance Element: Assess marketing information needs to develop a marketing-information management system.**

**Performance Indicators:**

Assess marketing-information needs (IM:182) (MN)

Identify issues and trends in marketing research (IM:364) (MN)

Develop marketing-information management system (IM:163) (MN)

**Performance Element: Monitor business data to stay abreast of trends and changes that could impact business decision-making.**

**Performance Indicators:**

Obtain information from customer databases (IM:381) (SP)

Maintain information on marketing partners' activities (e.g., vendors, others in supply/distribution channels) (IM:432) (SP)

Identify challenges with the use of unstructured data (IM:474) (SP)

Obtain marketing information from online sources (e.g., search engines, online databases, blogs, forums, listserves, web analytics, social media, geolocation services, etc.) (IM:382) (SP)

Conduct sentiment analysis (IM:433) (SP)

Obtain marketing information from publications (e.g., newspapers; magazines--current trends, regulations, consumer issues) (IM:434) (SP)

Collect product quality data (e.g., customer complaints, returns, quality control) (IM:311) (SP)

Data mine clickstream data using web analytics for marketing information (IM:333) (SP)

Track environmental changes that impact a business (e.g., technological changes, consumer trends, economic changes, regulatory changes, etc.) (IM:409) (SP)

Monitor and mine sales data (by volume, product, territory, channel, time period, etc.) (IM:379) (SP)

Identify transactional data through electronic means (e.g., bar coding, optical scanners, automatic replenishment systems, electronic data interchange [EDI], and reader-sorters) (IM:368) (SP)

Monitor competitors' activities (IM:435) (SP)

Develop insights using trends occurring in other industries (IM:475) (SP)

Track brand health (IM:407) (MN)

Measure market size and composition (IM:373) (SP)

Monitor inventory data (IM:378) (MN)

Track cost data (IM:408) (MN)

**Performance Element: Determine the need for and value of marketing research to optimize use of business resources.**

**Performance Indicators:**

Explain the nature of actionable research (IM:359) (SP)

Compare business objectives with the expected use of the marketing-research outcomes (IM:312) (SP)

Identify the marketing-research problem/issue (IM:367) (MN)

Translate business problems/challenges into research objectives (IM:476) (MN)

Evaluate the relationship between the research purpose and the marketing research objectives (IM:358) (MN)

Estimate the value of the research information (IM:353) (MN)

Determine appropriate level and depth of information needed for decision-making (IM:477) (MN)

Select research method appropriate for the research problem (i.e., exploratory, descriptive, or causal) (IM:398) (MN)

Determine research approaches (e.g., observation, survey, experiment; quantitative or qualitative) appropriate to the research problem (IM:339) (MN)

**Performance Element: Determine who and how many respondents are needed for marketing research findings to adequately represent the population's views.**

**Performance Indicators:**

Explain the nature of the sampling design process (IM:436) (SP)

Explain the nature of sample sources (e.g., MR sampling companies, general list brokers, customer lists) (IM:478) (SP)

Select sample sources in marketing research (IM:437) (SP)

Discuss sampling issues with international marketing research projects (IM:438) (SP)

Explain sampling techniques for probability and non-probability samples (IM:439) (SP)

Discuss sampling techniques and issues associated with Internet sampling (IM:440) (SP)

Describe statistical concepts associated with sampling (IM:441) (SP)

Minimize threats to validity (IM:442) (MN)

Determine how to improve response rates (IM:443) (MN)

Select methods to compensate for non-response (IM:444) (MN)

Select sampling technique (IM:479) (MN)

Design sample for qualitative marketing-research study (IM:340) (MN)

Develop sampling plans (i.e., who, how many, how chosen) (IM:345) (MN)

Execute sampling process (IM:480) (MN)

**Performance Element: Determine how to obtain needed data to address the business problem/issue.**

**Performance Indicators:**

Select data-collection methods (e.g., observations, mail, telephone, Internet, online communities, social media, virtual platforms, discussion groups, interviews, case studies, text analyses, scanners) (IM:399) (MN)

Select measurement scales (i.e., nominal, ordinal, interval, ratio) (IM:445) (MN)

