



Federal Democratic Republic of Ethiopia
OCCUPATIONAL STANDARD

COOPERATIVE MARKETING MANAGEMENT

NTQF Level V



*Ministry of Education
January 2018*

Introduction

Ethiopia has embarked on a process of reforming its TVET-System. Within the policies and strategies of the Ethiopian Government, technology transformation – by using international standards and international best practices as the basis, and, adopting, adapting and verifying them in the Ethiopian context – is a pivotal element. TVET is given an important role with regard to technology transfer. The new paradigm in the outcome-based TVET system is the orientation at the current and anticipated future demand of the economy and the labor market.

The Ethiopia Occupational Standard (EOS) is the core element of the Ethiopian National TVET-Strategy and an important factor within the context of the National TVET-Qualification Framework (NTQF). They are national Ethiopian standards, which define the occupational requirements and expected outcome related to a specific occupation without taking TVET delivery into account.

This document details the mandatory format, sequencing, wording and layout for the Ethiopia Occupational Standard which comprised of Units of Competence.

A Unit of Competence describes a distinct work activity. It is documented in a standard format that comprises:

- Occupational title and NTQF level
- Unit title
- Unit code
- Unit descriptor
- Element and Performance criteria
- Variables and Range statement
- Evidence guide

Together all the parts of a Unit of Competence guide the assessor in determining whether the candidate is competent.

The ensuing sections of this EOS document comprise a description of the occupation with all the key components of a Unit of Competence:

- Chart with an overview of all Units of Competence for the respective level including the Unit Codes and the Unit Titles
- Contents of each Unit of Competence (competence standard)
- Occupational map providing the TVET providers with information and important requirements to consider when designing training programs for this standards and for the individual, a career path

Page 1 of 76	Ministry of Education Copyright	Cooperative Marketing Management Ethiopian Occupational Standard	Version 1 January 2018
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UNIT OF COMPETENCE CHART

Occupational Standard: Cooperative Marketing Management		
Occupational Code: AGR CMM5		
<i>NTQF Level V</i>		
<p><u>AGR CMM5 01 0118</u> Apply Legal Principles of Cooperative</p>	<p><u>AGR CMM5 02 0118</u> Manage Market Research</p>	<p><u>AGR CMM5 03 0118</u> Develop Marketing Plan</p>
<p><u>AGR CMM5 04 0118</u> Manage Production of Cooperative</p>	<p><u>AGR CMM5 05 0118</u> Identify and Evaluate Marketing Opportunities</p>	<p><u>AGR CMM5 06 0118</u> Develop a Sales Strategy for Market Oriented Product</p>
<p><u>AGR CMM5 07 0118</u> Manage Supply and Distribution Chain in Cooperative</p>	<p><u>AGR CMM5 08 0118</u> Manage Value Chain for Agricultural Product</p>	<p><u>AGR CMM5 09 0118</u> Manage Export Market</p>
<p><u>AGR CMM5 10 0118</u> Manage Material Sustainment Operations in Marketing</p>	<p><u>AGR CMM5 11 0118</u> Lead and Manage a Sales Team</p>	<p><u>AGR CMM5 12 0118</u> Implement and Monitor Direct Marketing Activities</p>
<p><u>AGR CMM5 13 0118</u> Manage Knowledge Management System</p>	<p><u>AGR CMM5 14 0118</u> Manage Marketing Process in Cooperative</p>	<p><u>AGR CMM5 15 0118</u> Interpret Market Trends and Developments</p>
<p><u>AGR CMM5 16 0118</u> Manage Budgets and Financial Plans</p>	<p><u>AGR CMM5 17 0118</u> Manage Project Quality</p>	<p><u>AGR CMM5 18 0118</u> Capitalize Change and Creativity</p>
<p><u>AGR CMM5 19 0118</u> Manage Continuous Improvement Process (Kaizen)</p>		

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Apply Legal Principles of Cooperative
Unit Code	<u>AGR CMM5 01 0118</u>
Unit Descriptor	This unit describes the knowledge, skills and attitude required to research, analyse and apply legal principles to provide advice on cooperative law implications to clients/members.

Element	Performance Criteria
1. Research legal aspects of cooperatives law	1.1. Client's circumstances that require advice on contract or consumer, and cooperative law matters are identified 1.2. Cooperatives law and related legislation, regulation and practice are researched 1.3. Different types of relevant contract, cooperatives and consumer transactions are identified, and their legal context, establishment procedures and purpose clearly outlined 1.4. Legal principles applying to contract, cooperatives and consumer matters that are relevant to client circumstances are identified
2. Analyse legal issues and risks associated with operation of a business	2.1. Areas of risk in application of law in cooperatives law matters are identified 2.2. How legal issues impact on different types of business structures and legal entities is analysed 2.3. Relevance to client circumstances and implication of risks are evaluated for structure, operation and performance of different legal entities
3. Apply knowledge of contract and consumer laws to client circumstances	3.1. Client's available information is collected and collated for analysis 3.2. Available information is interpreted, analysed and processed to obtain required knowledge applicable to client's circumstances 3.3. Advice and guidance of specialist are sought, if required, to interpret, analyse and synthesise client and legal information 3.4. Advice is provided to clients based on their circumstances and relevant law
4. Maintain legal knowledge	4.1. Client's circumstances are reviewed and any changes in relevant aspects of cooperatives law applied

	<p>4.2. Relevant legal sources are reviewed regularly and any changes in daily work applied</p> <p>4.3. Systems are accessed and used for keeping up with changes and maintaining up-to-date knowledge about relevant legal aspects of cooperatives law</p>
5. Evaluate legal issues in cooperatives	<p>5.1. The appropriateness of legal documents is assessed for the cooperatives society advantages</p> <p>5.2. The relevancy of issues raised by cooperatives, members and other stakeholders is evaluated</p> <p>5.3. The relevancy of documents used by the cooperatives is appraised</p>

Variable	Range
Cooperative law	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Cooperative proclamation • Directives • By law and Internal by law
Legal documents	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Contract agreement • Memorandum of understanding • Purchase and sales order agreement

Evidence Guide	
Critical Aspects of Competence	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> • Research for any changes to, or new, legislative requirements in relation to contract or consumer law relevant to the client's circumstances • Apply current statute, common law and equitable principles in relation to contract and consumer laws that are relevant to the client's circumstances • Present a recommendation to the client after considering the client's circumstances and relevant aspects of contract and/or consumer laws.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • How laws are enacted and their underlying policy aims, and how those laws may be interpreted by existing common law and equitable rules, and apply to property laws • Cooperative legal concepts and scope of contract law with reference to: <ul style="list-style-type: none"> ➢ formation – agreement and intention to create legal relations ➢ formation – consideration, form, legality and capacity ➢ contents – express terms, exclusion clauses • Legal concepts and scope of consumer law <ul style="list-style-type: none"> ➢ misleading and deceptive conduct:

	➤ function of the Competition and Consumer Act
Underpinning Skills	<p>Demonstrate Skills to:</p> <ul style="list-style-type: none"> • Identify, plan and implement strategies to manage gaps in personal knowledge • Analyse complex documentation from a variety of sources & consolidates information relating to specific criteria to determine requirements • Prepare documents that are constructed logically, succinctly and accurately to express ideas and explore complex issues • Complete organisational documents and correspondence using clear language and correct spelling, grammar and terminology • Participate in verbal exchanges using active listening and questioning techniques to elicit information from others and to confirm understanding • Develop and implement strategies that ensure organisational policy, procedures and regulatory requirements are being met • Monitor and review the organisation's policy, procedures and adherence to legislative requirements to implement and manage change • Ensure knowledge of legislation and regulations is accurate, comprehensive and current to provide advice to others as required by role • Influence and foster a collaborative culture, facilitating a sense of commitment and workplace cohesion • Share knowledge, information and experience openly as an integral part of the working relationship • Develop plans to manage relatively complex routine and non-routine tasks with an awareness of how they might contribute to broader strategy and goals • Gather and analyse data and seeks feedback to improve plans and processes • Address complex problems involving multiple variables, using formal analytical and lateral thinking techniques, experience and knowledge to generate solutions • Use digital systems and technologies to enter, store or access information
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Manage Market Research
Unit Code	AGR CMM5 02 0118
Unit Descriptor	This unit covers the knowledge; skill and attitude to manage market research and reporting that information to the concerned body.

Element	Performance Criteria
1. Develop understanding of marketing research	1.1. Concepts of marketing research, data collection techniques and method are identified and applied. 1.2. Collected data are organized and ready to be analyzed following work procedure. 1.3. Data are made ready for interpretation and make decision
2. Identify market research needs	2.1. Role of market research is communicated in enterprise operations/cooperatives society to relevant personnel . 2.2. Contribution of market research is identified to enterprise/cooperatives marketing. 2.3. Enterprise planning and performance documentation are analysed to determine research needs. 2.4. Relevant personnel are consulted to determine research needs. 2.5. Statement of market research needs is developed.
3. Develop feasibility study	3.1. Feasibility study is conducted and analyzed. 3.2. Feasible business ideas are selected. 3.3. Recommend the project to be developed.
4. Summarize Data	4.1. Data are collected and organized based on pre set work order. 4.2. Information are analyzed and compiled according to financial activity procedures.
5. Report research information	5.1. Outcomes of analysis are reported to the appropriate body for interpretation. 5.2. Final result is presented to the appropriate body.

Variable	Range
Data-organization	May include, but not limited to: <ul style="list-style-type: none"> • Data classification, • Editing, • Entering, • Cleaning, • Summarizing • Analysis
Relevant personnel	May include, but not limited to: <ul style="list-style-type: none"> • Business owners • In-house, outsourced or otherwise contracted personnel • Management • Cooperatives union • Technology personnel

Evidence Guide	
Critical Aspects of Competence	A candidate must demonstrate the ability to: <ul style="list-style-type: none"> • Explain stapes in research work, • Demonstrate report writing activities.
Underpinning Knowledge and Attitudes	Demonstrate Knowledge of: <ul style="list-style-type: none"> • Basic knowledge in marketing and statistics, • Basic knowledge of research methodology.
Underpinning Skills	Demonstrate skills in: <ul style="list-style-type: none"> • Research methods • Reporting • Computer • Software application • Statistical analysis
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Develop Marketing Plan
Unit Code	AGR CMM5 03 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to research, develop and present marketing plan for cooperatives.

