



NEW MEXICO PUBLIC EDUCATION DEPARTMENT

Marketing & Sales

FUTURING PANEL REPORT

July 10, 2025

New Mexico Public Education Department

MBA Research and Curriculum Center Marketing & Sales Report

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Introduction and Project Overview

On July 10, 2025, the New Mexico Public Education Department and MBA Research and Curriculum Center partnered together to convene a Futuring Panel in Albuquerque, New Mexico. Participants included marketing and sales professionals in leadership roles with at least three years of experience in their career field.

Futuring Panel participants were asked to provide their perspectives on forward-thinking trends and issues affecting their specific industry sectors. They also provided input on related skill sets, emerging occupations, and certifications of value and discussed ethical dilemmas in the workplace. Lastly, they reviewed and validated New Mexico’s curriculum standards for the Marketing and Sales pathways.



New Mexico Workforce Data

As a part of developing this report, MBA Research conducted extensive research on the current and future New Mexico workforce to assess the demand for business administration-related occupations in the state. Our research clearly indicates that maintaining strong business administration programs is important to New Mexico's economy. Many of the largest and fastest-growing occupations in New Mexico are business administration-related. What follows is an overview of our workforce-related findings.

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The State of Marketing and Sales Occupations in New Mexico

Within the confines of the Bureau of Labor Statistics (BLS), sales roles fall primarily under Sales and Related Occupations with marketing roles falling under Business and Financial Operations Occupations. While this group is strong collectively in terms of wage and job growth numbers, marketing and sales-specific roles paint an even stronger picture.

- The annual mean or average wage (\$66,872) for marketing and sales roles exceeds the average for all occupations (\$60,290).
- 2024 employment for marketing and sales roles (72,910) ranks 3rd in the state out of 22 occupational fields.

The table below shows 2024 mean wage data as well 2024 employment for marketing and sales roles compared to all occupations in New Mexico.

New Mexico Marketing and Sales Occupations Wage and Employment Data

Occupational Field	Annual Mean Wage (2024)	2024 Employment + State Rank
All Occupations	\$60,290	860,880
Marketing & Sales Occupations	\$66,872	72,910 (3 rd in the state)

New Mexico BLS 2024 data:
<https://data.bls.gov/oes/#/area/3500000>

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High-Wage and In-Demand Marketing & Sales Occupations in New Mexico

The table below is based on data from the New Mexico Department of Workforce solutions and presents the marketing and sales occupations that meet the criteria for [high wage](#) and in-demand. The definitions for each criterion below are based on New Mexico's criteria for [in-demand occupations](#). The bullets below outline the definitions for each set of criteria and the state average for New Mexico in each benchmark.

- High Wage: Exceeding the median wage in New Mexico (**\$45,870**)
- In-Demand Criteria 1: Job growth exceeding the state average (**13.1%**)
- In-Demand Criteria 2: Projected annual openings exceeding **90** openings

New Mexico, High-Wage, In-Demand Marketing & Sales Jobs

Occupational Title	Median Wage (2024) (High-Wage)	2022-2032 Job Growth % (In-Demand)
All Occupations	\$45,870	13.1%
Market Research Analysts and Marketing Specialists	\$56,880	24.8%
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	\$57,830	18.6%
Insurance Sales Agents	\$47,750	16.2%
Securities, Commodities, and Financial Services Sales Agents	\$50,790	13.7%

Link for full long-term projection data and in-demand occupations:

<https://jobs.state.nm.us/vosnet/analyzer/resultsNew.aspx?enc=L3Rx1LKHF+xq6eiD/TQsJZZmZQCIt7fjphgyF0SSW5Q=>
https://www.dws.state.nm.us/Portals/0/DM/LMI/2022_2032_InDemand_New_Mexico.pdf

Long-Term Projections and Wage Data

Business administration occupations present strong indicators both in the short term and in the long term, as evident when exploring projections through 2032 in the tables on the following page using BLS data.

- Marketing and Sales (\$66,872), Management (\$121,270), and Business and Financial Operations (\$83,650) exceed the annual mean wage of all jobs in New Mexico (\$60,290).
- When looking at projected 2032 employment, Office and Administrative Support, Marketing and Sales, Management, and Business and Financial Operations rank in the top 10 of New Mexico's largest occupational fields.

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New Mexico Wage & Job Growth Data Across Core Business Functions

	Annual Mean Wage [^]	2024 Projected Employment + State Rank*	2032 Projected Employment + State Rank
All Jobs in New Mexico	\$60,290	860,880	998,769
Marketing & Sales	\$66,872	72,910 3 rd in the state	83,355 3 rd in the state
Management	\$121,270	47,450 10 th in the state	65,779 7 th in the state
Business & Financial Operations	\$83,650	47,650 9 th in the state	49,588 10 th in the state

It's clear that whether it's wages, job growth, or total employment numbers, business and marketing careers are both the present and future of **high-wage** and **high-demand** occupations in New Mexico.

Research conducted by the U.S. Bureau of Labor Statistics
[^] Jobs requiring at least a high school diploma or equivalent
 * Rank out of 22 occupational fields in New Mexico

New Mexico Occupational Fields Ranked from Largest to Smallest

1. **Office and Administrative Support**
2. Food Preparation and Serving Related
3. **Marketing and Sales**
4. Healthcare Support
5. Transportation and Material Moving
6. Construction and Extraction
7. **Management**
8. Healthcare Practitioners and Technical
9. Educational Instruction and Library
10. **Business and Financial Operations**
11. Installation, Maintenance, and Repair
12. Building and Grounds Cleaning and Maintenance
13. Production
14. Computer and Mathematical
15. Architecture and Engineering
16. Protective Service
17. Personal Care and Service
18. Community and Social Service
19. Arts, Design, Entertainment, Sports, and Media
20. Life, Physical, and Social Science
21. Farming, Fishing, and Forestry,
22. Legal

Based on 2032 Projections
 Research conducted by the U.S. Bureau of Labor Statistics

The information above comes from our Putting a Price Tag on the Value of Business & Marketing Education flyer, which serves as an advocacy tool in gathering support for business and marketing education. To access the full flyer, please use [this link](#).

Trends Discussion

Panelists were asked to identify trends that are affecting the way they do business or how they plan for the future. Group facilitators stressed the importance of identifying trends evident in the participants' industries and any related skill sets needed to address the trends.

Futuring Panel members were also encouraged to think about trends from a business/workplace perspective rather than from an educational/teaching perspective. Participants were given six general trend categories to think about as they identified trends.

Trend Categories

Cultural: The major elements of culture, including material culture, language, aesthetics, education, religion, attitudes, values, and social organization

Environmental: Any forces that impact how businesses interact with the environment and use their natural resources (e.g., fresh water, air, living organisms, metal ores, oil, most forms of energy)

Global/Political: The impact of a political ideology (e.g., capitalism, socialism, communism), nationalism, stability, and international relations on business

Governance: Factors that impact the principles and standards that govern business decision-making and business oversight. Governance refers to all processes and decisions that seek to define actions, grant power, and verify performance

Regulatory/Legal: The full breadth of laws, rules, and regulations that businesses are subjected to by governing bodies, whether through civil or common code, domestic or international law, or governmental entities, agencies, or jurisdictions

Technological: The direct and indirect impact of technology on any aspect of business, from strategy to operations to tactics

Full Trends List

In addition to identifying the top trends, Futuring panel participants were asked to share the skills needed in a changing workplace based on the trends identified. Immediately following each trend and its related skills, teachers will find curriculum resources that are applicable to teaching the skills.

As a reminder, New Mexico teachers have free access to all MBA Research LAP modules and course guides via their Learning Center account (login required). Simply search in Commons for the LAP and course titles that you would like to use. Don't have an account set up? Contact MBA Research to get started.

Trend: AI is Transforming Personalized Marketing Strategies

Panelists have observed a growing desire from customers for more targeted ads that match what they are looking for. A McKinsey report found that [71%](#) of consumers expect companies to deliver personalized content. Yet panelists acknowledged that it is unrealistic to manually produce thousands or millions of personalized ads. To meet this growing need among customers, panelists are utilizing AI to meet the need for more personalized ads. AI helps automate this process, allowing marketers to create dynamic, relevant ads at an unprecedented scale by using a [combination](#) of generative AI, machine learning, natural language processing, and customer data. The personalization process becomes further refined as AI continues to learn from its users.

Related Skill Sets

- Leveraging data to develop personalized, relevant ads
- Using AI to generate personalized ads

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-NF-003 TECH-tastic (Technology's Impact on Business)

Trend: Revenue Architecture as a New Sales Model

Panelists shared that [revenue architecture](#), a new strategic framework to optimize how a business generates income, is growing in popularity as a sales model. Sales models have historically emphasized acquiring new customers and focusing on their journey from initial awareness of a product to their final purchase. Panelists compared the traditional sales model to a [funnel](#), while revenue architecture resembles a [bowtie](#) designed to keep customers in a company's pipeline. Revenue architecture incorporates existing customer retention, customer success, and expanding upon the existing customer

base. [Revenue architecture](#) can be an especially powerful framework for businesses with recurring revenue streams.

Related Skill Sets

- Understanding of customer service's role in selling
- Knowledge of sales processes

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-SE-076 Go Beyond the Sale (Customer Service in Selling)
- LAP-SE-048 Set Your Sales (The Selling Process)

Trend: Emergence of Go-To-Market (GTM) Engineers

Panelists shared the emergence of the GTM engineer role in the last two years. The role was coined in 2023 by [Clay](#), an American data enrichment and automation platform. GTM engineers build systems to help sales, growth, and customer success teams work more efficiently and reach their revenue goals. The role emerged from a growing need to bridge technical skills with business strategy. GTM engineers align marketing, sales, and customer success teams that can oftentimes be siloed to help facilitate more effective outbound sales. [Outbound sales](#) involve sales representatives initiating contact with potential customers to generate leads and make a sale, rather than waiting for customers to come to them. According to Clay data, about 100 GTM engineer roles are posted every month, highlighting the rise in prominence of the role.

