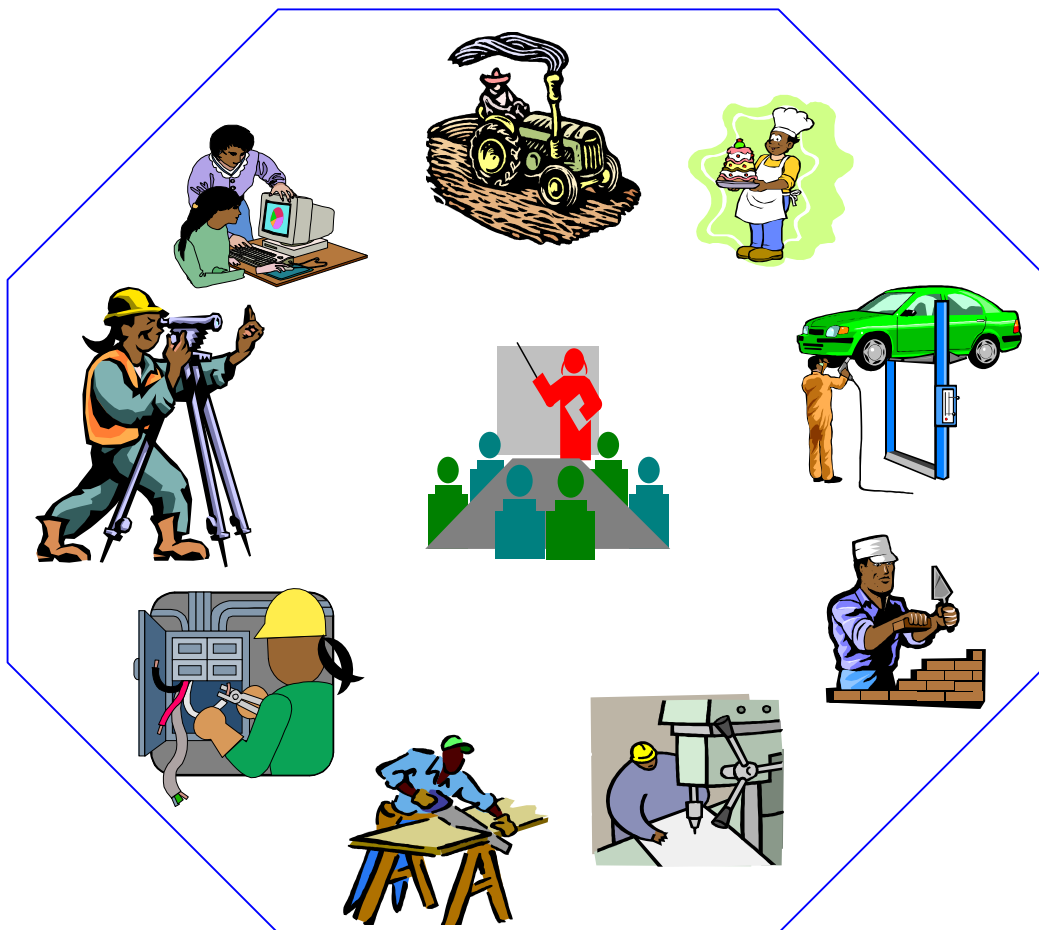




Federal Democratic Republic of Ethiopia

OCCUPATIONAL STANDARD

# MARKETING OPERATIONS MANAGEMENT



*Ministry of Education  
August 2012*

## 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 Standards (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
- Elements 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 (Unit of Competence Chart) including the Unit Codes and the Unit titles
- contents of each Unit of Competence (competence standard)
- occupational map providing the technical and vocational education and training (TVET) providers with information and important requirements to consider when designing training programs for this standards and for the individual, a career path

## UNIT OF COMPETENCE CHART

### Occupational Standard: Marketing Operations Management

#### Occupational Code: EIS MOM

#### NTQF Level V

<a href="#">EIS MOM5 01 0812</a> Identify and Evaluate Marketing Opportunities	<a href="#">EIS MOM5 02 0812</a> Establish and Adjust the Marketing Mix	<a href="#">EIS MOM5 03 0812</a> Plan Market Research
<a href="#">EIS MOM5 04 0812</a> Interpret Market Trends and Developments	<a href="#">EIS MOM5 05 0812</a> Conduct a Marketing Audit	<a href="#">EIS MOM5 06 0812</a> Design and Develop an Integrated Marketing Communication Plan
<a href="#">EIS MOM5 07 0812</a> Manage Budgets and Financial Plans	<a href="#">EIS MOM5 08 0812</a> Plan Electronic Marketing Communications	<a href="#">EIS MOM5 09 0812</a> Analyze Data from International Markets
<a href="#">EIS MOM5 10 0812</a> Forecast International Market and Business Needs	<a href="#">EIS MOM5 11 0812</a> Promote Products and Services to International Markets	<a href="#">EIS MOM5 12 0812</a> Profile International Markets
<a href="#">EIS MOM5 13 0812</a> Manage Project Quality	<a href="#">EIS MOM5 14 0812</a> Facilitate and Capitalize on Change and Innovation	<a href="#">EIS MOM5 15 0812</a> Establish and Conduct Business Relationship
<a href="#">EIS MOM5 16 0812</a> Develop and Refine Systems for Continuous Improvement in Operations		

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Identify and Evaluate Marketing Opportunities
Unit Code	<a href="#">EIS MOM5 01 0812</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge 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.

Elements	Performance Criteria
1. Identify marketing opportunities	<p>1.1. <b>Information on market and business needs</b> are analyzed to identify <b>marketing</b> opportunities</p> <p>1.2. Potential <b>new markets</b> are researched and opportunities are assessed to enter, shape or influence the market in terms of likely <b>contribution to the business</b></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 <b>evaluated</b> to determine its impact on current business and customer base</p> <p>2.3. An assessment of <b>external factors</b>, 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 for continued quality of service to existing customers</p> <p>3.3. <b>Resource requirements</b> are estimated for changed operations</p> <p>3.4. Viability of making changes is determined and communicated to current operations to <b>key stakeholders</b></p> <p>3.5. Newly identified marketing opportunities and required</p>

	changes are documented
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Variable	Range
Information on market and business needs may include:	<ul style="list-style-type: none"> <li>• comparative market information</li> <li>• competitors' performance</li> <li>• customer requirements</li> <li>• legal and ethical requirements</li> <li>• market share</li> <li>• market trends and developments</li> <li>• new and emerging markets</li> <li>• profitability</li> <li>• sales figures</li> </ul>
Marketing may include:	<ul style="list-style-type: none"> <li>• business-to-business marketing</li> <li>• direct marketing</li> <li>• ideas marketing</li> <li>• marketing of goods</li> <li>• public sector marketing</li> <li>• services marketing</li> <li>• telemarketing</li> </ul>
New markets may include:	<ul style="list-style-type: none"> <li>• e-commerce</li> <li>• export markets</li> <li>• segments of the market not currently penetrated</li> </ul>
Contribution to the business may include:	<ul style="list-style-type: none"> <li>• effect on sales volume</li> <li>• growth</li> <li>• market share</li> <li>• profitability</li> </ul>
Evaluation may include:	<ul style="list-style-type: none"> <li>• investigation of: <ul style="list-style-type: none"> <li>➢ knockout factors</li> <li>➢ present value analysis</li> <li>➢ return on investment</li> <li>➢ scored criteria</li> <li>➢ weighted criteria</li> </ul> </li> </ul>
External factors may include:	<ul style="list-style-type: none"> <li>• codes of practice</li> <li>• policies and guidelines</li> <li>• regulations</li> <li>• relevant legislation</li> </ul>
Resource requirements may include:	<ul style="list-style-type: none"> <li>• additional staff</li> <li>• distribution costs</li> <li>• equipment</li> <li>• production costs</li> <li>• promotional costs</li> <li>• research and development</li> <li>• re-tooling</li> <li>• staff training</li> </ul>

Key stakeholders may include:	<ul style="list-style-type: none"> <li>• Board of directors</li> <li>• finance staff</li> <li>• human resources staff</li> <li>• managers</li> <li>• marketing personnel</li> <li>• owners</li> <li>• production staff</li> <li>• supervisors</li> </ul>
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<b>Evidence Guide</b>	
Critical Aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• identifying and evaluating marketing opportunities to determine whether they will meet organisational objectives</li> <li>• documenting how current business operations will need to be modified and what resources will be required to take advantage of newly identified and evaluated opportunities</li> </ul>
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge of:</p> <ul style="list-style-type: none"> <li>• 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"> <li>➢ anti-discrimination legislation and the principles of equal opportunity, equity and diversity</li> <li>➢ ethical principles</li> <li>➢ privacy laws</li> <li>➢ commercial laws</li> </ul> </li> <li>• organizational marketing plan, structure, products and services</li> <li>• principles of marketing and the marketing mix</li> <li>• statistical methods and techniques to evaluate marketing opportunities, including forecasting techniques</li> </ul>
Underpinning Skills	<p>Must demonstrate skills to:</p> <ul style="list-style-type: none"> <li>• culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities</li> <li>• literacy skills to identify and interpret market information, to write in a range of styles for different audiences and to document outcomes and requirements</li> <li>• numeracy skills to calculate and evaluate financial information on new marketing options</li> <li>• research and evaluation skills to gain information on and interpret market trends to identify marketing opportunities</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>

Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.
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Occupational Standard: Marketing Operations Management Level V	
Unit Title	Establish and Adjust the Marketing Mix
Unit Code	<a href="#">EIS MOM5 02 0812</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to determine the optimum marketing mix for a business through analysis of inter related marketing components.

Elements	Performance Criteria		
1. Evaluate each component of the marketing mix	<p>1.1. Key <b>characteristics of products or services</b> are identified and their significance is estimated to the market</p> <p>1.2. Pricing policy is reviewed and <b>pricing variables</b> are analyzed to determine their effect on demand</p> <p>1.3. <b>Promotional methods</b> are analyzed to determine their importance to <b>marketing</b> outcomes</p> <p>1.4. <b>Channels of distribution</b> are reviewed and their significance is estimated in relation to marketing outcomes</p> <p>1.5. <b>Level of customer service</b> provision is identified and analyzed to determine its significance to marketing outcomes</p> <p>1.6. Potential customer base and key pressure points are identified for success</p> <p>1.7. The effect of the components of <b>marketing mix</b> is analyzed and tested on each other, and their relative importance is established to customer base</p>		
2. Determine marketing mix for specific markets	<p>2.1. Environmental factors is identified and assessed for their impact on marketing mix</p> <p>2.2. <b>Consumer priorities, needs and preferences</b> that affect marketing mix are identified</p> <p>2.3. Product, pricing, promotional, distribution and service variations are considered, and evaluated against marketing objectives, target market characteristics and desired positioning</p> <p>2.4. Marketing mix that best satisfies target market and meets marketing objectives is selected</p> <p>2.5. Marketing mix decision is ensured to meet organizational, strategic and operational marketing objectives</p>		
3. Monitor and adjust marketing mix	<p>3.1. Marketing mix is monitored against marketing performance and components are isolated for testing</p> <p>3.2. Implications of altering one or more components of</p>		
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	<p>marketing mix are evaluated in relation to market factors and consumer response</p> <p>3.3. Components of marketing mix are adjusted in response to test results and evaluation of market response</p> <p>3.4. Adjusted marketing mix is ensured to meet budgetary requirements</p> <p>3.5. Adjusted marketing mix is ensured to continued to meet organizational, strategic and operational marketing objectives, and desired positioning</p>
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Variable	Range
Characteristics of products or services may include:	<ul style="list-style-type: none"> <li>• brand</li> <li>• brand loyalty</li> <li>• compatibility with other products, services or equipment</li> <li>• degree of customisation</li> <li>• design</li> <li>• durability</li> <li>• ease of maintenance</li> <li>• features</li> <li>• flexibility</li> <li>• functional performance</li> <li>• innovativeness</li> <li>• occupational health and safety issues</li> <li>• packaging</li> <li>• pollution hazard reduction</li> <li>• quality</li> <li>• range of size, colour or other factors</li> <li>• reduction of risks to health and safety, such as noise</li> <li>• robustness</li> <li>• styling</li> <li>• technical features</li> <li>• upgrading</li> <li>• volumes available</li> </ul>
Pricing variables may include:	<ul style="list-style-type: none"> <li>• cost of ownership</li> <li>• credit terms</li> <li>• discount percentages</li> <li>• discount structure</li> <li>• financial deals</li> <li>• leasing arrangements</li> <li>• price point chosen</li> <li>• psychological elements</li> <li>• residual value</li> <li>• sales</li> <li>• special offers</li> <li>• stage payments</li> </ul>