Element	Performance Criteria
1. Devise marketing strategies	<p>1.1. Marketing opportunity options that address organisational objectives, their risks and returns in the selection process are evaluated.</p> <p>1.2. Marketing strategies that address strengths and opportunities are developed within the organisation's projected capabilities and resources.</p> <p>1.3. Strategies which increase resources or organisational expertise are developed where gaps exist between current capability and marketing objectives.</p> <p>1.4. Feasible marketing strategies are developed and reasons that justify their selection communicated.</p> <p>1.5. Ensure strategies are aligned with organisation's strategic direction.</p> <p>1.6. A marketing performance review strategy is developed by incorporating appropriate marketing metrics to review the organisational performance against marketing objectives.</p>
2. Plan marketing tactics	<p>2.1. Tactics are detailed to implement each marketing strategy in terms of scheduling, costing, accountabilities and persons responsible.</p> <p>2.2. Coordination and monitoring mechanisms are identified for scheduled activities.</p> <p>2.3. Ensure tactics have been achieved within organisation's projected capabilities and budget.</p> <p>2.4. Ensure tactics have met legal and ethical requirements.</p> <p>2.5. Ensure tactics have been provided for ongoing review of performance against objectives and budgets and allow marketing targets to be adjusted if necessary.</p>

3. Prepare and present a marketing plan	<p>3.1. Ensure marketing plan have met organisational, as well as marketing, objectives and incorporates marketing approaches and a strategic marketing mix.</p> <p>3.2. Ensure marketing plan have contained a rationale for objectives and information that supports the choice of strategies and tactics.</p> <p>3.3. Marketing plan is presented for approval in the required format and timeframe.</p> <p>3.4. Marketing plan is adjusted in response to feedback from key stakeholders and disseminated for implementation within the required timeframe.</p>
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Variable	Range
Marketing	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Business-to-business marketing • Direct marketing • E-business • Ideas marketing • Marketing of goods • Public sector marketing • Services marketing • Telemarketing
Capabilities and resources	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Situational factors such as: <ul style="list-style-type: none"> ➤ 24-hour operation ➤ Age and life of business equipment ➤ Capacity of equipment relative to current output ➤ Communications ➤ Competence of staff relative to business needs ➤ Human and financial resources ➤ Industrial relations climate ➤ Level of technology ➤ Location/position ➤ Transport distribution channels • Intangibles such as: <ul style="list-style-type: none"> ➤ Brand ➤ 'Feel good' factor ➤ Image ➤ Perceived quality or value ➤ Service ➤ Social acceptability ➤ Style

Evidence Guide			
Critical Aspects of Competence	<p>A candidate must demonstrate the ability to:</p> <ul style="list-style-type: none"> • Devise, document and present a marketing plan 		
Page 9 of 76	Ministry of Education Copyright	Cooperative Marketing Management Ethiopian Occupational Standard	Version 1 January 2018

	<p>including:</p> <ul style="list-style-type: none"> ➤ Evaluation of marketing opportunity options ➤ Marketing strategies that utilise existing strengths and opportunities and develop resources and expertise as needed to meet objectives ➤ Marketing tactics that are legal, ethical, achievable and can be reviewed ➤ Costs, scheduling, responsibilities and accountabilities for tactics ➤ Strategic use of marketing approaches and marketing mix ➤ Rationale for objectives and chosen strategies and tactics ➤ Adjust marketing plan in response to feedback from key stakeholders and disseminate for implementation.
<p>Underpinning Knowledge and Attitudes</p>	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Own legal and ethical rights and responsibilities • Organizational structure, products and services and overall strategic and marketing objectives • Common marketing opportunity options including: • Strategic alliances and cooperative business models • New products or services to target specific markets • Greater market penetration with existing products or services • Take-over • New businesses and franchising • Other options relevant to the organization • Common marketing strategies and marketing approaches • Processes to ensure marketing strategies, approaches and marketing mix align to organization’s objectives and are legal, ethical and achievable • The legislative and regulatory context of the organization as relevant to the marketing plan.
<p>Underpinning Skills</p>	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • Access and read information from a range of sources and accurately analyses and evaluates complex information relating to the marketing process • Write by using a range of writing styles to articulate complex concepts and ideas • Revise and edit documents based on feedback • Use appropriate formats and grammatical structures to present information logically for different audiences • Communicate orally by using appropriate language and non-verbal features to explain and present information to a range of personnel

	<ul style="list-style-type: none"> • Use active listening and questioning to elicit feedback • Analyse and manage complex information relating to timelines, targets and budgets • Navigate the world of work to work autonomously making high level decisions to ensure organisational objectives and regulatory requirements are met • Interact with others to select and use appropriate conventions and protocols when communicating with diverse internal and external stakeholders to seek feedback or share information • Demonstrate sophisticated control over oral, visual and/or written formats, drawing on a range of communication practices to achieve goals • Get the work done to accept responsibility for planning and sequencing complex tasks and workload to meet timelines • Use problem-solving to process to identify key information and issues, evaluate alternative strategies, anticipate consequences and consider implementation issues and contingencies
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Manage Production of Cooperative
Unit Code	AGR CMM5 04 0118
Unit Descriptor	This unit encompasses a range of knowledge, skills and attitudes required to develop production plan and system, and analyzing performance in terms of sustainability and profitability.

Element	Performance Criteria
1. Develop strategic Production plan	<p>1.1. The cooperative organization's vision, mission, objectives and goals are understood and analyzed.</p> <p>1.2. Production goals are set and prioritized in line with organization's vision, mission, goals and objectives.</p> <p>1.3. Production system is identified analyzed and determined.</p> <p>1.4. Aggregate production plan is developed based on the resources availability estimated.</p> <p>1.5. Best and worst case production scenarios are estimated.</p> <p>1.6. Strategies for using existing, new or emerging technologies are developed and implemented where practicable to optimize business performance.</p> <p>1.7. Performance measures, operational targets and quality assurance issues are developed to conform to the business plan.</p> <p>1.8. The techniques of risk management are identified, analyzed and set preventive measures.</p> <p>1.9. Waste management techniques are set.</p>
2. Input procurement plan	<p>2.1. Resource requirement are identified, specified and requested for procurement.</p> <p>2.2. Sources of appropriate inputs are identified and analyzed based on organizational requirements.</p> <p>2.3. Selection of suppliers and resources acquirement are made.</p> <p>2.4. Transportation, storage and distribution (logistics issues) are managed.</p>

	<p>2.5. Resources are received and stored based on the specification.</p> <p>2.6. Preventative and reactive contingency plans are developed to minimize threats and maximize opportunities considering risk management techniques.</p>
3. Implement and control production plan	<p>3.1. The production plan is implemented.</p> <p>3.2. Monitoring and evaluation techniques are carried out.</p> <p>3.3. Waste management techniques are implemented.</p> <p>3.4. Feedback is reported and used.</p>

Variable	Range
Aggregate production	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> Actual/ total production estimates
Operational targets	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> Internal targets which may relate to size, quality, quantity And diversity, wages to sales, sales to area/stock Levels/stock turnover/average debtor payment periods And levels External targets which may relate to market share and Positioning and may involve exploring new markets, Building national or international trade links Staffing level and skills mix
Waste management	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> Byproducts during harvesting or production
Production plan	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> Operational plan, scheduling(input procurement planning) Implementation Monitoring and evaluation

Evidence Guide	
Critical Aspects of Competence	<p>A candidate must demonstrate the ability to:</p> <ul style="list-style-type: none"> Examine interactions between different sectors of enterprise and impact on production system Perform production plan Design contingency plan Performed risk assessment
Underpinning Knowledge and Attitudes	<p>Demonstrate Knowledge of:</p> <ul style="list-style-type: none"> Production planning Risk techniques Agronomic practices Input procurement system Material management

	<ul style="list-style-type: none"> • Waste management
Underpinning Skills	Demonstrate skills in: <ul style="list-style-type: none"> • Production planning skills • Basic computer skills and • Communication skills
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Identify and Evaluate Marketing Opportunities
Unit Code	<u>AGR CMM5 05 0118</u>
Unit Descriptor	This unit describes the knowledge, skills and attitude required to identify, evaluate and take advantage of marketing opportunities by analyzing market data, distinguishing the characteristics of possible markets and assessing the viability of changes to operations.

Element	Performance Criteria
1. Identify marketing opportunities	<p>1.1. Information on market and business needs is analyzed to identify marketing opportunities.</p> <p>1.2. Potential new markets are researched and opportunities are assessed to enter, shape or influence the market in terms of likely contribution to the business.</p> <p>1.3. Entrepreneurial, innovative approaches and creative ideas are explored for their potential business application, and developed into potential marketing opportunities.</p>
2. Investigate marketing opportunities	<p>2.1. Opportunities in terms of their likely fit are identified and analyzed with organizational goals and capabilities.</p> <p>2.2. Each opportunity is evaluated to determine its impact on current business and customer base.</p> <p>2.3. An assessment of external factors, costs, benefits, risks and opportunities is used to determine the financial viability of each marketing opportunity.</p> <p>2.4. Probable return on investment and potential competitors is determined.</p> <p>2.5. Marketing opportunities are described and ranked in terms of their viability and likely contribution to the business.</p>
3. Evaluate required changes to current operations	<p>3.1. Changes needed to current operations are identified and documented to take advantage of viable marketing opportunities.</p> <p>3.2. Organizational changes are ensured to service an increased or different customer base include provision</p>

	<p>for continued quality of service to existing customers.</p> <p>3.3. Resource requirements are estimated for changed operations.</p> <p>3.4. Viability of making changes is determined and communicated to current operations to key stakeholders.</p> <p>3.5. Newly identified marketing opportunities and required changes are documented.</p>
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Variable	Range
Information on market and business needs	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Comparative market information • Competitors' performance • Customer requirements • Legal and ethical requirements • Market share • Market trends and developments • New and emerging markets • Profitability • Sales figures
Marketing	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Business-to-business marketing • Direct marketing • Ideas marketing • Marketing of goods • Public sector marketing • Services marketing • Telemarketing
New markets	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • E-commerce • Export markets • Segments of the market not currently penetrated
Contribution to the business	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Effect on sales volume • Growth • Market share • Profitability
Evaluation	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Investigation of: <ul style="list-style-type: none"> ➢ Knockout factors ➢ Present value analysis ➢ Return on investment ➢ Scored criteria ➢ Weighted criteria

External factors	May include, but not limited to: <ul style="list-style-type: none"> • Codes of practice • Policies and guidelines • Regulations and Relevant legislation
Resource requirements	May include, but not limited to: <ul style="list-style-type: none"> • Additional staff • Distribution costs • Equipment • Production costs • Promotional costs • Research and development • Re-tooling • Staff training
Key stakeholders	May include, but not limited to: <ul style="list-style-type: none"> • Board of directors • Finance staff • Human resources staff • Managers • Marketing personnel • Owners • Production staff and supervisors

Evidence Guide	
Critical Aspects of Competence	A candidate must demonstrate the ability to: <ul style="list-style-type: none"> • Identify and evaluate marketing opportunities to determine whether they will meet organisational objectives, • Document how current business operations will need to be modified and what resources will be required to take advantage of newly identified and evaluated opportunities
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> • Key provisions of relevant legislation from all forms of government, codes of practice and national standards that may affect aspects of business operations such as: <ul style="list-style-type: none"> ➤ Anti-discrimination legislation and the principles of equal opportunity, equity and diversity ➤ Ethical principles ➤ Privacy laws ➤ Commercial laws • Organizational marketing plan, structure, products and services • Principles of marketing and the marketing mix • Statistical methods and techniques to evaluate marketing opportunities, including forecasting techniques

Underpinning Skills	<p>Demonstrate skills in:</p> <ul style="list-style-type: none"> • Communication - to relate to people from diverse backgrounds and people with diverse abilities • Literacy - to identify and interpret market information, to write in a range of styles for different audiences and to document outcomes and requirements • Numeracy - to calculate and evaluate financial information on new marketing options • Research and evaluation - to gain information on and interpret market trends to identify marketing opportunities
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Develop a Sales Strategy for Market Oriented Product
Unit Code	AGR CMM5 06 0118
Unit Descriptor	This unit covers the knowledge, skills and attitude to develop sales strategy for market oriented products and defines the standard required.

