

## 06

## Marketer Competencies

**Corporate Communications** (PR; Media Management; Corporate Reputation)

Ability to develop an effective corporate communications strategy, which ensures that there is clear two-way communication between the business and its key internal and external stakeholders. (These stakeholders could include: customers, potential customers, employees, suppliers, the wider community, government, the regulator and key industry /sector influencers.) Ensures that the strategy delivers clear and consistent messaging which is credible, authentic and consistent with the organisation's values and appropriate to our brand(s) personality. Ability to identify the most appropriate communications mix for each specific audience and to adjust the approach, based on a regular review of the strategy and audience feedback.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>Develops a good understanding of the key elements of corporate communication including overall strategy, media relations, crisis communications, internal communications, reputation management, corporate responsibility, and sometimes investor relations, and government affairs.</li> <li>Has developed good operational experience in successfully completing corporate communications campaigns and has the required energy, drive and resilience to overcome operational obstacles in delivering a successful business outcome.</li> <li>Works effectively with key internal stakeholders to achieve clear "buy in" and support for key corporate communications initiatives. Seeks to co-ordinate the efforts of the relevant functions within the organisation, to ensure that the strategy and specific campaigns achieve their overall business objectives.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>Develops a strong understanding of the corporate communications strategy and implementation plans and can make a strong contribution to developing effective communications campaigns.</li> <li>Ability to deliver highly successful corporate communications campaigns, which achieve their required objectives with regard to tone, impact, and the required audience response.</li> <li>Works successfully with internal stakeholders and external communications partners in order to develop highly effective campaigns.</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>Develops the required strategies to engage with key audiences, such as: employees through effective an effective internal communications strategy; the development of an authentic organisational voice with regard to corporate and social responsibility.</li> <li>Strong ability to identify quality external communications partners and a capacity to effectively brief partners and performance manage their outputs.</li> <li>Ensures that outputs from the corporate communications strategy are consistent in messaging or distinctive in messaging as required, to achieve specific communications objective. Ensures that strategy is closely aligned with the overall business and marketing strategies.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>Can deliver a comprehensive review of the corporate communications strategy, to ensure it is delivering on the required communications and business objectives.</li> <li>Works with the executive team, to promote the value of high impact corporate communications as a means of achieving communication goals and to ensure major reputational challenges are effectively managed.</li> <li>Builds the corporate communications expertise within the marketing function and across the organisation, by transferring skills and expertise to various teams and also by bringing in additional external talent, as required.</li> </ul>	<b>5</b>
<b>5</b> <b>Exceptional</b>	<ul style="list-style-type: none"> <li>Highly influential and can gain commitment from the board and the executive team, to provide the required resources to ensure an appropriate corporate communications strategy is in place.</li> <li>Makes the business case for corporate communications initiatives as a means of communicating the organisation's strategy and to foster good relationships with key stakeholders.</li> <li>Provides assurance to the board, that the organisation's approach to corporate communication provides a good return on investment and delivers the required business impact. Will also ensure that all corporate communications initiatives are authentic and reflect the organisation's values.</li> </ul>	<b>6 7</b>