Promotional methods may include:	<ul style="list-style-type: none"> <li>• impersonal promotion such as: <ul style="list-style-type: none"> <li>➤ advertising</li> <li>➤ sales promotion</li> </ul> </li> <li>• personal promotion such as: <ul style="list-style-type: none"> <li>➤ direct marketing</li> <li>➤ face-to-face selling</li> <li>➤ personal selling</li> </ul> </li> <li>• segmentation</li> </ul>
Marketing may include:	<ul style="list-style-type: none"> <li>• business-to-business marketing</li> <li>• direct marketing</li> <li>• ideas marketing</li> <li>• marketing of goods</li> <li>• public sector marketing</li> <li>• services marketing</li> <li>• telemarketing</li> </ul>
Channels of distribution may include:	<ul style="list-style-type: none"> <li>• dealers</li> <li>• delivery service</li> <li>• distributors</li> <li>• e-business</li> <li>• franchisees</li> <li>• internet</li> <li>• mail order</li> <li>• re-seller</li> <li>• retail</li> <li>• self-service</li> <li>• telesales</li> <li>• wholesale</li> </ul>
Level of customer service may include:	<ul style="list-style-type: none"> <li>• after sales service</li> <li>• call centre support</li> <li>• electronic client service</li> <li>• no customer service</li> <li>• one-on-one personal service</li> <li>• sales assistance for problems or queries only</li> </ul>
Marketing mix may include:	<ul style="list-style-type: none"> <li>• customer service variables</li> <li>• distribution variables</li> <li>• pricing variables</li> <li>• product or service variables</li> <li>• promotional variables</li> </ul>
Customer priorities, needs and preferences may include:	<ul style="list-style-type: none"> <li>• required or preferred products/services</li> <li>• preferred price point</li> <li>• preferred purchase volume in units and in Birr</li> <li>• preferred method of payment</li> <li>• preferred time and place for responding</li> <li>• preferred time and place to take delivery</li> <li>• preferred medium to respond to direct response offers such as: <ul style="list-style-type: none"> <li>➤ in person</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ mail</li> <li>➤ phone</li> <li>➤ website</li> </ul>
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<b>Evidence Guide</b>	
Critical Aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• developing a report containing a description of activities undertaken to establish a marketing mix in an organization, including information on each element of the marketing mix, such as: <ul style="list-style-type: none"> <li>➤ levels of customer service to be provided</li> <li>➤ how a product or service will be distributed</li> <li>➤ how a product or service will be priced</li> <li>➤ whether additional products or services will be offered</li> <li>➤ how the product or service will be promoted</li> </ul> </li> <li>• reporting on at least one review of the success of marketing mix activities developed including coverage of any necessary adjustments made</li> </ul>
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge of:</p> <ul style="list-style-type: none"> <li>• key provisions of relevant legislation from all forms of government that may affect aspects business operations, codes of practice and national standards such as: <ul style="list-style-type: none"> <li>➤ anti-discrimination legislation and principles of equal opportunity, equity and diversity</li> <li>➤ ethical principles</li> <li>➤ privacy laws</li> <li>➤ commercial laws</li> </ul> </li> <li>• organizational policies, procedures, products and services</li> <li>• principles and concepts of marketing such as consumer or buyer behavior and elements of marketing mix</li> <li>• statistical techniques</li> </ul>
Underpinning Skills	<p>Must demonstrate skills to:</p> <ul style="list-style-type: none"> <li>• culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities</li> <li>• literacy skills to identify market information, to write in a range of styles for different audiences and to interpret requirements</li> <li>• numeracy skills to interpret testing results and to manage marketing budgets</li> <li>• organisational and time management skills to design and adjust a marketing mix</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>

Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.
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Occupational Standard: Marketing Operations Management Level V	
Unit Title	Plan Market Research
Unit Code	<a href="#">EIS MOM5 03 0812</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to plan market research by identifying market research needs, defining market research objectives, identifying data gathering approaches and developing a market research plan.

Elements	Performance Criteria
1. Identify market research needs	<p>1.1. Role of market research in enterprise operations is communicated to <b>relevant personnel</b></p> <p>1.2. <b>Contribution of market</b> research is identified to enterprise activity</p> <p>1.3. <b>Enterprise planning and performance documentation</b> are analyzed to determine <b>research needs</b></p> <p>1.4. Relevant personnel are consulted to determine research needs</p> <p>1.5. Statement of market research needs is developed</p>
2. Define market research objectives	<p>2.1. Research objectives are drafted</p> <p>2.2. Preliminary <b>project scoping</b> is undertaken</p> <p>2.3. Relevant personnel are consulted on draft research objectives to ensure relevant and useful information is gathered</p> <p>2.4. Draft objectives are reviewed and finalized in light of scoping parameters</p>
3. Define data gathering approaches	<p>3.1. <b>Types of data</b> required are identified to inform objectives</p> <p>3.2. Combinations of types of data are determined to best inform objectives</p> <p>3.3. Suitable <b>data gathering methods</b> are identified and evaluated</p> <p>3.4. Data sources are identified</p> <p>3.5. Required data is quantified</p> <p>3.6. Suitable <b>data processing methods</b> are identified and evaluated</p> <p>3.7. <b>Decisions</b> are made in relation to data types, combinations, gathering methods, sources, quantities and processing methods</p>

4. Develop market research plan	<p>4.1. Resources and time lines required for market research projects are estimated</p> <p>4.2. <b>Feasibility of market research projects</b> is determined</p> <p>4.3. Market research plan is prepared for approval</p> <p>4.4. Approval is obtained to implement plan from appropriate personnel as required</p>
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Variable	Range
Relevant personnel may include:	<ul style="list-style-type: none"> <li>• clients</li> <li>• customers</li> <li>• enterprise owners</li> <li>• managers</li> <li>• supervisors</li> <li>• suppliers</li> </ul>
Contribution of market research may include:	<ul style="list-style-type: none"> <li>• best practice</li> <li>• information about competitors, clients, stakeholders</li> <li>• information to enable predictions for: <ul style="list-style-type: none"> <li>➢ marketing</li> <li>➢ policy making</li> <li>➢ service development and delivery</li> <li>➢ strategic planning</li> </ul> </li> </ul>
Enterprise planning and performance documentation may include:	<ul style="list-style-type: none"> <li>• correspondence</li> <li>• financial reports</li> <li>• information about sales and sales force performance</li> <li>• internal reports</li> </ul>
Research needs may include:	<ul style="list-style-type: none"> <li>• research on competition: <ul style="list-style-type: none"> <li>➢ comparing consumer attitudes to an organization's services and those of competitors</li> <li>➢ identifying frequency of use of competitors' products and services</li> <li>➢ identifying key competitors and their strengths</li> <li>➢ measuring awareness</li> </ul> </li> <li>• research on consumers: <ul style="list-style-type: none"> <li>➢ developing detailed consumer profiles</li> <li>➢ identifying changes in attitudes and behavior patterns</li> <li>➢ identifying existing, potential or lapsed consumers</li> </ul> </li> <li>• research on place: <ul style="list-style-type: none"> <li>➢ identifying attitudes towards location</li> <li>➢ identifying cooperative opportunities for distribution of information or services</li> <li>➢ identifying demand for products or services at other locations</li> </ul> </li> <li>• research on pricing: <ul style="list-style-type: none"> <li>➢ identifying attitudes towards prices</li> <li>➢ identifying costs</li> <li>➢ testing alternative pricing strategies</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• research on products and services: <ul style="list-style-type: none"> <li>➤ evaluating competitors' products</li> <li>➤ evaluating consumer attitudes towards presentation and packaging</li> <li>➤ identifying potential new products or services or ones which may be at the end of their life cycle</li> <li>➤ measuring attitudes towards existing products or services</li> </ul> </li> <li>• research on promotion: <ul style="list-style-type: none"> <li>➤ measuring advertising and promotion effectiveness</li> <li>➤ testing alternative messages</li> <li>➤ testing and comparing different media options</li> </ul> </li> </ul>
Project scoping may include:	<ul style="list-style-type: none"> <li>• human, financial and physical resources required and available</li> <li>• need for external market research assistance</li> <li>• possible research locations</li> <li>• possible research methodologies</li> <li>• possible sample size and nature of sample</li> <li>• time required and available to conduct research</li> </ul>
Types of data may include:	<ul style="list-style-type: none"> <li>• formal or informal comments and other feedback from client, customers, staff and others</li> <li>• government statistics</li> <li>• industry planning information</li> <li>• qualitative data</li> <li>• quantitative data</li> <li>• sales figures</li> </ul>
Data gathering methods may include:	<ul style="list-style-type: none"> <li>• case study investigation</li> <li>• focus groups</li> <li>• literature searches</li> <li>• mail surveys</li> <li>• one-on-one interviews in person or by telephone</li> <li>• personal observation of performance</li> <li>• structured or informal small group discussions</li> <li>• supervised or unsupervised completion of questionnaires or other survey tools by respondents</li> <li>• use of questionnaires and other tools by staff to record data about enterprise activities</li> </ul>
Data processing methods may include:	<ul style="list-style-type: none"> <li>• data processing service experts</li> <li>• manual or personal methods</li> <li>• packaged analysis routines or programs</li> <li>• specialist software packages</li> </ul>
Decisions may include:	<ul style="list-style-type: none"> <li>• choices achievable with available resources, and costs and benefits of choices</li> <li>• choices consistent with organisational policies and procedures</li> <li>• choices that will best satisfy the research objectives</li> </ul>
Feasibility of market research	<ul style="list-style-type: none"> <li>• likely ease of implementing the recommendations</li> <li>• quality and credibility of the methodology</li> </ul>

projects may include:	<ul style="list-style-type: none"> <li>• ultimate usefulness of the research</li> <li>• whether similarly valid results can be obtained by other means</li> </ul>
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<b>Evidence Guide</b>			
Critical Aspects of Competence	Evidence of the following is essential: <ul style="list-style-type: none"> <li>• identifying and defining market research requirements in an organisation</li> <li>• developing a documented market research plan describing the scope, objectives, time and budget for market research to be undertaken by an organisation</li> </ul>		
Underpinning Knowledge and Attitudes	Must demonstrate knowledge of: <ul style="list-style-type: none"> <li>• 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"> <li>➢ anti-discrimination legislation and principles of equal opportunity, equity and diversity</li> <li>➢ ethical principles</li> <li>➢ commercial laws</li> <li>➢ privacy laws</li> </ul> </li> <li>• market research principles and practices including:               <ul style="list-style-type: none"> <li>➢ data processing methods and data analysis techniques</li> <li>➢ project design to meet given budgets and other resource constraints</li> <li>➢ design of samples</li> <li>➢ development and use of hypotheses</li> </ul> </li> <li>• role of research in enterprise development</li> <li>• roles and uses of qualitative and quantitative research</li> <li>• use of survey instruments</li> <li>• project planning principles and practices including for:               <ul style="list-style-type: none"> <li>➢ consultation and stakeholder involvement</li> <li>➢ development of time lines, budgets and other implementation plans</li> <li>➢ gaining of approvals</li> <li>➢ needs analyses</li> <li>➢ scoping practices</li> </ul> </li> <li>• statistical methods and techniques</li> </ul>		
Underpinning Skills	Must demonstrate skills to: <ul style="list-style-type: none"> <li>• financial skills to set and manage market research budgets</li> <li>• negotiation skills to gain approval for proposals from senior management</li> <li>• organisational and time management skills to develop complex market research plans including time lines and options</li> <li>• research and data collection skills to determine organisational market research requirements</li> </ul>		
Resources	Access is required to real or appropriately simulated situations,		
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Implication	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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Interpret Market Trends and Developments
Unit Code	<a href="#">EIS MOM5 04 0812</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge 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.

Elements	Performance Criteria
1. Interpret trends and market developments	<p>1.1. <b>Statistical analysis</b> of market <b>data</b> is used to interpret <b>market trends and developments</b></p> <p>1.2. Market trends and developments are analyzed for their potential impact on the business</p> <p>1.3. <b>Measures of central tendency or dispersion and correlations</b> between <b>sets of data</b> are used for quantitative interpretation of comparative market data</p> <p>1.4. Qualitative analysis of <b>comparative market information</b> is performed as a basis for reviewing business performance</p> <p>1.5. The market <b>performance of existing and potential competitors</b> and their products or services are analyzed, to identify potential <b>opportunities</b> or <b>threats</b></p>
2. Analyze 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 <b>forecasting techniques</b></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	<ul style="list-style-type: none"> <li>conversion rate of leads to sales</li> </ul>

may include:	<ul style="list-style-type: none"> <li>• measures of central tendency particularly for such things as: <ul style="list-style-type: none"> <li>➤ average order value</li> <li>➤ average response rate</li> </ul> </li> <li>• measures of dispersion</li> <li>• nature and degree of relationship between variables</li> <li>• net response rate</li> <li>• normal distribution probability curve</li> <li>• sampling</li> <li>• time series analysis such as: <ul style="list-style-type: none"> <li>➤ speed of response curve</li> <li>➤ recent or frequency grids</li> <li>➤ lifetime value of customers</li> <li>➤ net present value of customers</li> </ul> </li> </ul>
Data may include:	<ul style="list-style-type: none"> <li>• charts</li> <li>• curves</li> <li>• graphs</li> <li>• spreadsheets</li> </ul>
Market trends and developments may include:	<ul style="list-style-type: none"> <li>• changes in technology</li> <li>• changes in supplier prices</li> <li>• demographic trends</li> <li>• ecological and environmental trends</li> <li>• economic trends (local, regional, national, international)</li> <li>• government activities e.g. interest rates, deregulation</li> <li>• industrial trends</li> <li>• penetration of new technologies</li> <li>• social and cultural factors</li> <li>• customer needs</li> </ul>
Measures of central tendency or dispersion and correlations may include:	<ul style="list-style-type: none"> <li>• cross-tabulations for grouped or ungrouped data</li> <li>• mean</li> <li>• median</li> <li>• mode</li> </ul>
Sets of data may include:	<ul style="list-style-type: none"> <li>• geo-demographic segmentations available from proprietary suppliers</li> <li>• segmentation by customer lists such as: <ul style="list-style-type: none"> <li>➤ average order value by units or Birr</li> <li>➤ geography</li> <li>➤ lifetime value by units, Birr and transactions</li> <li>➤ recent and frequency or response/purchase</li> </ul> </li> <li>• segmentation of the prospect list by: <ul style="list-style-type: none"> <li>➤ demographic match with customers</li> <li>➤ geographic match with customers</li> <li>➤ psychographic match with customers</li> </ul> </li> </ul>
Comparative market information may include:	<ul style="list-style-type: none"> <li>• best practice information</li> <li>• books and articles, including: <ul style="list-style-type: none"> <li>➤ academic</li> <li>➤ business</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ general</li> <li>➤ industry</li> <li>• brochures</li> <li>• direct mail packages</li> <li>• documentaries and interviews on broadcast media</li> <li>• inter-firm comparison data</li> <li>• international benchmarking</li> <li>• internet</li> <li>• public or proprietary research</li> <li>• speeches</li> </ul>
Performance of existing and potential competitors may include:	<ul style="list-style-type: none"> <li>• comparisons about: <ul style="list-style-type: none"> <li>➤ corporate share price</li> <li>➤ market share</li> <li>➤ number of customers</li> <li>➤ profitability</li> <li>➤ sales in units or Birr</li> </ul> </li> </ul>
Opportunities may include:	<ul style="list-style-type: none"> <li>• alliances</li> <li>• cooperative ventures</li> <li>• exports</li> <li>• extending, expanding or otherwise changing an existing business through: <ul style="list-style-type: none"> <li>➤ increasing customer numbers</li> <li>➤ increasing average order value</li> <li>➤ increasing lifetime value of the customer</li> <li>➤ reducing costs of marketing</li> <li>➤ improving current products/services</li> <li>➤ developing new distribution channels</li> </ul> </li> <li>• franchising</li> <li>• joint ventures</li> <li>• new products or services for existing markets</li> <li>• new products or services for new markets</li> <li>• potential for greater penetration of existing markets with existing products or services</li> <li>• strategic alliances</li> </ul>
Threats may include:	<ul style="list-style-type: none"> <li>• new competitor entering the market</li> <li>• new products or services being launched by existing competitors</li> <li>• increased number of inactive customers resulting in reduced average lifetime</li> <li>• reduced average order value resulting in reduced average lifetime value</li> </ul>
Forecasting techniques may include:	<ul style="list-style-type: none"> <li>• Delphi techniques</li> <li>• model building</li> <li>• projection</li> <li>• scenario planning</li> <li>• surveys of intentions</li> <li>• top-down forecasting bottom-up forecasting</li> </ul>