Element	Performance Criteria
1. Review existing sales plans	<p>1.1. Current market returns are reviewed against sales objectives for the property.</p> <p>1.2. Current performance data is analyzed and compared to relevant benchmark information.</p> <p>1.3. Trends and opportunities in respect to customer/cooperatives member requirements are identified.</p> <p>1.4. Current specifications for products and services are reviewed.</p>
2. Devise a sales strategy	<p>2.1. Range of market options for farm products and services are identified.</p> <p>2.2. Alternative market options are analysed for their profitability and feasibility consistent with sales objectives for property.</p> <p>2.3. Sales plan is developed identifying product specifications and quality assurance strategy, target market outlets, timing and volume of sales, and price risk management strategy.</p> <p>2.4. Available resource commitments and capacity are determined to implement the sales strategy.</p> <p>2.5. Contingency arrangements are defined to manage variations in production and market prices.</p>
3. Implement and review a sales strategy	<p>3.1. Sales are conducted according to the sales strategy and adjusted according to the contingency plan.</p> <p>3.2. Sales plan is reviewed and amended.</p>

Variable	Range
Performance data	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Accidents • Complaints

	<ul style="list-style-type: none"> • Coverage • Faults • Penetration • Production time and cost • Profitability • Sales • Share • Warranties
Rural products	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Any agricultural product • Any horticultural product.

Evidence Guide	
Critical Aspects of Competence	<p>A candidate Must demonstrate the ability to:</p> <ul style="list-style-type: none"> • Review current product sales against the marketing plan • Identify product specifications and quality assurance strategy, target market outlets, timing and volume of sales, and price risk management strategy. • Assess a range of options for selling rural products • Devise a sales strategy • Implement the sales strategy and review against targets in the marketing plan.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Potential market outlets • Customer specifications for products and services • Relevant information sources related to markets and market returns • Marketing and promotional planning targets • OHS legislation, codes of practice and enterprise requirements • Relevant commercial law and legislation.
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • Conduct research • Determine current market position • Review existing strategies and propose improvements • Check relevant business, industrial and legislative requirements • Define and obtain information for use in making effective decisions • Develop plans to implement sales strategies • Use literacy to fulfil job roles as required by the organisation. The level of skill may range from reading and understanding documentation to completion of written reports • Use oral communication to fulfil the job role as

	<p>specified by the organisation including questioning, active listening, asking for clarification, negotiating solutions and responding to a range of views</p> <ul style="list-style-type: none"> • Use numeracy to estimate, calculate and record complex workplace measures • Use interpersonal skills to work with others and relate to people from a range of cultural, social and religious backgrounds and with a range of physical and mental abilities.
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Manage Supply and Distribution Chain in Cooperative
Unit Code	AGR CMM5 07 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to manage a supply chain, including the relationships between cooperatives and its supply and demand partners along the chain.

Element	Performance Criteria
1. Implement demand driven supply chain management strategy	<p>1.1. Responsibility for supply chain management within the organisation is assigned in accordance with supply chain management strategy.</p> <p>1.2. Technology and software are accessed and organised for implementation of the supply chain management system within the requirements of the strategy and budgetary allocation.</p> <p>1.3. Policies and procedures are designed to guide business relations and operations in accordance with organisation strategy.</p> <p>1.4. Supporting business processes are designed or re-designed to assist in implementing organisation strategy.</p> <p>1.5. Support is provided to staff, customers and supply chain to assist in implementation of the organisation's supply chain management strategy.</p>
2. Manage supply chain	<p>2.1. Communication and information exchange with strategic partners and suppliers are managed in accordance with the supply chain management strategy.</p> <p>2.2. Supply chain organisations are facilitated and collaborated with to determine demand at each level of the supply chain in accordance with the supply chain management strategy.</p> <p>2.3. Sales and payments are managed in accordance with supply chain and risk management strategies, and legal and ethical requirements.</p> <p>2.4. Actions are implemented to build trust and foster a supply chain culture in accordance with the supply chain management strategy.</p> <p>2.5. Opportunities are identified to adjust policies and procedures to respond to the changing needs of</p>

	customers, supply chain and the organisation.
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3. Evaluate and improve supply chain effectiveness	<p>3.1. Demand chain management and supply chain management are monitored in accordance with the supply chain management strategy.</p> <p>3.2. Improvements in the effectiveness of the supply chain are reviewed and identified with each level of the supply chain, including staff and customers.</p> <p>3.3. Business data and reports of outcomes, budgets, timelines and forecasts are compared to actual performance.</p> <p>3.4. Technology performance is reviewed and recommendations are made for improvements to hardware, software and/or their use in accordance with strategy and budget.</p> <p>3.5. Feedback and evaluation results are used to plan and improve future supply chain management strategies.</p>
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Variable	Range
Supply chain management	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Over sight of material • Information • Human resource • Infrastructure • Finance
Legal	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Cooperative law • Police • Contractual agreement
Ethical requirement	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Organizational procedure • Organizational behavior • Rule/legal/coop law • Value of cooperative
Budget /financial plan	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Cash flow projections • Long-term budgets/plans • Operational plans • Short-term budgets/plans • Spread sheet-based financial projections • Targets or key performance indicators for production, productivity, wastage, sales, income and expenditure
Page 23 of 76	<p>Ministry of Education Copyright</p>
	<p>Cooperative Marketing Management Ethiopian Occupational Standard</p>
	<p>Version 1 January 2018</p>

Strategies management	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> To meet the needs of markets and to fulfill stakeholder expectations in future
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Evidence Guide	
Critical Aspects of Competence	<p>A candidate must demonstrate the ability to:</p> <ul style="list-style-type: none"> Implement a supply chain management strategy Manage a supply chain successfully Evaluate and formulate recommendations to improve supply chain management strategy.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> Identify key provisions of relevant legislation that affects purchasing and contracting operations Explain organisation policies and procedures related to: <ul style="list-style-type: none"> ➤ Business terms and conditions for purchasing, tendering and contracting ➤ Contracting and tendering ➤ Ethical behaviour ➤ Purchasing and Supply chain management Outline techniques to establish collaborative relationships.
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> Gather and analyse textual information from a range of sources and identifies relevant and key information to assist in the supply chain management process Design, develop and revise strategic documents appropriate to audience and context Use clear language and appropriate features to provide information to a variety of individuals Use active listening and questioning techniques to convey and clarify information Analyse and compare financial information to assist in managing, evaluating and improving the supply chain Contribute to organisation's strategic directions by developing and revising organisational policies and procedures Comply with all legal requirements relevant to own responsibilities and considers the implications of these when negotiating, planning and undertaking work Identify the requirements of important communication exchanges, selecting appropriate channels, format, tone and content to suit purpose and audience Collaborate with others to achieve joint outcomes, playing an active role in facilitating effective group interaction Develop plans to manage complex supply chain activities, with an awareness of how they contribute to

	<p>strategic goals</p> <ul style="list-style-type: none"> • Make a range of critical and non-critical decisions in relatively complex situations, taking a range of factors into account • Monitor outcomes of decisions, considering results from a range of perspectives, and identifying key concepts and principles that may be adaptable to future situations • Identify digital systems, devices and applications with potential to meet current or future needs
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Manage Value Chain for Agricultural Product
Unit Code	AGR CMM5 08 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to manage or further review a positive relationship with all value stream members so that they can work cooperatively to their mutual benefit and so delivers better value for the customer.

Element	Performance Criteria
1. Review relationship with value stream members	<p>1.1. Areas which could be improved are identified.</p> <p>1.2. Position of own organisation with regard to these areas is developed.</p> <p>1.3. Areas of interest (within relevant regulatory framework) is discussed with relevant value stream personnel and develop position of own organisation with regard to any issues raised.</p> <p>1.4. An agreed list of areas for action is developed.</p> <p>1.5. List is validated with own management.</p> <p>1.6. A framework is agreed for progressing agreed list.</p>
2. Manage changes	<p>2.1. Required actions are taken within own organisation to implement changes.</p> <p>2.2. Progress of changes is monitored within own organisation.</p> <p>2.3. Required actions are taken to ensure changes achieve their objective.</p> <p>2.4. Changes across value stream and their impacts are monitored.</p> <p>2.5. Appropriate assistance is provided to value stream members implementing agreed changes.</p>
3. Manage ongoing relationship with value stream members	<p>3.1. Regular review of value stream relationships is undertaken.</p> <p>3.2. Benefits obtained and costs incurred by value stream members are reviewed.</p> <p>3.3. Benefits obtained by customer/value stream as a whole are reviewed.</p> <p>3.4. Benefit/cost distributions and ratios are optimised</p>

	<p>across the value stream.</p> <p>3.5. Areas of mutual benefit are explored.</p> <p>3.6. Value stream synergies and conflicts are analysed.</p> <p>3.7. Approaches are developed to maximise customer/member of cooperatives benefit flowing from the value stream.</p>
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Variable	Range
Areas of interest	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> Commercial and contractual relationships with value stream members and include common regulatory and commercial frameworks
Changes	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> Be to plant, procedures or practice Arise from continuous improvement (or an improvement event/project) Have been intended to make an improvement or to implement new products, technology or systems Include the implementation of a change Changes do not include an engineering review of a major capital expenditure or similar review
Value stream	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> The value stream begins with the customer and includes all actions (both value-adding and non-value added) by both internal sections/departments and external organisations to meet a customer requirement. Depending on the operations and the customer requirement stages where value stream actions may occur include: <ul style="list-style-type: none"> Sales outlet/representative Information gathering, data analysis and research Product design Raw material sourcing Intermediate processing Final assembler/collation/preparation Support services (e.g. Accounting, finance and legal) Storage and delivery to customer After market support
Competitive systems and practices	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> Lean operations Agile operations Preventative and predictive maintenance approaches Monitoring and data gathering systems, such as Systems Control And Data Acquisition (SCADA) software, Enterprise Resource Planning (ERP) systems,

	<p>Materials Resource Planning (MRP) and proprietary systems</p> <ul style="list-style-type: none"> • Statistical process control systems, including six sigma and three sigma • Just in time (JIT), kanban and other pull-related operations control systems • Supply, value, and demand chain monitoring and analysis • 5s • Continuous improvement (kaizen) • Breakthrough improvement (kaizen blitz) • Cause/effect diagrams • Overall equipment effectiveness (OEE) • Take time • Process mapping • Problem solving • Run charts • Standard procedures • Current reality tree • Competitive systems and practices should be interpreted so as to take into account: <ul style="list-style-type: none"> • The stage of implementation of competitive systems and practices • The size of the enterprise • The work organisation, culture, regulatory environment and the industry sector
Codes of practice/standards	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Where reference is made to industry codes of practice, and/or Ethiopian/international standards, the latest version must be used
Health, Safety and Environment (HSE)	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • All changes implemented are expected to be at least neutral, or preferably beneficial, in their impact on HSE
Presentation of information	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Information may be presented in terms of graphs or other appropriate visual forms
Stakeholders	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Work team members, value stream members as well as other stakeholders
Results of change	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • An initial improvement followed by a return to previous performance • A change which has resulted in continued improvement • Continued detriment or other variations over time
Improvements	<p>May be to process, plant, products, procedures or practice include changes to ensure positive benefits are maintained</p>