Plan marketing research study (IM:446) (MN)

Write marketing research proposals (IM:481) (MN)

**Performance Element: Develop data-collection instruments to facilitate data-collection process.****Performance Indicators:**

Describe types of rating scales (including Likert scales, semantic differential scales, behavior intention scales, etc.) (IM:286) (SP)

Develop rating scales (including Likert scales, semantic differential scales, behavior intention scales, etc.) (IM:344) (MN)

Determine questions to ask to elicit needed data for marketing research problem/issue (IM:447) (MN)

Identify questionnaire design issues for international marketing research projects (IM:448) (MN)

Create simple questionnaires (e.g., types of questions, question wording, routing, sequencing, length, layout) (IM:332) (MN)

Test questionnaire prior to full implementation (IM:449) (MN)

Prepare diaries (e.g., product, media-use, contact) (IM:387) (MN)

Develop discussion guide for a qualitative marketing-research study (IM:343) (MN)

Develop screener for a qualitative marketing-research study (IM:346) (MN)

Control sources of error and bias in data-collection instrument (e.g., response errors, interviewer errors, sample design) (IM:330) (MN)

**Performance Element: Collect marketing-research data to answer research questions or to resolve issues.****Performance Indicators:**

Apply approaches to increase participant cooperation with data collection (IM:450) (SP)

Administer questionnaires (IM:297) (SP)

Conduct telephone interviews (IM:328) (SP)

Employ techniques to assess ongoing behavior (e.g., business records; manual record sheets; electronic recording devices for telephone, personal, and computer interviewing; smart cards; video recording) (IM:349) (SP)

Test alternatives (e.g., web pages, ads, appeals, etc.) (IM:463) (SP)

Conduct in-depth interviews (IM:322) (SP)

Conduct focus groups (IM:320) (MN)

Conduct continuous panel research (IM:315) (MN)

Conduct test markets (IM:329) (MN)

Conduct experiments (e.g., lab and field experiments) (IM:319) (MN)

**Performance Element: Process data to translate marketing information into useful insights/knowledge.**

**Performance Indicators:**

Edit/clean research data (IM:348) (SP)

Code research data (IM:362) (SP)

Apply methods to treat missing data (IM:451) (SP)

Conduct error detection/edit routines (IM:318) (SP)

Transcribe conversations/interviews (IM:452) (SP)

Tabulate data (IM:402) (SP)

Create data matrix (IM:331) (SP)

Select and use appropriate data support systems (IM:397) (SP)

Analyze narrative text (e.g., sorting, classifying/categorizing, identifying patterns, interpreting, selecting mechanical analysis approaches) (IM:304) (SP)

**Performance Element: Apply statistical methods and software systems to aid in data interpretation.**

**Performance Indicators:**

Set confidence levels (IM:400) (SP)

Test for relationships (IM:404) (SP)

Test for associations (IM:403) (SP)

Test for significant differences (IM:405) (SP)

Use statistical inferences to make estimates or to test hypotheses (IM:412) (SP)

Identify types of modeling techniques (IM:369) (SP)

Apply mathematical modeling techniques (IM:308) (SP)

**Performance Element: Interpret research data into information for decision-making.**

**Performance Indicators:**

Interpret descriptive statistics for marketing decision making (IM:416) (SP)

Interpret correlations (IM:370) (SP)

Determine issues associated with interpretation of international marketing research data (IM:453) (MN)

Translate findings into actionable business recommendations (IM:454) (MN)

**Performance Element: Report findings to communicate research information to others.**

**Performance Indicators:**

Display data in charts/graphs or in tables (IM:347) (SP)

Write executive summary of research report (IM:414) (SP)

Prepare and use presentation software to support reports (IM:386) (SP)

Present findings orally (IM:391) (SP)

Prepare written reports for decision-making (IM:390) (SP)

Post marketing research results electronically (IM:383) (SP)

**Performance Element: Interpret analytical patterns to predict/analyze consumer behavior.****Performance Indicators:**

Predict demand patterns (IM:385) (MN)

