

Marketing Certification Project

Identifying the key skills that drive improved business performance



Marketing Certification Project - Summary

Are you looking for ways to apply more business discipline to evaluating and developing your marketing personnel? Would you like better tests to evaluate individual-level marketing skills, and a better understanding of which skills drive business outcomes? If yours is such a company, we would like to invite you to participate in an ambitious, exciting, and ground-breaking research initiative.

Kotler Marketing Group, in partnership with American Management Association (AMA) and the Management Centre Europe (MCE), plans to develop a new certification program in marketing skills, knowledge and values. We will conduct substantiating research in order to identify the specific marketing skills that have the greatest impact on business performance and to develop an effective test of employees' ability to apply critical skills back on the job.

The project will take a phased approach, progressing from qualitative research to quantitative research to the development of the certification exam. It will be managed by two of the marketing field's leading researchers in the area of marketing competencies and capabilities, namely Professors Douglas W. Vorhies and Neil A. Morgan. In addition, Dr. Philip Kotler of the Kellogg School of Management will play an advisory role. As such, this is a unique opportunity to work alongside these marketing experts.

PHASE I: DEFINE MARKETING EMPLOYEE COMPETENCIES

The first phase uses qualitative research to develop an initial understanding of the major MECs that individuals need to: 1) contribute to an organization's marketing performance and 2) succeed in individual career terms, within an organization. To do this, we will seek input from the marketing and broader academic literature and from managers (e.g., marketing, HR, corporate, etc.) in the sponsoring firms. This first phase encompasses the following tasks:

1. A thorough review of relevant academic (business and education) and consulting literature to develop preliminary definitions of marketing competencies, skills, knowledge, abilities, etc.
2. Development of preliminary "working hypotheses" regarding MECs.
3. Develop a qualitative interview script with appropriate questions to help us identify the MEC's that high-level marketing managers from sponsoring firms view as important.
4. Perform 40+ managerial interviews and 3 follow-up focus groups with top marketing executives and select middle level marketing executives from the sponsoring firms.
5. Analyze the qualitative data to determine common MECs that marketing employees need to contribute to business performance outcomes and succeed in career terms. Assess differences in responses from:
 - a. B2B versus B2C businesses
 - b. Product versus service businesses
 - c. Senior- versus mid-level managers

PHASE II: LINK MECs TO BUSINESS PERFORMANCE AND CAREER SUCCESS

The second phase consists of quantitative research that builds off the qualitative results from Phase I. We will gather quantitative data that allows us to analyze the link between the MECs (from Phase I) and business performance, as well as the link between MECs and individual career success.

1. Develop conceptual definitions of the marketing competencies determined in Phase I.
2. Develop attitudinal measures of the individual level MECs to be assessed. Includes pre-testing and refinement.

3. Collect survey data from sponsor organizations to empirically verify links between the MECs, business-level marketing capabilities, and business performance outcomes.
4. Collect survey data from sponsor organizations to empirically verify links between the MECs and individuals' job performance.
5. Analyze data and identify:
 - a. The specific MECs that high-performing companies regard as critical;
 - b. The specific MECs that high-performing individuals possess.

PHASE III: DEVELOP A MARKETING EMPLOYEE COMPETENCIES EXAM.

1. Develop a test bank of questions, both quantitative and qualitative, designed to tap the critical marketing skills identified in Phase II.
2. Refine test bank based on input from sponsor firm executives, as well as additional marketing subject matter experts.
3. Administer the test to a sample of 25 employees at each sponsoring organization to validate that performance on the exam positively correlates with business and individual-level performance.
4. Revise the test as needed.

The project has two over-riding goals. The first is to isolate the key MECs (marketing employee competencies) that drive improved business- and individual-level performance. The second is to develop an effective tool for measuring whether the marketing professionals in your company possess these competencies and are able to apply them on the job. We believe the research plan described above will accomplish both goals. We welcome your participation in this exciting and important project.