Manager	May include, but not limited to any person who may have either a permanent or an ad hoc role in facilitating the function of multiple teams in a workplace, departments or entire organisations
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Evidence Guide	
Critical Aspects of Competence	<p>A candidate must demonstrate the ability to:</p> <ul style="list-style-type: none"> • Review value stream relationships and maximise the benefit flowing from them • Present and facilitate consensual improvements across the value stream • Evaluate the strengths and weaknesses of the value stream and its members • Facilitate and monitor changes along the value stream • Monitor changes and improvements against qualitative and quantitative indicators.
Underpinning Knowledge and Attitude	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Competitive systems and practices principles, processes and techniques • Organisational goals, operations, products and processes • Operations, products and processes of value stream members • Continuous improvement and workplace improvement processes and procedures • Approval processes within own organisation and value stream members • Cost/benefit analysis methods • Methods of determining the impact of a change • Communication methods across a variety of media and formats, including preparation of formal proposals and negotiations • Customer perception of value
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Analyse proposed and past changes to operations, products and processes within the value stream to determine if change adds or has added value to the customer • Make significant, high level, independent judgements on required improvements in the value stream • Demonstrate responsibility and broad-ranging accountability for decisions • Communicate and explain quantitative and qualitative concepts and data with representatives of the value stream across a range of numeracy and literacy levels • Analyze views and reasons put forward by others on past performance of the value stream and relating to

	<p>metrics and other evidence</p> <ul style="list-style-type: none"> • Prioritise value stream improvement proposals and related actions and justifying priorities to others • Negotiate with others using analysis of information, including past and proposed metrics and concepts, to achieve a consensus position • Analyze restrictions and non-conformances to root cause • Standardize processes along the value stream
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperatives Marketing Management Level V	
Unit Title	Manage Export Market
Unit Code	AGR CMM5 09 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to the processes of evaluating a product for export, developing an export market and implementing an export strategy and defines the standard to research.

Element	Performance Criteria
1. Evaluate export potential	<p>1.1. Competitive advantages and disadvantages for the proposed product are identified in respect to the products entry to overseas markets.</p> <p>1.2. Features of potential markets are analyzed in respect to cultural factors, quality requirements, government regulations and other economic, political and social factors.</p> <p>1.3. Business resources are analyzed for their appropriateness and capacity to contribute to the marketing effort.</p> <p>1.4. Available capital and time are identified for the development of the export plan.</p>
2. Develop export strategy	<p>2.1. Customer analysis is conducted and the market niche defined.</p> <p>2.2. Operational plan is developed to address the market mix.</p> <p>2.3. Budgets are prepared to address the investment required in the operational plan.</p> <p>2.4. Overseas visit is planned and conducted to confirm the target market and initiate negotiations.</p>
3. Implement export strategy	<p>3.1. Steps in an export transaction are identified and addressed.</p> <p>3.2. Documentation requirements <i>market for export</i> is identified and prepared.</p>

Variable	Range
Market for export	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Agricultural products and services

	<ul style="list-style-type: none"> • Horticultural products and services.
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Evidence Guide	
Critical Aspects of Competence	<p>A candidate must demonstrate the ability to:</p> <ul style="list-style-type: none"> • Research and analyse product knowledge • Establish market potential • Develop the export market strategy.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Sources of information in respect to export requirements • Requirements set out in standards, codes of practice, quality assurance (QA) processes and procedures • Marketing plan formats • Cash flow budgeting techniques • Sensitivity analysis and investment evaluation.
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • Evaluate export potential • Develop export strategy • Implement export strategy • Use literacy skills to fulfil job roles as required by the organisation. The level of skill may range from reading and understanding documentation to completion of written reports • Use oral communication language competence to fulfil the job role as specified by the organisation, including questioning, active listening, asking for clarification, negotiating solutions and responding to a range of views • Use numeracy to estimate, calculate and record complex workplace measures • Use interpersonal ability to work with others and relate to people from a range of cultural, social and religious backgrounds and with a range of physical and mental abilities.
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Manage Material Sustainment Operations in Marketing
Unit Code	AGR CMM5 10 0118
Unit Descriptor	This unit involves the knowledge, skills and attitude required to prepare materiel sustainment operations, manage those operations throughout the materiel life cycle and report on those operations in the cooperatives environment.

Element	Performance Criteria
1 Identify materiel sustainment management requirements	<p>1.1. Sources of information relevant to materiel sustainment are identified and obtained in accordance with organizational policy and procedures.</p> <p>1.2. Currency of information is reviewed and documented in accordance with organizational policy and procedures.</p> <p>1.3. Materiel sustainment management requirements are defined and documented in accordance with organizational policy and procedures.</p>
2 Develop materiel sustainment management operations	<p>2.1. Consultation with stakeholders is conducted in accordance with organizational policy and procedures.</p> <p>2.2. Materiel sustainment operations are developed and recorded taking into account materiel and/or materiel system in accordance with organizational policy and procedures.</p> <p>2.3. Key performance indicators are developed and documented in accordance with organizational policy and procedures.</p> <p>2.4. Costing analysis processes are developed and documented in accordance with organizational policy and procedures.</p>
3 Apply materiel sustainment management operations	<p>3.1. Materiel sustainment risks and impacts are identified, recorded and managed.</p> <p>3.2. Materiel sustainment procedures are applied in accordance with legislative requirements.</p> <p>3.3. Management operations are carried out in accordance with organizational policy and procedures.</p> <p>3.4. Failures and variances are documented, reported and managed in accordance with organizational policy and procedures.</p> <p>3.5. Participation and contribution to materiel sustainment activities are established and maintained.</p>

4 Review materiel sustainment operations	<p>4.1. Performance systems and processes are monitored and analysed to assess progress in achieving plans and targets.</p> <p>4.2. Systems, procedures and records associated with documenting performance are managed in accordance with the organization's requirements.</p> <p>4.3. Materiel sustainment operations are reviewed in accordance with organizational policy and procedures.</p> <p>4.4. Changes required are identified and prepared in accordance with organizational policy and procedures.</p> <p>4.5. Amendments to materiel sustainment operations are incorporated into plans and <i>promulgated</i> to relevant stakeholders, in accordance with organizational policy and procedures.</p>
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Variable	Range
Sources of information	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Conceptual documents • Contractors • Legislation • Managers • Peers • Plans • Policies • Publications • Reference material • Standards • Supervisors and Suppliers
Materiel sustainment	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • The management and provision of products and services needed to meet the preparedness and performance requirements of a materiel system from the time of acceptance into operational service until disposal at minimized life cycle cost. • Material sustainment may also be referred to as asset management and includes components of: sustainment management, engineering support, maintenance support, supply support and planning for disposal and/or carrying out end of life tasks
Organizational policy and procedures	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Ethiopian standards • International standards • Logistics support analysis • Organizational instructions and standards • Through life support

Stakeholders	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Member s /customers • Cooperatives • Capability manager • Contractors • Project managers • Regulators • Regulatory authorities • Subordinates • Supervisors • Suppliers • Team members
Materiel	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • All items (including ships, tanks, self-propelled weapon, aircraft etc. and related spares, repair parts and support equipment but excluding real property, installations and utilities) necessary to equip, operate, maintain and support designated activities without distinction as to its application for administrative or operational purposes
Key performance indicators	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Costs • Milestones • Production • Resources • Scheduling and Timings
Costing	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Labor • Life cycle costs • Money • Outlay of expenditure • Resources and Time
Promulgated	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Authorized • Documented • Endorsed • Issued and Published
Legislative requirements	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Regulations related to such matters as export and import licensing, taxes and duties • Relevant federal, state and local government legislation and regulations including certification requirements
Logistics support analysis	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Is the process for identifying and analyzing the functional supportability requirements consistent with the goals of the integrated logistic support program?

	<ul style="list-style-type: none"> Logistics support analysis also describes the process for the coordinated development of logistics related task data, and the processing of that data to define logistics resource requirements. Logistics support analysis defines the analytical process for the preparation for in-service support and disposal, and the interface with Supportability Assessments (Supportability Test and Evaluation)
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Evidence Guide	
Critical Aspects of Competence	<p>A candidate must demonstrate the ability to:</p> <ul style="list-style-type: none"> Identify and establish materiel sustainment operation processes Identify, acquire and adjust resources as necessary to ensure effective and efficient performance of the processes Initiate and efficiently monitor processes Initiate any remedial action required Competency should be demonstrated over time and should be observed in a range of actual or simulated work contexts
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> Codification and cataloguing processes Industrial base capability Legislative and regulatory environment as it pertains to materiel logistics, including environmental, sustainability issues Logistics governance Logistics support analysis principles and processes Management processes Materiel sustainment Organizational policy and procedures Organizational role relevant to materiel sustainment Performance measurement Product knowledge related to systems and/or equipment in service in the organization Safety, legislative and statutory requirements, including environmental, sustainability issues relevant to materiel sustainment
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> Apply materiel sustainment and project management knowledge to relevant materiel sustainment operations Consult and negotiate with stakeholders (both internal and external) and resolve any potential areas of conflict or concern to ensure that overall objectives are achieved

	<ul style="list-style-type: none"> • Demonstrate an understanding of the strategic objectives of the organization, and identify long-term factors and external considerations that need to be taken into consideration when managing materiel sustainment operations • Display resilience by continuing to move forward despite criticism or setbacks • Identify the relationship between organizational goals and Recognize how own work contributes to the achievement of those goals • Manage obsolescence by ensuring implications of obsolescence are taken into consideration, and determining and implementing an obsolescence management strategy in accordance with policy and procedures • Manage procurement activities occurring in the materiel sustainment environment • Undertake performance measurement to enable objectives to be measured against defined parameters • Undertake research and analysis to investigate internal and external factors that impact on the materiel sustainment program • Use appropriate information technology and software
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Lead and Manage a Sales Team
Unit Code	<u>AGR CMM5 11 0118</u>
Unit Descriptor	This unit describes the knowledge, skills and attitude required to plan, implement, direct and evaluate sales team activities.

