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Marketer Competencies

Research (Analysis, Customer Insights)

Ability to use high quality customer, market information and analytics, to develop key customer and market insights. The use of such insights, to inform and guide overall business and marketing strategies. Capability to use relevant customer metrics such as, satisfaction, engagement and consumer behaviors, to evaluate the overall success of the marketing strategy and to guide new product development efforts.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
1 Basic	<ul style="list-style-type: none"> • Uses organisation's information systems and external customer and market information sources to develop customer, service and market insights. • Uses this information, insights and research to guide the marketing planning process, help to segment the market and to inform, customer promotional and brand communication. • Understands the range of metrics used to measure value and effectiveness. Can use analytics and tailored research, to review the effectiveness of key marketing activities. 	1 2
2 Developing	<ul style="list-style-type: none"> • Develops and implements an effective research strategy, which guides and directs the strategic marketing planning process and to inform business planning overall. • Commissions research from external agencies to address information gaps and provide the fullest picture possible. Reviews the performance of external research agencies to ensure that the research budget is deployed to best effect and has the required business impact. • Contributes to the marketing planning process, using high quality market and customer information, gleaned from analytics and key additional research inputs. 	3
3 Solid	<ul style="list-style-type: none"> • Leads the research strategy for the organisation and makes a significant contribution to the marketing and strategic planning processes. • Makes the business case to the executive team and the board to make the required investment in order to implement the agreed research strategy. • Highly influential and credible in providing customer and market insights to inform and improve the quality of decision making, across the organisation. 	4
4 Strong	<ul style="list-style-type: none"> • Expertise in research and makes a strong contribution to executive team and board, problem solving and decision-making processes. Ensures that the outputs from effective research is shared across the organisation and are not restricted to marketing. • Influences the organisation's ICT strategy, to ensure that the organisation has the ability to manage and mine big data. Uses this information to identify additional research needs or other information gaps. • Strongly supports the organisation's capacity to implement its research strategy. Ensures the overall strategy, meets the business's strategic information needs. 	5
5 Exceptional	<ul style="list-style-type: none"> • Works with the board to drive the development of a successful research strategy across the organisation. Seeks to build a strong information, analytics and research culture as a key driver of effective marketing and business planning. • Achieves board level commitment to an effective business planning strategy, underpinned by a strong approach to research, which delivers the required customer and market insights. • Provides clear leadership across the organisation and demonstrates the power of effective research to appropriately drive problem solving and strategic decision making. 	6 7