

August 2017 Proposal to develop a new apprenticeship standard

Page 1: Proposal to develop a new apprenticeship standard

Q1. Please confirm that you have read the "How to" guide for Trailblazers on gov.uk (see link here), that you are content that this proposal meets all the criteria for final approval set out within it and that you have discussed the proposal with a relevant Route Relationship Manager within the Institute (Please specify who).

I have read the 'how to' guide for Trailblazers on gov.uk? Yes

Name of my Relationship Manager

Sally Timmins

Q2. Name of proposed trailblazer group

Marketing

Q3. Are you an existing Trailblazer Group already with approval to develop other standard(s)? If yes or partly, please provide full details.

Yes – our Marketing Trailblazer has received approval to develop a L4 Marketing Executive Standard. The panel recommended that the standard should include more on how the apprentice will understand the use of digital marketing in delivering marketing campaigns and that overlap with the Digital Marketer (Level 4) standard should be avoided . This should be achieved by continuing to work closely with the Digital Industries Trailblazer group. The panel also recommended that the Trailblazer group should be extended to include marketing employers and SMEs from different trade businesses and that brand managers are considered in the development of the standard. It was recommended that the Knowledge , Skills and Behaviour statements should be sharpened to make them more specific to avoid duplication and that the duration of the standard should be described as typically 24 months.

Q4. Name of proposed apprenticeship standard(s).

Marketing Manager - L6

Q5. Is this a proposed core and options standard? If yes, please give the titles for each of the options.

No

Q6. How many standards are you proposing to develop? Please be aware that commitment from at least 10 employer members for each proposed standard is required.

One

Q7. Will there be a requirement for additional new standards to be developed in the future? If so, please provide brief details of what these will be.

No

Q8. Have you submitted a proposal for an apprenticeship standard in this role(s) before? If yes, please give details below including comments from the (pre April 2017) DfE approvals panel or the Institute.

Yes we previously submitted the proposal for this standard alongside the approved L4. The approvals managers felt that there was an overlap with the Digital Marketer Integrated Degree Apprenticeship at Level 6 and the group should work on differentiating the standards further. We hope to have better explained the requirement for the distinct Marketing Manager standard in this new proposal. This is further supported by the Digital Marketing TB who we have discussed this with again, and firmly agree with this approach.

Q9. Please insert details about each proposed standard below.

	Name of occupation	Proposed level of the standard	Proposed as a degree apprenticeship?	Intended to replace/partly replace an existing apprenticeship Framework? [if so please give details]	Do you expect any age restrictions to apply to this standard?	Estimated annual take-up across entire relevant sector(s) (This is separate to the number of apprentices that each individual employer group member will take on)	When do you estimate this apprenticeship would be ready to deliver starts?
1	Marketing Manager	6	No	No	No	1500	Feb 2018
2	-	-	-	-	-	-	-
3	-	-	-	-	-	-	-
4	-	-	-	-	-	-	-
5	-	-	-	-	-	-	-
6	-	-	-	-	-	-	-
7	-	-	-	-	-	-	-
8	-	-	-	-	-	-	-
9	-	-	-	-	-	-	-
10	-	-	-	-	-	-	-

Q10. <https://www.gov.uk/government/publications/apprenticeship-standards-in-development>Please provide any relevant information below regarding potential overlap with other Trailblazer standards published or in development. It is important that you review your proposal against all other apprenticeships published and in development to confirm there is no significant overlap, in overall occupation or in the content of potential skills/knowledge/behaviours. Where there is potential of any overlap, we ask that you contact the existing Trailblazer(s) before submitting a new proposal to discuss whether the existing standards would cover your needs (or email apprenticeship.trailblazers@education.gov.uk). Please then provide below full details of any possible overlap identified, interaction with relevant Trailblazers, and any relevant further detail explaining why this occupational role is sufficiently unique to still justify separate apprenticeship standard. The existing list of standards in development, is here [The list of existing published standards and Trailblazer contact details, is here](#)

Having reviewed the standards that have already been developed and those in development, it is clear that to date there is a gap within current apprenticeship standards in relation to in the core knowledge and skills required within the Marketing profession. The professional body for the Marketing profession the Chartered Institute of Marketing (CIM), undertakes regular research across a spectrum of industry sectors and sizes to ensure all its activities, as guided by the Royal Charter, meet the evolving needs of employers. The closest related standards are those relating to the Digital Marketing space and in our previous application to develop this standard it was rejected as there was a perceived overlap with the L6 Digital Marketer Integrated Degree apprenticeship.