Element	Performance Criteria
1. Plan sales operations	<p>1.1. Sales teams objectives are set.</p> <p>1.2. Sales plan and budget are prepared to support attainment of objectives.</p> <p>1.3. Objectives related to the nature of the sales operation which are consistent with marketing and sales strategies are developed.</p> <p>1.4. The size and structure of the sales team are determined.</p> <p>1.5. Sales team members are recruited, selected and inducted on an ongoing basis in accordance with job analysis and sales team objectives.</p> <p>1.6. Sales team members are provided with initial training using appropriate training methods.</p> <p>1.7. Sales team compensation methods and levels are established.</p> <p>1.8. Sales territories, sales targets and performance standards are established.</p>
2. Direct sales team	<p>2.1. Strategies are implemented to encourage, motivate and support sales team members.</p> <p>2.2. Sales team members are coached or mentored to facilitate attainment of sales targets.</p> <p>2.3. Client focused tactics are modelled for sales team members.</p> <p>2.4. Resources are allocated in accordance with organisational policies and procedures to support Attainment Of Sales Targets.</p> <p>2.5. Sales volume, conversion rate data and cross selling ratios are analysed to monitor sales performance.</p> <p>2.6. The ethical and social conduct of the sales team is monitored in accordance with legal requirements, professional expectations and organisational policy.</p>

3. Evaluate sales team performance	<p>3.1. Systems are established to evaluate sales effectiveness against performance standards.</p> <p>3.2. Sales team members' constructive feedback on their performance is offered.</p> <p>3.3. Superior sales team member performance is recognised and rewarded.</p> <p>3.4. Corrective action is taken where substandard' sales team member performance is identified.</p> <p>3.5. Sales team planning is adjusted in light of evaluation processes.</p>
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Variable	Range
Sales teams	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Full-time, part-time, casual or contract staff • People from a range of social, cultural and ethnic backgrounds • People with varying degrees of language and literacy levels
Territory	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Size, type and location of customers • Demographic parameters • Territory size, location and geographic spread • Account customers
Legislation requirements	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Equal Employment Opportunity (EEO) • Disciplinary procedures • Awards and agreements • Wages and conditions • Trade practices and fair trading acts • Environmental protection legislation • WHS requirements • Transport, storage and handling of goods • Pricing procedures • Privacy laws • Sale of second-hand goods
Reports	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Purchase requests and orders • Records of supplier performance • Competitor activities • Recalls • Product problems • Display disputes • Business customer requests • End consumer complaints

	<ul style="list-style-type: none"> • Sales contact history
Customer group	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • New or repeat contacts • External and internal contacts • Customers with routine or special requests • People from a range of social, cultural and ethnic backgrounds and with varying physical and mental abilities • End consumers • Business customers
Communicating	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Verbal • Individuals or groups • Formal or informal meetings • Written correspondence, memos • Email, fax, telephone
Territory coverage plan	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Relevant business policy and procedures • Relevant legislation and statutory requirements • Types of products and services provided • Size, type and location of business • Business merchandise range • Characteristics of the specific products or services • Customer demographics • Customer confidence and expectations
Resource requirements	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • People • Materials • Equipment and technology • Budget • Time • Training and development • Relevant information
Relevant personnel	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Supervisor and manager • Team members
Business policy and procedures	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Employee relations and staff development • Sale of products and services • Strategic planning and evaluation • Pricing
Reward and compensation packages	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Positive feedback presentation to junior colleagues, peers and management • Prizes • Certificates

	<ul style="list-style-type: none"> • Financial bonuses • Sales commissions • Positive reinforcement through articles on performance in newsletters
Reviewing	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Feedback • Performance • Forecasts

Evidence Guide	
Critical Aspects of Competence	<p>A candidate must demonstrate the ability to:</p> <ul style="list-style-type: none"> • Prepare action plans for sales teams based on achievable sales targets • Manage sales team resources and requirements to budget • Demonstrate ability to work with team leaders, staff and managers to achieve priority tasks and strategic responsibilities affecting sales teams • Manage sales teams to achieve market, product or service, and territory targets in accordance with business policy and relevant legislation • Review and report on sales team activity and feedback • Accurately and effectively communicate summary information from work outputs to senior and junior colleagues
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Principles and techniques of: <ul style="list-style-type: none"> ➢ Interpersonal communication ➢ Leadership ➢ Group facilitation ➢ Performance analysis and assessment ➢ Strategic and procedural development and implementation • Relevant performance indicators and requirements within: <ul style="list-style-type: none"> ➢ Sales plans ➢ Promotional plans ➢ Marketing plans ➢ Business plans ➢ Strategic plans ➢ Existing staff and associated sales team resources ➢ Industrial and employee relations • Work Health and Safety (WHS) aspects of job • Relevant commercial law and legislation
Underpinning Skills	<p>Demonstrates skills in:</p> <ul style="list-style-type: none"> • Interpersonal to: <ul style="list-style-type: none"> ➢ Manage sales team territory coverage

	<ul style="list-style-type: none"> ➤ Communicate pricing activity and adjustment or changes to relevant personnel ➤ Support and coordinate meetings, including making presentations, through clear and direct communication ➤ Ask questions to identify and confirm requirements ➤ Share information ➤ Give instructions ➤ Use language and concepts appropriate to cultural differences ➤ Use and interpret non-verbal communication • Numeracy to: <ul style="list-style-type: none"> ➤ Interpret and maintain data ➤ Review budgets and quotas ➤ Calculate costs and pricing arrangements • Leadership to supervise and delegate tasks to sales teams
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Implement and Monitor Direct Marketing Activities
Unit Code	AGR CMM5 12 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to implement, monitor and evaluate effectiveness of direct marketing activities in accordance with a cooperatives marketing plan.

Element	Performance Criteria
1. Allocate responsibilities for direct marketing activities	<p>1.1. Criteria for setting priorities for direct marketing activities is critically analysed in accordance with marketing plan and cooperatives direct marketing to requirement.</p> <p>1.2. Required resources are assembled to conduct direct marketing activities.</p> <p>1.3. Staff and suppliers are briefed on their budgets, timelines, roles and responsibilities.</p> <p>1.4. Forms are developed for conducting direct marketing activities and recording responses.</p>
2. Implement direct marketing activities	<p>2.1. Work on each campaign element is scheduled according to lead times required for different media and in accordance with marketing plan.</p> <p>2.2. Ensure staff and suppliers have met agreed production schedule and budget.</p> <p>2.3. Any likely variations in production budget are identified, raised with relevant persons as required, and approval is gained for variations.</p> <p>2.4. Provisions are made to cover promotion over performance.</p> <p>2.5. Direct marketing activities are implemented in accordance with direct marketing plan objectives.</p> <p>2.6. Ensure activities are implemented in accordance with legal and ethical requirements.</p>
3. Monitor direct marketing activities	<p>3.1. Responses are recorded at regular intervals throughout campaign.</p> <p>3.2. Evaluation criteria is identified and used to determine campaign effectiveness.</p> <p>3.3. Whether campaign is over performing is determined.</p> <p>3.4. New targets and procedures are implemented to capitalise on positive over performance.</p>

	3.5. Direct marketing activities are modified to extinguish no profitable over performance.
4. Determine continuous improvement opportunities	<p>4.1. Success indicators of direct marketing campaign are analysed.</p> <p>4.2. Campaign performance is documented in accordance with organisational reporting requirements.</p> <p>4.3. Team members are encouraged to identify and propose ways to improve campaign performance.</p> <p>4.4. Responsibilities for required improvements are determined, documented and assigned to future direct marketing campaigns.</p>

Variable	Range
Analysing critically	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Note all main ideas. • Research unfamiliar material. • Describe the work in your own words • Identify any appeals used • Evaluate how well the author conveyed meaning • Judgementally • Disapprovingly • Unsympathetically
Direct marketing	<p>May include but not include to:</p> <ul style="list-style-type: none"> • Door to door to selling • Without intermediary • Online selling • Direct to members • From procures to consumer • With interest of both Buyer and seller • Directly contacts the end-user. • Face-to-face selling, • Direct mail, • Kiosks, • Telemarketing,
Legal requirements	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Cooperative proclamation • Directives • By laws • Contract • Cooperative policy • Registration • Membership
Ethical requirements	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Be conscious of multiple roles

	<ul style="list-style-type: none"> • Follow informed-consent rules • Know federal and state cooperative law. • Think about data sharing before begins. • Tap into ethics resources • Value of cooperatives • Cooperatives general norm
Monitor	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Observed • Display • Screen • Maintain regular surveillance • Check /regulate/ the technical quality product

Evidence Guide	
Critical Aspects of Competence	<p>A candidate must demonstrate the ability to:</p> <ul style="list-style-type: none"> • Allocate responsibilities to team members and external suppliers for direct marketing campaign • Coordinate resources, tools and personnel required to implement direct marketing campaign in consultation with others, • Monitor and evaluate performance of direct marketing campaign.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • The concept and definition of cooperatives market • Key provisions of relevant legislation from all levels of government • Plays a lead role in situations requiring effective collaboration, that may of business operations, such as: <ul style="list-style-type: none"> ➢ Cooperatives principle ➢ Ethical value ➢ Codes of practice ➢ By- laws and Environmental issues • Organisational policies and procedures • Key provisions of relevant legislation, codes of practice and national standards affecting marketing operations • Software applications, such as database software, are used for in direct marketing activities. • Responsibility for addressing predictable and some less predictable problems in familiar work contexts
Underpinning Skills	<p>Demonstrate skills in:</p> <ul style="list-style-type: none"> • Literacy to read and understand a variety of texts; and to write, edit and proofread documents to ensure clarity of meaning, accuracy and consistency of information • Demonstrate excellent influencing and motivating • Research and data collection to monitor and evaluate commission market based how it identifying

	<ul style="list-style-type: none"> • Problem-solving to appropriately address identified the potential of cooperatives on commission based marketing
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Manage Knowledge Management System
Unit Code	AGR CMM5 13 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to organize learning to use knowledge management system and to manage cooperatives by use of the system.

Element	Performance Criteria
1. Organize learning to use information or knowledge management system	<p>1.1. Learning needs of relevant personnel and stakeholders are identified for input into, and use of, an information or knowledge management system.</p> <p>1.2. Human, financial and physical resources required are identified and secured for learning activities to use an information or knowledge management system.</p> <p>1.3. Learning activities are organized and facilitated.</p> <p>1.4. Use of the system is promoted and supported throughout the organization.</p> <p>1.5. Effectiveness of learning activities is monitored and documented.</p>
2. Manage use of information or knowledge management system	<p>2.1. Ensure implementation of policies and procedures for the information or knowledge management system are monitored for compliance, effectiveness and efficiency.</p> <p>2.2. Implementation issues and problems are addressed as they arise.</p> <p>2.3. Integration and alignment with data and information systems are monitored.</p> <p>2.4. Information on achievement of performance measures is collected.</p> <p>2.5. Contingencies such as system failure or technical difficulties are managed by accessing technical specialist help as required.</p>
3. Review use of information or knowledge management system	<p>3.1. Effectiveness of system is analysed and strengths and limitations of the system are reported.</p> <p>3.2. Business and operational plan are reviewed and how effectively the system is contributing to intended outcomes is determined.</p> <p>3.3. Recommendations are made for improvement to system, policy or work practices.</p>

Variable	Range
Relevant personnel	May include, but not limited to: <ul style="list-style-type: none"> • Managers, leaders, supervisors and coordinators • Owners/members and board of director or committee • Staff, team members and colleagues
Stakeholders	May include, but not limited to: <ul style="list-style-type: none"> • Clients and customers/member • Cooperatives society • Cooperatives union • Federal cooperatives agency • Employee representatives • Funding bodies • Industry, professional and trade associations • Regulatory bodies and authorities • Sponsors • Tenders, suppliers and contractors
Information or knowledge management	May be defined as: <ul style="list-style-type: none"> • Equipment, strategies, methods, activities and techniques used formally and informally by individuals and the organisation to identify, collect, organise, store, retrieve, analyse, share and draw on information and knowledge valuable to the work of the organisation
An information or knowledge management system	May include, but not limited to: <ul style="list-style-type: none"> • Comprises policies, protocols, procedures and practices to manage information or knowledge within the organisation and among relevant stakeholders
Learning activities	May include, but not limited to: <ul style="list-style-type: none"> • Coaching and mentoring programs • Help desks • Information sessions, briefings, workshops and training programs • Paper-based or electronic (including intranet) learning opportunities • Use of expert workers such as coaches and mentors to help other personnel use the system
Policies and procedures for the information or knowledge management system	May include, but not limited to: <ul style="list-style-type: none"> • Complying with legislative requirements (such as privacy, confidentiality and defamation requirements) and other policies and procedures • Content guidelines • Ensuring accuracy and relevance of knowledge input into the system • Mechanisms, formats and styles of input to system, including appropriate alternative formats for people with a disability • Permissions for input