Conduct demand analysis (IM:317) (MN)

Evaluate product usage (IM:354) (MN)

Analyze purchasing behavior (IM:305) (MN)

Determine attitudes and behaviors towards products and brands (IM:337) (MN)

Conduct customer-satisfaction studies (IM:316) (MN)

Analyze and segment consumer behaviors in various markets (IM:482) (MN)

**Performance Element: Apply pricing information to facilitate pricing decisions.****Performance Indicators:**

Determine price sensitivity (IM:415) (MN)

Determine optimal prices (IM:455) (MN)

**Performance Element: Analyze marketing information to facilitate product/service management decisions.****Performance Indicators:**

Conduct product analysis (IM:324) (MN)

Evaluate competitive products (IM:457) (MN)

Identify new-product opportunities (IM:366) (MN)

Test product concepts (IM:406) (MN)

Design and conduct product tests (IM:335) (MN)

Conduct service-quality studies (IM:327) (MN)

Prepare trend analyses (IM:389) (MN)

Recommend needed product adaptations (IM:483) (MN)

Conduct segmentation studies to understand how to segment markets (IM:326) (MN)

**Performance Element: Manage marketing information to guide and assess promotional activities.****Performance Indicators:**

Pre-test promotional campaign (e.g., advertising, direct marketing, etc.) (IM:392) (SP)

Measure media audience (IM:374) (SP)

Measure response rates (IM:375) (SP)

Conduct advertising tracking studies (IM:313) (SP)

**Performance Element: Assess quality of marketing-research activities to determine needed improvements.**

**Performance Indicators:**

Evaluate quality of marketing research studies (e.g., sampling, validity/reliability, bias, etc.) (IM:357) (MN)

Evaluate the appropriateness of the research design for the research problem, issue, or opportunity (IM:484) (MN)

Assess satisfaction with contracted research firms (IM:310) (MN)

Measure the impact of marketing research (IM:376) (MN)

Suggest improvements to marketing-research activities (IM:401) (MN)

Manage issues associated with international marketing research studies (IM:462) (MN)

**Performance Element: Compare marketing research proposals to select agency providing most value.**

**Performance Indicators:**

Evaluate proposed research methodology (IM:356) (MN)

Determine which agency shows the best insight into the research issue (IM:342) (MN)

Determine the level of commentary/analysis the agency will provide on the findings (IM:341) (MN)

## Instructional Area: Economics (EC)

**Standard:** Understands the economic principles and concepts fundamental to business operations

**Performance Element:** Understand global trade's impact to aid business decision-making.

**Performance Indicators:**

Identify the effects of global trade on retailing (EC:094) (SP)

Explain current retail trends driven by global trade (EC:102) (SP)

## Instructional Area: Human Resources Management (HR)

**Standard:** Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

**Performance Element:** Manage staff growth and development to increase productivity and employee satisfaction.

**Performance Indicators:**

Conduct product "show and tell" (HR:398) (SU)

Conduct contests to motivate employees (HR:397) (SU)

Hold special events for employees (HR:404) (SU)

## Instructional Area: Marketing (MK)

**Standard:** Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

**Performance Element:** Acquire an understanding of marketing's role and function in business to facilitate work among departments.

**Performance Indicators:**

Distinguish between retailing and marketing (MK:003) (CS)

Explain the importance of merchandising to retailers (MK:020) (CS)

## Instructional Area: Information Management (NF)

**Standard:** Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

**Performance Element:** Utilize information-technology tools to manage and perform merchandising responsibilities.

**Performance Indicators:**

Analyze the impact of technology on retailing (NF:041) (SP)

Utilize merchandising software (NF:107) (SP)

Obtain information from retail databases to aid in product planning and control (NF:104) (SP)

**Performance Element: Maintain marketing information to facilitate merchandising activities.**

**Performance Indicators:**

Maintain purchase orders (NF:102) (SP)

Maintain order logs (NF:108) (SP)

## **Instructional Area: Operations (OP)**

**Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning**

**Performance Element: Implement security policies/procedures to minimize chance for loss.**

**Performance Indicators:**

Explain policies/procedures for handling shoplifters (OP:122) (CS)