<b>Evidence Guide</b>	
Critical Aspects of Competence	Evidence of the following is essential: <ul style="list-style-type: none"> <li>• applying a range of statistical techniques to analyse market trends and developments, current marketing performance and comparative market information</li> <li>• documenting analysis of market data including visual presentation of findings.</li> </ul>
Underpinning Knowledge and Attitudes	Must demonstrate knowledge of: <ul style="list-style-type: none"> <li>• economic, social, and industry directions and trends</li> <li>• 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"> <li>➢ anti-discrimination legislation</li> <li>➢ consumer laws including appropriate state legislation</li> <li>➢ ethical principles</li> <li>➢ commercial laws</li> </ul> </li> <li>• software applications especially spreadsheets and statistical packages, and use of the internet</li> <li>• statistical methods and techniques, and reporting formats</li> </ul>
Underpinning Skills	Must demonstrate skills of: <ul style="list-style-type: none"> <li>• facilitation and presentation skills to present statistical findings</li> <li>• literacy skills to prepare reports containing complex ideas and concepts</li> <li>• numeracy skills to use a range of statistical analysis techniques and elementary probability</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Conduct a Marketing Audit
Unit Code	<a href="#">EIS MOM5 05 0812</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to prepare for, conduct and report on a marketing audit in accordance with an organization's marketing plan.

Elements	Performance Criteria
1. Prepare for a marketing audit	<p>1.1. <b>Main purposes of the marketing audit</b> are identified in accordance with organizational requirements</p> <p>1.2. Scope of the marketing audit and audit methodology is determined in accordance with organizational requirements</p> <p>1.3. Appropriate times are determined when a marketing audit should be undertaken, in accordance with organizational requirements</p> <p>1.4. Participants likely to be involved are identified in carrying out a marketing audit</p>
2. Identify the form of a marketing audit	<p>2.1. Main characteristics of a marketing audit are identified in terms of relevance to the task and audit priorities</p> <p>2.2. Main elements to be included are identified in a marketing audit and its format, in accordance with organizational requirements</p> <p>2.3. Various forms of a marketing audit are identified and those that best meet the requirements of the marketing plan are selected, in accordance with organizational requirements</p>
3. Conduct an external marketing audit	<p>3.1. <b>Criteria to use in an external marketing audit</b> is identified, in accordance with organizational requirements</p> <p>3.2. Qualitative and quantitative terms <b>external environmental factors</b> which meet the requirements of the audit process are identified and described</p> <p>3.3. Qualitative and quantitative terms the technological factors, market characteristics and competitive factors relating to or affecting the business, which meet audit process requirements are identified and described</p>
4. Conduct an internal marketing (self) audit	<p>4.1. <b>Criteria to use in an internal marketing audit</b> is identified in accordance with organizational requirements</p> <p>4.2. <b>The marketing organization is described</b> in accordance with organizational and audit requirements</p> <p>4.3. The <b>marketing systems</b> are described in accordance with</p>

	<p>organizational and audit requirements</p> <p>4.4. The marketing productivity is identified in terms of profitability and cost effectiveness, and the results are recorded in accordance with organizational and audit requirements</p>
5. Prepare a marketing audit report	<p>5.1. A marketing audit report is written in accordance with organizational requirements</p> <p>5.2. Ensure marketing audit report that meets the reporting requirements of the marketing audit form is selected</p> <p>5.3. Marketing audit report is ensured to meet the requirements of the marketing plan</p>

Variable	Range
Main purposes of the marketing audit may include:	<ul style="list-style-type: none"> <li>• investigating the potential macro- and micro-environmental factors which may affect business and marketing operations</li> <li>• obtaining a comprehensive description of all major marketing activities of the organisation</li> <li>• providing a basis for marketing planning activities</li> </ul>
Criteria to use in an external marketing audit may include:	<ul style="list-style-type: none"> <li>• business and competitor characteristics</li> <li>• consumer needs</li> <li>• credit availability</li> <li>• demographics</li> <li>• forecast trends such as: <ul style="list-style-type: none"> <li>➤ age</li> <li>➤ growth</li> <li>➤ income</li> <li>➤ regional distribution of population</li> <li>➤ size</li> </ul> </li> <li>• general effects that changes in the law and politics may have on the organisation</li> <li>• influence of technology on the operations and substitution of products and services on the organisation's business</li> <li>• interest rates and cost of capital</li> <li>• macro-external environment elements, including: <ul style="list-style-type: none"> <li>➤ demographic</li> <li>➤ economic</li> <li>➤ ethical</li> <li>➤ physical/geographic</li> <li>➤ political/legal</li> <li>➤ social/cultural</li> <li>➤ technological</li> </ul> </li> <li>• material shortages</li> <li>• micro-external environment elements, including: <ul style="list-style-type: none"> <li>➤ buyer and consumer behaviour</li> <li>➤ collaborators and alliance partners</li> <li>➤ competition</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ market demand</li> <li>• product or service usage</li> <li>• social and cultural factors</li> <li>• unemployment</li> </ul>
External environmental factors may include:	<ul style="list-style-type: none"> <li>• business environmental factors</li> <li>• general economic and demographic environmental factors</li> <li>• political, fiscal and legal environmental factors</li> <li>• social and cultural environmental factors</li> </ul>
Criteria to use in an internal marketing audit may include:	<ul style="list-style-type: none"> <li>• existing research data and marketing information systems</li> <li>• industry sources</li> <li>• internal data such as sales, promotions and product or service development</li> <li>• organisation structures</li> <li>• supply chain management and logistics</li> </ul>
Describing the marketing organisation may include:	<ul style="list-style-type: none"> <li>• functional efficiency</li> <li>• internal interface within the organisation</li> <li>• organisation's formal structure</li> </ul>
Marketing systems may include:	<ul style="list-style-type: none"> <li>• marketing control</li> <li>• marketing information</li> <li>• marketing planning</li> <li>• product, service and concept related systems</li> </ul>

<b>Evidence Guide</b>	
Critical Aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• conducting, documenting and reporting on an internal and external audit of an organization's marketing activities in accordance with organizational reporting requirements</li> </ul>
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge of:</p> <ul style="list-style-type: none"> <li>• elements of marketing planning</li> <li>• 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"> <li>➤ anti-discrimination legislation</li> <li>➤ occupational health and safety</li> <li>➤ privacy laws</li> </ul> </li> <li>• organizational business and marketing plans</li> <li>• research methodologies and data collection techniques appropriate to the marketing services industry</li> <li>• types of marketing audits</li> </ul>
Underpinning Skills	<p>Must demonstrate skills to:</p> <ul style="list-style-type: none"> <li>• culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities</li> <li>• literacy skills to identify relevant information, and to prepare reports with complex marketing concepts and ideas</li> <li>• research and data collection skills to collect internal and external marketing information</li> </ul>



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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Design and Develop an Integrated Marketing Communication Plan
Unit Code	<a href="#">EIS MOM5 06 0812</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to identify and evaluate the range of marketing communication options and media, to design an integrated marketing communication plan, and to develop a marketing communication brief and creative brief that reflect client needs and preferences.

Elements	Performance Criteria
1. Determine marketing communication requirements	<p>1.1. <b>Marketing communication purpose</b> and objectives are confirmed with the client</p> <p>1.2. Comprehensive <b>client and product information</b> are obtained</p> <p>1.3. Outcomes of previous marketing communication with the client are reviewed</p> <p>1.4. Budget allocation with the client is confirmed</p>
2. Develop a marketing communication brief	<p>2.1. A brief, ensuring it contains a client profile, purpose statement and objectives that reflect client needs are developed</p> <p>2.2. <b>Marketing communication objectives</b> are stated in measurable terms and specific guidelines on what is to be accomplished are provided by the marketing communication</p> <p>2.3. Key characteristics, competitive factors and the market situation facing the product or service are defined</p> <p>2.4. A summary of <b>information on the target audience</b>, and <b>legal and ethical constraints</b> is included</p>
3. Design the integrated marketing communication strategy	<p>3.1. <b>Marketing communication options</b> appropriate for the marketing communication brief are selected</p> <p>3.2. The advantages and disadvantages of each marketing communications variable and <b>media vehicles</b> are critically analyzed for the product or service</p> <p>3.3. <b>Media characteristics</b> that match the requirements of the brief are determined</p> <p>3.4. Media consumption habits are analyzed for primary and supplementary marketing media among target audiences</p> <p>3.5. Media styles are evaluated as they relate to brand character of the product or service being marketed</p>

	<p>3.6. The <b>advantages</b> and <b>disadvantages of selecting multiple media</b> in a media plan are compared</p> <p>3.7. <b>Criteria</b> for selecting multiple media combinations are developed and applied</p>
4. Select and recommend media for the marketing strategy	<p>4.1. Media vehicles that match the requirements of the marketing brief are selected for the product or service</p> <p>4.2. Primary and secondary marketing media that meet target audience preferences are recommended</p> <p>4.3. Recommended media that meet the brief, client's requirements, and legal and ethical constraints are ensured</p>
5. Develop a creative brief	<p>5.1. <b>Creative content</b> is identified for the chosen media using consumer language in the brief</p> <p>5.2. <b>Pitch or appeal</b> is identified for the product or service in the brief that meets client requirements</p> <p>5.3. <b>Supporting information</b> required for consumer understanding of the product or service is identified in the brief</p> <p>5.4. Ensure that budget for creative work, consistent with the overall marketing budget, is contained in the brief</p> <p>5.5. A deadline for creative work that is consistent is incorporated with the overall media schedule in the brief</p>

Variable	Range
Marketing communication purpose may include:	<ul style="list-style-type: none"> <li>• communicating a message to a particular audience</li> <li>• differentiating features or benefits</li> <li>• promoting image</li> <li>• providing information</li> <li>• recruiting staff</li> <li>• retaining customers</li> <li>• stimulating demand for a product or service</li> </ul>
Client and product information may include:	<ul style="list-style-type: none"> <li>• company and its business policies and practices</li> <li>• company's promotional ethos</li> <li>• competition</li> <li>• distribution channels</li> <li>• existing customers and target market</li> <li>• packaging design</li> <li>• past advertising for the product</li> <li>• price, if any</li> <li>• problems and opportunities facing the product</li> <li>• product name and characteristics</li> </ul>
Marketing communication objectives may	<ul style="list-style-type: none"> <li>• improve sales performance and/or profit</li> <li>• launch or re-launch a product or service</li> <li>• maintain or improve market share</li> </ul>

include:	<ul style="list-style-type: none"> <li>• maintain or increase awareness of a product or service</li> <li>• test a product or service</li> </ul>
Information on the target audience may include:	<ul style="list-style-type: none"> <li>• attitudes</li> <li>• cultural factors</li> <li>• demographics</li> <li>• existing product usage</li> <li>• lifestyle</li> <li>• social factors</li> <li>• values</li> </ul>
Legal and ethical constraints may include:	<ul style="list-style-type: none"> <li>• codes of practice</li> <li>• cultural expectations and influences</li> <li>• ethical principles</li> <li>• legislation, for example: <ul style="list-style-type: none"> <li>➢ anti-discrimination legislation</li> <li>➢ copyright legislation</li> <li>➢ ethical principles</li> <li>➢ fair trading laws</li> <li>➢ commercial laws</li> </ul> </li> <li>• policies and guidelines</li> <li>• regulations</li> <li>• social responsibilities, such as protection of children and environmentally sustainable practices</li> <li>• societal expectations</li> </ul>
Marketing communication options may include:	<ul style="list-style-type: none"> <li>• advertising</li> <li>• customer service</li> <li>• direct marketing</li> <li>• events and sponsorships</li> <li>• packaging</li> <li>• personal selling</li> <li>• publicity and public relations</li> <li>• sales promotion</li> </ul>
Media vehicles may include:	<ul style="list-style-type: none"> <li>• aerial advertising</li> <li>• billboards and posters</li> <li>• cable and satellite television</li> <li>• cinema</li> <li>• direct mail</li> <li>• direct response</li> <li>• email marketing</li> <li>• exhibitions and trade fairs</li> <li>• internet</li> <li>• magazines</li> <li>• new media, including multimedia and hypermedia, such as: <ul style="list-style-type: none"> <li>➢ streaming video and audio</li> <li>➢ 3-D virtual reality environments and effects</li> <li>➢ highly interactive user interfaces</li> <li>➢ mobile presentation</li> <li>➢ use of high-bandwidth</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ CD and DVD media</li> <li>➤ telephone and digital data integration</li> <li>➤ online communities</li> <li>➤ micro devices</li> <li>➤ live internet broadcasting</li> <li>➤ person-to-person visual communication</li> <li>➤ one-to-many visual communication</li> </ul> <ul style="list-style-type: none"> <li>• newspapers</li> <li>• outdoor</li> <li>• personal selling</li> <li>• point of sale</li> <li>• radio</li> <li>• sales literature</li> <li>• sales promotion</li> <li>• sponsorship</li> <li>• television</li> <li>• telemarketing</li> <li>• transit media, such as bus sides and taxi backs</li> <li>• video, video games and videotext</li> </ul>
Media characteristics may include:	<ul style="list-style-type: none"> <li>• level of audience involvement</li> <li>• level of audience receptiveness</li> <li>• motion effects</li> <li>• proximity to purchase</li> <li>• sound effects</li> <li>• visual effects</li> <li>• whether the target audience responds actively</li> <li>• whether the target audience responds passively</li> </ul>
Advantages of selecting multiple media may include:	<ul style="list-style-type: none"> <li>• increasing the frequency of the advertising message</li> <li>• increasing the reach of the advertising message</li> </ul>
Disadvantages of selecting multiple media may include:	<ul style="list-style-type: none"> <li>• duplication of impact</li> <li>• duplication of resources</li> <li>• increasing the cost of marketing</li> </ul>
Criteria may include:	<ul style="list-style-type: none"> <li>• whether frequency will be increased</li> <li>• whether reach will be increased</li> <li>• cost</li> </ul>
Creative content may include:	<ul style="list-style-type: none"> <li>• brand or image factors</li> <li>• colour</li> <li>• features of the product or service</li> </ul>
Pitch or appeal may include:	<ul style="list-style-type: none"> <li>• key benefits promised to the audience by the advertiser, which may be: <ul style="list-style-type: none"> <li>➤ emotional</li> <li>➤ need-arousing</li> <li>➤ need-satisfying</li> <li>➤ negative</li> <li>➤ positive</li> <li>➤ rational</li> </ul> </li> </ul>