	<ul style="list-style-type: none"> • Removing out-of-date, inaccurate and content that is no longer relevant • Selecting, maintaining and disposing of knowledge in the system • Sharing knowledge in the system
Performance measures	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Key performance indicators • Other systems and measures to enable assessment of how, when, where and why outcomes are being achieved • Performance objectives • Performance standards (including codes of conduct) • Qualitative or quantitative mechanisms to measure individual performance

Evidence Guide	
Critical Aspects of Competence	<p>A candidate must demonstrate the ability to:</p> <ul style="list-style-type: none"> • Analyze of the strengths and weaknesses of information or knowledge management system/s and evaluation of suitability for a particular work or organisational context • Analyze Knowledge of relevant legislation, codes of practice and national standards
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Legislation, codes of practice and national standards, for example: <ul style="list-style-type: none"> ➢ Privacy and confidentiality legislation ➢ Freedom of information legislation • Organisational policies and procedures, for example: <ul style="list-style-type: none"> ➢ Records management ➢ Information management ➢ Customer service ➢ Commercial confidentiality • Organizational operations, and existing data and information systems
Underpinning Skills	<p>Demonstrates skills in:</p> <ul style="list-style-type: none"> • Analytical and problem-solving to ensure the system is working in accordance with organisational expectations and to deal with contingencies • Technology to work with and manage the use of the information or knowledge management system
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning

Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.
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Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Manage Marketing Process in Cooperative
Unit Code	AGR CMM5 14 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to strategically manage the marketing process and marketing personnel within cooperatives society.

Element	Performance Criteria
1. Manage marketing performance	<p>1.1. Marketing effort is managed to ensure it is directed towards areas of greatest potential for the organisation.</p> <p>1.2. integration of marketing, promotional and sales activities are managed in accordance with strategic marketing objectives.</p> <p>1.3. Product, distribution, pricing and marketing communication policies are monitored according to market movements, marketing plan objectives and organisational requirements.</p> <p>1.4. Marketing metrics are used to monitor overall marketing progress against performance targets, ensuring activity, quality, cost, and time requirements are met.</p>
2. Manage marketing personnel	<p>2.1. Strategic marketing objectives are communicated across the organisation in ways suited to levels of knowledge, experience and specific needs of personnel.</p> <p>2.2. Roles, responsibilities and accountabilities of staff and contractors involved in all element of marketing effort are identified and agreed.</p> <p>2.3. Communication strategy is developed to ensure personnel responsible for each element in the marketing mix work together to meet organisation's marketing objectives.</p> <p>2.4. Mentoring, coaching and feedback are provided to support individuals and teams to achieve agreed objectives and use resources to the required standard.</p> <p>2.5. Individual and team performance is identified, and corrective action instigated promptly to safeguard marketing outcomes.</p>
3. Evaluate and improve strategic marketing performance	<p>3.1. Marketing outcomes are analysed, strategic objectives and marketing metrics reviewed, and revised if required.</p>

	<p>3.2. Successes and performance gaps are analysed by considering cause and effect, and used to improve strategic performance.</p> <p>3.3. Performance is analysed against targets for trends and new targets set.</p> <p>3.4. Changes in market phenomena are analysed, and their impact on strategic marketing objectives identified and documented.</p> <p>3.5. Review of marketing performance is documented against key performance indicators in accordance with organisational requirements.</p>
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Variable	Range
Organisational requirements	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Cooperatives Members agreement • Policies • Strategy • Contractual agreement • Financial and human capital directives • Marketing and purchase directives
Marketing metrics	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Market size • Market share • Market penetration • Installed base • Product usage • Customer attitudes • Brand awareness • Advertising awareness • Brand image • Customer satisfaction
Element of marketing effort	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Personal sales • Sales Promotion • Advertisement • Public relation
Marketing mix	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Product • Place • People • Promotion • Price • Package • Process and Position

Evidence Guide			
<p>Critical Aspects of Competence</p>	<p>A candidate must demonstrate the ability to:</p> <ul style="list-style-type: none"> • Actively reinforce own knowledge and skills by mentoring and coaching others • Access information from a range of sources and accurately interprets and analyses data relevant to marketing process • Prepare detailed documentation using appropriate terminology and format to convey clear messages to team members and relevant stakeholders • Participate in verbal exchanges using appropriate vocabulary and non-verbal features to articulate information • Use active listening and questioning to confirm understanding • Analyse and evaluate complex numeric information relating to budgets, targets and trend data • Monitor adherence to organisational policies and objectives • Consider own role for its contribution to broader goals of work environment • Collaborate with others to achieve joint outcomes, playing an active role in facilitating effective group interaction • Recognise importance of taking audience, purpose and contextual factors into account when making decisions about what to communicate with whom, why and how • Develop plans to manage relatively complex, non-routine tasks with an awareness of how they contribute to longer term operational and strategic goals • Make a range of critical and non-critical decision in relatively complex situations, taking a range of constraints into account • Recognise and address some unfamiliar problems of increasing complexity within own scope • Support new ideas on the basis of their contribution to achievement of broader goals 		
<p>Underpinning Knowledge and Attitudes</p>	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Economic, social and industry directions, trends and practices • Different organisational structures, roles, responsibilities and policies • Own/relevant industry product and service knowledge • Principles of marketing, strategic analysis and strategic management • Statistical and data evaluation techniques to measure marketing performance. 		
<p>Page 53 of 76</p>	<p>Ministry of Education Copyright</p>	<p>Cooperative Marketing Management Ethiopian Occupational Standard</p>	<p>Version 1 January 2018</p>

Underpinning Skills	<p>Demonstrate skills to :</p> <ul style="list-style-type: none"> • Monitor marketing performance across an organisation by comparing performance against key performance indicators • Communicate marketing objectives to relevant personnel in accordance with organisation requirements • Provide feedback, mentoring and coaching to staff • Capitalise on over-performance or minimise under performances against marketing objectives.
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Interpret Market Trends and Developments
Unit Code	<u>AGR CMM5 15 0118</u>
Unit Descriptor	This unit describes the knowledge, skills and attitude required to conduct an analysis of market data in order to determine organizational and competitor business performance, and to prepare market and business forecasts that assist in targeting marketing activities and in drawing up a marketing plan.

Element	Performance Criteria
1. Interpret trends and market developments	<p>1.1. Statistical analysis of market data is used to interpret market trends and developments.</p> <p>1.2. Market trends and developments are analyzed for their potential impact on the business.</p> <p>1.3. Measures of central tendency or dispersion and correlations between sets of data are used for quantitative interpretation of comparative market data.</p> <p>1.4. Qualitative analysis of comparative market information is performed as a basis for reviewing business performance.</p> <p>1.5. The market performance of existing and potential competitors and their products or services are analyzed, to identify potential opportunities or threats.</p>
2. Analyse qualitative results	<p>2.1. Performance data is analyzed from all areas of the business to determine success of marketing activities.</p> <p>2.2. Over-performing and under-performing products and services to be considered are identified for redevelopment or withdrawal.</p> <p>2.3. Existing and emerging market needs are forecasted based on information available using forecasting techniques.</p>
3. Report on market data	<p>3.1. Data is prepared, plotted and interpreted for visual presentation.</p> <p>3.2. Visual presentation is assessed for potential problems, and any necessary corrective action is taken.</p> <p>3.3. Analysis of market data is reported to meet organizational requirements in terms of content, format, level of detail and scheduling.</p>

Variable	Range
Statistical analysis	May include, but not limited to:

	<ul style="list-style-type: none"> • Conversion rate of leads to sales • Measures of central tendency particularly for such things as: <ul style="list-style-type: none"> ➤ Average order value ➤ Average response rate • Measures of dispersion • Nature and degree of relationship between variables • Net response rate • Normal distribution probability curve • Sampling • Time series analysis such as: <ul style="list-style-type: none"> ➤ Speed of response curve ➤ Recent or frequency grids ➤ Lifetime value of customers ➤ Net present value of customers
Data	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Charts • Curves • Graphs • Spreadsheets
Market trends and developments	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Changes in technology • Changes in supplier prices • Demographic trends • Ecological and environmental trends • Economic trends (local, regional, national, international) • Government activities e.g. Interest rates, deregulation • Industrial trends • Penetration of new technologies • Social and cultural factors • Customer needs
Measures of central tendency or dispersion and correlations	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Cross-tabulations for grouped or ungrouped data • Mean • Median • Mode
Sets of data	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Geo-demographic segmentations available from proprietary suppliers • Segmentation by customer lists such as: <ul style="list-style-type: none"> ➤ Average order value by units or birr ➤ Geography ➤ Lifetime value by units, birr and transactions ➤ Recent and frequency or response/purchase • Segmentation of the prospect list by: <ul style="list-style-type: none"> ➤ Demographic match with customers

	<ul style="list-style-type: none"> ➤ Geographic match with customers ➤ Psychographic match with customers 		
Comparative market information	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Best practice information • Books and articles, including: <ul style="list-style-type: none"> ➤ Academic ➤ Business ➤ General ➤ Cooperatives members ➤ Industry • Brochures • Direct mail packages • Documentaries and interviews on broadcast media • Inter-firm comparison data • International benchmarking • Internet • Public or proprietary research • Speeches 		
Performance of existing and potential competitors	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Comparisons about: <ul style="list-style-type: none"> ➤ Corporate share price ➤ Market share ➤ Number of customers ➤ Profitability ➤ Sales in units or berr 		
Opportunities	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Alliances • Cooperative ventures • Exports • Extending, expanding or otherwise changing an existing business through: <ul style="list-style-type: none"> ➤ Increasing customer numbers ➤ Increasing average order value ➤ Increasing lifetime value of the customer ➤ Reducing costs of marketing ➤ Improving current products/services ➤ Developing new distribution channels • Franchising • Joint ventures • New products or services for existing markets • New products or services for new markets • Potential for greater penetration of existing markets with existing products or services • Strategic alliances 		
Threats	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • New competitor entering the market • New products or services being launched by existing 		
Page 57 of 76	Ministry of Education Copyright	Cooperative Marketing Management Ethiopian Occupational Standard	Version 1 January 2018

	<p>competitors</p> <ul style="list-style-type: none"> • Increased number of inactive customers resulting in reduced average lifetime • Reduced average order value resulting in reduced average lifetime value
Forecasting techniques	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Delphi techniques • Model building • Projection • Scenario planning • Surveys of intentions • Top-down forecasting bottom-up forecasting

Evidence Guide	
Critical Aspects of Competence	<p>A candidate must demonstrate the ability in:</p> <ul style="list-style-type: none"> • Applying a range of statistical techniques to analyse market trends and developments, current marketing performance and comparative market information • Documenting analysis of market data including visual presentation of findings.
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Economic, social, and industry directions and trends • Key provisions of relevant legislation from all forms of government, codes of practice and national standards that may affect aspects of business operations such as: <ul style="list-style-type: none"> ➢ Anti-discrimination legislation ➢ Consumer laws including appropriate state legislation ➢ Ethical principles ➢ Commercial laws ➢ Cooperatives law and legal document • Software applications especially spreadsheets and statistical packages, and use of the internet • Statistical methods and techniques, and reporting formats
Underpinning Skills	<p>Demonstrate skills in:</p> <ul style="list-style-type: none"> • Facilitation and presentation to present statistical findings • Literacy to prepare reports containing complex ideas and concepts • Numeracy to use a range of statistical analysis techniques and elementary probability
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/Written Test

	<ul style="list-style-type: none">• Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Manage Budgets and Financial Plans
Unit Code	AGR CMM5 16 0118
Unit Descriptor	This unit describes the knowledge, skills and attitude required to undertake financial management within a work team in cooperatives.