After discussing this with Digital Trailblazer and reviewing the standard it is clear that the Digital Marketer is focused on the specialised Digital Marketer roles at this level, which lead on digital content and method, and how this aspect of marketing contributes to the overall marketing strategy. And because of that rightly sits within the Digital Sector Routeway to reflect the digital nature of the role.

The trailblazer has conducted a mapping exercise between the Digital Marketer L6 Standard and our draft KSBs – this is attached to this proposal for your view. In short this demonstrates the different requirements of the two occupations. More than fifty % of the KSBs across the two standards are entirely unique and different, with the rest only having a partial overlap with each other (with none showing as complete match). This exercise further supports our decision not to try and develop a core and options standard with the Digital Trailblazer –neither TB see this as workable under the policy requirements, as the 'core' (overlap) could not be the majority of the competence required for both roles. Since our last EOI was rejected we have further conversations with the Digital TB who support this – and who we will continue to work with to ensure the distinction is clear.

When looking at the mapping document you will see much of the partial overlap comes at a behavioral or transferrable skill level, which is to be expected in a professional environment. As you might expect there is also some limited overlap in other some areas of competence required for the Digital Marketer and Marketing Manager, but these are limited to some of the underpinning marketing theories/knowledge and the more generic skills required of many sectors. For example when looking at some of the underpinning marketing theory that appear in both standards, while the Digital Specialist and Marketing Manager both need to have an understanding of these, the application of that theory goes further for the Marketing Manager – where it will need to applying the theory in the full range of marketing activities, where as the Digital Marketer will just have an understanding of these for the context of digital content development and delivery.

When you look at the two occupations the scope of the Marketing Manager is much broader, they are expected to lead and deliver the overall strategy (of which Digital will form a part) with a holistic approach across all aspects of the extended marketing mix (7Ps). The Digital Marketer is expected to have a narrower, but deeper understanding of the technical knowledge and skills required in the digital space, as such the skills, knowledge and behaviours defined in the standard are substantially different,

Importantly the Marketing Manager also has a management role – both in terms of resources (team, budget etc) and planning/strategy, which is not required of the Digital Marketer apprenticeship beyond planning digital delivery. The Marketing Manger also has a broader role across the organisation – acting as a consultant to the business on how marketing will support objectives.

Employers are currently concerned that alongside the growth of marketing specialisms the need for the marketing generalist, whose role is to take a more holistic view of how an organisation can achieve differentiation, is equally important. While there is undoubtedly an increase in roles with 'digital' in the job title and digital competencies are more crucial than ever to a marketing team, the trailblazer's view is that there remains a strong requirement for marketing manager and this distinct standard will deliver those individuals.

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It is expected that this apprenticeship will support a wide range and size of businesses who require these Marketing Managers. The SME and ME sectors with headcount restrictions and smaller marketing function, require professionals to apply all the fundamentals of marketing to business strategy and large corporates also need generalists that can develop a broad visibility of their customer journey and touchpoints, in order to then manage colleagues in specialist functions/agencies that provide outsourced specialist services.

We will continue to work together with the Digital Marketing trailblazer to ensure our standard is clearly distinct, and our professional body, CIM, are working across both groups to support communications and alignment as needed as well.