Devise/Enact merchandise security measures to minimize inventory shrinkage (OP:172) (SP)

**Performance Element: Implement organizational skills to improve efficiency and work flow.**

**Performance Indicators:**

Follow up orders (OP:040) (CS)

**Performance Element: Prepare registers/terminals for sales operations.**

**Performance Indicators:**

Prepare cash drawers/banks (OP:194) (CS)

Open/Close register/terminal (OP:195) (CS)

**Performance Element: Acquire foundational knowledge of distribution to understand its role and function.**

**Performance Indicators:**

Explain the nature and scope of distribution (OP:522) (CS)

Explain the relationship between customer service and distribution (OP:523) (CS)

Describe the use of technology in distribution (OP:524) (SP)

Explain legal considerations in distribution (OP:525) (SP)

Describe ethical considerations in distribution (OP:526) (SP)

Explain distribution issues and trends (OP:377) (SP)

Discuss the use of electronic data interchange (EDI) (OP:378) (SP)

**Performance Element: Utilize order-fulfillment processes to move product through the supply chain.**

**Performance Indicators:**

Use an information system for order fulfillment (OP:380) (CS)

Fulfill orders (OP:381) (CS)

Analyze capabilities of electronic business systems to facilitate order fulfillment (OP:382) (MN)

Assess order fulfillment processes (OP:383) (MN)

**Performance Element: Implement receiving processes to ensure accuracy and quality of incoming shipments.**

**Performance Indicators:**

Explain the receiving process (OP:384) (CS)

Explain stock-handling techniques used in receiving deliveries (OP:385) (CS)

Process incoming merchandise (OP:386) (CS)

Resolve problems with incoming shipments (OP:387) (CS)

Establish receiving schedules (OP:388) (MN)

**Performance Element: Utilize stock-handling procedures to process incoming inventory.**

**Performance Indicators:**

Attach source and anti-theft tags (OP:389) (CS)

Price mark merchandise (OP:390) (CS)

Make and record price changes (OP:391) (SP)

Identify hang-tag needs (OP:392) (SP)

Assign codes to each product item (OP:393) (SP)

Route stock to sales floor (OP:394) (CS)

Rotate stock (OP:395) (CS)

Process returned/damaged product (OP:396) (CS)

Transfer stock to/from branches (OP:397) (SP)

Enter product descriptions into a PoS system (OP:398) (SP)

Manage markdown process (OP:399) (MN)

**Performance Element: Utilize warehousing procedures to store inventory until needed.**

**Performance Indicators:**

Explain storing considerations (OP:400) (CS)

Explain the nature of warehousing (OP:401) (CS)

Store inventory (OP:402) (CS)

Select appropriate storage equipment (OP:403) (MN)

Plan storage space (OP:404) (MN)

**Performance Element: Understand transportation processes to move products through the supply chain.**

**Performance Indicators:**

Explain shipping processes (OP:405) (CS)

Identify factors considered when selecting best shipping method (OP:406) (SP)

**Performance Element: Utilize inventory-control methods to minimize costs and to meet customer demand.**

**Performance Indicators:**

Maintain inventory levels (OP:407) (CS)

Report out-of-stocks (OP:408) (CS)

Complete inventory counts (OP:409) (CS)

Monitor merchandise classification system (OP:410) (SP)

Allocate merchandise to stores/regions (OP:411) (SP)

Track stock by location for department/class/vendor level (OP:412) (SP)

Describe inventory control systems (OP:413) (CS)

Explain types of unit inventory-control systems (OP:414) (SP)

Determine inventory shrinkage (OP:415) (SP)

Maintain inventory-control systems (OP:416) (SP)

Implement category management process (OP:417) (SP)

Plan inventory flow (turnover, lead time, peak seasons, delivery dates, etc.) (OP:418) (MN)

Develop inventory-control systems (OP:419) (MN)

**Performance Element: Manage distribution activities to minimize costs and to determine distribution strategies.**

**Performance Indicators:**

Ensure timely delivery of advertised merchandise (OP:420) (SP)

