

07

Business Competencies

Governance and Compliance (Regulatory, Risk, Reputation)

Maintains the highest ethical standards to prevent the risk of legal or regulatory sanctions, financial loss, loss of reputation, or loss of brand value. Will manage governance and reputation through effective monitoring of relevant legislation and regulation to ensure ongoing compliance. Seeks to protect the overall reputation of the organisation by ensuring that organisation strategy, company culture, people, business processes and brand values are closely aligned.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
1 Basic	<ul style="list-style-type: none"> Is clear on the regulatory and compliance environment within which marketing operates and is regulated. Puts in place the necessary business processes to ensure that marketing outputs are compliant with the relevant regulatory requirements. Accesses the required information across the business in order to make effective governance and compliance assessments as required. 	1 2
2 Developing	<ul style="list-style-type: none"> Recognises the value and rationale for effective corporate governance, risk management and compliance with relevant legislation /regulation across routine marketing activity. Ensures that the marketing team make sound compliance assessments (including reputational risk) as an integral part of problem solving and decision making. Puts in place additional governance and compliance measures within areas of marketing which may have a greater risk profile, such as new product development, product testing, pricing and promotional activity in a regulated sector. 	3
3 Solid	<ul style="list-style-type: none"> Makes an informed assessment of possible compliance risks and will balance this with the need to make progress and to make business decisions in a timely fashion. Considers not only legal and regulatory requirements but will also take account of reputational risk, which could result from ethical failures within the business. Has an expertise in the governance and compliance requirements and is sought out by others to answer and resolve situations, with a significant risk or regulatory component. 	4
4 Strong	<ul style="list-style-type: none"> Develops a broad understanding of business, is financially literate and can integrate effective governance and compliance management strategies into marketing plans and decision making across the organisation. Influences the board and the executive team to ensure that an appropriate balance is struck between achieving business objectives and the effective management of compliance and regulatory requirements. Fosters a culture of high performance, which marries the need to build long-term sustainable business success with an effective compliance environment. 	5
5 Exceptional	<ul style="list-style-type: none"> Supports the board in developing a progressive governance, compliance and risk management culture, to protect company resources and reputation and also delivers sustainable business success. Fosters improved decision making across the organisation by ensuring that compliance management and reputational considerations become an integral part of how significant decisions are taken within the business. Creates a culture where effective governance and compliance management is seen as a key ingredient to sustainable long-term success and not as an obstacle to progress. 	6 7