Related Skill Sets

- Working with cross-functional teams
- Understanding of customer service's role in selling
- Knowledge of sales processes
- Collaboration skills

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-EI-045 Team Up (Participating as a Team Member)
- LAP-NF-003 TECH-tastic (Technology's Impact on Business)
- LAP-EI-130 Genius Is a Team Sport (Collaborating With Others)

- LAP-SE-076 Go Beyond the Sale (Customer Service in Selling)
- LAP-SE-048 Set Your Sales (The Selling Process)

Trend: Increased Emphasis on Understanding, Documenting, and Improving Customer Journeys

Panelists reported that today's technology provides marketers with more data about customers than ever before, enabling them to find insights into customer motivations and preferences. Marketers can use that data, along with AI technology, to create complex psychographic and behavioral profiles of their customers and from there, detailed plans for reaching those customers. Marketers can determine the right media to reach each client, the right language to use when writing for each client, and overall, a personalized marketing message to communicate to each client.

Related Skill Sets

- Identification and processing of relevant data
- Data interpretation/analysis
- Leveraging data to develop customer profiles
- Making recommendations and decisions based on data analysis
- Critical thinking

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-MP-003 Have We Met? (Market Identification)
- LAP-NF-003 TECH-tastic (Technology's Impact on Business)

Trend: Data-Driven Decision Making in Hospitality

According to panelists, [data-driven decision-making](#) is continuing to become more the norm in hospitality and has become an increasingly important skill to enter the industry. Hotel management frequently uses customer and market data to inform decision-making, leading to optimized pricing, personalized guest experiences, targeted marketing, and improved operational efficiency. Participants report that by analyzing insights from past data, hotels can understand guest preferences, predict future behaviors, identify new revenue opportunities, and enhance overall guest satisfaction and loyalty. This approach allows for more strategic business decisions compared to relying on intuition alone.

Related Skill Sets

- Identification and processing of relevant data
- Data interpretation/analysis
- Making recommendations and decisions based on data analysis
- Critical thinking

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-IM-012 Data Do It (Need for Marketing Data)
- LAP-IM-184 Data Diving (Identifying Marketing Data)
- LAP-IM-281 What's the Source? (Obtaining Marketing-Research Data)
- LAP-PD-017 Weigh Your Options (Decision-Making)

Trend: Growing Demand for Supply Chain Transparency

Panelists identified a growing desire from consumers to know the sources of their purchases throughout the supply chain. A PWC study found that [80%](#) of consumers say they are willing to pay more for sustainably produced or sourced goods. This development signals a need for companies to meet the expectations of consumers who are growing more concerned with corporate responsibility and environmental impact. While the desire for transparency is clear among consumers, panelists noted that it isn't always easy for consumers to identify when companies are being honest. [Greenwashing](#) is one example that panelists highlighted in which an organization may present itself as more environmentally friendly than it really is. Likewise, [businesses](#) benefit from transparent supply chains, both for auditing purposes as well as generally for conducting business. One panelist noted that some companies are willing to forgo doing business with organizations with cheap production costs in favor of higher production costs from companies with more transparent supply chains that can be easily vetted.

Related Skill Sets

- Understanding of supply chains and supply chain management
- Actualizing corporate social responsibility efforts
- Educating and communicating with consumers about product supply chains

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-OP-303 Top of the (Supply) Chain (Nature of Supply Chain Management)
- LAP-OP-443 Deliver the Goods (Concept of Supply Chains)

Trend: Ethical Dilemmas With Using AI to Collect Customer Data

While AI has made it easier than ever to identify and collect information about new customers, it has also created ethical dilemmas that are important to consider. As an example, panelists highlighted data privacy concerns that can arise from storing large amounts of data collected by AI about prospective customers. This has led to a growing need for companies to have clear and easily understood policies in place around safeguarding customer data, no matter how it was obtained.

Related Skill Sets

- Understanding of AI tools
- Ethical considerations related to AI
- Critical thinking

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-NF-003: TECH-tastic (Technology's Impact on Business)
- LAP-NF-110: In the Know (Nature of Information Management)
- LAP-NF-111: FYI (Ethics in Information Management)

Trend: Varied Approaches to Training on AI in the Workplace

Panelists noted that their organizations vary in terms of how much training they provide to their employees on the use of AI in the workplace. Some panelists indicated that they receive structured weekly training on methods to use AI in their jobs. Others reported that rather than receiving formal training, they have learned more about AI's uses through informal discussions with colleagues or survey results detailing how different coworkers are currently using AI. Based on panelists' comments, there is clearly no one-size-fits-all approach for training employees to use AI on the job. Some provide AI-focused professional development, while others let their workers discover and experiment with what works for them on their own.

Related Skill Sets

- Training and professional development skills
- Understanding of AI tools and their application in the workplace
- Communication skills

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-NF-003 TECH-tastic (Technology's Impact on Business)

Trend: Challenges in Talent Acquisition and Training

Preference for Remote Versus In-Person Positions

Panelists reported that workers' expectations for remote versus in-person work have impacted their hiring practices. Many of their applicants are less willing to work in the office all the time. Instead, they expect fully remote or hybrid schedules—and may turn down a job if they are expected to be in the office every day. Panel participants reported that a remote workforce can be challenging for managers who like to look over the shoulders of their employees. Instead, managers must trust their remote staff to do their jobs correctly. However, panelists pointed out, it's also important to have occasional in-person interactions to maintain comradery and keep employees connected.

Recruiting for the Brand

Branding is becoming more top-of-mind in recruitment efforts. Panel participants commented that companies must communicate what they stand for to potential talent, while at the same time search for individuals who fit with the company's brand. Some businesses are using AI to screen and test prospective employees to determine if they are the right people for the job. [Machine learning](#) and sentiment analysis are just a few examples of AI being used to assess an applicant's cultural fit by analyzing their responses and social media activity, among other data, to see if they match the company's brand. A 2024 survey from [Insight Global](#) found that [74%](#) of hiring managers believe that AI can help assess a candidate's compatibility with a position.

Related Skill Sets

- Setting clear goals and expectations for remote workers
- Focusing on outcomes and goals versus individual activity and process
- Communicating a company's brand
- Using AI to assess applicants' cultural fit with company

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-CR-001 Share the Promise (Identifying Brand Promise)
- LAP-EI-027 High Hopes (Developing an Achievement Orientation)
- LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
- LAP-PD-918 Go for the Goal (Goal Setting)

Trend: Changing Communication Skills

Several members of the panel noted that as technology advances, and as younger generations join the workforce, communication styles and skills are changing, resulting in higher stress and conflict in some business environments. Face-to-face communication is emphasized less and is especially difficult for younger workers. Panelists signaled that younger workers in sales are more accustomed to instant and informal digital interactions such as email and must be coached to build trust and rapport with customers through face-to-face conversations. Conversely, sales professionals must ask themselves if younger consumers want traditional face-to-face interactions. A 2022 Boston Consulting Group survey found that [70%](#) of younger buyers use bots and self-service tools to avoid engaging directly with sales agents.

Related Skill Sets

- Verbal and written communication skills
- Stress management
- Conflict resolution
- Customer service in sales

Curriculum Resources

Resources to facilitate learning about this trend are available in the following LAP modules:

- LAP-EI-140 More Than Just Talk (Effective Communication)
- LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication)
- LAP-SE-076 Go Beyond the Sale (Customer Service in Selling)
- LAP-SE-048 Set Your Sales (The Selling Process)

Review of New Mexico CTE Standards

Based on an analysis of the validation panel results, New Mexico's standards for its Marketing and Sales Cluster are strong. While individual participants had differing views regarding the criticality of the standards, most standards within the cluster were recognized as critical or recommended by more than half of all respondents. Below is an overview of our findings based on panelists' feedback, followed by several tables listing the full validation results.

New Mexico CTE Standards Analysis

Marketing and Sales Cluster

In digging into the standards identified by panelists as being most critical, patterns begin to take shape. Strong verbal and written communication skills appear to be paramount in Marketing and Sales careers, encompassing communication with customers as well as with colleagues and supervisors. Customer relations skills also rank high across the cluster, as do conflict resolution skills, research skills, and product knowledge. Drilling down to individual subclusters, we can also discern the highest-ranked skills and knowledge identified by business and industry.

Market Research, Analytics, and Ethics Subcluster

In the Market Research, Analytics, and Ethics Subcluster, artificial intelligence and storytelling skills are among the most critical learning outcomes, as is an understanding of customer privacy laws and regulations. Employees are expected to collect, interpret, and apply data to make decisions regarding the effectiveness and profitability of marketing campaigns as well as the business as a whole. Possessing ethics and applying ethical principles are also highly rated skills within the subcluster.

Marketing and Advertising Subcluster

Within the Marketing and Advertising Subcluster, a strong understanding of the marketing and advertising functions is obviously critical. An understanding of laws and regulations impacting promotion is key, as is the application of ethical principles in marketing communications. Market segmentation and the ability to develop a basic marketing plan are deemed critical. Other standards ranked as critical include those pertaining to digital marketing, the marketing mix, and positioning.

Marketing and Advertising Subcluster

Within the Marketing and Advertising Subcluster, a strong understanding of the marketing and advertising functions is obviously critical. An understanding of laws and regulations impacting promotion is key, as is the application of ethical principles in marketing communications. Market segmentation and the ability to develop a basic marketing plan are deemed critical. Some of the other standards ranked as critical include those pertaining to digital marketing, the marketing mix, and positioning.

Retail and Customer Experience Subcluster

As is true across all of Marketing and Sales, the Retail and Customer Experience Subcluster standards are equally strong. Using customer feedback to improve sales; inventory control methods; communication skills; conflict resolution techniques; and using business planning tools were identified as critical by 100% of panelists. Other highly ranked skills and knowledge in the subcluster include corporate social responsibility, identifying customer needs, and considerations in supply chain management.

Strategic Sales Subcluster

A majority of the Strategic Sales Subcluster standards are critical, based on panelists' feedback. They indicated that using active listening techniques to understand customer needs and objections is critical, as is having a customer service mindset to build and maintain short- and long-term relationships with clients. Other standards that ranked highly include those pertaining to goal setting, coaching and mentoring, and ethical decision-making. Research findings reiterated the importance of effective communications with clients, especially in building rapport and trust and analyzing the impact of tone, word choice, and messaging on customer perception of the company and its products.