Supporting information may include:	<ul style="list-style-type: none"> <li>• evidence to support the claimed benefit</li> <li>• purchasing information</li> <li>• reassurance for existing users</li> <li>• requirement to specify the target audience</li> </ul>
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<b>Evidence Guide</b>	
Critical Aspects of Competence	<p>Production of an integrated strategic marketing communication plan for presentation to a client which includes:</p> <ul style="list-style-type: none"> <li>• purpose statement</li> <li>• definition of the target audience</li> <li>• analysis of the product or service</li> <li>• legal and ethical constraints</li> <li>• marketing communication functions and media vehicles chosen, with rationale for each</li> <li>• creative brief for the media options</li> <li>• schedule for the creative work</li> <li>• budgetary allocation for each media vehicle</li> </ul>
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge of:</p> <ul style="list-style-type: none"> <li>• economic, social and industry trends relevant to the choice of appropriate media options</li> <li>• industry products or services in order to recommend appropriate media options</li> <li>• overview knowledge to identify key provisions of relevant legislation, codes of practice and national standards that affect business operations as they relate to marketing, such as: <ul style="list-style-type: none"> <li>➢ anti-discrimination legislation</li> <li>➢ copyright legislation</li> <li>➢ ethical principles</li> <li>➢ fair trading laws</li> <li>➢ commercial laws</li> </ul> </li> <li>• principles of consumer behavior and influences on buyer behavior</li> <li>• range of marketing communication options for different markets</li> <li>• range of media vehicles for marketing communication options</li> </ul>
Underpinning Skills	<p>Must demonstrate skills to:</p> <ul style="list-style-type: none"> <li>• communication skills to question, clarify and report when creating marketing and creative briefs</li> <li>• learning skills to evaluate and learn from previous marketing communication to contribute to the marketing communication plan</li> <li>• literacy skills to: <ul style="list-style-type: none"> <li>➢ read and interpret marketing briefs</li> <li>➢ write reports with complex concepts and ideas</li> </ul> </li> <li>• numeracy skills to develop budgets</li> <li>• organizational and time-management skills to sequence</li> </ul>

	<p>tasks and meet timelines</p> <ul style="list-style-type: none"> <li>• research and data-collection skills to evaluate the suitability of media to the product or service, and brand and marketing objectives</li> <li>• technology skills to use a wide range of office equipment and software to create a marketing brief</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Manage Budgets and Financial Plans
Unit Code	<a href="#">EIS MOM5 07 0812</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to undertake financial management within a work team in an organization. This includes planning and implementing financial management approaches, supporting team members whose role involves aspects of financial operations, monitoring and controlling finances, and reviewing and evaluating effectiveness of financial management processes in line with the financial objectives of the work team and the organization.

Elements	Performance Criteria		
1. Plan financial management approaches	<p>1.1. <b>Budget/financial plans</b> are accessed for the work team</p> <p>1.2. Budget/financial plans with <b>relevant personnel</b> 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. <b>Contingency plans</b> 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. <b>Support</b> is provided to ensure that team members can competently perform <b>required roles</b> associated with the management of finances</p> <p>2.3. <b>Resources and systems</b> are determined and accessed to manage financial management processes within the work team</p>		
3. Monitor and control finances	<p>3.1. <b>Processes</b> are implemented to monitor actual expenditure and to control costs across the work team</p> <p>3.2. Expenditure and costs on an agreed cyclical basis are monitored 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 <b>reported</b> in accordance with organizational protocols</p>		
4. Review and	4.1. Analysis, <b>data and information on the effectiveness of</b>		
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evaluate financial management processes	<p><b>financial management processes</b> are collected and collated 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 are identified, documented and recommended to existing processes</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 may include:	<ul style="list-style-type: none"> <li>• cash flow projections</li> <li>• long-term budgets/plans</li> <li>• operational plans</li> <li>• short-term budgets/plans</li> <li>• spread sheet-based financial projections</li> <li>• targets or key performance indicators for production, productivity, wastage, sales, income and expenditure</li> </ul>
Relevant personnel may include:	<ul style="list-style-type: none"> <li>• financial managers, accountants or financial controllers</li> <li>• supervisors, other frontline managers</li> </ul>
Contingency plans may include:	<ul style="list-style-type: none"> <li>• contracting out or outsourcing human resources and other functions or tasks</li> <li>• diversification of outcomes</li> <li>• finding cheaper or lower quality raw materials and consumables</li> <li>• increasing sales or production</li> <li>• recycling and re-using</li> <li>• rental, hire purchase or alternative means of procurement of required materials, equipment and stock</li> <li>• restructuring of organisation to reduce labour costs</li> <li>• risk identification, assessment and management processes</li> <li>• seeking further funding</li> <li>• strategies for reducing costs, wastage, stock or consumables</li> <li>• succession planning</li> </ul>
Support may include:	<ul style="list-style-type: none"> <li>• access to specialist advice</li> <li>• documentation of procedures</li> <li>• help desk or identified experts within the organisation</li> <li>• information briefings or sessions</li> <li>• intranet-based information</li> <li>• training including mentoring, coaching and shadowing</li> </ul>
Required roles may include:	<ul style="list-style-type: none"> <li>• arranging for use of corporate credit cards</li> <li>• banking</li> <li>• debt collection</li> <li>• ensuring security, accuracy and currency of financial operations</li> <li>• invoicing clients, customers and consumers</li> </ul>

	<ul style="list-style-type: none"> <li>• maintaining journals, ledgers and other record keeping systems</li> <li>• maintaining petty cash system</li> <li>• purchasing and procurement</li> <li>• wages and salaries payments and record keeping</li> </ul>
Resources and systems may include:	<ul style="list-style-type: none"> <li>• hardware and software</li> <li>• human, physical or financial resources</li> <li>• record keeping systems (electronic and paper-based)</li> <li>• specialist advice or support</li> </ul>
Processes to monitor actual expenditure and to control costs across the work team include:	<ul style="list-style-type: none"> <li>• reporting of: <ul style="list-style-type: none"> <li>➢ assets</li> <li>➢ consumables</li> <li>➢ equipment</li> <li>➢ expenditure</li> <li>➢ income</li> <li>➢ stock</li> <li>➢ wastage</li> </ul> </li> </ul>
Reporting may include data from:	<ul style="list-style-type: none"> <li>• bank statements</li> <li>• credit card statements</li> <li>• financial reports</li> <li>• invoices and receipts</li> <li>• ledgers and journals</li> <li>• logs</li> <li>• petty cash records</li> <li>• spread sheet-based records</li> </ul>
Data and information on the effectiveness of financial management processes may include records (paper-based and electronic) related to:	<ul style="list-style-type: none"> <li>• bank account records</li> <li>• cash flow data</li> <li>• contracts</li> <li>• credit card receipts</li> <li>• employee timesheets</li> <li>• files of paid purchase and service invoices</li> <li>• income and expenditure</li> <li>• insurance reports</li> <li>• invoices</li> <li>• job costing</li> <li>• petty cash receipts</li> <li>• quotations</li> <li>• taxation records</li> <li>• wages/salaries books</li> </ul>

### Evidence Guide

Critical Aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• financial skills required to work with and interpret budgets, ageing summaries, cash flow, petty cash, and profit and loss statements</li> <li>• knowledge of the record keeping requirements for the and for</li> </ul>
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	auditing purposes
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge of:</p> <ul style="list-style-type: none"> <li>• basic accounting principles</li> <li>• organizational requirements related to financial management</li> <li>• requirements for organizational record keeping and auditing</li> <li>• principles and techniques involved in: <ul style="list-style-type: none"> <li>➢ budgeting</li> <li>➢ cash flows</li> <li>➢ electronic spreadsheets</li> <li>➢ ledgers and financial statements</li> <li>➢ profit and loss statements</li> </ul> </li> </ul>
Underpinning Skills	<p>Must demonstrate skills to:</p> <ul style="list-style-type: none"> <li>• numeracy skills to read and understand a budget and to update a budget</li> <li>• technology skills to use software associated with financial record keeping</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Plan Electronic Marketing Communications
Unit Code	<a href="#">EIS MOM5 08 0812</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to research, prepare and evaluate an organizational e-marketing plan that integrates electronic communications and website marketing in support of marketing objectives.

Elements	Performance Criteria
1. Prepare an electronic marketing strategy or plan	<p>1.1. Electronic marketing <b>purpose</b> and objectives that reflect the organization's strategy, direction and values are determined in consultation with <b>relevant personnel</b>,</p> <p>1.2. An electronic marketing (e-marketing) strategy or plan that addresses the aims and targets of the organization's existing business or marketing plan, and is consistent with organizational and budgetary requirements are developed</p> <p>1.3. A <b>value proposition</b> is developed for the e-marketing strategy or plan</p> <p>1.4. Cost and detail <b>electronic marketing tools</b> are identified, for the organization and its products and services in the e-marketing strategy or plan</p> <p>1.5. Electronic marketing approaches, tools and strategies are identified and incorporated to reach target market and achieve objectives</p> <p>1.6. E-marketing strategy or plan includes an action plan, schedule and budget estimates are ensured for developing and implementing electronic marketing strategies</p> <p>1.7. E-marketing strategy or plan includes <b>effectiveness measures</b> is ensured and meets <b>legal and ethical requirements</b></p>
2. Prepare and evaluate a website marketing strategy	<p>2.1. Website marketing objectives are evaluated to ensure they are consistent with e-marketing strategy or plan, and modified if required</p> <p>2.2. Strategies are established for evaluation of the website as a marketing tool</p> <p>2.3. Website design is evaluated according to overall e-marketing strategy or plan to ensure the design projects required image of the organization and conveys the features and benefits of products or services, and recommend modifications if required</p>

	<p>2.4. Website data recording, contacts and feedback mechanisms are evaluated as part of the website evaluation</p> <p>2.5. Website marketing strategy is developed in accordance with, and for inclusion in, e-marketing strategy or plan</p> <p>2.6. Website marketing strategy integrated into the overall e-marketing strategy or plan</p> <p>2.7. Effectiveness of website marketing strategy is evaluated</p>
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Variable	Range
Purpose may include:	<ul style="list-style-type: none"> <li>• building and maintaining customer relationships through electronic communications</li> <li>• collecting direct responses</li> <li>• distributing information via internet</li> <li>• generating leads by attracting potential customers</li> <li>• internet advertising</li> <li>• online transactions</li> </ul>
Relevant personnel may include:	<ul style="list-style-type: none"> <li>• business owners</li> <li>• in-house, outsourced or otherwise contracted personnel</li> <li>• management</li> <li>• technology personnel</li> </ul>
Value proposition may include:	<ul style="list-style-type: none"> <li>• benefits a company can derive from using electronic commerce</li> <li>• benefits a company's products or services provide to customers</li> <li>• consumer need that is being fulfilled</li> </ul>
Electronic marketing tools may include:	<ul style="list-style-type: none"> <li>• electronic advertisements, such as: <ul style="list-style-type: none"> <li>➤ affiliate marketing</li> <li>➤ auto responders</li> <li>➤ banner exchanges</li> <li>➤ bulk email</li> <li>➤ directory listing</li> <li>➤ e-zine and webzine publishing as a marketing tool</li> <li>➤ free or paid classifieds</li> <li>➤ news groups</li> <li>➤ pop-up advertisements</li> <li>➤ search engine submission</li> </ul> </li> <li>• interactive TV</li> <li>• media, such as: <ul style="list-style-type: none"> <li>➤ bulletins</li> <li>➤ chat rooms</li> <li>➤ emails</li> <li>➤ facsimiles</li> <li>➤ websites</li> </ul> </li> <li>• mobile technology, such as: <ul style="list-style-type: none"> <li>➤ 3G mobile phones</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ personal digital assistants (PDAs) <ul style="list-style-type: none"> <li>• online, such as: <ul style="list-style-type: none"> <li>➤ catalogues</li> <li>➤ customer services</li> <li>➤ press releases</li> <li>➤ surveys</li> </ul> </li> <li>• web rings</li> </ul> </li> </ul>
Effectiveness measures may include:	<ul style="list-style-type: none"> <li>• attitude measurements</li> <li>• awareness measurements</li> <li>• customer satisfaction ratings</li> <li>• inquiry measurements</li> <li>• media vehicle audience measurements</li> <li>• opinion measurements</li> <li>• readership measurements</li> <li>• recall measurements</li> <li>• sales measurements</li> </ul>
Legal and ethical requirements may include:	<ul style="list-style-type: none"> <li>• codes of practice</li> <li>• confidentiality</li> <li>• cultural expectations and influences</li> <li>• ethical principles</li> <li>• legislation</li> <li>• policies and guidelines</li> <li>• privacy</li> <li>• social responsibilities e.g. protection of children and environmentally sustainable practices</li> <li>• societal expectations</li> </ul>

<b>Evidence Guide</b>	
Critical Aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• development of an e-marketing strategy or plan for at least one product or service, containing: <ul style="list-style-type: none"> <li>➤ action plan</li> <li>➤ schedule</li> <li>➤ costings</li> <li>➤ monitoring strategy</li> <li>➤ evaluation methods</li> </ul> </li> <li>• development of a website marketing strategy for a product or service that meets overall organizational e-marketing objectives</li> </ul>
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge of:</p> <ul style="list-style-type: none"> <li>• characteristics of a range of electronic marketing tools and: <ul style="list-style-type: none"> <li>➤ associated benefits for use with e-marketing</li> <li>➤ challenges with implementation, for example costs, and availability of technology</li> </ul> </li> <li>• overview knowledge of key provisions of relevant legislation that affect business operations, codes of practice and</li> </ul>

	<p>national standards, such as:</p> <ul style="list-style-type: none"> <li>➤ confidentiality requirements</li> <li>➤ copyright laws</li> <li>➤ defamation and libel laws</li> </ul> <ul style="list-style-type: none"> <li>• foundation principles of marketing communications, consumer behavior and opportunities for electronic marketing</li> </ul>
Underpinning Skills	<p>Must demonstrate skills to:</p> <ul style="list-style-type: none"> <li>• communication and negotiation skills to implement marketing strategies</li> <li>• initiative and enterprise skills to identify marketing approaches, tools and strategies that meet organization's objectives</li> <li>• learning skills to: <ul style="list-style-type: none"> <li>➤ evaluate a website marketing strategy</li> <li>➤ learn from this evaluation to improve the organization's operations</li> </ul> </li> <li>• literacy and numeracy skills to: <ul style="list-style-type: none"> <li>➤ interpret organizational and budgetary requirements</li> <li>➤ write electronic marketing plans or strategies</li> </ul> </li> <li>• planning and organizing skills to plan e-marketing strategies</li> <li>• technology skills to use a range of computer software and electronic equipment when conducting electronic marketing</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Analyze Data from International Markets
Unit Code	<a href="#">EIS MOM5 09 0812</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to analyze data from international markets.