Element	Performance Criteria
1. Plan financial management approaches	<p>1.1. Budget/financial plans are accessed for the work team.</p> <p>1.2. Budget/financial plans with relevant personnel are clarified within the organization to ensure that documented outcomes are achievable, accurate and comprehensible.</p> <p>1.3. Any changes required to be made are negotiated to budget/financial plans with relevant personnel within the organization.</p> <p>1.4. Contingency plans are prepared in the event that initial plans need to be varied.</p>
2. Implement financial management approaches	<p>2.1. Relevant details of the agreed budget/financial plans are disseminated to team members.</p> <p>2.2. Support is provided to ensure that team members can competently perform required roles associated with the management of finances.</p> <p>2.3. Resources and systems are determined and accessed to manage financial management processes within the work team.</p>
3. Monitor and control finances	<p>3.1. Processes are implemented to monitor actual expenditure and to control costs across the work team.</p> <p>3.2. Monitor expenditure and costs on an agreed cyclical basis to identify cost variations and expenditure overruns.</p> <p>3.3. Contingency plans are implemented, monitored and modified as required to maintain financial objectives.</p> <p>3.4. Budget and expenditure are reported in accordance with organizational protocols.</p>
4. Review and evaluate financial management processes	<p>4.1. Data and information on the effectiveness of financial management processes are collected and collated for analysis within the work team.</p>

	<p>4.2. Data and information on the effectiveness of financial management processes are analyzed within the work team and any improvements to existing processes are identified, documented and recommended.</p> <p>4.3. Agreed improvements are implemented and monitored in line with financial objectives of the work team and the organization.</p>
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Variable	Range
Budget/Financial plans	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Cash flow projections • Long-term budgets/plans • Operational plans • Short-term budgets/plans • Spreadsheet-based financial projections • Targets or key performance indicators for production, productivity, wastage, sales, income and expenditure
Relevant personnel	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Financial managers, accountants or financial controllers • Supervisors, other frontline managers
Contingency plans	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Contracting out or outsourcing human resources and other functions or tasks • Diversification of outcomes • Finding cheaper or lower quality raw materials and consumables • Increasing sales or production • Recycling and re-using • Rental, hire purchase or alternative means of procurement of required materials, equipment and stock • Restructuring of organisation to reduce labour costs • Risk identification, assessment and management processes • Seeking further funding • Strategies for reducing costs, wastage, stock or consumables • Succession planning
Support	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Access to specialist advice • Documentation of procedures • Help desk or identified experts within the organisation • Information briefings or sessions • Intranet-based information • Training including mentoring, coaching and shadowing
Required roles	<p>May include, but not limited to:</p>

	<ul style="list-style-type: none"> • Arranging for use of corporate credit cards • Banking • Debt collection • Ensuring security, accuracy and currency of financial operations • Invoicing clients, customers and consumers • Maintaining journals, ledgers and other record keeping systems • Maintaining petty cash system • Purchasing and procurement • Wages and salaries payments and record keeping 		
Resources and systems	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Hardware and software • Human, physical or financial resources • Record keeping systems (electronic and paper-based) • Specialist advice or support 		
Processes	<p>May include, but not limited to reporting of:</p> <ul style="list-style-type: none"> • Assets • Consumables • Equipment • Expenditure • Income • Stock • Wastage 		
Reporting	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Bank statements • Credit card statements • Financial reports • Invoices and receipts • Ledgers and journals • Logs • Petty cash records • Spreadsheet-based records 		
Data and information on the effectiveness of financial management processes	<p>May include records (paper-based and electronic) related to:</p> <ul style="list-style-type: none"> • Bank account records • Cash flow data • Contracts • Credit card receipts • Employee timesheets • Files of paid purchase and service invoices • Income and expenditure • Insurance reports • Invoices • Job costing • Petty cash receipts 		
Page 62 of 76	Ministry of Education Copyright	Cooperative Marketing Management Ethiopian Occupational Standard	Version 1 January 2018

	<ul style="list-style-type: none"> • Quotations • Taxation records • Wages/salaries books
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Evidence Guide	
Critical Aspects of Competence	<p>A candidate must demonstrate the ability to:</p> <ul style="list-style-type: none"> • Financial skills required to work with and interpret budgets, ageing summaries, cash flow, petty cash, goods and services tax, and profit and loss statements • Knowledge of the record keeping requirements for the revenues and customs authority and for auditing purposes
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Basic accounting principles • Organisational requirements related to financial management • Relevant legislation and current requirements of the revenues and customs authority, including goods and services tax • Requirements for organisational record keeping and auditing • Principles and techniques involved in: <ul style="list-style-type: none"> ➢ Budgeting ➢ Cash flows ➢ Electronic spreadsheets ➢ Goods and services tax ➢ Ledgers and financial statements ➢ Profit and loss statements
Underpinning Skills	<p>Demonstrates skills in:</p> <ul style="list-style-type: none"> • Numeracy to read and understand a budget and to update a budget • Technology to use software associated with financial record keeping
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Manage Project Quality
Unit Code	AGR CMM5 17 0118
Unit Descriptor	This unit specifies the outcomes required to manage quality within projects. It covers determining quality requirements, implementing quality assurance processes, and using review and evaluation to make quality improvements in current and future projects.

Element	Performance Criteria
1. Determine quality requirements	<p>1.1. Quality objectives, standards and levels are determined, with input from stakeholders and guidance of a higher project authority, to establish the basis for quality outcomes and a quality management plan.</p> <p>1.2. Established quality management methods, techniques and tools are selected and used to determine preferred mix of quality, capability, cost and time.</p> <p>1.3. Quality criteria are identified, agreed with a higher project authority and communicated to stakeholders to ensure clarity of understanding and achievement of quality and overall project objectives.</p> <p>1.4. Agreed quality requirements are included in the project plan and implemented as basis for performance measurement.</p>
2. Implement quality assurance	<p>2.1. Results of project activities and product performance are measured and documented throughout the project life cycle to determine compliance with agreed quality standards.</p> <p>2.2. Causes of unsatisfactory results are identified, in consultation with the client, and appropriate actions are recommended to a higher project authority to enable continuous improvement in quality outcomes.</p> <p>2.3. Inspections of quality processes and quality control results are conducted to determine compliance of quality standards to overall quality objectives.</p> <p>2.4. A quality management system is maintained to enable effective recording and communication of quality issues and outcomes to a higher project authority and stakeholders.</p>
3. Implement project quality improvements	<p>3.1. Processes are reviewed and agreed changes implemented continually throughout the project life cycle to ensure continuous improvement to quality.</p>

	<p>3.2. Project outcomes are reviewed against performance criteria to determine the effectiveness of quality management processes and procedures.</p> <p>3.3. Lessons learned and recommended improvements are identified, documented and passed to a higher project authority for application in future projects.</p>
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Variable	Range
Quality objectives	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Requirements from the client and other stakeholders • Requirements from a higher project authority • Negotiated trade-offs between cost, schedule and performance • Those quality aspects which may impact on customer satisfaction
Quality management plan	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Established processes • Authorizations and responsibilities for quality control • Quality assurance and continuous improvement
Quality management methods, techniques and tools	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Brainstorming • Benchmarking • Charting processes • Ranking candidates • Defining control • Undertaking benefit/cost analysis • Processes that limit and/or indicate variation • Control charts • Flowcharts • Histograms • Pareto charts • Scatter gram and Run charts
Quality control	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Monitoring conformance with specifications • Recommending ways to eliminate causes of unsatisfactory • Performance of products or processes • Monitoring of regular inspections by internal or external agents
Improvements	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Formal practices, such as total quality management or continuous improvement • Improvement by less formal processes which enhance both the product quality and processes of the project, for example client surveys to determine client satisfaction with project team performance

Evidence Guide			
Critical Aspects of Competence	Demonstrates skills and knowledge in: <ul style="list-style-type: none"> • Lists of quality objectives, standards, levels and measurement criteria • Records of inspections, recommended rectification actions and quality outcomes • Management of quality management system and quality management plans • Application of quality control, quality assurance and continuous improvement processes • Records of quality reviews • Lists of lessons learned and recommended improvements • How quality requirements and outcomes were determined for projects • How quality tools were selected for use in projects • How team members were managed throughout projects with respect to quality within the project • How quality was managed throughout projects • How problems and issues with respect to quality and arising during projects were identified and addressed • How projects were reviewed with respect to quality management • How improvements to quality management of projects have been acted upon 		
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: <ul style="list-style-type: none"> • The principles of project quality management and their application • Acceptance of responsibilities for project quality management • Use of quality management systems and standards • The place of quality management in the context of the project life cycle • Appropriate project quality management methodologies; and their capabilities, limitations, applicability and contribution to project outcomes • Attributes: <ul style="list-style-type: none"> ➢ Analytical ➢ Attention to detail ➢ Able to maintain an overview ➢ Communicative and positive leadership 		
Underpinning Skills	Demonstrate skills of: <ul style="list-style-type: none"> • Ability to relate to people from a range of social, cultural and ethnic backgrounds, and physical and mental abilities • Project and quality management 		
Page 66 of 76	Ministry of Education Copyright	Cooperative Marketing Management Ethiopian Occupational Standard	Version 1 January 2018

	<ul style="list-style-type: none"> • Planning and organizing • Communication and negotiation • Problem-solving • Leadership and personnel management • Monitoring and review skills
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Capitalize Change and Creativity
Unit Code	AGR CMM5 18 0118
Unit Descriptor	This unit specifies the outcomes required to plan and manage the introduction and facilitation of change; particular emphasis is on the development of creative and flexible approaches, and on managing emerging opportunities and challenges.