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Marketing & Sales Shared Standards Validation Results

Marketing & Sales Shared Standards	Critical	Recommended	Not Needed
Standard 1: Career Exploration			
Match career opportunities with personal career goals and interests that leads to the development of a personalized career and education plan	78%	11%	11%
Explore opportunities for management and entrepreneurship in the industry, identifying the skills and qualifications needed to lead a team or start a business	67%	33%	0%
Investigate post-secondary education programs or certification paths that support career advancement	56%	33%	11%
Standard 2: Certifications			
Articulate the benefits and requirements of key certifications and supplemental certifications in the subcluster, showing an understanding of how certifications enhance employability and career advancement	44%	56%	0%
Demonstrate an understanding of the OSHA 10 – General requirements and the significance of maintaining a safe workplace while applying safety protocols in the technical education environment	44%	44%	11%
Describe the structure of certifications, analyzing how each certification level impacts career opportunities that lead to advancement	56%	44%	0%
Develop the skills and knowledge required to pass industry-recognized certifications	67%	33%	0%
Standard 3: Resume Writing & Digital Portfolio			
Identify the key components of resume, demonstrating the ability to create an effective resume that highlights skills, certifications, and experience resulting in placement	89%	0%	11%
Explore best practices for creating a professional digital portfolio for the industry that showcases skills, projects, and certifications	67%	22%	11%
Update the resume and digital portfolio as new certifications and experiences are obtained, ensuring alignment with current industry needs and trends to enhance employability	78%	22%	0%
Standard 1: Health & Safety Standards			
Demonstrate key industry-based health-related practices, safety protocols, and requirements	78%	22%	0%
Demonstrate an understanding of promoting a safe and healthy workplace that reduces workplace hazards	78%	22%	0%
Articulate the industry's role in complying with laws and regulations that promote safety and minimizes a negative environmental impact	67%	22%	11%
Standard 2: Security Standards			
Practice industry-specific data security practices to ensure the protection of private customers or business information	78%	11%	11%
Practice proper internet use by using the Internet appropriately in the workplace to reduce digital risks	78%	11%	11%

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Marketing & Sales Shared Standards	Critical	Recommended	Not Needed
Implement physical security protocols, including securing access points, understanding alarm systems, and monitoring surveillance cameras to manage physical security risks	56%	33%	11%
Standard 3: Ethical & Legal Standards			
Demonstrate an understanding of the legal responsibilities associated with various roles and functions in the industry, ensuring compliance with industry regulations and standards	78%	22%	0%
Compare the differences between ethical and legal responsibilities in the workplace, demonstrating an understanding of how to navigate situations where ethical considerations may differ from legal requirements, and ensuring compliance with both	78%	22%	0%
Apply ethical reasoning to real-world workplace scenarios, analyzing and resolving ethical dilemmas, while demonstrating professionalism and integrity	78%	22%	0%
Standard 1: Communication			
Utilize oral and written communication skills to maintain accurate records and effectively deliver and interpret information to staff and customers using proper grammar, punctuation, and industry-specific terminology	89%	11%	0%
Demonstrate the ability to use active listening skills to accurately obtain and clarify information from colleagues, supervisors, and customers, ensuring clear communication and understanding in the workplace	100%	0%	0%
Research and apply professional communication practices by dressing appropriately, using proper language, and exhibiting behaviors suitable for the workplace, ensuring students demonstrate professionalism and a positive self-image in all workplace interactions	89%	11%	0%
Standard 2: Teamwork & Leadership			
Develop and demonstrate collaborative work by contributing to team projects, completing assigned tasks on time, and showing respect for the diversity and strengths of all team members, creating a positive work environment	100%	0%	0%
Enhance leadership skills by organizing and delegating responsibilities of a project, fostering a sense of accountability and initiative among team members	78%	22%	0%
Apply teamwork and leadership skills by actively engaging in a CTSO with full participation and contribution, preparing for real-world workplace scenarios	67%	33%	0%
Standard 3: Critical Thinking and Problem Solving			
Analyze, synthesize and evaluate complications independently and in teams, using creative and innovative methods to resolve problems, enhancing the ability to approach complex challenges from multiple perspectives	100%	0%	0%
Demonstrate conflict resolution skills by negotiating diplomatic solutions to interpersonal and workplace issues and use the information to evaluate and verify the appropriateness of the solution, fostering positive relationships	100%	0%	0%
Conduct research to gather relevant information, analyze the data, and make informed decisions, demonstrating the ability to solve problems, ensuring information is properly assessed	89%	11%	0%
Standard 4: Customer Service			
Demonstrate the ability to clearly and professionally communicate with customers to solve a question, complaint, or challenging situation, leading to higher customer satisfaction	100%	0%	0%

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Marketing & Sales Shared Standards	Critical	Recommended	Not Needed
Demonstrate the ability to build rapport and foster positive relationships with customers by engaging in friendly, professional connections, contributing to repeat business and client retention	89%	11%	0%
Develop and demonstrate thorough product or service knowledge, providing accurate information and recommendations to customers, improving credibility and enhancing customer trust	100%	0%	0%
Standard 5: Digital Citizenship			
Demonstrate responsible use of technology in the workplace by adhering to company policies on cell phone and internet usage, social media, and data protection, minimizing risks	78%	22%	0%
Practice and apply professional online communication skills, including email etiquette, enhancing effective and professional communication	78%	22%	0%
Demonstrate an understanding of how to maintain a positive and professional digital footprint by assessing an online presence, updating personal profiles, ensuring all digital content reflects workplace and personal professionalism	89%	11%	0%

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Research, Analytics, & Ethics Validation Results

Market Research, Analytics, & Ethics	Critical	Recommended	Not Needed
Standard 1: Foundations of Market Research			
Describe the purpose and importance of market research to support business decision-making	80%	20%	0%
Apply the steps of research design to plan, conduct, and report market research aligned to defined objectives	50%	50%	0%
Evaluate factors that influence consumer behavior to determine their impact on purchasing decisions	50%	50%	0%
Interpret data from consumer surveys and focus groups to assess market trends and consumer preferences	40%	60%	0%
Identify key components of market segmentation to develop target audience profiling strategies	60%	40%	0%
Analyze the impact of cultural and social influences to understand consumer preferences and buying behavior	50%	50%	0%
Compare primary and secondary market research sources to determine their effectiveness in data collection	10%	70%	20%
Assess the role of branding and positioning to examine their influence on consumer decision-making	50%	50%	0%
Explain the significance of ethical considerations to ensure responsible market research practices	60%	40%	0%
Apply digital asset protection practices to secure customer data in marketing and advertising	70%	20%	10%
Analyze cybersecurity risks to protect customer data	80%	20%	0%
Interpret marketing laws to ensure legal compliance	70%	30%	0%
Create professional digital presentations to deliver persuasive marketing pitches	30%	70%	0%
Standard 2: Data Collection Methods			
Analyze primary and secondary data sources to determine their application in market research for accurate decision-making	30%	70%	0%
Differentiate between qualitative and quantitative data collection methods to select the most effective approach for specific research objectives	30%	70%	0%
Evaluate survey design techniques to ensure accurate data collection and minimize bias in market research	60%	40%	0%

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Market Research, Analytics, & Ethics	Critical	Recommended	Not Needed
Assess the effectiveness of observational research to analyze consumer behavior and product interactions	10%	90%	0%
Utilize digital data collection tools, such as Typeform, Survey Monkey, or Google Forms, to gather consumer insights and enhance data-driven marketing strategies	10%	90%	0%
Interpret ethical considerations in data collection to ensure compliance with privacy laws and consent requirements	60%	30%	10%
Examine the impact of emerging technologies to understand their role in advancing market research methodologies	70%	30%	0%
Apply sampling techniques to ensure valid and representative market research results	50%	40%	10%
Implement data collection practices to align with privacy frameworks, such as the General Data Protection Regulation and California Consumer Privacy Act, to ensure lawful handling of consumer information	80%	20%	0%
Standard 3: Excel for Data Analytics & Visualization			
Apply Excel functions and formulas to organize and analyze marketing data	50%	30%	20%
Construct PivotTables and charts to summarize key market research findings	30%	40%	30%
Utilize statistical functions in Excel to identify patterns and correlations in consumer data	30%	50%	20%
Interpret data visualizations to draw insights and make business recommendations	60%	30%	10%
Differentiate between various data visualization tools such as Tableau, Power BI, and/or Google Data Studio	50%	40%	10%
Implement data validation techniques to ensure accuracy in market research reports	80%	20%	0%
Use forecasting tools in Excel to predict trends based on historical data	60%	30%	10%
Identify anomalies and inconsistencies in datasets to maintain data integrity	50%	40%	10%
Apply automation tools, such as macros and functions, to improve efficiency	40%	50%	10%
Apply error checking formulas and data validation tools to identify and correct inaccuracies in datasets	40%	60%	0%
Standard 4: Market Trends			
Identify emerging trends in consumer behavior and market demands to anticipate shifts in industry needs and preferences	70%	30%	0%
Evaluate competitors using SWOT and PESTLE analysis frameworks to assess market positioning and strategic opportunities	60%	30%	10%

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Market Research, Analytics, & Ethics	Critical	Recommended	Not Needed
Compare industry benchmarks to measure business performance and competitive standing within the market	50%	50%	0%
Develop competitive intelligence strategies to analyze rival business models and enhance strategic decision-making	70%	30%	0%
Interpret predictive analytics reports to forecast market shifts and guide business planning	60%	40%	0%
Assess the role of macroeconomic factors to understand their impact on shaping market opportunities and business growth	40%	60%	0%
Examine case studies of successful companies to identify strategies for adapting to changing market conditions	0%	90%	10%
Use AI and social listening tools to identify emerging market trends and shift consumer behavior	60%	30%	10%
Standard 5: Digital Marketing Analytics			
Utilize Google Analytics to track and measure website traffic and user engagement	50%	50%	0%
Assess social media analytics to evaluate audience reach and content performance	50%	50%	0%
Compare key performance indicators in digital marketing campaigns	50%	50%	0%
Analyze A/B testing results to determine effective marketing strategies	30%	70%	0%
Interpret conversion rates to optimize customer acquisition and retention	60%	40%	0%
Identify key factors influencing search engine rankings in digital marketing	70%	30%	0%
Evaluate email marketing analytics to measure campaign effectiveness	50%	50%	0%
Examine customer journey mapping to enhance personalized marketing efforts	70%	30%	0%
Create digital marketing dashboards using analytic tools, such as Tableau or Power BI, to visual performance data	60%	30%	10%
Use consumer relationship management based reporting tools, such as HubSpot, to track marketing performance, generate reports and evaluate campaign outcomes	20%	80%	0%
Apply spreadsheet tools, SQL, and data visualization platforms, such as Google Data Analytics, to clean, analyze and interpret large datasets for marketing insights	10%	70%	20%
Standard 6: Financial & Business Data Analysis			
Analyze financial statements to determine business profitability and market viability	50%	50%	0%
Calculate return on investment for marketing campaigns	80%	20%	0%
Interpret sales data to assess revenue trends and business performance	80%	20%	0%
Evaluate customer lifetime value to inform pricing and retention strategies	80%	20%	0%
Apply break-even analysis to determine profitability thresholds for businesses	40%	60%	0%
Use cost-benefit analysis to support data-driven decision-making	50%	50%	0%
Examine financial forecasting models to predict business growth and sustainability	70%	30%	0%