Elements	Performance Criteria
1. Interpret trends and market developments	<p>1.1. <b>Statistical analysis</b> of Ethiopian and international market data is used to interpret international market trends and developments</p> <p>1.2. <b>Trends and developments</b> are analyzed within Ethiopia and relevant international settings for their potential impact on international business activity within target market</p> <p>1.3. <b>Aspects of culture</b> that may have an impact are identified on international business activity within target market</p> <p>1.4. <b>Measures of central tendency/dispersion and correlations</b> are used between sets of data for quantitative interpretation of comparative international market data</p> <p>1.5. Qualitative analysis of <b>comparative international market information</b> is performed as a basis for reviewing business performance in international settings</p>
2. Interpret competitor market performance	<p>2.1. The international market performance of existing and potential competitors and their products or services are analyzed to identify potential <b>opportunities</b> or threats</p> <p>2.2. International business performance is compared to that of competitors to identify market position</p>
3. Report on market data	<p>3.1. Data is prepared, plotted and interpreted for <b>visual presentation</b></p> <p>3.2. Visual presentation is assessed for potential problems and corrective action is taken if necessary</p> <p>3.3. Meets organizational requirements ensured is reported in terms of content, format and level of detail</p> <p>3.4. Report is submitted within the required timeframe</p>

Variable	Range
Statistical analysis may include:	<ul style="list-style-type: none"> <li>• measures of central tendency</li> <li>• measures of dispersion</li> <li>• nature and degree of relationship between variables</li> <li>• normal distribution probability curve</li> <li>• sampling</li> </ul>



	<ul style="list-style-type: none"> <li>• time series analysis</li> </ul>
Trends and developments may include:	<ul style="list-style-type: none"> <li>• changes in technology</li> <li>• demographic trends</li> <li>• ecological/environmental trends</li> <li>• economic trends (local, regional, national, international)</li> <li>• government activities e.g. interest rates, deregulation</li> <li>• industrial trends</li> <li>• political events such as: <ul style="list-style-type: none"> <li>➤ wars</li> <li>➤ internal conflicts</li> <li>➤ forthcoming elections</li> </ul> </li> <li>• social and cultural factors</li> </ul>
Aspects of culture may include:	<ul style="list-style-type: none"> <li>• attitude of overseas countries to Ethiopia and Ethiopians</li> <li>• family structures, and usual purchasers and decision makers in families</li> <li>• religion</li> <li>• values and beliefs</li> </ul>
Measures of central tendency/dispersion and correlations may include:	<ul style="list-style-type: none"> <li>• benchmarking against Ethiopian performance</li> <li>• cross-tabulations</li> <li>• grouped or ungrouped data</li> <li>• inter-firm comparison data</li> <li>• international benchmarking</li> <li>• mean</li> <li>• median</li> <li>• mode</li> </ul>
Comparative international market information may include:	<ul style="list-style-type: none"> <li>• benchmarking against Ethiopian performance</li> <li>• best practice information</li> <li>• inter-firm comparison data</li> <li>• international benchmarking</li> </ul>
Opportunities may include:	<ul style="list-style-type: none"> <li>• cooperative ventures</li> <li>• extending, expanding or otherwise changing an existing business</li> <li>• franchising</li> <li>• joint ventures</li> <li>• new products or services for existing markets</li> <li>• new products or services for new international settings or within other regions of existing international settings</li> <li>• potential for greater penetration of existing markets with existing products or services</li> <li>• strategic alliances</li> </ul>
Visual presentation may include:	<ul style="list-style-type: none"> <li>• desktop published reports of market data</li> <li>• graphical data including pie/bar/column graphs</li> <li>• material using a variety of media such as video, audio, CD-ROM, photographs, slides, film</li> </ul>

## Evidence Guide

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Critical Aspects of Competence	<p>Assessment requires evidence that the candidate must:</p> <ul style="list-style-type: none"> <li>• analysis of market data to inform the process of targeting marketing activities and the drawing up of a marketing plan</li> <li>• examples where the candidate has analysed and reported on market data, including interpreting trends and market developments and competitor market performance data</li> <li>• documentation of results of analysis in a report</li> <li>• knowledge of cultural, historical, political, economic and general knowledge of international events that may have an impact on international business activity.</li> </ul>
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge of:</p> <ul style="list-style-type: none"> <li>• cultural, historical, political, economic and general knowledge of international events that may have an impact on international business activity</li> <li>• identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as: <ul style="list-style-type: none"> <li>• Customs legislation</li> <li>• Commercial laws</li> </ul> </li> <li>• sources of external and internal information on international markets</li> <li>• research, data analysis and statistical analysis techniques relevant to market data</li> <li>• variety of statistical techniques for use in analyzing market data.</li> </ul>
Underpinning Skills	<p>Must demonstrate skills to:</p> <ul style="list-style-type: none"> <li>• analytical skills to profile international markets, audiences and segments</li> <li>• culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities</li> <li>• evaluation and assessment skills to investigate international business opportunities</li> <li>• literacy skills to write reports with complex ideas and concepts</li> <li>• technology skills to use a range of software to collect and analyze international market data</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Forecast International Market and Business Needs
Unit Code	<a href="#">EIS MOM5 10 0812</a>
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to gather intelligence about the target international market and to use that information in the business.

Elements	Performance Criteria		
1. Collect market intelligence	<p>1.1. Market intelligence is gathered and documented through networking activities and participation in activities such as trade fairs, conferences, and/or professional development activities</p> <p>1.2. Further <b>sources</b> of market intelligence are identified and accessed</p> <p>1.3. Commercial services providing market intelligence are evaluated for value-for-money and quality of market intelligence, and accessed as required</p> <p>1.4. Market for relevance and applicability is collated and analyzed to the organization's international business activity and an <b>evaluation</b> of marketing performance is undertaken</p>		
2. Review current business performance and capability	<p>2.1. Core activities, customer base, business values and current business direction are confirmed</p> <p>2.2. Current international marketing performance and effectiveness of past international <b>marketing</b> or positioning are identified</p> <p>2.3. <b>Performance data</b> is reviewed from all <b>areas of the business</b> to identify strengths, weaknesses and critical success factors relevant to international business activity</p> <p>2.4. Current <b>capabilities and resources</b> are identified and assessed to identify areas for improvement or exploitation within international markets</p> <p>2.5. Under-performing products or services are identified within international markets for re-development or withdrawal</p> <p>2.6. The strength and current competitive position of the business are confirmed within international markets</p>		
3. Evaluate the specific market	<p>3.1. <b>Trends and developments</b> having an impact on international business activity are identified and analyzed for their potential impact on the business</p> <p>3.2. <b>Comparative international market information</b> is gathered and analyzed as a basis for reviewing business performance</p> <p>3.3. The market performance internationally of existing and</p>		
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	<p>potential competitors and their products or services are analyzed to identify potential <b>opportunities</b> or threats within international business markets</p> <p>3.4. Sources of intelligence for advance warning of new products, services, technology or new international markets are identified and tapped for the business</p> <p>3.5. The <b>legal, ethical and environmental constraints</b> of the international market are identified and analyzed for their effect on international business activity</p>
4. Document how business can meet current and emerging needs of the target market	<p>4.1. Poor/under-servicing of existing international market needs are identified, analyzed and documented by the organization and/or its competitors</p> <p>4.2. Changes in international markets that link positively to the organization's strengths or capabilities are identified</p> <p>4.3. The advantages and disadvantages of <b>forecasting techniques</b> are considered in relation to the required outcome, and technique/s is/are selected in accordance with organizational requirements</p> <p>4.4. Emerging international market needs are forecasted and justified in terms of available information</p> <p>4.5. The needs of the business are identified in terms of changes required to improve performance or to address an international market opportunity</p>

Variable	Range
Sources may include:	<ul style="list-style-type: none"> <li>• business advisory services</li> <li>• commercial sources of market intelligence provided by specialists and consultants</li> <li>• databases</li> <li>• financial institutions</li> <li>• information from government agencies, chambers of commerce</li> <li>• internet</li> <li>• new networking opportunities</li> <li>• official statistics</li> <li>• peers</li> <li>• professional/trade associations and publications</li> </ul>
Evaluation may include:	<ul style="list-style-type: none"> <li>• comparative analysis</li> <li>• competitive analysis</li> <li>• life cycle models</li> <li>• product portfolio analysis</li> <li>• strengths-weaknesses-opportunities-threats (SWOT) analysis</li> <li>• value chain analysis</li> </ul>
Marketing may include:	<ul style="list-style-type: none"> <li>• business-to-business marketing</li> <li>• direct marketing</li> </ul>

	<ul style="list-style-type: none"> <li>• e-business</li> <li>• ideas marketing</li> <li>• marketing of goods</li> <li>• public sector marketing</li> <li>• services marketing</li> <li>• telemarketing</li> </ul>
Performance data may include:	<ul style="list-style-type: none"> <li>• accidents</li> <li>• complaints</li> <li>• coverage</li> <li>• faults</li> <li>• penetration</li> <li>• production time and cost</li> <li>• profitability</li> <li>• sales</li> <li>• share</li> <li>• warranties</li> </ul>
Areas of the business may include:	<ul style="list-style-type: none"> <li>• finance</li> <li>• marketing</li> <li>• overseas representatives or branches of the organisation</li> <li>• personnel</li> <li>• production</li> </ul>
Capabilities and resources may include:	<ul style="list-style-type: none"> <li>• situational factors such as: <ul style="list-style-type: none"> <li>➢ 24-hour operation</li> <li>➢ age and life of business equipment</li> <li>➢ capacity of equipment relative to current output</li> <li>➢ communications</li> <li>➢ competence of staff relative to business needs</li> <li>➢ human and financial resources</li> <li>➢ industrial relations climate</li> <li>➢ level of technology</li> <li>➢ location/position</li> <li>➢ transport distribution channels</li> </ul> </li> <li>• intangibles such as: <ul style="list-style-type: none"> <li>➢ brand</li> <li>➢ 'feel good' factor</li> <li>➢ image</li> <li>➢ perceived quality or value</li> <li>➢ service</li> <li>➢ social acceptability</li> <li>➢ style</li> </ul> </li> </ul>
Trends and developments may include:	<ul style="list-style-type: none"> <li>• changes in technology</li> <li>• demographic trends</li> <li>• ecological/environmental trends</li> <li>• economic trends (local, regional, national, international)</li> <li>• government activities e.g. interest rates, deregulation</li> <li>• industrial trends</li> </ul>

	<ul style="list-style-type: none"> <li>• political events (wars, internal conflicts, forthcoming elections)</li> <li>• social and cultural factors</li> </ul>
Comparative international market information may include:	<ul style="list-style-type: none"> <li>• benchmarking against Ethiopian performance</li> <li>• best practice information</li> <li>• inter-firm comparison data</li> <li>• international benchmarking</li> </ul>
Opportunities may include:	<ul style="list-style-type: none"> <li>• consideration of applications and costings for trademarks, patents and standards accreditation</li> <li>• cooperative ventures</li> <li>• extending, expanding or otherwise changing an existing business</li> <li>• franchising</li> <li>• joint ventures</li> <li>• new products or services for existing markets</li> <li>• new products or services for new international settings or within other regions of existing international settings</li> <li>• potential for greater penetration of existing markets with existing products or services</li> <li>• strategic alliances</li> </ul>
Legal, ethical and environmental constraints may include:	<ul style="list-style-type: none"> <li>• Ethiopian, international and local context of legal and ethical obligations</li> <li>• codes of practice</li> <li>• cultural expectations and influences</li> <li>• ethical principles</li> <li>• legislation</li> <li>• policies and guidelines</li> <li>• regulations</li> <li>• social responsibilities such as protection of children, environmental issues</li> <li>• societal expectations</li> </ul>
Forecasting techniques may include:	<ul style="list-style-type: none"> <li>• bottom-up forecasting</li> <li>• Delphi techniques</li> <li>• model building</li> <li>• projection</li> <li>• scenario planning</li> <li>• surveys of intentions</li> <li>• top-down forecasting</li> </ul>

### Evidence Guide

Critical Aspects of Competency	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• undertaking of analysis to forecast international market and business needs, including: <ul style="list-style-type: none"> <li>➢ collection of market intelligence</li> <li>➢ review of current business performance and capability</li> <li>➢ evaluation of specific international markets</li> </ul> </li> <li>• written report of how the business can meet current and emerging needs of targeted international markets</li> </ul>
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	<ul style="list-style-type: none"> <li>• knowledge of market analysis tools</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge on:</p> <ul style="list-style-type: none"> <li>• cultural, historical, political, economic and general knowledge of international events that may have an impact on international business activity</li> <li>• market analysis tools</li> <li>• identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as: <ul style="list-style-type: none"> <li>➤ occupational health and safety</li> <li>➤ commercial laws</li> </ul> </li> <li>• software programs and electronic media available to conduct forecasting</li> <li>• sources of external and internal information on international markets</li> <li>• range of products or services marketed by business in international settings</li> </ul>
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> <li>• analytical skills to evaluate current business performance</li> <li>• culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities</li> <li>• evaluation and assessment skills to gather and analyze international market and business requirements when creating market forecasts</li> <li>• forecasting skills</li> <li>• literacy skills to write reports with complex ideas and concepts</li> <li>• market analysis skills</li> <li>• technology skills to use a range of software to create forecasts</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Promote Products and Services to International Markets
Unit Code	<a href="#">EIS MOM5 11 0812</a>
Unit Descriptor	This unit covers the skills, knowledge and attitudes required to promote products and/or services of the business within specified international markets.