Q11. Please provide a full description below of what the occupational role involved (or roles in the case of a proposed core and options standard). The information you provide here is crucial to our assessment of whether the occupational role is suitable for an apprenticeship, so please be as comprehensive as possible, and always refer to the criteria and guidance set out in the "How to" guide for Trailblazers. In particular, the information should include: Main duties and responsibilities - please set out clearly what someone in this occupation will actually be doing; the range of environments/sectors/industries in which someone in this occupation could work; a summary of key competencies/skills etc required for full occupational competence; how the occupational role typically fits within the wider work hierarchy; who would they be working with, and what is the usual relationship between the roles.

Marketing is vitally important to all businesses providing the insight to develop new products and services to meet ever-changing customer needs through the management of innovative and profitable activities. It is the process of researching, developing, promoting and distributing, products or services through effective channels to engage with a range of target audiences. It is the strategy of assigning resource to activities that provide information and attract customers to purchase your products or services to achieve profitable sales. As such an ongoing marketing strategy developed by the Marketing Manager, will help a business to flourish and sustain long term relationships with its customers, building loyalty and sustaining customer lifetime values.

Occupations in marketing are fast paced and varied, they span most industries and sectors providing the apprenticeship with a broad application in all sizes of business and different sectors, targeting across business to consumer, business to business, business to government and even consumer to consumer sectors. This range of marketing roles could sit within a specific company or agency that provides marketing deliverables and advice to external clients, or within an internal marketing team, delivering marketing activities to drive that business.

A Marketing Manager is responsible for the marketing activities and strategy of their organisation from overseeing the marketing budget, planning and implementing campaigns to tracking their success and reporting back to senior management. This individual will have a strategic focus, ensuring that marketing activities align to and shape business needs and objectives and deliver a return on investment. A Marketing Manager will develop, position and promote the products or services of the company, selecting appropriate channels and using appropriate messaging. Being a Marketing Manager requires in-depth experience of marketing as well as great communication skills, high levels of creativity and the confidence and skills to manage a team of marketers.

Typical responsibilities include:

- Developing and implementing the operational marketing strategy, key marketing campaigns and stakeholder engagement plans to deliver against key business objectives
- Manages team recruitment and ongoing training to develop people and processes to maintain corporate

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reputation

- Delivering data and evidence driven decision making from commissioning reliable research to inform marketing strategies
- Tracking and reporting on marketing and sales data and creates detailed written reports and verbal presentations to inform senior management decision making
- Establishing marketing goals based on past performance and market forecasts
- Managing the department budget to develop cost-effective marketing plans for each product or service
- Overseeing current offerings and develops initiatives for new products or services in relation to emerging market trends and developing a customer led value proposition
- Acts as Brand guardian to maintain/develop the required brand positioning within the sector (brand strategy and guidelines).
- Works with marketing team specialists/ external agencies to develop detailed integrated marketing communications plans for all products/ services using offline and online media tools
- Approves and oversees the creative development of promotional materials, website content, advertisements, and other marketing-related projects

Typical job titles include: Marketing Manager, Marketing and Communications Manager, Corporate Communications Manager, Product/Proposition Manager, Insight/Innovations Manager

Q12. Please provide an overview of the knowledge, skills and behaviours required for these roles.

These are an outline of the key knowledge, skills and behaviours required for a Marketing Manager (further detail in the mapping document provided)

Knowledge:

- Understands their business and the wider business perspective in which marketing operates including the influences of the internal and external environment, competitors and how marketing can address these.
- A detailed understanding of the principles and theories of marketing, e.g. the marketing mix (7P's), marketing management processes, product development and how to apply and align these to a business' plans and strategic objectives
- Research & Insight – good understanding of market research and evaluation techniques and how to use these to deliver measurable improvements to marketing activities
- Understands the features and benefits of different marketing channels, external stakeholders and channel relationships and media, and how to leverage these to maximum effect
- Understanding of Brand management - analysis and planning on how a brand is perceived in the market, value propositions and delivery of tangible elements such as product pricing, packaging etc.
- A thorough understanding and experience of the customer journey, customer touch-points and the application of Customer Relationship Management

Skills:

- Able to Implement and lead a clear marketing plan and strategy, linked to business requirements
- Advanced interpersonal skills – able to 'make a case', influence, and negotiate at senior level with a wide range of stakeholders internally and externally
- Commercial approach - seek out opportunities to gain new business and effectively manage client relationships at senior level. Can develop and deliver effective proposals, bids and pitches
- Leadership skills – able to lead and motivate internally and externally to deliver marketing plans effectively, acting as a role-model for marketing best practice and taking responsibility for improving their own and the team's performance
- Can effectively plan and manage the marketing budget, to deliver on strategic objectives, and evaluate return on marketing investment
- Can effectively review marketing activities using measurement data and analytics to identify relevant key performance indicators (KPI) and guide improvements in delivery
- Provides professional marketing advice to stakeholders around the business
- Service Delivery and improvement – able to deliver measurable marketing outcomes against key performance indicators and identify and drive continuous improvement, challenging existing processes

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and procedures where needed

Behaviours:

- Commercial and Commercial thinking – focused on business objectives using an analytical and insight driven approach. A creative mind with the ability to inspire, and motivate
- Agile & Flexible - Tenacious and driven approach to see difficult and long term projects through to completion. A proven 'self-starter' and highly self-motivated and flexible.
- A high degree of creativity and innovation with a willingness to challenge existing processes and deliver the optimum customer experience
- Professionalism and Emotional Intelligence - reliable and dependable, a collaborative and ethical approach that is mindful for the view of others.
- Resilience and continuous improvement - not a perfectionist as not all campaigns go to plan, and a willingness to learn from mistakes and improve future delivery/campaigns. Act as a role-model.

Q13. How will the apprenticeship allow the individual to develop transferable skills to perform the role in a business of any size or relevant sector?

Skills that are developed as part of both apprenticeships which are generic, and would be transferable across different size organisations and sectors include:

- Budget planning/management
- Team Managerial/Leadership skills
- Planning skills - Assimilation of information from a wide range of sources
- Project management skills
- Strong interpersonal and communication skills – including ability to present complex information in an understandable and stimulating way – verbal presentation and written copy skills required
- Analytical skills, keen attention to detail, high level of organisational skills and the ability to balance multiple task/projects/deadlines.
- Effective customer relationship management
- Working collaboratively internally and externally with partners

The make-up of our trailblazer provides us with input from a broad spectrum of employers– including micro/SMEs, large corporates, public sector and agencies. We will also ensure that our sector consultation reaches out to a wide range of stakeholders through CIM membership and the employer's marketing networks. This will ensure that the apprenticeship will be suited for a broad spectrum of employers and business types.

Q14. Will the occupation require rigorous and substantial training of at least 12 months prior to the end-point assessment to achieve full competence, with off-the-job training accounting for at least 20% of the apprenticeship? Please provide detail of what this will include.

We are confident that the L6 apprenticeship will require in excess of 12 months to ensure the apprentice is fully competent and able to deliver the job expected of them. Alongside the more transferable skills noted, these roles both have significant technical marketing skills and knowledge that an individual will be required to know and demonstrate – this will take significant teaching and learning to achieve. We are also confident that the apprenticeship will meet the requirements of the 20% off the job training. Full details haven't been defined yet of course, but we anticipate the off the job training will take a blended approach for most employers, using classroom learning, online study, coaching/tutorials, self-study/research during work time, practical off the job training etc. We can use evidence of the study hours required to pass just the professional qualifications aligned with these occupations to support this – with an average of 130 supported learning hours and 250 self-directed learning hours required to pass CIM's L6 qualifications, across three assessment sessions spanning 12-15 months. We would anticipate the knowledge requirements of the standard to be comparable to this, and the apprenticeships would of course then require further off the job training to acquire additional skills and behavioural competence required in an apprenticeship, therefore easily requiring 20% off the job training to meet that. These qualifications are likely to form part of the delivery plans for a lot of employers, but the trailblazer need to consider further whether these should be mandatory.