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Market Research, Analytics, & Ethics	Critical	Recommended	Not Needed
Standard 7: Ethics & Consumer Protection			
Examine ethical principles in advertising and market research practices to ensure integrity and consumer trust	70%	30%	0%
Evaluate the impact of consumer privacy laws on data collection and usage to maintain compliance	80%	10%	10%
Differentiate between ethical and misleading advertising techniques to promote responsible marketing practices	80%	20%	0%
Analyze case studies on ethical dilemmas, compliance and violations to develop critical thinking in crisis situations	50%	50%	0%
Interpret regulations, such as General Data Protection Regulation (GDPR) and California Consumer Privacy Act (CCPA), to ensure compliance in data handling	80%	10%	10%
Assess the consequences of bias in market research and survey design to improve data accuracy	50%	40%	10%
Identify strategies to promote transparency and accountability to build trust with customers	60%	40%	0%
Explore the role of corporate social responsibility in ethical marketing to understand its impact on customers and potential customers	70%	30%	0%
Evaluate ethical practices in data privacy and environmental responsibility in marketing materials to explore compliance case studies and understand their impact	60%	30%	10%
Follow ethical guidelines for focus groups to ensure informed consent, minimize bias and consumer protections in market research	40%	60%	0%
Explore examples of bias in algorithmic research and AI models to understand their impact on ethical marketing practices	70%	30%	0%
Standard 8: Artificial Intelligence			
Identify applications of artificial intelligence in consumer insights to enhance marketing efforts	90%	10%	0%
Evaluate the impact of AI-driven personalization to optimize user experiences	80%	20%	0%
Utilize sentiment analysis tools to assess public perception to guide informed marketing decisions	50%	40%	10%
Compare machine learning models used in predictive analytics to determine their effectiveness	50%	50%	0%
Examine ethical considerations in AI-powered marketing to ensure responsible and fair practices	70%	20%	10%
Assess the role of natural language processing in chatbot and customer service automation to improve customer interactions	30%	70%	0%
Explore emerging AI technologies to understand their potential impact on marketing efforts	70%	30%	0%
Apply verification methods, checking for bias and evaluating relevance, to vet the integrity of AI generated outputs	60%	40%	0%

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Market Research, Analytics, & Ethics	Critical	Recommended	Not Needed
Standard 9: Marketing Strategy & Campaign Development			
Develop integrated marketing communication plans to create impactful messaging	70%	30%	0%
Assess consumer behavior data to create targeted advertising strategies	40%	60%	0%
Analyze the effectiveness of storytelling to enhance emotional connections with consumers	90%	10%	0%
Differentiate between traditional and digital marketing to determine the most effective platform	60%	30%	10%
Evaluate customer feedback to refine and optimize marketing campaigns	70%	30%	0%
Interpret public relations strategies to manage brand reputation and maintain positive perception	60%	40%	0%
Identify the role of influencer marketing in modern advertising campaigns to assess its impact on customers and potential customers	30%	70%	0%
Use after-sale service and rapport-building strategies to strengthen customer relationships and encourage repeat business	60%	40%	0%
Use Microsoft Excel to create basic spreadsheets, applying mathematical principles to automate calculations for business data analysis	60%	20%	20%
Interpret consumer survey results by applying statistical analysis methods to identify trends and patterns in market research	20%	80%	0%
Analyze financial statements to determine business profitability, using algebraic formulas to calculate revenue, expenses, and profit margins	40%	60%	0%
Evaluate the impact of market trends on consumer behavior by synthesizing literacy skills to interpret industry reports and case studies	50%	50%	0%
Develop data visualization charts using Excel and/or Power BI, incorporating mathematical graphing techniques to represent consumer insights	30%	60%	10%
Calculate return on investment for marketing campaigns, applying financial literacy concepts to assess profitability and resource allocation	60%	40%	0%
Assess customer segmentation data using probability models to predict consumer purchasing behavior and optimize targeted marketing strategies	40%	60%	0%
Analyze ethical considerations in advertising, using literacy skills to critique and compare regulatory compliance guidelines, such as General Data Protection Regulation (GDPR) and California Consumer Privacy Act (CCPA)	40%	50%	10%
Interpret social media engagement metrics to determine audience reach, incorporating data analysis techniques to assess marketing effectiveness	40%	50%	10%
Compare A/B testing results in digital marketing campaigns, using experimental science principles to validate hypotheses and optimize ad performance	30%	70%	0%
Use AI-enabled marketing tools to test campaign strategies and simulate chatbot interactions, applying digital literacy skills to evaluate responses	30%	70%	0%
Standard 6: Industry-Informed Employability Skills			
Participate in work-based learning opportunities to gain real-world experience	50%	40%	10%

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Reflect on work-based learning outcomes using journaling, performance reviews, or supervisor evaluations to prepare for the workplace	40%	60%	0%
Develop a capstone campaign to align with a real client's goals	30%	60%	10%

Marketing & Advertising Validation Results

Marketing & Advertising	Critical	Recommended	Not Needed
Standard 1: Fundamentals of Marketing & Advertising			
Explain the purpose of marketing and advertising to understand their role in business growth	89%	11%	0%
Identify key components of the marketing mix to determine how businesses develop strategies	78%	22%	0%
Compare traditional and digital marketing channels to assess their effectiveness in different markets	56%	44%	0%
Examine consumer behavior patterns to recognize factors influencing purchasing decisions	89%	11%	0%
Illustrate market segmentation strategies to target specific audiences effectively	89%	11%	0%
Apply the concept of positioning to differentiate a brand in a competitive marketplace	78%	22%	0%
Develop a basic marketing plan to demonstrate an understanding of core marketing principles	89%	11%	0%
Apply digital asset protection practices to secure customer data in marketing and advertising	89%	11%	0%
Analyze cybersecurity risks in marketing and advertising to protect customer data	78%	11%	11%
Interpret digital marketing and advertising laws to ensure legal compliance	67%	33%	0%
Apply ethical principles to ensure proper engagement in digital marketing communications	89%	11%	0%
Create professional digital presentations to deliver persuasive marketing pitches	67%	33%	0%
Standard 2: Digital Marketing & Social Media Strategies			
Describe the role of digital marketing to understand its impact on brand awareness and customer engagement	89%	11%	0%
Identify key digital marketing channels to determine their appropriate use in advertising	67%	33%	0%
Evaluate the importance of search engine optimization to improve online visibility	78%	22%	0%
Explain how social media algorithms influence content reach and engagement	78%	22%	0%
Differentiate between paid and organic marketing strategies to optimize digital marketing efforts	78%	22%	0%

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Marketing & Advertising	Critical	Recommended	Not Needed
Apply A/B testing methods to measure the effectiveness of digital advertising strategies	56%	33%	11%
Analyze key performance indicators in digital marketing to assess campaign success	56%	44%	0%
Design a social media marketing campaign to engage target audiences and drive conversions	78%	22%	0%
Use digital marketing tools to analyze metrics such as return on marketing investment, cost per click and conversion rates to evaluate performance	67%	33%	0%
Develop a content marketing strategy in HubSpot to create, promote and measure engaging content that aligns with audience needs	50%	38%	13%
Standard 3: Data Analytics & Market Research			
Define the purpose of market research to understand its role in business decision-making	78%	22%	0%
Recognize common data collection methods to determine their suitability for different research objectives	44%	56%	0%
Interpret marketing analytics reports to assess consumer behavior and trends	44%	56%	0%
Examine customer segmentation data to enhance targeted marketing efforts	56%	44%	0%
Utilize data analytics tools to measure website performance and user engagement	89%	11%	0%
Assess the impact of data-driven decision-making on marketing strategies	78%	22%	0%
Create a data-driven marketing strategy based on research findings	67%	33%	0%
Compare qualitative and quantitative methods to choose appropriate data collection strategies	44%	56%	0%
Create sampling plans to support accurate and reliable market research	33%	67%	0%
Design research to guide data collection and analysis for marketing insights	44%	44%	11%
Standard 4: Branding & Brand Management			
Describe the elements of a brand identity to understand their role in shaping public perception	100%	0%	0%
Identify factors that contribute to brand loyalty to enhance customer retention strategies	78%	22%	0%
Examine the role of storytelling in brand communication to create emotional connections	100%	0%	0%
Compare different brand positioning strategies to determine their effectiveness in competitive markets	56%	44%	0%
Develop a brand voice and messaging strategy to align with target audience expectations	89%	11%	0%
Assess the impact of reputation management on brand trust and consumer confidence	78%	22%	0%
Design a brand guideline document to maintain consistency across marketing efforts	89%	11%	0%
Standard 5: Advertising & Media Planning			
Explain the role of advertising in marketing campaigns to understand its influence on behavior	56%	44%	0%
Recognize different types of media channels to determine their effectiveness in reaching target audiences	56%	44%	0%
Compare cost structures for various advertising platforms to optimize media budgets	67%	33%	0%