Elements	Performance Criteria
1. Plan promotional activities	<p>1.1. Marketing plan is accessed for international business activity to inform planning of promotional activities</p> <p>1.2. Relevant <b>information sources</b> are accessed to support planning of promotional activities</p> <p>1.3. <b>Promotional activities</b> are identified and assessed to ensure compatibility with <b>organizational requirements</b> and <b>cultural appropriateness</b></p> <p>1.4. Promotional activities are planned and scheduled according to the marketing needs of the organization</p> <p>1.5. Overall promotional objectives are determined in consultation with <b>designated individuals and groups</b> both in international and domestic settings</p> <p>1.6. Time lines and costs for promotion of activities are ensured to realistic and consistent with budget resources</p> <p>1.7. Action plans are developed to provide details of products and/or services being promoted</p>
2. Coordinate promotional activities	<p>2.1. <b>Personnel and resources</b> are identified and prepared to support promotional activities, both in international and domestic settings, to facilitate the achievement of promotional goals</p> <p>2.2. <b>Roles and responsibilities</b> of overseas and domestic personnel are identified, agreed upon and allocated for delivery of promotional activities</p> <p>2.3. Relationships with targeted groups are established and conducted in overseas settings in a manner which enhances the positive image of the organization</p> <p>2.4. Roles and responsibilities of overseas personnel involved in promotional activities are supervised and supported</p> <p>2.5. <b>International business networks</b> are used to assist in the implementation of promotional activities</p>
3. Review and report on promotional	<p>3.1. Audience feedback and data are analyzed to determine the impact of the promotional activity on the delivery of products and/or services</p>



activities	<p>3.2. The effectiveness of planning processes is assessed to identify possible improvements in future international promotional activities</p> <p>3.3. <b>Feedback</b> is collected and provided to personnel and agencies involved in the promotional activity both in international and domestic settings</p> <p>3.4. Costs and time lines are analyzed to evaluate the benefits accruing from the internationally based promotional activities</p> <p>3.5. Conclusions and recommendations are prepared from verifiable evidence and constructive advice is provided on future directions of internationally based promotional activities</p>
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Variable	Range
Information sources may include:	<ul style="list-style-type: none"> <li>• academics and training providers</li> <li>• government agencies</li> <li>• overseas embassies, consulates, government departments and agencies within Ethiopia and overseas</li> <li>• trade and industry publications</li> </ul>
Promotional activities may include:	<ul style="list-style-type: none"> <li>• advertisements</li> <li>• client functions</li> <li>• demonstration activities</li> <li>• distribution of free samples</li> <li>• employee functions</li> <li>• media announcements</li> <li>• product launches</li> <li>• web pages</li> </ul>
Organisational requirements may include:	<ul style="list-style-type: none"> <li>• access and equity principles and practice</li> <li>• allocation of responsibilities for products and/or services</li> <li>• confidentiality and security requirements</li> <li>• consideration of cultural issues</li> <li>• defined resource parameters</li> <li>• ethical standards</li> <li>• filing and documentation storage processes</li> <li>• goals, objectives, plans, systems and processes</li> <li>• legal and organisational policy/guidelines and requirements</li> <li>• OHS policies, procedures and programs</li> <li>• payment and delivery options</li> <li>• pricing and discount policies</li> <li>• quality and continuous improvement processes and standards</li> <li>• quality assurances and/or procedures manuals</li> <li>• replacement and refund policy and procedures</li> </ul>
Cultural appropriateness	<ul style="list-style-type: none"> <li>• appropriateness of activity related to the culture of countries selected for promotion of products and/or services</li> </ul>

refers to:	
Designated individuals and groups may refer to:	<ul style="list-style-type: none"> <li>• colleagues</li> <li>• committees</li> <li>• customers</li> <li>• external organisations such as government agencies, chambers of commerce</li> <li>• line management</li> <li>• supervisor</li> </ul>
Personnel and resources may refer to:	<ul style="list-style-type: none"> <li>• contractors engaged for specific purposes within promotional activity</li> <li>• management</li> <li>• marketing funds</li> <li>• organisational personnel both in international and domestic settings</li> <li>• promotional products</li> <li>• samples</li> <li>• technology</li> <li>• time</li> <li>• venue</li> </ul>
Roles and responsibilities may include:	<ul style="list-style-type: none"> <li>• codes of conduct</li> <li>• considerations of cultural issues</li> <li>• contractual arrangements with consultants or specialists hired for promotional activity</li> <li>• job description and employment arrangements</li> <li>• marketing plans</li> <li>• organisation's policy relevant to work role</li> <li>• skills, training and competencies</li> <li>• supervision and accountability requirements including OHS</li> <li>• team structures</li> </ul>
International business networks may refer to:	<ul style="list-style-type: none"> <li>• formal or informal networks</li> <li>• government sponsored networks through government agencies, chambers of commerce</li> <li>• individuals, groups, organisations</li> <li>• personal or business networks</li> <li>• professional or trade networks</li> </ul>
Feedback may be collected from:	<ul style="list-style-type: none"> <li>• customer/client response data</li> <li>• employee data</li> <li>• focus groups</li> <li>• market share data</li> <li>• sales orders</li> <li>• word-of-mouth reports</li> </ul>

### Evidence Guide

Critical Aspects of Competence	<p>Assessment requires evidence that the candidate has the ability to:</p> <ul style="list-style-type: none"> <li>• demonstration of planning, coordinating and reviewing of</li> </ul>
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	<p>promotional activities to align with marketing plans and market research undertaken for the international markets selected</p> <ul style="list-style-type: none"> <li>• report detailing promotional activities undertaken and recommendations to inform and guide future promotional activities in international settings</li> <li>• knowledge of relevant Ethiopian, international and local legislation.</li> </ul>
Underpinning Knowledge and Attitude	<p>Demonstrate knowledge on:</p> <ul style="list-style-type: none"> <li>• available overseas media</li> <li>• cultural characteristics of groups within target market</li> <li>• international business networks</li> <li>• marketing strategies and promotional activities</li> <li>• identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as: <ul style="list-style-type: none"> <li>○ bilateral or regional trade agreements</li> <li>○ occupational health and safety (OHS)</li> <li>○ commercial laws</li> </ul> </li> </ul>
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> <li>• culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities</li> <li>• interpersonal skills to establish rapport and build relationships with clients</li> <li>• organisational and time management skills to sequence tasks and meet time lines</li> <li>• research, data collection, assessment and evaluation skills to determine appropriate promotional activities for international markets</li> <li>• technology skills to record and use information gathered about promotional activities</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Profile International Markets
Unit Code	<a href="#">EIS MOM5 12 0812</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required select and confirm an appropriate international market.

Elements	Performance Criteria
1. Select potential international markets for further investigation	<p>1.1. <b>Readiness is determined</b> to market products or services internationally</p> <p>1.2. Potential international markets are listed for further investigation</p> <p>1.3. <b>Information sources</b> are identified to inform process for selection of international markets</p> <p>1.4. <b>Criteria</b> is determined and documented to determine suitability of international markets for product or service</p> <p>1.5. Information sources are accessed and used to determine suitability of international markets for product or service to be marketed</p> <p>1.6. International markets are selected for profiling</p>
2. Identify the target market	<p>2.1. <b>Approaches</b> are evaluated and chosen to determine and describe the total market within selected countries for a product or service</p> <p>2.2. The target market is defined for a product or service in terms of prospective <b>users/consumers</b>, the selected market segment/s and cultural appropriateness of the product or service</p> <p>2.3. Segment descriptors are used to describe the target market</p> <p>2.4. Available marketing strategic options are identified and the <b>targeting strategy</b> that best meets the requirements of the marketing plan is selected</p> <p>2.5. The cultural appropriateness of the chosen targeting strategy is checked using available information sources</p>
3. Profile the target audience	<p>3.1. The total and selected market/segment/s are described in the form of a consumer profile</p> <p>3.2. Ensure the consumer profile is identified consumer characteristics are used in standard <b>statistical terms</b> and/or the descriptive terms in media selection</p> <p>3.3. <b>Demographic data</b> and/or <b>psychographic descriptions</b> are used in the consumer profile in accordance with the</p>

	<p>requirements of the marketing plan</p> <p>3.4. Ensure the profile is made to meet organizational requirements in terms of language, format, content and level of detail</p>
4. Develop a positioning strategy	<p>4.1. Available <b>positioning strategies</b> are identified and a strategy is chosen to meet <b>marketing requirements</b> and the consumer profile including the culture of profiled groups</p> <p>4.2. Cultural appropriateness of chosen positioning strategies is checked using available information sources</p> <p>4.3. A positioning implementation plan is written in accordance with organizational requirements</p>

Variable	Range
Determining readiness may include analysing:	<ul style="list-style-type: none"> <li>• available financial resources of own organisation</li> <li>• economic conditions within potential international markets</li> <li>• existing competitors</li> <li>• international standards for product or service</li> <li>• knowledge of international laws, conventions and culture</li> <li>• links to and networks within international markets</li> <li>• organisation's experience and capability to market internationally</li> <li>• production capacity and ability to expand capacity as required</li> <li>• research capability</li> </ul>
Information sources may include:	<ul style="list-style-type: none"> <li>• advice from: <ul style="list-style-type: none"> <li>➤ academics</li> <li>➤ chambers of commerce</li> <li>➤ colleagues who are residents or former residents of chosen countries</li> <li>➤ industry associations</li> <li>➤ other private agencies specializing in international trade</li> <li>➤ professional advisors</li> <li>➤ senior colleagues</li> <li>➤ technical experts</li> <li>➤ training providers</li> </ul> </li> <li>• government agencies</li> <li>• government departments</li> <li>• professional libraries</li> <li>• reference material (paper-based and internet) within organisation</li> <li>• trade journals</li> <li>• training providers</li> </ul>
Criteria may include:	<ul style="list-style-type: none"> <li>• capabilities, interests and preferences of own organisation</li> <li>• economic considerations such as: <ul style="list-style-type: none"> <li>➤ economic wealth within selected countries</li> <li>➤ anticipated cost to provide service or product</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• existing competitors operating within selected country/countries</li> <li>• history of product or service provision within selected country/countries</li> <li>• relevant international regulations and taxes/duties the product or service would attract</li> <li>• trade routes and modes of transport available to destination countries</li> </ul>		
Approaches may include:	<ul style="list-style-type: none"> <li>• identifying consumers with relevant needs</li> <li>• identifying current users of the product or service</li> <li>• identifying people with related characteristics</li> </ul>		
Consumers may include:	<ul style="list-style-type: none"> <li>• businesses</li> <li>• government agencies</li> <li>• households</li> <li>• individuals</li> </ul>		
Targeting strategy may include:	<ul style="list-style-type: none"> <li>• concentrated, differentiated and mass strategies</li> <li>• differentiation and segmentation</li> <li>• ease of entry</li> <li>• growth considerations</li> <li>• market share</li> <li>• niche markets</li> <li>• price sensitivity</li> <li>• purchasing power</li> <li>• sales volume</li> </ul>		
Statistical terms may include:	<ul style="list-style-type: none"> <li>• categories used by the Central Statistics Agency in collecting and reporting census data</li> </ul>		
Demographic data may include:	<ul style="list-style-type: none"> <li>• age</li> <li>• children</li> <li>• education</li> <li>• first language</li> <li>• gender</li> <li>• geographic location within country</li> <li>• income</li> <li>• marital status</li> <li>• nationality</li> <li>• occupation</li> </ul>		
Psychographic descriptions may include:	<ul style="list-style-type: none"> <li>• activities</li> <li>• interests</li> <li>• lifestyle</li> <li>• opinions</li> <li>• values and attitudes</li> </ul>		
Positioning strategies may include:	<ul style="list-style-type: none"> <li>• competitive positioning</li> <li>• conspicuous positioning</li> <li>• image perceptions</li> <li>• market follower positions</li> <li>• market leader positions</li> <li>• me-too positioning</li> </ul>		
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	<ul style="list-style-type: none"> <li>• prestige and exclusive positioning</li> <li>• repositioning</li> <li>• service positioning</li> <li>• value positioning</li> </ul>
Marketing requirements may include:	<ul style="list-style-type: none"> <li>• business-to-business marketing</li> <li>• direct marketing</li> <li>• ideas marketing</li> <li>• marketing of goods</li> <li>• public sector marketing</li> <li>• services marketing</li> <li>• telemarketing</li> </ul>

<b>Evidence Guide</b>	
Critical Aspects of Competence	<p>A person must be able to provide evidence of:</p> <ul style="list-style-type: none"> <li>• completed profiles where candidate has documented potential international markets based on established criteria, targeting strategy, profile of international markets, positioning strategies, and checks for cultural appropriateness of products</li> <li>• targeting strategy and positioning strategies which account for cultural differences</li> <li>• knowledge of cultural aspects relevant to international markets profiled.</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge on:</p> <ul style="list-style-type: none"> <li>• cultural aspects relevant to international markets profiled</li> <li>• market profiling techniques and related software programs</li> <li>• organizational requirements for presentation of completed profile</li> <li>• identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as: <ul style="list-style-type: none"> <li>➤ occupational health and safety</li> <li>➤ commercial laws</li> </ul> </li> <li>• sources of external and internal information on international markets.</li> </ul>
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> <li>• analytical skills to profile international markets, audiences and segments</li> <li>• culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities</li> <li>• evaluation and assessment skills to investigate international business opportunities</li> <li>• literacy skills to write reports with complex ideas and concepts</li> <li>• research and information-gathering skills to obtain information about prospective international markets, audiences and segments</li> <li>• technology skills to use a range of software to conduct market</li> </ul>

	profiling activities.
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.