Element	Performance Criteria
1. Participate in planning the introduction and facilitation of change	<p>1.1. Concept, nature importance and objective of change are understood.</p> <p>1.2. Steps tools and approaches of changes are planned and made in consultation with appropriate stakeholders.</p> <p>1.3. The relationship among innovation, quality, change and cost is understood.</p> <p>1.4. Environments that facilitate the expedition of change are understood.</p> <p>1.5. Change resistance reducing techniques are identified and implemented.</p>
2. Manage growth and transition of business	<p>2.1. Needs for growth are identified.</p> <p>2.2. Growth strategies are identified.</p> <p>2.3. Selected growth strategies are implemented.</p>
2 Develop creative and flexible approaches and solutions	<p>3.1. Concepts, types and nature of problem are understood.</p> <p>3.2. Variety of problem solving techniques and approaches are identified and analyzed to manage workplace issues.</p> <p>3.3. Risks are identified and assessed, and action initiated to manage these to achieve a recognized benefit or advantage to the organization.</p> <p>3.4. Workplace is managed in a way which promotes the development of innovative approaches and outcomes.</p> <p>3.5. Creative and responsive approaches to resource management are used to improve productivity and services, and/or reduce costs.</p>
3 Manage emerging challenges and opportunities	<p>3.1. Future challenges and opportunities are identified in reference to global business situation</p> <p>3.2. The role of technology and its value additions are explained.</p> <p>3.3. Technology and innovation based system is introduced and implemented</p>

	<p>3.4. Individuals and teams are supported to respond effectively and efficiently to changes in the organization's goals, plans and priorities.</p> <p>3.5. Coaching and mentoring are made to assist individuals and teams to develop competencies to handle change efficiently and effectively.</p> <p>3.6. Opportunities are identified and taken as appropriate to make adjustments and respond to the changing needs of customers and the organization.</p> <p>3.7. Information needs of individuals and teams are anticipated and facilitated as part of change implementation and management.</p> <p>3.8. Recommendations are identified, evaluated and negotiated for improving the methods to manage change with appropriate individuals and groups.</p>
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Variables	Range
Appropriate stakeholders	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Organization directors and other relevant managers • Teams and individual employees who are both directly and indirectly involved in the proposed change • Union/employee representatives or groups • OHS committees • Other people with specialist responsibilities • External stakeholders where appropriate - such as clients, suppliers, industry associations, regulatory and licensing agencies
Change resistance reducing techniques	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Education and communication • Participation and involvement • Facilitation and support • Negotiation and agreement • Manipulation and cooptation • Explicit and implicit coercion
Needs for growth	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Survival • Economies of scale • Expansion of market • Owners mandate • Technology • Government policy and Self sufficiency
Growth Strategies	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Franchising • Outsourcing • Sub-contracting and Merging

Risks	May include financial and non-financial risks
Information needs	May include, but not limited to: <ul style="list-style-type: none"> • New and emerging workplace issues • Implications for current work roles and practices including training and development • Changes relative to workplace legislation, such as OHS, workplace data such as productivity, inputs/outputs and future projections • Planning documents • Reports • Market trend data • Scenario plans and customer/competitor data

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge to: <ul style="list-style-type: none"> • Participate in planning the introduction and facilitation of change • Manage growth and transition of business • Develop creative and flexible approaches and solutions • Manage emerging challenges and opportunities
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> • Relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination • Growth strategies • The principles and techniques involved in: <ul style="list-style-type: none"> ➢ Change and innovation management ➢ Development of strategies and procedures to implement and facilitate change and innovation • Use of risk management strategies: <ul style="list-style-type: none"> ➢ Identifying hazards, ➢ Assessing risks and implementing risk control measures ➢ Problem identification and resolution ➢ Leadership and mentoring techniques ➢ Management of quality customer service delivery ➢ Consultation and communication techniques ➢ Record keeping and management methods ➢ The sources of change and how they impact ➢ Factors which lead/cause resistance to change ➢ Approaches to managing workplace issues
Underpinning Skills	Demonstrate skills on: <ul style="list-style-type: none"> • Communication, • Planning, • Managing and team works

Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Cooperative Marketing Management Level V	
Unit Title	Manage Continuous Improvement Process (Kaizen)
Unit Code	AGR CMM5 19 0118
Unit Descriptor	This unit describes the performance, outcomes, knowledge, attitude and skills required to sustain and develop an environment in which continuous improvement, innovation and learning are promoted, rewarded and managed.

Element	Performance Criteria
1. Diagnose the current status.	1.1. Parameters used for study current situation are obtained. 1.2. Internal and external environment is analyzed. 1.3. Problems related to targeted environment is recognized and identified. 1.4. Problems regarding to current situation are analyzed. 1.5. Alternatives are generated. 1.6. Best alternatives are selected.
2. Design an effective continuous improvement process (kaizen).	2.1. The values, mission and goals of kaizen management system are clarified. 2.2. The kaizen management template and a visual management logo full of purpose and meaning are developed. 2.3. A clear action strategy (master and detailed plans) is defined. 2.4. The most effective and proven kaizen tools are chosen and applied. 2.5. A practical way is identified to involve all employees in Gemba activities (top, middle and bottom).
3. Develop change capability.	3. 1. Kaizen Promotion Team Structure is developed. 3. 2. The Kaizen Training Plan is defined and started. 3. 3. Supervisors' kaizen capability and habits are developed. 3. 4. Key people are developed in terms of individual leadership capability .
4. Implement improved processes.	4.1. Sustainability/continuous improvement are promoted as an essential part of doing business. 4.2. Impacts of change and consequences are addressed for people, and transition plans implemented. 4.3. Objectives, time frames, measures and communication plans are ensured in place to manage implementation.

	<p>4.4. Contingency plans are implemented in the event of non-performance.</p> <p>4.5. Failure is followed-up by prompt investigation and analysis of causes.</p> <p>4.6. Emerging challenges and opportunities are managed effectively.</p> <p>4.7. Continuous improvement systems and processes are evaluated regularly.</p> <p>4.8. Improvements are communicated to all relevant groups and individuals.</p> <p>4.9. Opportunities are explored for further development of value stream improvement processes.</p>
5. Establish direction and control.	<p>5.1. A system audit tool is defined and implemented.</p> <p>5.2. The kaizen management system is deployed across all company levels and functions.</p> <p>5.3. Results are checked and corrections made.</p> <p>5.4. Standard operating procedures are developed and maintained.</p> <p>5.5. The recruit, training and evaluation systems are improved and HR practices compensated.</p>

Variables	Range
Parameters	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Working condition • Resources May Include, but not limited to: <ul style="list-style-type: none"> ➢ Human ➢ Material and Machine • Kaizen Element
Kaizen management template	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Visual management board for: <ul style="list-style-type: none"> ➢ Displaying characteristic figures, data and graphics ➢ Depicting and controlling processes ➢ Identifying and marking sources of risks, setting and standards ➢ Displaying company's values and goals of kaizen
Kaizen tools	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • 5S (a visual workplace management) • 7 QC tools(Cause and Effect Diagram, Check Sheet , Pareto Diagram , Histogram, Scatter Diagram, Control Chart and Flow Chart) • Brainstorming • Basic Industrial Engineering (IE) tools such as time study, motion study, line balancing, work sampling

	<ul style="list-style-type: none"> • JIT (JUST IN TIME) principles • MUDA identification and elimination tools • Kanban • Poka-yoke and Takt- time
Gemba activities	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Value-adding activities to satisfy the customer • Employee autonomous operations (participating in team to identify nonconformity, propose solutions and implement them autonomously)
Individual leadership capability	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Personal and interpersonal skills • Courage • Honour and integrity • Energy and drive • Strategic skills • Operating and Organizational positioning skills
Sustainability/continuous improvement	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Improvements made by following PDCA (Plan, Do, Check and Act) cycle for: <ul style="list-style-type: none"> ➤ Improvements in one's own work ➤ Saving in energy, material and other resources ➤ Improvements in the working environment ➤ Improvements in machines and processes ➤ Improvements in jigs and tools ➤ Improvement in office work ➤ Improvements in product quality ➤ Ideas for new products ➤ Customers services and customer relations
System audit tool	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • 5S audit • Patrol system • Kaizen board • 5M check lists and Key Performance Indicators (KPIs)
Standard operating procedure	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Administrative standards for: <ul style="list-style-type: none"> ➤ Managing the business ➤ Administration ➤ Personnel Guidelines ➤ Job Descriptions ➤ Guidelines for preparing cost information • Operation standards for: <ul style="list-style-type: none"> ➤ Describing the way a job is done. ➤ Help realising Quality, cost, delivery. ➤ Addressing the need to satisfy customers. ➤ Using the process that's the best. ➤ Producing work in the most cost effective manner. ➤ Assuring total quality for the customer.

HR practices	<p>May include, but not limited to:</p> <ul style="list-style-type: none"> • Resources May Include, but not limited to: <ul style="list-style-type: none"> ➢ Recruit and retain high quality people with innovative skills and a good track, record in innovation • HR development is used for: <ul style="list-style-type: none"> ➢ strategic capability and provide encouragement and facilities for enhancing innovating skills and enhancing the intellectual capital of the organization • Reward will: <ul style="list-style-type: none"> ➢ Provide financial incentives and rewards and recognition for successful innovation
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Evidence Guide	
Critical Aspects of Assessment	<p>Demonstrates skills and knowledge competencies to:</p> <ul style="list-style-type: none"> • Establish policy and cross-functional goals for kaizen • Deploy and implement goals as directed through policy deployment and cross-functional management. • Realize goals through deployment and audits. • Build systems, procedures, and structures conducive to kaizen. • Use kaizen in functional capabilities. • Introduce Kaizen as a corporate strategy • Provide support and direction between allocating resources • Establish, maintain and upgrade standards. • Make employees conscious through training programs. • Assist employees develop skills and tools for problem solving.
Underpinning Knowledge and Attitude	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Quality management and continuous improvement theories • Creativity/innovation theories/concepts • Competitive systems and practices tools, including: <ul style="list-style-type: none"> ➢ 5S ➢ JUST IN Time (JIT) ➢ Mistake proofing ➢ Process mapping ➢ Establishing customer pull ➢ Setting of KPIs/metrics ➢ SOP ➢ Kaizen Element/targets. ➢ Identification and elimination of waste/MUDA ➢ Continuous improvement processes including implementation, monitoring and evaluation strategies for a whole organization and its value stream ➢ Difference between breakthrough improvement and continuous improvement

	<ul style="list-style-type: none"> ➤ Organizational goals, processes and structure ➤ Approval processes within organization ➤ Methods of determining the impact of a change ➤ Customer perception of value ➤ Define, Measure, Analyze, Improve and Control (DMAIC) to sustain process 		
Underpinning Skills	<p>Demonstrates Skills to:</p> <ul style="list-style-type: none"> • Use leadership skills to foster a commitment to quality and openness to improvement. • Analyze training needs and implementing training programs • Prepare and maintain quality and audit documentation • Undertake self-directed problem solving and decision-making on issues of a broad and/or highly specialized nature and in highly varied and/or highly specialized contexts • Communicate at all levels in the organization and to audiences of different levels of literacy and numeracy • Analyze current state/situation of the organization. • Analyze individually and collectively the implementation of competitive systems and practices tools in the organization and determining strategies for improved implementation • Solve highly varied and highly specialized problems related to competitive systems and practices implementation and continuous improvement to root cause • Negotiate with stakeholders, where required, to obtain information required for implementation and refinement of continuous improvements, including management, unions, employees and members of the community. • Review relevant metrics, including all those measures which might be used to determine the performance of the improvement system, including: <ul style="list-style-type: none"> ➤ Key Performance Indicators (KPIs) for existing processes ➤ Quality statistics ➤ Delivery timing and quantity statistics ➤ Process/equipment reliability ('uptime') 		
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.		
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview/Written Test • Observation/Demonstration with Oral Questioning 		
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.		
Page 76 of 76	Ministry of Education Copyright	Cooperative Marketing Management Ethiopian Occupational Standard	Version 1 January 2018

Sector: Agriculture

Sub Sector: Agricultural Cooperative