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Marketing & Advertising	Critical	Recommended	Not Needed
Evaluate programmatic advertising methods to understand automated ad placement processes	67%	33%	0%
Analyze return on ad spend to measure the success of an advertising campaign	67%	33%	0%
Apply media planning principles to create an advertising schedule that maximizes reach	67%	33%	0%
Assess ethical considerations in advertising to ensure compliance with industry regulations	89%	0%	11%
Create a cross-channel advertising strategy to drive brand awareness and conversions	44%	44%	11%
Execute media buying strategies to select cost-effective channels for targeted advertising	56%	44%	0%
Track return on investment to evaluate the effectiveness of advertising across media platforms	56%	44%	0%
Develop media plans to align messaging, budget and timing with campaign goals	78%	22%	0%
Design and manage paid social media campaigns to target audiences, optimize ads and measure results across Meta platforms	44%	44%	11%
Standard 6: Consumer Psychology & Sales Strategies			
Describe key psychological principles that influence consumer behavior to improve marketing effectiveness	44%	56%	0%
Identify emotional triggers in advertising to enhance brand messaging strategies	44%	56%	0%
Examine the impact of pricing strategies on consumer perception and purchasing decisions	78%	22%	0%
Differentiate between direct and indirect sales techniques to optimize customer interactions	67%	33%	0%
Analyze customer relationship management data to improve sales strategies	44%	44%	11%
Apply persuasion techniques to craft compelling marketing messages	67%	22%	11%
Assess consumer trust factors in digital marketing to build credibility	56%	44%	0%
Develop a customer retention strategy to improve brand loyalty and repeat sales	89%	11%	0%
Compare direct and indirect sales techniques to apply the best approach based on consumer behavior	67%	33%	0%
Apply client-focused service strategies to build trust, personalize interactions and improve sales	56%	44%	0%
Use after-sale service and rapport-building strategies to strengthen customer relationships and encourage repeat business	78%	22%	0%
Standard 7: Content Creation & Copywriting			
Explain the importance of content marketing in brand awareness and audience engagement	67%	33%	0%
Recognize different types of content used in marketing to determine their effectiveness	67%	33%	0%
Analyze storytelling techniques in advertising to enhance emotional appeal	78%	22%	0%
Differentiate between long-form and short-form content to optimize for various platforms	89%	11%	0%
Apply search engine optimization strategies to improve content visibility	67%	33%	0%
Assess legal and ethical considerations in content creation to ensure compliance	78%	11%	11%
Develop a marketing content calendar to maintain a consistent brand voice	56%	44%	0%
Create engaging written and visual content for digital and traditional marketing campaign	67%	33%	0%

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Marketing & Advertising	Critical	Recommended	Not Needed
Standard 8: E-commerce & Retail Marketing			
Describe key e-commerce business models to understand different online sales strategies	56%	33%	11%
Identify factors that influence online consumer purchasing decisions to enhance conversion rates	56%	33%	11%
Examine digital payment systems and their impact on e-commerce transactions	56%	44%	0%
Compare various e-commerce platforms to determine the best fit for different business types	67%	33%	0%
Analyze the role of customer reviews and testimonials in influencing buyer trust	100%	0%	0%
Apply pricing and discount strategies to drive e-commerce sales	56%	33%	11%
Assess inventory management techniques to optimize stock levels and reduce costs	89%	11%	0%
Develop an online store marketing strategy to attract and retain customers	44%	56%	0%
Standard 9: Marketing Ethics, Compliance, & Consumer Protection			
Explain the importance of ethical marketing practices to maintain public trust	67%	22%	11%
Identify advertising regulations to ensure compliance with industry standards	56%	33%	11%
Examine the impact of false advertising on brand reputation and consumer trust	56%	33%	11%
Differentiate between ethical and unethical influencer marketing practices to maintain credibility	89%	11%	0%
Analyze the effects of data privacy laws on digital marketing strategies	78%	11%	11%
Apply ethical considerations when designing targeted advertising campaigns	78%	22%	0%
Assess consumer rights laws to protect individuals from misleading marketing practices	56%	44%	0%
Create a marketing ethics policy to ensure responsible advertising within an organization	56%	33%	11%
Evaluate ethical practices in data privacy and environmental responsibility in marketing materials to explore compliance case studies and understand their impact	44%	44%	11%
Explore case studies of marketing violations and compliance audits to evaluate ethical breaches	33%	56%	11%
Standard 10: Entrepreneurship & Social Media Monetization			
Describe the role of entrepreneurship in social media marketing to understand business opportunities in the digital space	44%	56%	0%
Identify different revenue streams for social media entrepreneurs to explore monetization strategies	56%	44%	0%
Examine the impact of influencer marketing on brand partnerships and sponsored content	56%	44%	0%
Compare social media platforms and their monetization features to determine the best fit	44%	56%	0%
Analyze audience engagement metrics to optimize content performance and increase revenue	67%	33%	0%
Apply branding techniques to establish a unique digital identity and grow an online presence	56%	33%	11%
Assess legal and ethical considerations in social media entrepreneurship to maintain compliance with platform guidelines	67%	33%	0%
Develop a content monetization strategy that includes affiliate marketing, paid partnerships, and ad revenue	44%	56%	0%
Develop a digital advertising budget, incorporating mathematical principles to calculate cost-per-click, return-on-ad spend, and overall profitability	56%	44%	0%

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Marketing & Advertising	Critical	Recommended	Not Needed
Analyze consumer behavior trends using market research data, applying statistical sampling techniques to predict purchasing patterns	44%	56%	0%
Create an A/B test for an online marketing campaign, utilizing the scientific method to test hypotheses and measure effectiveness	44%	56%	0%
Design a brand messaging strategy, applying literacy skills to craft compelling narratives that align with consumer psychology and emotional appeal	89%	11%	0%
Evaluate ad performance metrics by comparing key performance indicators, using algebraic formulas to determine conversion rates and customer acquisition costs	56%	33%	11%
Write a persuasive sales pitch, integrating literacy skills to structure clear, engaging, and audience-specific communication	56%	44%	0%
Assess social media engagement metrics, using ratio and percentage calculations to determine audience reach and engagement effectiveness	44%	56%	0%
Conduct a consumer survey on brand perception, applying research methodology and data analysis techniques to interpret findings	44%	56%	0%
Develop an e-commerce pricing strategy, using financial math to calculate profit margins, discounts, and competitive pricing models	44%	44%	11%
Create an advertising storyboard, incorporating visual literacy skills to communicate key marketing messages through imagery and text	67%	22%	11%
Use AI enabled marketing tools to test campaign strategies and stimulate chatbot interactions, applying digital literacy	44%	56%	0%
Standard 6: Industry-Informed Employability Skills			
Participate in work-based learning opportunities to gain real-world experience	78%	22%	0%
Reflect on work-based learning outcomes using journaling, performance reviews, or supervisor evaluations to prepare for the workplace	67%	33%	0%
Develop a capstone campaign to align with a real client's goals	33%	56%	11%

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Retail & Customer Experience Validation Results

Retail & Customer Experience	Critical	Recommended	Not Needed
Standard 1: Foundations of Retail & Customer Service			
Describe the role of retail in the economy to understand its impact on consumers and businesses	40%	60%	0%
Identify key responsibilities of retail employees to ensure workplace professionalism	40%	60%	0%
Explain customer service principles to enhance shopping experiences and brand loyalty	70%	30%	0%
Recognize the importance of personal presentation and communication in customer interactions	60%	40%	0%
Compare different types of retail environments to understand store operations and customer engagement	40%	50%	10%
Analyze common customer service challenges to develop problem-solving strategies	80%	20%	0%
Apply ethical decision-making in retail scenarios to maintain trust and compliance	80%	20%	0%
Demonstrate effective communication techniques to enhance interactions	90%	10%	0%
Apply digital asset protection practices to secure customer data and retail systems	60%	30%	10%
Analyze cybersecurity risks in marketing to protect customer data	50%	40%	10%
Interpret digital commerce laws to ensure legal compliance in retail operations	70%	20%	10%
Use customer feedback and customer relationship management tools to improve service quality	80%	20%	0%
Learn and apply strengths, weaknesses, opportunities and threats (SWOT) analysis to plan and evaluate business strategies	70%	30%	0%
Standard 2: Consumer Behavior			
Identify factors that influence consumer purchasing decisions to enhance sales strategies	70%	30%	0%
Explain the steps of the sales process to guide customers from inquiry to purchase	60%	40%	0%
Differentiate between upselling, cross-selling, and suggestive selling to increase revenue	70%	20%	10%
Recognize buying signals to effectively close a sale and improve customer satisfaction	70%	20%	10%
Analyze customer feedback and reviews to improve sales techniques and service delivery	100%	0%	0%
Apply negotiation strategies to resolve pricing concerns and objections in the sales process	50%	50%	0%
Demonstrate active listening and rapport-building techniques to create positive relationships	90%	10%	0%
Utilize digital tools and social media insights to enhance sales performance and customer engagement	40%	60%	0%
Use analytics tools to interpret buying behavior and assess the effectiveness of marketing communications	40%	60%	0%
Standard 3: Visual Merchandising			
Describe the purpose of visual merchandising to attract customers and increase sales	70%	30%	0%
Identify key design principles in store layouts to optimize the shopping experience	70%	30%	0%
Compare in-store and online merchandising techniques to enhance customer engagement	80%	20%	0%

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Retail & Customer Experience	Critical	Recommended	Not Needed
Examine seasonal trends and their impact on merchandising and inventory strategies	67%	33%	0%
Apply branding elements in displays to create visually cohesive retail environments	70%	30%	0%
Assess the effectiveness of digital signage and interactive displays in influencing customer behavior	70%	30%	0%
Develop a visual merchandising plan incorporating social media marketing strategies	80%	20%	0%
Examine augmented reality/virtual reality and immersive technology to explain their role in enhancing merchandising strategies	40%	50%	10%
Standard 4: Retail Technology & Point-of-Sale (POS) Systems			
Describe the functions of POS systems to facilitate smooth retail transactions	50%	50%	0%
Recognize different digital payment methods to ensure secure customer transactions	70%	30%	0%
Compare traditional cash register operations with mobile and self-checkout technology	60%	40%	0%
Analyze the impact of e-commerce platforms on traditional brick-and-mortar retail operations	80%	20%	0%
Apply data security best practices to protect customer payment information	80%	20%	0%
Assess the benefits of AI-driven sales tools and automation in improving customer interactions	50%	50%	0%
Demonstrate proficiency in handling retail software for sales transactions and inventory tracking	70%	30%	0%
Utilize customer relationship management tools to enhance personalized shopping experiences	80%	20%	0%
Integrate analytics tools to optimize sales decisions using point of sales and customer relationship management systems	70%	30%	0%
Apply AI based forecasting and chatbot technology to enhance customer interactions in point-of-sale platforms	60%	40%	0%
Standard 5: Inventory Management & Loss Prevention			
Identify inventory control techniques to minimize stock shortages and overages	100%	0%	0%
Explain the importance of loss prevention strategies to protect business profitability	80%	20%	0%
Recognize signs of theft, fraud, and internal shrinkage to prevent financial loss	80%	20%	0%
Compare stock replenishment methods to ensure product availability	60%	40%	0%
Analyze inventory reports to assess sales trends and optimize stock levels	80%	20%	0%
Apply industry best practices in product handling to reduce waste and damage	80%	20%	0%
Assess the impact of RFID and barcode scanning technology on inventory accuracy	60%	30%	10%
Develop a plan for inventory tracking and theft prevention in retail operations	80%	20%	0%
Use predictive analytics and real time inventory alerts to prevent loss and improve stock accuracy	70%	20%	10%
Apply data driven decision making to identify causes of shrinkage and implement prevention measures	60%	30%	10%
Standard 6: Customer Service Excellence			
Describe the fundamentals of excellent customer service to foster brand loyalty	80%	20%	0%
Identify customer needs through active listening and engagement strategies	90%	10%	0%
Compare different communication styles to adapt to diverse customer personalities	100%	0%	0%