Occupational Standard: Marketing Operations Management Level V	
Unit Title	Manage Project Quality
Unit Code	<a href="#">EIS MOM5 13 0812</a>
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.

Elements	Performance Criteria
1. Determine quality requirements	<p>1.1 <b>Quality objectives</b>, 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 <b>quality management plan</b></p> <p>1.2 Established <b>quality management methods, techniques and tools</b> 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 <b>quality control</b> 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 <b>improvements</b> are identified, documented and passed on 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"> <li>• requirements from the client and other stakeholders</li> <li>• requirements from a higher project authority</li> <li>• negotiated trade-offs between cost, schedule and performance</li> <li>• those quality aspects which may impact on customer satisfaction</li> </ul>
Quality management plan	<p>May include but not limited to:</p> <ul style="list-style-type: none"> <li>• established processes</li> <li>• authorizations and responsibilities for quality control</li> <li>• quality assurance</li> <li>• continuous improvement</li> </ul>
Quality management methods, techniques and tools	<p>May include but not limited to:</p> <ul style="list-style-type: none"> <li>• brainstorming</li> <li>• benchmarking</li> <li>• charting processes</li> <li>• ranking candidates</li> <li>• defining control</li> <li>• undertaking benefit/cost analysis</li> <li>• processes that limit and/or indicate variation</li> <li>• control charts</li> <li>• flowcharts</li> <li>• histograms</li> <li>• pareto charts</li> <li>• scatter gram</li> <li>• run charts</li> </ul>
Quality control	<p>May include but not limited to:</p> <ul style="list-style-type: none"> <li>• monitoring conformance with specifications</li> <li>• recommending ways to eliminate causes of unsatisfactory performance of products or processes</li> <li>• monitoring of regular inspections by internal or external agents</li> </ul>
Improvements	<p>May include but not limited to:</p> <ul style="list-style-type: none"> <li>• formal practices, such as total quality management or continuous improvement</li> <li>• 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</li> </ul>

	team performance
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<b>Evidence Guide</b>	
<b>Critical Aspects of Competence</b>	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> <li>• lists of quality objectives, standards, levels and measurement criteria</li> <li>• records of inspections, recommended rectification actions and quality outcomes</li> <li>• management of quality management system and quality management plans</li> <li>• application of quality control, quality assurance and continuous improvement processes</li> <li>• records of quality reviews</li> <li>• lists of lessons learned and recommended improvements</li> </ul> <p>Processes that could be used as evidence include:</p> <ul style="list-style-type: none"> <li>• how quality requirements and outcomes were determined for projects</li> <li>• how quality tools were selected for use in projects</li> <li>• how team members were managed throughout projects with respect to quality within the project</li> <li>• how quality was managed throughout projects</li> <li>• how problems and issues with respect to quality and arising during projects were identified and addressed</li> <li>• how projects were reviewed with respect to quality management</li> <li>• how improvements to quality management of projects have been acted upon</li> </ul>
<b>Underpinning Knowledge and Attitudes</b>	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• the principles of project quality management and their application</li> <li>• acceptance of responsibilities for project quality management</li> <li>• use of quality management systems and standards</li> <li>• the place of quality management in the context of the project life cycle</li> <li>• appropriate project quality management methodologies; and their capabilities, limitations, applicability and contribution to project outcomes</li> <li>• attributes: <ul style="list-style-type: none"> <li>➤ analytical</li> <li>➤ attention to detail</li> <li>➤ able to maintain an overview</li> <li>➤ communicative</li> <li>➤ positive leadership</li> </ul> </li> </ul>

Underpinning Skills	<p>Demonstrate skills of:</p> <ul style="list-style-type: none"> <li>• ability to relate to people from a range of social, cultural and ethnic backgrounds, and physical and mental abilities</li> <li>• project management</li> <li>• quality management</li> <li>• planning and organizing</li> <li>• communication and negotiation</li> <li>• problem-solving</li> <li>• leadership and personnel management</li> <li>• monitoring and review skills</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Facilitate and Capitalize on Change and Innovation
Unit Code	<a href="#">EIS MOM5 14 0812</a>
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.

Elements	Performance Criteria
1. Participate in planning the introduction and facilitation of change	<p>1.1 <b>Manager</b> contributes effectively to the organization's planning processes to introduce and facilitate change</p> <p>1.2 Plans are made to introduce change in consultation with <b>appropriate stakeholders</b></p> <p>1.3 Organization's objectives and plans are communicated effectively to introduce change to individuals and teams</p>
2. Develop creative and flexible approaches and solutions	<p>2.1 Variety of approaches are identified and analyzed to manage workplace issues and problems</p> <p>2.2 <b>Risks</b> are identified and assessed, and action initiated to manage these to achieve a recognized benefit or advantage to the organization</p> <p>2.3 Workplace is managed in a way which promotes the development of innovative approaches and outcomes</p> <p>2.4 Creative and responsive approaches to resource management improve productivity and services, and/or reduce costs</p>
3. Manage emerging challenges and opportunities	<p>3.1 Individuals and teams are supported to respond effectively and efficiently to changes in the organization's goals, plans and priorities</p> <p>3.2 Coaching and mentoring are made to assist individuals and teams to develop competencies to handle change efficiently and effectively</p> <p>3.3 Opportunities are identified and taken as appropriate, to make adjustments and to respond to the changing needs of customers and the organization</p> <p>3.4 <b>Information needs</b> of individuals and teams are anticipated and facilitated as part of change implementation and management</p> <p>3.5 Recommendations for improving the methods and techniques to manage change are identified, evaluated and negotiated with appropriate individuals and groups</p>

<b>Variables</b>	<b>Range</b>
Manager	a person with frontline management roles and responsibilities, regardless of the title of their position
Appropriate stakeholders	May include but not limited to: <ul style="list-style-type: none"> <li>• organization directors and other relevant managers</li> <li>• teams and individual employees who are both directly and indirectly involved in the proposed change</li> <li>• union/employee representatives or groups</li> <li>• OHS committees</li> <li>• other people with specialist responsibilities</li> <li>• external stakeholders where appropriate - such as clients, suppliers, industry associations, regulatory and licensing agencies</li> </ul>
Risks	May include but not limited to: <ul style="list-style-type: none"> <li>• any event, process or action that may result in goals and objectives of the organization not being met</li> <li>• any adverse impact on individuals or the organization</li> <li>• various risks identified in a risk management process</li> </ul>
Information needs	May include but not limited to: <ul style="list-style-type: none"> <li>• new and emerging workplace issues</li> <li>• implications for current work roles and practices including training and development</li> <li>• changes relative to workplace legislation, such as OHS, workplace data such as productivity, inputs/outputs and future projections</li> <li>• planning documents</li> <li>• reports</li> <li>• market trend data</li> <li>• scenario plans</li> <li>• customer/competitor data</li> </ul>

<b>Evidence Guide</b>	
Critical Aspects of Competence	Demonstrates skills and knowledge in: <ul style="list-style-type: none"> <li>• Planning the introduction and facilitation of change</li> <li>• Developing creative and flexible approaches and solutions</li> <li>• Managing emerging challenges and opportunities</li> </ul>
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> <li>• 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</li> <li>• the principles and techniques involved in: <ul style="list-style-type: none"> <li>• change and innovation management</li> <li>• development of strategies and procedures to implement and</li> </ul> </li> </ul>

	<p>facilitate change and innovation</p> <ul style="list-style-type: none"> <li>• use of risk management strategies: identifying hazards,</li> <li>• assessing risks and implementing risk control measures</li> <li>• problem identification and resolution</li> <li>• leadership and mentoring techniques</li> <li>• management of quality customer service delivery</li> <li>• consultation and communication techniques</li> <li>• record keeping and management methods</li> <li>• the sources of change and how they impact</li> <li>• factors which lead/cause resistance to change</li> <li>• approaches to managing workplace issues</li> </ul>
Underpinning Skills	<p>Demonstrate skills on:</p> <ul style="list-style-type: none"> <li>• Communication skills</li> <li>• Planning work</li> <li>• Managing risk</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Establish and Conduct Business Relationships
Unit Code	<a href="#">EIS MOM5 15 0812</a>
Unit Descriptor	This unit covers the skills, attitudes and knowledge required to manage business relationship with customers.

Elements	Performance Criteria
1. Establish contact with customer	<p>1.1 Welcoming customer environment is maintained.</p> <p>1.2 Customer is greeted warmly according to enterprise policies and procedures.</p> <p>1.3 Effective service environment is created through verbal and non-verbal presentation according to enterprise policies and procedures.</p> <p>1.4 Customer data is maintained to ensure database relevance and currency.</p> <p>1.5 Information on customers and service history is gathered for analysis.</p> <p>1.6 <b>Opportunities</b> to maintain regular contact with customers are identified and taken up.</p>
2. Clarify needs of customer	<p>2.1 Customer needs are determined through questioning and active listening.</p> <p>2.2 Customer needs are accurately assessed against the products/services of the enterprise.</p> <p>2.3 Customer details are documented clearly and accurately in required format.</p> <p>2.4 Negotiations are conducted in a business-like and professional manner.</p> <p>2.5 Maximize benefits for all parties in the negotiation through use of established <b>negotiation techniques</b> and in the context of establishing long term relationships.</p> <p>2.6 The results of negotiations are communicated to appropriate colleagues and stakeholders within appropriate timeframes.</p>
3. Provide information and advice	<p>3.1 Features and benefits of products/services provided by the enterprise are described / recommended to meet customer needs.</p> <p>3.2 Information is provided to satisfy customer needs.</p> <p>3.3 Alternative sources of information/advice are discussed with</p>



	the customer.
4. Foster and maintain business relationships	<p>4.1 Pro-actively seek, review and act upon information needed to maintain sound business relationships.</p> <p>4.2 Agreements are honored within the scope of individual responsibility.</p> <p>4.3 Adjustments to agreements are made in consultation with the customer and share information with appropriate colleagues.</p> <p>4.4 Nurture relationships through regular contact and use of effective interpersonal and communication styles.</p>

Variables	Range
Opportunities to maintain regular contact with customers	<p>May include but not limited to:</p> <ul style="list-style-type: none"> <li>• informal social occasions</li> <li>• industry functions</li> <li>• association membership</li> <li>• co-operative promotions</li> <li>• program of regular telephone contact</li> </ul>
Negotiation techniques	<p>May include but not limited to:</p> <ul style="list-style-type: none"> <li>• identification of goals, limits</li> <li>• clarification of needs of all parties</li> <li>• identifying points of agreement and points of difference</li> <li>• preparatory research of facts</li> <li>• active listening and questioning</li> <li>• non-verbal communication techniques</li> <li>• appropriate language</li> <li>• bargaining</li> <li>• developing options</li> <li>• confirming agreements</li> <li>• appropriate cultural behavior</li> </ul>

Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> <li>• consistently applying enterprise policies and procedures and industry codes of practice in regard to customer service</li> <li>• providing a quality service environment by treating customers in a courteous and professional manner through all stages of the procedure</li> <li>• using effective questioning/active listening and observation skills to identify customer needs</li> <li>• communicating effectively with others involved in or affected by the work</li> <li>• maintaining relevant and current customer databases in accordance with enterprise policies and procedures</li> </ul>

	<ul style="list-style-type: none"> <li>• ability to build and maintain relationships to achieve successful business outcomes</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> <li>• Operational knowledge of enterprise policies and procedures in regard to: <ul style="list-style-type: none"> <li>➢ customer service</li> <li>➢ dealing with difficult customers</li> <li>➢ maintenance of customer databases</li> <li>➢ allocated duties/responsibilities</li> <li>➢ General knowledge of the range of enterprise merchandise and services, location of telephone extensions and departments/sections</li> </ul> </li> <li>• Basic operational knowledge of legislation and statutory requirements, including consumer law, trade practices and fair trading legislation</li> <li>• Basic operational knowledge of industry/workplace codes of practice in relation to customer service</li> <li>• negotiation and communication techniques appropriate to negotiations that may be of significant commercial value</li> </ul>
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> <li>• Use workplace technology related to use of customer database</li> <li>• Collect, organize and understand information related to collating and analyzing customer information to identify needs</li> <li>• Communicate ideas and information</li> <li>• Plan and organize activities concerning information for database entries</li> <li>• Use mathematical ideas and techniques to plan database cells and size</li> <li>• Establish diagnostic processes which identify and recommend improvements to customer service</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Marketing Operations Management Level V	
Unit Title	Develop and Refine Systems for Continuous Improvement in Operations
Unit Code	<a href="#">EIS MOM5 16 0812</a>
Unit Descriptor	This unit of competency covers the skills, knowledge and processes required to ensure that continuous improvement systems do not stultify and continue to improve along with other operational systems in an organization. This unit is about improving the process yield/unit of effort or cost, reducing process variation and increasing process reliability, upgrading, enhancing or refining process outputs, and includes developing a culture of reviewing and sustaining change ensuring improvements are maintained and built on.