Allocate shelf space (OP:421) (MN)

Develop collaborative relationships with channel members in retailing (OP:422) (MN)

Interpret channel strategies (OP:423) (MN)

Establish system for processing dead/excess merchandise (OP:424) (MN)

**Performance Element: Assess distribution strategies to improve their effectiveness and to minimize their costs.**

**Performance Indicators:**

Identify new vendors (OP:425) (MN)

Assess sales and stock performance (OP:426) (MN)

Conduct inventory valuation (LIFO, FIFO) (OP:427) (MN)

Evaluate inventory status/performance (stock turnover, gross margin, return on inventory, open to buy, etc.) (OP:428) (MN)

## **Instructional Area: Professional Development (PD)**

**Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career**

**Performance Element: Acquire information about merchandising to aid in making career choices.**

**Performance Indicators:**

Explain the evolution of retailing (PD:148) (CS)

Describe the role of merchandisers in retailing (PD:128) (CS)

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**Performance Element: Understand career opportunities in retailing to make career decisions.**

**Performance Indicators:**

Identify career opportunities in retailing (PD:038) (CS)

Explain career opportunities in merchandising (PD:134) (CS)

## **Instructional Area: Product/Service Management (PM)**

**Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization**

**Performance Element: Apply quality assurances to enhance product/service offerings.**

**Performance Indicators:**

Determine the impact of product standards' issues associated with global business (PM:278) (SP)

**Performance Element: Utilize assortment-mix strategies to create maximum mix of products at minimum cost.**

**Performance Indicators:**

Obtain samples (PM:253) (SP)

Determine quality of merchandise to offer (PM:223) (SP)

Determine width and depth of assortment strategies (PM:225) (MN)

Select mix of brands (PM:256) (MN)

Plan merchandise assortment (e.g., styling, sizes, quantities, colors) (PM:254) (SP)

Identify new private brand opportunities (PM:244) (MN)

Develop seasonal assortment strategies (PM:230) (MN)

Develop style out strategy (PM:231) (MN)

**Performance Element: Develop merchandise plans (budgets) to guide selection of retail products.**

**Performance Indicators:**

Explain the nature of merchandise plans (budgets) (PM:061) (SP)

Calculate open-to-buy (PM:058) (SP)

Create/maintain daily sales plan (PM:219) (SP)

Identify emerging trends (PM:257) (SP)

Plan stock (PM:062) (SP)

Plan reductions (e.g., anticipated markdowns, employee/other discounts, stock shortages) (PM:063) (SP)

Plan purchases (PM:064) (SP)

Compare and contrast buying from domestic sources with that of foreign sources (PM:192) (SP)

Determine final cost of purchases from domestic and international sources (PM:193) (SP)

Plan gross margin (PM:065) (MN)

Prepare merchandising plans (budgets) (PM:067) (MN)

**Performance Element: Perform buying activities to obtain products for resale.**

**Performance Indicators:**

- Write purchase orders (PM:258) (SP)
- Analyze the use of central buying (PM:259) (SP)
- Determine stock turnover (PM:224) (SP)
- Determine what to buy/reorder (PM:260) (SP)
- Determine quantities to buy/reorder (PM:261) (SP)
- Determine when to buy/reorder (PM:262) (SP)
- Establish reorder points (PM:232) (SP)

**Performance Element: Analyze vendor performance to choose vendors and goods/services.**

**Performance Indicators:**

- Evaluate vendors' goods and services (PM:239) (SP)
- Choose vendors (PM:263) (SP)
- Negotiate terms with suppliers (PM:264) (SP)

**Performance Element: Position products/services to acquire desired business image.**

**Performance Indicators:**

- Identify components of a retail image (PM:243) (SP)
- Implement techniques to increase customer's product exposure (PM:248) (MN)
- Obtain product exclusives (PM:252) (MN)

## **Instructional Area: Marketing-Information Management (IM)**

**Standard: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions**

**Performance Element: Apply pricing information to facilitate pricing decisions.**

**Performance Indicators:**

- Determine price sensitivity (IM:415) (MN)