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Retail & Customer Experience	Critical	Recommended	Not Needed
Examine the impact of emotional intelligence in handling customer interactions	90%	10%	0%
Apply conflict resolution techniques to manage difficult customer situations effectively	100%	0%	0%
Assess the role of online reviews and reputation management in customer retention	80%	20%	0%
Demonstrate effective verbal and nonverbal communication skills in a retail setting	100%	0%	0%
Utilize social media platforms to enhance customer relationships and engagement	70%	30%	0%
Manage digital reputation to maintain customer trust	70%	30%	0%
Use AI chatbots for first response service to enhance customer support	30%	60%	10%
Standard 7: Omnichannel Retail & E-Commerce Strategies			
Describe the differences between physical, online, and hybrid retail models to understand omnichannel strategies	60%	40%	0%
Identify best practices for integrating in-store and online customer experiences	40%	60%	0%
Recognize the role of digital marketing in driving e-commerce sales and customer retention	60%	40%	0%
Compare Buy Online, Pick Up In-Store and direct shipping models to enhance customer convenience	50%	50%	0%
Analyze the impact of social media influencers on retail purchasing behavior	50%	50%	0%
Apply customer service techniques in digital retail to handle online inquiries and complaints	70%	30%	0%
Assess the effectiveness of email marketing, retargeting ads, and mobile promotions in increasing sales	50%	50%	0%
Develop a customer engagement strategy utilizing social media, online promotions, and loyalty programs	70%	30%	0%
Analyze the role of mobile/contactless payment solutions in seamless shopping experiences to understand their impact on online and in-store transactions	50%	50%	0%
Utilize data integration across channels to deliver a consistent customer experience	40%	60%	0%
Use automation tools to personalize customer interactions and optimize engagement across platforms	50%	50%	0%
Describe consumer protection laws to ensure ethical retail practices	60%	40%	0%
Identify fair pricing regulations to prevent misleading advertising and fraud	70%	20%	10%
Recognize the importance of product warranties, returns, and exchange policies in customer satisfaction	70%	20%	10%
Compare ethical and unethical digital advertising practices to maintain consumer data transparency in retail operations	60%	30%	10%
Analyze the impact of data privacy laws on customer interactions and online transactions	70%	20%	10%
Apply compliance measures in handling customer complaints and product recalls	60%	40%	0%
Assess the role of corporate social responsibility in ethical retail operations	90%	0%	10%
Create a customer education strategy to inform consumers about fair practices and product safety	40%	60%	0%
Evaluate ethical practices in data privacy and environmental responsibility in marketing materials to explore compliance case studies and understand their impact	60%	30%	10%
Apply digital compliance practices to meet regulatory requirements across global jurisdictions	50%	40%	10%

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Retail & Customer Experience	Critical	Recommended	Not Needed
Identify strategies to protect digital customer data and ensure ethical handling of personal information	50%	40%	10%
Explain regulations impacting digital marketing to ensure responsible and legally compliant advertising	50%	50%	0%
Standard 9: Retail Business Operations			
Describe key performance indicators in measuring retail success	80%	20%	0%
Recognize the importance of teamwork, time management, and adaptability in retail careers	80%	20%	0%
Compare leadership styles in retail management to understand their impact on employee performance	80%	20%	0%
Analyze sales performance reports to make data-driven business decisions	70%	30%	0%
Apply professional networking techniques to build relationships in the retail industry	80%	20%	0%
Create a professional online presence to enhance career opportunities in retail	90%	10%	0%
Apply financial literacy using technology tools to interpret dashboard key performance indicators and sales conversion rates for decision making	80%	20%	0%
Monitor and evaluate marketing performance to measure the effectiveness of strategies and adjust for improvements	80%	20%	0%
Utilize project management and shared collaboration tools to plan, organize and track tasks	60%	40%	0%
Standard 10: Entrepreneurship			
Describe the key components of starting a retail business to understand business ownership	70%	30%	0%
Identify different e-commerce platforms to determine the best fit for online retail operations	70%	30%	0%
Recognize marketing strategies for launching and growing a small retail business	70%	30%	0%
Compare traditional retail and online business models to determine operational advantages	40%	60%	0%
Analyze pricing, promotions, and digital advertising strategies to maximize revenue	70%	30%	0%
Apply customer acquisition techniques using social media and influencer partnerships	70%	30%	0%
Explain the role of Buy Now, Pay Later services in retail transactions to understand their impact	60%	30%	10%
Assess supply chain management considerations for small business operations	90%	10%	0%
Use planning tools to develop structured approach for launching a business	100%	0%	0%
Collect and analyze customer data to inform business decisions and improve offerings	70%	30%	0%
Conduct a SWOT analysis to guide the strategic planning process	70%	30%	0%
Apply analytical tracking tools to measure the effectiveness of marketing communications	60%	40%	0%
Analyze inventory shrinkage trends using statistical methods to determine loss prevention solutions and optimize stock management	60%	40%	0%
Develop a pricing strategy by applying financial mathematics to calculate profit margins, discounts, and markup percentages	60%	40%	0%
Examine the impact of lighting and color psychology in visual merchandising, using scientific principles to influence customer behavior	60%	40%	0%

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Retail & Customer Experience	Critical	Recommended	Not Needed
Interpret customer feedback and online reviews, applying literacy skills to assess sentiment and improve retail service strategies	70%	30%	0%
Create an e-commerce marketing campaign, incorporating persuasive writing techniques to enhance customer engagement and online sales	50%	50%	0%
Compare point-of-sale transaction data using mathematical analysis to identify peak shopping hours and adjust staffing needs	60%	40%	0%
Design a digital advertisement for social media, integrating media literacy principles to ensure clear messaging and ethical advertising practices	60%	40%	0%
Develop a business plan for a small retail enterprise, using financial modeling and data analysis to project sales growth and expenses	50%	50%	0%
Evaluate customer purchasing trends by analyzing historical sales data, using statistical methods to forecast future demand	60%	40%	0%
Write a professional response to a customer complaint, applying literacy skills to communicate clearly and resolve issues effectively	70%	30%	0%
Apply pricing strategies to develop sales plans, using performance metrics and math financial forecasting techniques to predict profit outcomes	70%	30%	0%
Evaluate marketing campaign analytics to assess return on investment and customer engagement using statistical reasoning	60%	40%	0%
Use data visualization tools to present pricing performance, applying math skills to compare forecasted vs actual results	40%	60%	0%
Standard 6: Industry-Informed Employability Skills			
Demonstrate workplace professionalism through punctuality, appropriate attire, and ethical behavior to adhere to workplace policies	70%	30%	0%
Participate in work-based learning opportunities to gain real-world experience	70%	30%	0%
Reflect on work-based learning outcomes using journaling, performance reviews, or supervisor evaluations to prepare for the workplace	30%	70%	0%
Engage with local business partners to build industry awareness and career connections	70%	30%	0%
Analyze customer feedback using sentiment analysis and digital review mining to interpret consumer perceptions using literacy and critical reading skills	70%	30%	0%

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Strategic Sales Validation Results

Strategic Sales	Critical	Recommended	Not Needed
Standard 1: Principles of Strategic Sales			
Explain the role of strategic sales to drive business growth, increase revenue, and expand market reach	90%	10%	0%
Identify key sales methodologies to develop effective business development strategies	80%	20%	0%
Analyze market trends to assess opportunities for sales growth and competitive positioning	90%	10%	0%
Differentiate between transactional and relationship-based sales to align with business objectives	70%	30%	0%
Evaluate customer needs to create value-driven sales solutions	70%	30%	0%
Describe the sales cycle to understand the steps from lead generation to closing a deal	80%	10%	10%
Compare business-to-business and business-to-consumer sales to determine industry applications	60%	30%	10%
Examine factors influencing purchasing decisions to develop targeted sales strategies	70%	30%	0%
Discuss the role of sales teams to support business development and organizational goals	50%	50%	0%
Interpret financial and sales data to make informed business development decisions	60%	40%	0%
Summarize the impact of sales forecasting to predict revenue and guide strategic planning	50%	50%	0%
Standard 2: Sales Process			
Describe the stages of the sales pipeline to track prospects and measure progress	80%	20%	0%
Explain lead generation strategies to attract and convert potential customers	70%	30%	0%
Identify prospecting techniques to qualify leads and build a strong sales pipeline	80%	20%	0%
Summarize key steps in the sales process to improve efficiency and success rates	80%	20%	0%
Describe closing techniques to finalize sales and secure customer commitments	80%	20%	0%
Interpret sales data to assess pipeline performance and optimize sales strategies	60%	40%	0%
Evaluate follow-up strategies to maintain engagement and drive customer retention	80%	20%	0%
Compare inbound and outbound sales approaches to determine effectiveness in different markets	60%	30%	10%
Explain the role of automation tools to enhance pipeline management and sales efficiency	60%	30%	10%
Apply HubSpot inbound sales strategies using customer relationship management tools to identify leads, build trust and guide prospects	60%	30%	10%
Standard 3: Consumer Behavior and Customer Engagement			
Explain consumer decision-making processes to develop targeted sales approaches	70%	30%	0%
Analyze psychological factors influencing purchasing behavior to improve sales techniques	50%	50%	0%
Describe the role of emotional intelligence in building customer trust and loyalty	70%	30%	0%
Evaluate customer segmentation strategies to personalize sales interactions	60%	40%	0%
Identify factors that influence brand perception to enhance customer engagement	60%	40%	0%
Assess the impact of cultural differences on sales and communication strategies	40%	60%	0%

