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Business Competencies

Integrated Thinking (Behavioural and Data)

A capacity to draw together information from both qualitative sources, such as behavioural, attitudinal, psychological, values, culture and the arts; and to merge with quantitative sources, such as big data, analytics and other numerical information. Uses this integrated approach to: enable Marketing and the Organisation to better diagnose the root cause of business challenges; to identify opportunities and to inform thought leadership, breakthrough thinking and to consider future disruption within the sector; Ensure the best use of all available information sources, as a means of driving the development of more robust customer insights; as a basis to guide a highly effective strategy setting process.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
1 Basic	<ul style="list-style-type: none"> Is familiar with the organisation's various sources of business, customer and market information, both behavioural and data; and can integrate, collate and present solid customer, service and market information, trends and insights. Can use this information to guide the business and marketing planning process, assist in the development of significant customer insights, help to segment the marketing and potential customer bases and to inform, customer promotional and brand communication. Understands the range of metrics used to measure value and effectiveness. Can use both behavioural and data information sources, to review the effectiveness of key activities, in order to assess overall business impact. 	1 2
2 Developing	<ul style="list-style-type: none"> Helps develop and implement an effective business / marketing insights strategy, to inform the strategic planning across the organisation. Leads the business and marketing planning process, using high quality market and customer information, gleaned from a robust behavioural and data (analytics) sources. Demonstrates an ability to take a comprehensive approach to insights development, through demonstrating integrated thinking (both behavioural and data), cross functionally. 	3
3 Solid	<ul style="list-style-type: none"> Leads the business insights strategy for the organisation and makes a significant contribution to the overall strategic planning, across the Organisation. Promotes the benefits and power of integrated thinking in, problem solving, opportunities development and strategy setting, across the Organisation Makes the business case to the executive team and the board to make the required investment in order to implement the agreed business insights strategy. Is considered highly influential and credible in providing customer, market and business insights (delivered through Integrated Thinking) to inform and improve the quality of decision making across the organisation. 	4

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Business Competencies

Integrated Thinking (Behavioural and Data) cont.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<p>4</p> <p>Strong</p>	<ul style="list-style-type: none"> • Uses their expertise in relation to behavioural information and data, to make a strong contribution to the executive team, the board, problem solving and decision-making processes. • Ensures that the power and benefits of all relevant information sources, is shared across the organisation and not restricted to marketing. • Will seek to influence the organisation's ICT and Research strategies, to ensure that the organisation has the technical capability to manage and mine big data and the ability to gather relevant information from key behavioural sources. 	<p>5</p>
<p>5</p> <p>Exceptional</p>	<ul style="list-style-type: none"> • Works with the board to drive the development of an effective insights' strategy across the organisation. Seeks to build a strong information / behavioural and analytics culture as a key driver for marketing and overall business performance. • Provides the overall vision in order to achieve board level commitment to an effective insights' strategy and the required commitment to embed the necessary culture for Integrated Thinking. • Provides clear leadership across the organisation and demonstrates the power of integrated thinking (of both behavioural and data) to drive effective problem solving and strategic decision making. 	<p>6 7</p>