**Performance Element: Utilize marketing information to drive merchandising activities.**

**Performance Indicators:**

- Analyze information from suppliers (IM:300) (SP)
- Scan marketplace to identify factors that could influence merchandising decisions (IM:396) (SP)
- Analyze competitors' offerings (IM:298) (SP)
- Reconcile marketing plans with assortment and financial plans (IM:395) (MN)
- Assess trading area (IM:127) (MN)

## Instructional Area: Market Planning (MP)

**Standard:** Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience

**Performance Element:** Employ marketing information to determine and meet customer needs.

**Performance Indicators:**

Profile target customer (MP:027) (MN)

Determine market needs (MP:025) (MN)

Determine customer demand for merchandise (MP:033) (MN)

## Instructional Area: Pricing (PI)

**Standard:** Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value

**Performance Element:** Employ pricing strategies to determine optimal pricing.

**Performance Indicators:**

Select approach for setting a base price (cost, demand, competition) (PI:018) (MN)

Determine cost of product (breakeven, ROI, markup) (PI:019) (MN)

Calculate break-even point (PI:006, LAP-PI-006) (MN)

Describe pricing strategies (PI:045) (MN)

Select pricing strategies (PI:046) (MN)

Set prices (PI:007) (MN)

Adjust prices to maximize profitability (PI:008) (MN)

Develop seasonal pricing strategies (PI:064) (MN)

**Performance Element:** Assess pricing strategies to identify needed changes and to improve profitability.

**Performance Indicators:**

Ensure price fairness (PI:066) (MN)

Assess changes in price structure (PI:062) (MN)

Analyze variances to planned pricing (PI:061) (MN)

Evaluate pricing decisions (PI:057) (MN)

## Instructional Area: Promotion (PR)

**Standard:** Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome

**Performance Element:** Advertise to communicate promotional messages to targeted audiences.

**Performance Indicators:**

Proof ads (PR:346) (SP)

Analyze ad performance (PR:258) (MN)

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**Performance Element: Utilize special events to increase sales.**

**Performance Indicators:**

Plan special events (PR:360) (SP)

Prepare store/department for special event (PR:068) (SP)

**Performance Element: Employ visual merchandising techniques to increase interest in product offerings.**

**Performance Indicators:**

Explain the use of visual merchandising in retailing (PR:023) (CS)

Distinguish between visual merchandising and display (PR:302) (CS)

Place merchandise for impact (PR:342) (SP)

Determine on-floor assortments (PR:284) (SP)

Use cross-merchandising techniques (PR:358) (SP)

Read/Implement planograms (PR:349) (SP)

Create planograms (PR:270) (MN)

**Performance Element: Implement display techniques to attract customers and increase sales potential.**

**Performance Indicators:**

Explain types of display arrangements (PR:026) (CS)

Maintain displays (PR:052) (CS)

Dismantle/Store displays/display fixtures/forms (PR:054) (CS)

Create promotional signs (PR:109) (SP)

Select and use display fixtures/forms (PR:031) (SP)

Use lighting to highlight products (PR:359) (SP)

Set up point-of-sale displays and handouts (PR:114) (SP)

Create displays (PR:047) (SP)

**Performance Element: Manage promotional activities to maximize return on promotional efforts.**

**Performance Indicators:**

Develop promotional calendar (PR:209) (SP)

Plan/Schedule displays/themes with management (PR:077) (SP)

Execute seasonal vendor co-op participation plans (PR:311) (MN)

Develop visual presentation guidelines (PR:293) (MN)

Plan promotional strategy (promotional objectives, budget, promotional mix, etc.) (PR:343) (MN)

Measure success of promotional efforts (PR:339) (MN)

## Instructional Area: Selling (SE)

**Standard: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities**

**Performance Element: Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.**

**Performance Indicators:**

Explain the use of brand names in selling (SE:019) (CS)

**Performance Element: Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.**

**Performance Indicators:**

Establish relationship with customer/client (SE:110) (CS)

Determine customer/client needs (SE:111) (CS)

Recommend specific product (SE:114, LAP-SE-114) (CS)