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Strategic Sales	Critical	Recommended	Not Needed
Explain the importance of customer feedback to refine sales approaches	80%	20%	0%
Describe relationship-building techniques to foster long-term customer engagement	70%	30%	0%
Analyze consumer trends to anticipate market demands and adjust sales tactics	50%	50%	0%
Standard 4: Business Communication			
Explain the role of effective communication to build rapport and trust in sales interactions	90%	10%	0%
Describe active listening techniques to understand customer needs and objections	100%	0%	0%
Compare verbal and nonverbal communication to enhance sales effectiveness	90%	10%	0%
Identify professional writing techniques to craft persuasive emails and sales proposals	70%	30%	0%
Summarize key negotiation strategies to reach mutually beneficial sales agreements	50%	50%	0%
Analyze the impact of tone, word choice, and messaging on customer perception	90%	10%	0%
Explain the importance of adapting communication styles to different audiences	70%	30%	0%
Describe conflict resolution techniques to address customer concerns professionally	70%	30%	0%
Demonstrate presentation skills to deliver compelling sales pitches	80%	20%	0%
Assess the role of storytelling in sales to engage and persuade customers	100%	0%	0%
Standard 5: Sales Analytics and Performance Metrics			
Explain the purpose of sales analytics to measure success and drive business decisions	70%	30%	0%
Identify key performance indicators to evaluate sales effectiveness	80%	10%	10%
Interpret sales reports to assess trends and forecast revenue	70%	30%	0%
Analyze conversion rates to improve prospect-to-customer success ratios	60%	40%	0%
Describe the role of customer data in refining sales strategies	50%	50%	0%
Explain the impact of sales cycle length on revenue and business growth	60%	40%	0%
Evaluate customer retention metrics to measure long-term sales performance	70%	30%	0%
Compare qualitative and quantitative sales data to gain actionable insights	60%	40%	0%
Assess the impact of predictive analytics on sales strategy and forecasting	60%	40%	0%
Standard 6: Technology and Automation			
Describe the role of sales technology to streamline processes and improve productivity	70%	30%	0%
Identify key features of Customer Relationship Management (CRM) software to manage customer interactions effectively	80%	10%	10%
Explain the benefits of sales automation tools to enhance efficiency and lead nurturing	60%	30%	10%
Analyze the impact of artificial intelligence in sales forecasting and personalization	90%	0%	10%
Compare different sales enablement platforms to optimize team performance	40%	60%	0%
Assess the role of chatbots and virtual assistants in customer engagement	70%	30%	0%
Explain how e-commerce platforms integrate with sales automation systems	60%	30%	10%
Describe the importance of cybersecurity in protecting customer data within sales technology	70%	20%	10%
Interpret sales dashboards to monitor progress and adjust strategies in real time	60%	30%	10%
Explain the role of mobile sales applications in supporting field sales professionals	40%	50%	10%
Standard 7: Digital Sales and Social Selling			

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Strategic Sales	Critical	Recommended	Not Needed
Describe the role of digital sales to reach and engage customers online	67%	33%	0%
Explain the impact of social media on brand visibility and customer outreach	67%	33%	0%
Compare social selling strategies across platforms, such as LinkedIn, Instagram, and Facebook	67%	33%	0%
Analyze digital marketing techniques to generate leads and drive online conversions	44%	56%	0%
Explain the importance of content marketing in supporting sales efforts	78%	22%	0%
Identify key search engine optimization strategies to enhance online sales presence	33%	67%	0%
Summarize the use of paid advertising to target potential customers effectively	44%	56%	0%
Describe data privacy regulations to ensure ethical digital sales practices	67%	22%	11%
Assess the impact of influencer marketing on consumer purchasing decisions	33%	67%	0%
Explain the role of analytics in tracking and optimizing digital sales campaigns	56%	44%	0%
Use Google Ads to create and manage targeted ad campaigns to generate qualified leads and increase digital sales	33%	67%	0%
Standard 8: Sales Leadership			
Explain the role of sales leadership to motivate teams and drive performance	89%	11%	0%
Describe leadership styles to determine their impact on sales team success	89%	11%	0%
Analyze sales management techniques to optimize team productivity	67%	33%	0%
Identify goal-setting strategies to align individual and team objectives	100%	0%	0%
Evaluate the role of coaching and mentoring in developing sales professionals	100%	0%	0%
Summarize key traits of successful entrepreneurs in sales-driven businesses	67%	33%	0%
Compare business structures to determine advantages and disadvantages for sales startups	56%	44%	0%
Explain financial planning principles to sustain a profitable sales organization	67%	33%	0%
Describe time management techniques to improve efficiency in sales operations	78%	22%	0%
Standard 9: Marketing Integration for Sales Success			
Describe the relationship between sales and marketing to drive business success	67%	33%	0%
Explain brand positioning strategies to differentiate products and services	44%	56%	0%
Identify the impact of content marketing on sales conversions	38%	63%	0%
Compare inbound and outbound marketing techniques to support sales efforts	33%	67%	0%
Evaluate the role of storytelling in brand messaging and sales communication	78%	22%	0%
Describe the impact of pricing strategies on sales and market competitiveness	44%	56%	0%
Summarize the benefits of sales and marketing alignment for customer acquisition	67%	33%	0%
Assess lead strategies to convert prospects into loyal customers	56%	44%	0%
Interpret marketing analytics to adjust sales strategies based on customer behavior	44%	56%	0%
Standard 10: Ethics and Compliance			
Explain the importance of ethical decision-making in sales to build trust and credibility	89%	0%	11%
Identify deceptive sales practices to ensure compliance with consumer protection laws	67%	22%	11%
Analyze the impact of corporate social responsibility on customer loyalty	78%	11%	11%

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Strategic Sales	Critical	Recommended	Not Needed
Describe the role of transparency in maintaining ethical business relationships	89%	0%	11%
Evaluate the importance of cultural sensitivity in global sales interactions	78%	11%	11%
Summarize legal regulations that govern sales transactions and advertising claims	67%	22%	11%
Explain the impact of contract law on sales agreements and negotiations	67%	22%	11%
Describe best practices for handling customer data securely and ethically	67%	22%	11%
Assess the role of professional behavior in maintaining long-term business relationships	56%	33%	11%
Standard 11: Customer Service and Retention			
Explain the role of customer service in maintaining long-term business relationships	100%	0%	0%
Describe customer retention strategies to increase lifetime value and reduce churn	89%	11%	0%
Analyze the impact of personalized service on customer satisfaction and loyalty	100%	0%	0%
Identify problem-solving techniques to resolve customer complaints effectively	89%	11%	0%
Summarize best practices for managing difficult customer interactions professionally	78%	22%	0%
Evaluate service recovery strategies to rebuild trust after service failures	100%	0%	0%
Explain the importance of follow-up communication in maintaining customer relationships	89%	11%	0%
Describe proactive engagement techniques to enhance customer satisfaction	78%	22%	0%
Assess the role of loyalty programs and incentives in customer retention	67%	33%	0%
Use sales forecasting techniques to predict revenue trends, applying mathematical calculations to analyze historical sales data and project future performance	67%	33%	0%
Interpret sales reports to assess trends and forecast revenue, using statistical analysis to evaluate patterns in customer purchasing behavior	56%	44%	0%
Analyze conversion rates to improve prospect-to-customer success ratios, applying percentages and ratios to measure the effectiveness of sales strategies	78%	22%	0%
Explain the role of customer data in refining sales strategies, utilizing data visualization techniques to interpret and present insights from large datasets	89%	11%	0%
Compare different sales enablement platforms to optimize team performance, evaluating software algorithms and digital tools used in data-driven decision-making	44%	56%	0%
Describe the impact of emotional intelligence in building customer trust and loyalty, incorporating psychological and scientific principles to understand consumer behavior	78%	22%	0%
Evaluate service recovery strategies to rebuild trust after service failures, using problem-solving techniques and psychological research to address customer dissatisfaction	89%	11%	0%
Interpret customer satisfaction data to improve sales and service strategies, applying research-based literacy skills to analyze feedback trends and enhance communication approaches	67%	33%	0%
Summarize legal regulations that govern sales transactions and advertising claims, utilizing literacy comprehension to interpret consumer protection laws and industry standards	67%	33%	0%
Describe best practices for handling customer data securely and ethically, integrating cybersecurity principles to protect sensitive business and client information	78%	11%	11%

New Mexico Work-Based Learning Discussion

NMPED provided an overview of the state of work-based learning (WBL) in New Mexico. NMPED presented alongside the New Mexico Department of Workforce Solutions, who shared their role in facilitating WBL in New Mexico. Panelists learned about different methods of participating in WBL in New Mexico, with an emphasis on pre-apprenticeship and apprenticeship programs. NMPED is in the process of creating a toolkit that provides guidance on setting up WBL for industry partners with schools. After the presentation, panelists asked clarifying questions for businesses wishing to participate in WBL. Listed below are the questions and barriers to entry for WBL identified by attendees across both panels for management and entrepreneurship on Wednesday, July 9th, and marketing and sales on Thursday, July 10th.

Questions from Panelists About WBL

- Are there any worries about boxing students into something they don't like by getting them into WBL earlier?
- What does a typical program of study look like?
- How long is a typical program of study?
- Can you switch from one program of study to another?
- What are some additional points of entry for WBL?
- Who does an employer reach out to if they want to participate in WBL?
- How does the WBL process work for students?
- What does the schedule look like for students?
- When do students begin taking part in WBL?
- Are there additional opportunities for employers to participate in WBL?

Barriers to Entry for WBL

- Difficulty finding interns due to stigmas and perceptions about some industries such as construction
- Challenges connecting with students in rural areas
- Lack of knowledge about CTSOs and their programming
- Uncertainty from employers about who to reach out to at schools or government agencies for WBL participation
- Schools are not always able to offer WBL opportunities that are as flexible as they, the students, or the business community would like due to federal funding requirements being tied to having concentrators.
- Students do not always understand what options are available to them in WBL.
- Opportunities for paid WBL experiences are not always available.
- Employers and students are not always aware of grants that are available to fund WBL experiences.