Elements	Performance Criteria		
1. Establish parameters of current internal improvement systems	1.1 <b>Organization systems</b> that impact on continuous improvement are described 1.2 Current <b>relevant metrics</b> and their values are identified 1.3 Metrics are collected for all improvements 1.4 <b>Yield of current improvement processes</b> is determined 1.5 Results of improvements are reviewed		
2. Distinguish breakthrough improvement processes	2.1 All <b>improvements</b> which have occurred over an agreed period of time are identified 2.2 <b>Breakthrough improvements</b> and continuous improvements are distinguished 2.3 The timing of breakthrough improvement processes is determined 2.4 Factors controlling the <b>timing</b> and selection of breakthrough improvements are analyzed 2.5 <b>Continuous improvements</b> are analyzed to identify cases where breakthrough improvements were required 2.6 Findings with process/system owners are validated and required approvals are obtained 2.7 Timing/selection of breakthrough improvements is improved 2.8 Other factors limiting the gains are improved from breakthrough improvements		
3. Develop continuous improvement	3.1 Levels of delegated authority and responsibility are made appropriate for continuous improvement from the shop floor		
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practice	<p>3.2 All personnel are ensured have appropriate capabilities for continuous improvement processes</p> <p>3.3 Personnel and systems are ensured to recognize potential breakthrough improvement projects</p> <p>3.4 Sufficient <b>resources</b> available are ensured for the operation of continuous and breakthrough improvement processes</p> <p>3.5 Check that relevant information flows from improvement changes to all required areas and stakeholders</p> <p>3.6 Check data collection and metrics analysis capture changes which result from improvement actions</p> <p>3.7 Check that improvement changes are standardized and sustained</p> <p>3.8 Review processes are checked for routine continuous improvements</p> <p>3.9 Factors limiting gains are removed or changed from improvements</p> <p>3.10 Systems are modified to ensure appropriate possible changes are referred to other improvement processes</p> <p>3.11 Breakthrough is institutionalized</p>
4. Establish parameters of current external improvement system	<p>4.1 <b>Value stream improvements</b> that impact on the systems are captured</p> <p>4.2 Procedures are reviewed for deciding improvement methodologies</p> <p>4.3 Current relevant metrics and their values, are identified as appropriate</p> <p>4.4 Yield of current improvement processes is determined</p> <p>4.5 Results of improvements are reviewed</p>
5. Explore opportunities for further development of value stream improvement processes	<p>5.1 Mechanisms are reviewed for consultation with value stream members</p> <p>5.2 Mechanisms are developed for further improving joint problem solving</p> <p>5.3 Mechanisms are developed for increased sharing of <b>organizational knowledge</b></p> <p>5.4 Support and necessary authorizations are obtained from process/system owners</p> <p>5.5 Improvements are captured and standardized</p> <p>5.6 Factors limiting gains from continuous improvements are improved</p>

6. Review systems for compatibility with improvement strategy	<p>6.1 Review all systems which impact or are <b>impacted on improvements</b> and the improvement system</p> <p>6.2 Relationships between improvement systems and other relevant systems are analyzed</p> <p>6.3 <b>Competitive systems and practices</b> caused by and results from the systems are analyzed</p> <p>6.4 Changes to the systems are negotiated to improve the outcomes from improvement systems</p> <p>6.5 Necessary approvals are obtained to implement changes</p> <p>6.6 The implementation of the changes is monitored</p>
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Variable	Range
Organization systems	May include but not limited to: <ul style="list-style-type: none"> <li>• problem recognition and solving</li> <li>• operational/process improvement</li> <li>• improvement projects</li> <li>• product/process design and development</li> <li>• processes for making incremental improvements</li> </ul>
Relevant metrics	May include but not limited to: <ul style="list-style-type: none"> <li>• hurdle rates for new investments</li> <li>• KPIs for existing processes</li> <li>• quality statistics</li> <li>• delivery timing and quantity statistics</li> <li>• process/equipment reliability ('uptime')</li> <li>• incident and non-conformance reports</li> <li>• complaints, returns and rejects</li> </ul>
Process improvement yield	May include but not limited to: <ul style="list-style-type: none"> <li>• the benefit achieved for the effort invested</li> </ul>
Improvements	May include but not limited to: <ul style="list-style-type: none"> <li>• be to process, plant, procedures or practice</li> <li>• include changes to ensure positive benefits to stakeholders are maintained</li> </ul>
Breakthrough improvements	May include but not limited to: <ul style="list-style-type: none"> <li>• those which result from a kaizen blitz or other improvement project or event and are a subset of all improvements</li> </ul>
Timing of breakthrough improvements	May include but not limited to: <ul style="list-style-type: none"> <li>• frequency (which should be maximized) and duration (which should be minimized) of events/projects</li> </ul>
Continuous improvement	Continuous improvement is part of normal work and does not require a special event to occur (although may still require authorizations) and contrasts with breakthrough improvement/kaizen blitz which occurs by way of an event or project

Resources	<p>May include but not limited to:</p> <ul style="list-style-type: none"> <li>• improvement budget</li> <li>• guidelines for trialing of possible improvements</li> <li>• mechanism for approvals for possible improvements</li> <li>• business case guidelines for proposed improvements</li> <li>• indicators of success of proposed improvement</li> <li>• mechanisms for tracking and evaluation of changes</li> <li>• forum for the open discussion of the results of the implementation</li> <li>• mechanisms for the examination of the improvement for additional improvements</li> <li>• organization systems to sustain beneficial changes</li> </ul>
Capturing value stream improvements	<p>May include but not limited to:</p> <ul style="list-style-type: none"> <li>• revised contractual arrangements</li> <li>• revised specifications</li> <li>• signed agreements</li> <li>• other documented arrangements which formalize the raised base line</li> </ul>
Organizational knowledge	<p>May include but not limited to:</p> <ul style="list-style-type: none"> <li>• be able to be quantified or otherwise modified to make its outcomes measurable or observable</li> <li>• be able to be expressed in an accessible and distributable form appropriate to the organization operations and stakeholders</li> </ul>
Impacting improvements	<p>May include but not limited to:</p> <ul style="list-style-type: none"> <li>• office</li> <li>• purchasing</li> <li>• rewards (individual or team at all levels)</li> <li>• sales</li> <li>• marketing</li> <li>• maintenance</li> <li>• process/product</li> <li>• transport and logistics</li> </ul>
Competitive systems and practices	<p>May include but not limited to:</p> <ul style="list-style-type: none"> <li>• lean operations</li> <li>• agile operations</li> <li>• preventative and predictive maintenance approaches</li> <li>• monitoring and data gathering systems, such as Systems Control and Data Acquisition (SCADA) software, Enterprise Resource Planning (ERP) systems, Materials Resource Planning (MRP) and proprietary systems</li> <li>• statistical process control systems, including six sigma and three sigma</li> <li>• JIT, KANBAN and other pull-related operations control systems</li> <li>• supply, value, and demand chain monitoring and analysis</li> <li>• 5S</li> </ul>

	<ul style="list-style-type: none"> <li>• continuous improvement (kaizen)</li> <li>• breakthrough improvement (kaizen blitz)</li> <li>• cause/effect diagrams</li> <li>• overall equipment effectiveness (OEE)</li> <li>• TAKT time</li> <li>• process mapping</li> <li>• problem solving</li> <li>• run charts</li> <li>• standard procedures</li> <li>• current reality tree</li> <li>• Competitive systems and practices should be interpreted so as to take into account: <ul style="list-style-type: none"> <li>➤ stage of implementation of competitive systems and practices</li> <li>➤ the size of the enterprise</li> <li>➤ the work organization, culture, regulatory environment and the industry sector</li> </ul> </li> </ul>
Code of practice and standards	Where reference is made to industry codes of practice, and/or Ethiopian/international standards, the latest version must be used

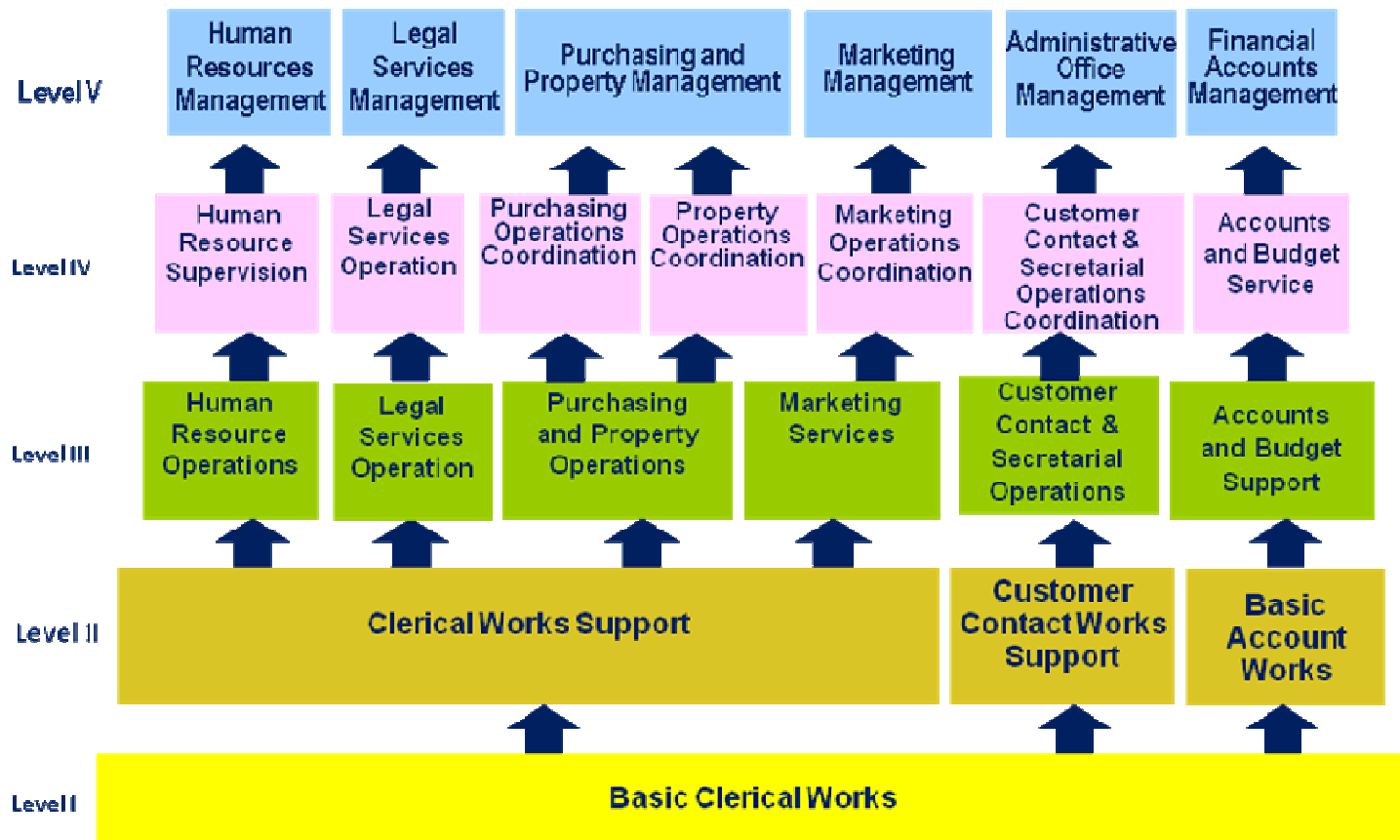
Evidence Guide			
Critical Aspects of Competence	Demonstrates skills and knowledge in: <ul style="list-style-type: none"> <li>• critically review current continuous improvement processes</li> <li>• establish ongoing review of continuous improvement processes</li> <li>• implement improvements in the practice of continuous improvement</li> <li>• better align internal and external systems</li> <li>• gather data through interviews with stakeholders</li> <li>• review existing data</li> <li>• obtain additional data through a variety of techniques</li> <li>• communicate and negotiate at all levels within the organization</li> </ul>		
Underpinning Knowledge and Attitudes	competitive systems and practices tools, including: <ul style="list-style-type: none"> <li>• value stream mapping</li> <li>• 5S</li> <li>• Just in Time (JIT)</li> <li>• mistake proofing</li> <li>• process mapping</li> <li>• establishing customer pull</li> <li>• kaizen and kaizen blitz</li> <li>• setting of KPIs/metrics</li> <li>• identification and elimination of waste (MUDA)</li> <li>• continuous improvement processes including implementation, monitoring and evaluation strategies for a</li> </ul>		
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	<p>whole organization and its value stream</p> <ul style="list-style-type: none"> <li>• difference between breakthrough improvement and continuous improvement</li> <li>• organizational goals, processes and structure</li> <li>• approval processes within organization</li> <li>• cost/benefit analysis methods</li> <li>• methods of determining the impact of a change</li> <li>• advantages and disadvantages of communication media, methods and formats for different messages and audiences</li> <li>• customer perception of value</li> <li>• define, measure, analyze, improve, and control and sustain (DMAIC) process</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• communicate at all levels in the organization and value stream and to audiences of different levels of literacy and numeracy</li> <li>• analyze current state/situation of the organization and value stream</li> <li>• determine and implement the most appropriate method for capturing value stream improvements</li> <li>• collect and interpret data and qualitative information from a variety of sources</li> <li>• analyze individually and collectively the implementation of competitive systems and practices tools in the organization and determining strategies for improved implementation</li> <li>• relate implementation and use of competitive systems and practices and continuous improvement to customer benefit</li> <li>• solve highly varied and highly specialized problems related to competitive systems and practices implementation and continuous improvement to root cause</li> <li>• negotiate with stakeholders, where required, to obtain information required for implementation and refinement of continuous improvements, including management, unions, value stream members, employees and members of the community</li> <li>• 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"> <li>➤ Key Performance Indicators (KPIs) for existing processes</li> <li>➤ quality statistics</li> <li>➤ delivery timing and quantity statistics</li> <li>➤ process/equipment reliability ('uptime')</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>➤ incident and non-conformance reports</li> <li>➤ implementing continuous improvement to support systems and areas, including maintenance, office, training and human resources</li> </ul>
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"> <li>• Interview / Written Test</li> <li>• Observation / Demonstration with Oral Questioning</li> </ul>
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Sector: Economic Infrastructure  
Sub-Sector: Business and Finance



## **Acknowledgement**

We wish to extend thanks and appreciation to the many representatives of business, industry, academe and government agencies who donated their time and expertise to the development of this occupational standard.

We would like also to express our appreciation to the Staff and Experts of Federal TVET Agency, Ministry of Education (MoE) who made the development of this occupational standard possible.

This occupational standard was developed in August 2012 at Bishoftu, Debre Zeit Management Institute.