Demonstrate good/service (SE:374, LAP-SE-374) (SP)

Convert customer/client objections into selling points (SE:874, LAP-SE-874) (SP)

Close the sale (SE:895, LAP-SE-895) (SP)

Demonstrate suggestion selling (SE:875, LAP-SE-875) (SP)

Plan follow-up strategies for use in retail selling (SE:489) (SP)

**Performance Element: Implement support activities to facilitate the selling process.**

**Performance Indicators:**

Arrange delivery of purchases (SE:023) (CS)

Pack and wrap purchases (SE:887) (CS)

Process special orders for retail sales (SE:009) (CS)

Sell gift certificates (SE:016) (CS)

Process retail telephone orders (SE:835) (CS)

Process returns/exchanges (SE:162) (CS)

Process retail sales documentation (SE:117) (SP)

**Performance Element: Collect payment from customer to complete customer transaction.**

**Performance Indicators:**

Calculate miscellaneous charges for retail sales (SE:116) (CS)

Process sales transactions (e.g., cash, credit, check) (SE:329) (CS)

Accept checks from customers (SE:152) (CS)

Operate register/terminal (SE:153) (CS)

**Performance Element: Guide sales staff to improve their success rate and to minimize staff turnover.**

**Performance Indicators:**

Provide information about incoming merchandise to sales staff (SE:396) (SP)

Monitor on-floor selling activities (SE:389) (SP)

**Performance Element: Control sales activities to meet sales goals/objectives.**

**Performance Indicators:**

Analyze sales performance (SE:362) (MN)

## Instructional Area: Customer Relations (CR)

**Standard:** Understands the techniques and strategies used to foster positive, ongoing relationships with customers

**Performance Element:** Foster positive relationships with customers to enhance sales.

**Performance Indicators:**

Use digital media to enhance customer post-sales experience (CR:028) (SP)

## Instructional Area: Operations (OP)

**Standard:** Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

**Performance Element:** Acquire foundational knowledge of distribution to understand its role and function.

**Performance Indicators:**

Explain the nature and scope of distribution (OP:522) (CS)

Explain the relationship between customer service and distribution (OP:523) (CS)

## Instructional Area: Professional Development (PD)

**Standard:** Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

**Performance Element:** Acquire information about the sales industry to aid in making career choices.

**Performance Indicators:**

Explain the nature of professional selling (PD:120) (SP)

Explain employment opportunities in professional selling (PD:055) (SP)

Discuss the economic and social effects of professional selling (PD:131) (SP)

**Performance Element:** Utilize career-advancement activities to enhance professional development in professional selling.

**Performance Indicators:**

Identify professional certification requirements available for professional salespeople (PD:141) (SP)

Assess the services of professional organizations in selling (PD:062) (SP)

## Instructional Area: Marketing-Information Management (IM)

**Standard:** Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions

**Performance Element:** Process marketing information to test hypotheses and/or to resolve issues.

**Performance Indicators:**

Analyze market information (IM:301) (SP)

**Performance Element:** Employ marketing information to plan marketing activities.

**Performance Indicators:**

Describe the use of target marketing in professional selling (IM:334) (SP)

## Instructional Area: Selling (SE)

**Standard:** Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities

**Performance Element:** Understand sales activities to show command of their nature and scope.

**Performance Indicators:**

Explain the impact of sales and buying cycles (SE:380) (SP)

Describe the impact that digital communication is having on selling (SE:490) (SP)

**Performance Element:** Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.

**Performance Indicators:**

Identify emerging trends for use in selling (SE:404) (SP)

Differentiate between consumer and organizational buying behavior (SE:112) (SP)

**Performance Element:** Perform pre-sales activities to facilitate sales presentation.

**Performance Indicators:**

Explain the use of marketing-research information in professional selling (SE:383) (SP)

Prospect for customers (SE:001, LAP-SE-001) (SP)

Conduct preliminary customer/client qualification (SE:400) (SP)

Conduct pre-visit research (e.g., customer's markets/products, customer's competitors, and competitors' offerings) (SE:369) (SP)

Determine sales strategies (SE:377) (SP)

