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Business Competencies

Commercial Awareness (Business Savvy; Growth Focus)

Seeks to develop a broad and deep understanding of the business and is not limited to a “marketing view, of the world”. Can assess the likely commercial implications and possible business consequences of significant marketing decisions; for example changes to, the product and service portfolio, pricing, marketing communications and service delivery. Keeps up to date with high level developments such as business and industry trends and with marketing and consumer trends. Can make a well informed assessment of the likely commercial impact of such trends. Can provide strong commercial insights into the strategy and business planning processes across the organisation.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
1 Basic	<ul style="list-style-type: none"> • Basic understanding of the link between their current role and the organisation's business and commercial objectives. • Good knowledge of the competitor environment and can provide well informed insights as to the commercial rationale for various competitor product and service propositions. • Basic understanding of the key drivers of commercial success within the business. 	1 2
2 Developing	<ul style="list-style-type: none"> • Has a solid overview of the commercial context within which we operate. • Strong grasp of key commercial and business trends within our industry and in other related and relevant sectors. • Contributes effectively to problem solving and decision making across the organisation by providing strong marketing and commercial insights, in shaping the best solutions. 	3
3 Solid	<ul style="list-style-type: none"> • A strong personal commitment to developing their own overall business and commercial knowledge. • Uses commercial awareness to identify and promote business and growth opportunities across the organisation. • Capacity to make a strong business and commercial case to gain support for key marketing initiatives. 	4
4 Strong	<ul style="list-style-type: none"> • Uses their broad commercial knowledge and insights to provide effective solutions to significant marketing challenges. • Develops marketing strategies and implementation plans which have a strong commercial foundation and which can deliver clear business results. • Adapts the overall marketing strategy and the thrust of key marketing initiatives, based on shifting business demands and challenges to the commercial environment. 	5
5 Exceptional	<ul style="list-style-type: none"> • Makes a significant business contribution across the organisation and their mindset and influence is not limited to their functional responsibility for marketing. • A strong commercial focus to key business decisions and uses strong marketing insights to underpin the business case. • Makes a strong commercial contribution at board level and with key customers and external strategic partners. 	6 7