Cross-Cutting Skills for Marketing & Sales Professionals

The need for skills across industries has always been recognized but has been growing as careers are becoming increasingly complex and interdisciplinary. Advance CTE's [National Career Clusters Framework](#) looks at industry-aligned skill-building based on 14 career clusters organized by industry. The framework features cross-cutting clusters which highlight essential functions and transferable skills that are distinct to their industry sector, but also foundational to success across all industries. There are three cross-cutting clusters in the modernized framework:

- Digital Technology
- Management & Entrepreneurship
- Marketing & Sales

Panelists examined cross-cutting clusters and identified skills of interest across management and entrepreneurship and digital technology that would be beneficial for marketing and sales professionals.

Management & Entrepreneurship

- Fitting within the constraints of a strategic plan
- Project management
- Understanding regulations
- Cross department collaboration
- Selling through different channels
- Optimizing processes

Digital Technology

- Data Analysis
- Digital Communications
- IT Systems
- AI

AI Tools & Platforms for Marketing & Sales

As AI becomes increasingly embedded in the workplace, staying up to date on helpful AI resources is crucial. Throughout the panel, attendees listed the following AI tools and platforms that they use in their work.

- [Adobe Express](#)
- [Adobe Firefly](#)
- [Canva](#)
- [Clay](#)
- [Colibri](#)
- [ZoomInfo](#)

Websites Marketing & Sales Professionals Learn From

Panelists identified professional development websites they have made use of to further their knowledge and skills. Sites that participants recommended include:

- [Coursera](#)
- [Pavilion](#)
- [LinkedIn Learning](#)

Certifications of Value

According to Futuring Panel participants, professional certifications show commitment and initiative on the part of potential employees, which could help them in the hiring process. Possessing a certification of value could also result in higher compensation. Some employers will pay for employees to earn certifications of value. Professional certifications that participants recommend or that their companies encourage employees to attain include:

- [Google Project Management Certificate](#)
- [Certified Professional Services Marketer \(CPSM\)](#)

Panelists also recommended the following organizations as potential sources for certification.

- [Pragmatic Institute](#)
- [American Hotel & Lodging Educational Institute \(AHLEI\)](#)
- [Salesforce Marketing & Sales Certifications](#)

Observations and Recommendations

Based on feedback from Futuring Panelists, MBA Research and Curriculum Center recommends the following:

1. Provide teachers with resources to teach students about the importance of transparency in supply chains. Transparency in supply chains was top of mind for panelists both from the perspective of businesses as well as consumers. While more dedicated and structured coursework on this subject is hard, insightful articles and case studies are available for teachers. We recommend the following free resources for learning more about transparency in supply chains:
 - The article *Supply Chain Transparency Defined: Why It Matters and Its Benefits* from [Oracle](#) provides a strong overview of supply chain transparency and offers several key considerations in an easy-to-read table including objectives, benefits, challenges, key metrics, and much more.
 - *Building a Transparent Supply Chain*, a case study published in the [Harvard Business Review](#), details how blockchain can be used to build a transparent supply chain. The case provides a deep dive into the ins and outs of blockchain technology and provides several real work examples of how companies are incorporating it to build a more trustworthy and efficient supply chain.
2. Provide teachers with tools and resources, including continuing education, to help them understand the vast implications and applications of **artificial intelligence** (AI) in the workplace so that they can help students do the same. For teachers interested in developing a knowledge of AI, we recommend:
 - Articles such as IBM's [What Is Artificial Intelligence \(AI\)?](#) and McKinsey & Company's [What Is AI \(Artificial Intelligence\)?](#). Both provide detailed practices on the growth and application of AI.
 - Lund University's [AI, Business, and the Future of Work](#), available for free via Coursera. The course includes an overview of AI, the role of AI in the workplace, and risks associated with it.
 - IBM's [AI Foundations for Everyone Specialization](#), also available from Coursera. This certification has a small cost attached but would be beneficial to any teacher wanting to grow their expertise in AI and prompt engineering. The certification, which is designed for individuals with little to no background in AI, includes four courses:
 - Introduction to Artificial Intelligence (AI)
 - Generative AI: Introduction and Applications
 - Generative AI: Prompt Engineering Basics
 - Building AI Powered Chatbots Without Programming
3. Provide teachers with tools to help students explore **career options in marketing and sales**, the training and education required for those careers, and methods to effectively search for and attain a

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job in marketing and sales. We recommend the following free career search resources, all sponsored by the U.S. Department of Labor:

- [Career Solutions](#), which is the New Mexico Department of Workforce Solution's comprehensive career exploration and planning hub for New Mexico students to identify careers and develop long-term plans for career goals.
 - [CareerOneStop](#), which provides easy-to-understand employment information and tools for anyone to explore careers, identify needed education, and develop job search skills needed to prepare resumes and cover letters, interview for a job, and more.
 - [GetMyFuture](#), offering career, training, and job search resources to young adults ages 14 to 24.
 - [My Next Move](#), which is an interactive tool for job seekers and students to learn more about their career options. My Next Move has tasks, skills, salary information, and more for over 900 different careers.
4. New Mexico Futuring Panel participants placed a strong emphasis on the need **for ethics in the workplace**. In the MBA Research Learning Center, teachers can access a wealth of middle school, high school, and community college resources ranging from course guides to lesson modules and videos to help integrate ethics into the classroom. Sources of additional free ethics-focused instructional materials include:
- [MBA Research's Ethics Education webpage](#), where teachers can access additional ethics resources such as an Ethics Service-Learning Project, an Ethics Boot Camp, and more
 - [Ethics Unwrapped](#), developed by the McCombs School of Business at the University of Texas at Austin. Ethics Unwrapped offers a treasure trove of free videos, case studies, and other curated resources about behavioral ethics, organizational ethics, and more.
5. Support teachers with tools and opportunities to develop long-term **partnerships with the business community** so that they and their students can learn from real-life business situations and scenarios. For instance, in a trusted partnership with a business, students and teachers could:
- Explore the use of technology and data analysis
 - Get insights on the use of soft skills and collaborative techniques in the workplace
 - Examine ethical dilemmas and get real feedback on potential solutions
 - Develop insight into how businesses respond to governmental regulations
 - Gain a realistic understanding of expectations in the workplace

Another aspect of these partnerships between educators and businesses is the involvement of the local business community in classroom activities, as well as student involvement in real-world learning experiences. Activities such as guest speakers, student presentations to and judging by business partners, mentorships, worksite tours, and internships will help provide students a more realistic understanding of business and its expectations, as well as give them opportunities to develop portfolios that show their involvement in authentic business situations. It also gives the business community a realistic understanding of the business-related programs, students, and student capabilities.

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Many of the Futuring Panelists were there because of their dedication to education and would likely be willing to engage further with teachers and students in their districts. MBA Research can help facilitate connections between teachers and panel members at your request.

6. Develop a Frequently Asked Questions (FAQ) page to answer common questions that members of the New Mexico business community have about WBL. The WBL discussion during the Futuring panel generated numerous questions from interested attendees about the specifics of WBL in New Mexico. This in-depth conversation signals that while business and industry professionals are eager to participate in WBL, they may not be fully aware of the complexities and logistics of WBL, nor where to go to have their most pressing questions answered in a succinct manner. Panelists' questions can serve as a starting point for building a FAQ page that helps inform and guide interested individuals and organizations towards the correct WBL resources.
7. Beyond an FAQ, the WBL discussion signaled a need for additional resources on informing the business community about WBL in New Mexico. The various questions asked by panelists indicated that there is a strong mutual desire on their part to remain part of New Mexico's WBL pipeline. Panelists expressed the desire for guidance on taking part in WBL as they are not always certain about who to reach out to or where to begin. Panelists expressed great interest in the WBL toolkit that is currently in development by NMPED. The toolkit can serve as a great starting point for getting interested members of the business community up to speed on requirements for participation, contacts, and additional information they need to be lifelong active participants in New Mexico WBL.
8. Provide opportunities for educators to access and utilize **workforce data** that can aid them as they articulate the importance of business administration programs and advocate for stronger ones. This is especially important as schools develop their local needs assessments in response to Perkins V requirements. O*NET OnLine is a great resource for workforce data for Business Management & Administration, Finance, and Marketing occupations. Educators can also access Projections Central or the U.S. Bureau of Labor websites to analyze workforce data in New Mexico and across the U.S. See the Career Data page on MBA Research's website for more national- and state-level resources.
9. Offer educators formal training in **project management**. A project management approach in the classroom can help prepare students for the workplace and help foster the teamwork and communication skills needed for success.
Educators can visit the MBA Research [Project Management page on our website](#) to access resources available to build project management skills into their curricula. Free LAPs available on [MBA Research's](#) website to help teachers bring project management into the classroom include:
 - LAP-OP-001 Chart Your Course (Developing a Project Plan)
 - LAP-OP-003 Get What You Need (Identifying Project Resources)
 - LAP-OP-158 Projected To Win (Nature of Project Management)
 - LAP-OP-519 Plan On It! (Planning Projects)

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- LAP-OP-520 Check Your (Project) Pulse (Monitoring Projects and Taking Corrective Actions)
 - LAP-OP-521 Making the Grade (Evaluating Project Success)
10. New Mexico Public Education Department staff did a wonderful job of connecting with business executives at the Futuring Panels and learning as much as possible from them during the time we spent together. MBA Research encourages you to continue to leverage the connections made with the attendees and engage them with students and teachers to maximize learning experiences designed to prepare students for careers in marketing and sales.

Thank You and Recognition of Contributors

MBA Research and the New Mexico Public Education Department would like to thank the participants of the Marketing and Sales Futuring Panel who shared their expertise with us. Panel participants presented their own views based on their professional experiences and not necessarily those of their companies.

We are always grateful to meet with and hear directly from business and industry about what's going on in the workplace. Thank you for your time and commitment to New Mexico workforce development and business administration education.

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New Mexico Partnership

MBA Research and Curriculum Center would like to acknowledge our strong partnership with and support from the New Mexico Public Education Department, a member of the MBA Research and Curriculum Center consortium.

New Mexico Public Education Department

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