Book appointments with prospective clients (SE:366) (SP)

Prepare sales presentation (SE:067) (SP)

Prepare and/or assemble sales materials (SE:482) (SP)

**Performance Element: Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.**

**Performance Indicators:**

Build rapport and credibility with prospect (SE:483) (SP)

Respond appropriately to prospect's individual personality type (SE:810, LAP-SE-810) (SP)

Determine prospect's buying motives for use in selling (SE:883, LAP-SE-883) (SP)

Facilitate prospect's buying decisions (SE:811, LAP-SE-811) (SP)

Question/probe to acquire understanding of prospect [priorities, problems, trends, issues, corporate aims and objectives, processes, buying process and criteria, and trading preferences] (SE:484) (SP)

Assess prospect's needs in relation to product offering (SE:113) (SP)

Propose solution to prospect's needs/challenges (sales talk, sales proposal presentation) (SE:115) (SP)

Demonstrate product solution for prospect's needs (SE:893) (SP)

Convert customer/client objections into selling points (SE:874, LAP-SE-874) (SP)

Close the sale (SE:895, LAP-SE-895) (SP)

Negotiate sales terms/agreement (SE:392) (SP)

Oversee fulfillment/completion of sale (SE:485) (SP)

Sell good/service/idea to individuals (SE:046) (SP)

Sell good/service/idea to groups (SE:073) (SP)

**Performance Element: Process the sale to complete the exchange.**

**Performance Indicators:**

Calculate miscellaneous charges (SE:475) (CS)

Process special orders (SE:459) (SP)

Process telephone orders (SE:461) (CS)

Process sales documentation (SE:474) (SP)

**Performance Element: Conduct sales-support activities to meet prospect's needs/requirements.**

**Performance Indicators:**

Write product/service proposal (SE:486) (SP)

Present proposal (SE:487) (SP)

**Performance Element: Conduct post-sales follow-up activities to foster ongoing relationships with customers.**

**Performance Indicators:**

Plan follow-up strategies for use in selling (SE:057, LAP-SE-057) (SP)

Prepare sales reports (SE:283) (SP)

Provide post-sales service (SE:397) (SP)

Gather customer/client feedback to improve service (SE:384) (SP)

Conduct self-assessment of sales performance (SE:372) (SP)

Maintain ongoing relationship with client (SE:488) (SP)

**Performance Element: Plan sales activities to increase sales efficiency and effectiveness.**

**Performance Indicators:**

- Plan strategies for meeting sales quotas (SE:864) (SP)
- Develop strategies to win back former customers (SE:379) (SP)
- Develop a sales-call pattern (SE:284) (MN)
- Establish sales terms (SE:294) (MN)
- Explain the nature of key account management (SE:381) (SP)
- Identify key accounts (SE:385) (MN)
- Design/Implement a key account plan (SE:376) (MN)
- Prepare and implement sales plans (SE:393) (MN)

**Performance Element: Staff sales force to meet customer and organizational objectives.**

**Performance Indicators:**

- Determine structure of sales department/unit (SE:293) (MN)
- Determine sales force size (SE:292) (MN)
- Recruit/Hire salespeople (SE:401) (MN)
- Establish sales territories (SE:295) (MN)

**Performance Element: Guide sales staff to improve their success rate and to minimize staff turnover.**

**Performance Indicators:**

- Explain the nature of sales management (SE:079) (SU)
- Adapt leadership style for salesperson (SE:361) (MN)
- Identify sales-training needs (SE:386) (MN)
- Conduct sales training (SE:371) (MN)
- Determine strategies to motivate sales staff (SE:378) (MN)
- Conduct field accompaniments (SE:367) (MN)
- Conduct sales meetings (SE:370) (MN)

**Performance Element: Control sales activities to meet sales goals/objectives.**

**Performance Indicators:**

- Set sales quotas (SE:282) (MN)
- Analyze sales reports (SE:363) (MN)
- Monitor sales performance (SE:391) (MN)
- Manage salesperson's underperformance (SE:388) (MN)
- Design incentive programs (SE:375) (MN)
- Control sales plans (SE:373) (MN)