



Australian Government

Department of Education, Employment and Workplace Relations

BSBMKG608A Develop organisational marketing objectives

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to conduct a strategic analysis to develop organisational marketing objectives. This involves reviewing the organisation's internal and external environments, evaluating past and current marketing performance, and exploring and evaluating new marketing opportunities.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p>
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Application of the Unit

Application of the unit	<p>This unit applies to senior marketing professionals who are responsible for providing strategic direction to the marketing function of an organisation. Their responsibilities include analysing information on the internal and external business and marketing environment; examining current marketing performance; identifying new marketing opportunities arising from emerging trends; and devising strategies to achieve overall business objectives.</p> <p>Individuals operating at this level will generally conduct these activities using information gathered by people working under their direct and indirect supervision at lower levels of the organisation.</p> <p>This unit should be assessed either before or in conjunction with BSBMKG609A Develop a marketing plan, which covers the skills and knowledge to devise specific marketing strategies and tactics arising from formulation of marketing objectives.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify strategic direction	<p>1.1. Confirm organisation's mission, vision, purpose and values from current organisational materials or from owners, directors or senior management</p> <p>1.2. Analyse <i>strategic organisational documents</i> to identify organisational directions and targets</p> <p>1.3. Complete a <i>situational analysis</i> that identifies factors impacting on the direction and performance of the business</p> <p>1.4. Identify <i>legal and ethical requirements</i> for the organisation</p> <p>1.5. Document and confirm the strategic direction of the organisation with owners, directors or senior management, and identify its impact on marketing activities</p>
2. Review marketing performance	<p>2.1. Evaluate the effectiveness of previous marketing and positioning strategies to identify lessons learned</p> <p>2.2. Analyse current key products or services and major markets for strengths, weaknesses, opportunities and threats</p> <p>2.3. Evaluate previous marketing opportunities captured by the organisation, and examine and document their profitability</p> <p>2.4. <i>Evaluate marketing performance</i> against previous objectives, targets to identify critical success factors, and areas for improvement</p>
3. Scope marketing opportunities	<p>3.1. Identify and analyse marketing opportunities in terms of their viability and likely contribution to the business</p> <p>3.2. Use an assessment of external factors, costs, benefits, risks and opportunities to determine the scope of each marketing opportunity</p> <p>3.3. Analyse opportunities in terms of their likely fit with organisational goals and capabilities</p> <p>3.4. Evaluate each opportunity to determine its likely impact on current business and customer base</p>
4. Formulate marketing objectives	<p>4.1. Develop objectives in consultation with <i>key internal stakeholders</i> that are attainable and measurable, and that identify the nature and extent of what is to be achieved</p> <p>4.2. Ensure objectives are consistent with the forecast</p>

ELEMENT	PERFORMANCE CRITERIA
	<p>needs of the business and the market</p> <p>4.3.Ensure objectives are compatible with the organisation's projected capabilities, resources and financial position</p> <p>4.4.Ensure objectives are compatible with the organisation's direction and purpose, and meet legal and ethical requirements</p> <p>4.5.Formulate long term strategic objectives and related key performance indicators by product or service, market segment and overall</p> <p>4.6.Develop a risk management strategy to identify risks and manage contingencies, and to ensure that marketing objectives are met in accordance with overall organisational requirements</p> <p>4.7.Document marketing objectives</p>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- communication skills to question, clarify and report
- information management skills to extract relevant details when conducting strategic analysis
- literacy skills to write in a range of styles for different audiences, and to interpret legal requirements and strategic organisational documents
- numeracy skills to analyse marketing performance data.

Required knowledge

- financial management techniques
- 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:
 - Australian Direct Marketing Association (ADMA) Direct Marketing Code of Practice
 - Australian E-commerce Best Practice Model
 - Australian Government Policy Framework for Consumer Protection in Electronic Commerce
 - confidentiality requirements
 - copyright laws
 - defamation laws
 - Free TV Australia Commercial Television Industry Code of Practice
 - anti-discrimination legislation and principles of equal opportunity, equity, and diversity
 - privacy laws
 - sweepstakes regulations
 - Trade Practices Act
- organisational structure, policies, procedures, products or services and overall strategic plans
- principles and concepts of marketing and evaluation methodologies
- strategic, operational and tactical analysis techniques.

Evidence Guide

EVIDENCE GUIDE	
The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.	
Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> developing marketing objectives for an organisation including: <ul style="list-style-type: none"> undertaking strategic analysis reviewing current marketing performance formulating short and long term marketing objectives developing a marketing risk management strategy.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> access to office equipment and resources access to examples of previous strategic and marketing strategic, analyses and plans.
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> analysis of responses to case studies and scenarios assessment of written reports on strategic analysis conducted and formulated objectives direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate observation of presentations on marketing performance and objectives oral or written questioning review of authenticated documents from the workplace or training environment review of testimony from team members, colleagues, supervisors or managers.
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p> <ul style="list-style-type: none"> BSBMKG609A Develop a marketing plan other marketing units.

Range Statement

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<i>Strategic organisational documents</i> may include:	<ul style="list-style-type: none"> • annual reports • codes of practice • company policy • customer service charter • security and privacy policies • strategic marketing plans • strategic plans
<i>Situational analysis</i> may include:	<ul style="list-style-type: none"> • collaborators analysis • competitive analysis • environmental analysis • market analysis • market measurements • productivity or profitability analysis
<i>Legal and ethical requirements</i> may include:	<ul style="list-style-type: none"> • codes of practice • cultural expectations and influences • environmental issues • ethical principles • health and safety of workplace personnel • legislation • policies and guidelines • regulations • security and privacy issues • social responsibilities • societal expectations
<i>Evaluating marketing performance</i> may include:	<ul style="list-style-type: none"> • comparative analysis • competitive analysis • life cycle models • product portfolio analysis • strengths, weaknesses, opportunities, threats (SWOT) analysis • value chain analysis
<i>Key internal stakeholders</i> may	<ul style="list-style-type: none"> • Board of directors

RANGE STATEMENT	
include:	<ul style="list-style-type: none"> • finance staff • human resources staff • IT staff • managers • marketing personnel • owners • production staff • supervisors

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Business Development - Marketing
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Co-requisite units

Co-requisite units		