About Kotler Marketing Group

Kotler Marketing Group is a consulting company with expertise in solving marketing challenges. Our philosophy draws from the work of Dr. Philip Kotler, the world's leading strategic marketer. Kotler consultants apply a unique blend of practical business experience in order to achieve client objectives. Our mission is to help our clients engineer profitable growth.

Kotler Marketing Group is one of the few firms that specialize in marketing management and marketing training and development. We have a proven track record of success at helping companies implement market-driven and customer-focused strategies. Kotler Marketing has served leading Fortune 1000 companies across a number of different industries. Current and former clients include ExxonMobil, American Express, British Telecom, Siemens, Ping An insurance, Denso, Microsoft, and Michelin.

From its inception, Kotler has been pleased to maintain and build affiliations with faculty from leading business schools, including thought leaders in the area of marketing strategy.

For more information on this sponsorship opportunity, please contact:

Tony Kotler
KMG
202-331-0555 or 1-800-331-9110
tkotler@kotlermarketing.com,

OR

Stefan Kolle
MCE
+32473888996
Stefan.Kolle@services.mce-ama.com



KOTLER MARKETING GROUP

MCE Management Centre Europe

Enabling People to Execute Global Strategy

Benefits of Sponsorship

The primary goal of this study is to conduct an empirical research study that for the first time will identify the marketing skills that have the greatest impact on business performance (e.g., profitability, customer satisfaction, etc.). In return for helping to fund this exciting research, sponsors will enjoy a host of benefits:

I. BENCHMARKING

- Opportunity to benchmark individual-level marketing skills and capabilities within your company
- Opportunity to benchmark company-level marketing skills and capabilities against other leading global firms

II. HR MANAGEMENT TOOLS

- Access to a set of marketing competencies, which can be used to drive hiring, promotion, and recruitment efforts
- Access to a certification exam (containing a 250 question test bank) that can be made available to employees
- Research will provide insight into how to modify and improve professional development and overall marketing skills within your organization

III. BENEFITS TO EMPLOYEES

- The marketing certification provides employees with a self-assessment tool that will aid their career-path development
- Opportunity to receive a certification from the leading brand in marketing

IV. OTHER BENEFITS

- Sponsors will enjoy exclusive access to research findings **for an initial two-year period.**
- Substantial discount off the cost of administering the exam to employees for a period of one year
- Sponsor is associated with high-profile research project
- Cited in all outbound marketing and PR regarding the project
- Receive an Executive Summary of research results
- As an added benefit of participating in this exciting research project you will have an opportunity to work alongside Dr. Philip Kotler, who will participate in regular review sessions with sponsors at the conclusion of each phase of this project.

Cost of Sponsorship - \$50,000

Marketing Certification Project - Program Development Budget

As the project will take a phased approach, so too will the program budget. Sponsoring companies will only be obligated to invest one phase at a time, provided the prior phase is completed to the sponsoring companies' satisfaction.

Phase I	\$10,000
<ul style="list-style-type: none"> ■ Thorough review of all existing academic research regarding marketing capabilities, skills, and their impact on business performance ■ Conduct interviews and focus groups with senior marketing execs from sponsoring firms ■ Consult with marketing subject matter experts (e.g., Philip Kotler, Kevin Keller, David Aaker, etc) ■ Develop preliminary "working hypotheses" regarding marketing capabilities and skills ■ Identify a set of metrics (e.g., customer satisfaction, profitability, etc.) to track the impact of marketing capabilities & skills on business performance 	
Phase II	\$20,000
<ul style="list-style-type: none"> ■ Survey sponsor organizations to empirically verify links between marketing capabilities and skills, and business performance outcomes ■ Survey sponsor organizations to empirically verify links between the marketing skills and individual's job performance ■ Benchmark individual marketing skills within sponsoring firms ■ Benchmark company-level marketing skills and capabilities across sponsoring firms 	
Phase III	\$13,333
<ul style="list-style-type: none"> ■ Development of a 250 question test bank designed to tap the critical marketing skills identified in Phase II ■ Development of a certification exam and supporting materials 	
Other Costs	\$6,667
<ul style="list-style-type: none"> Legal Travel Admin Misc. 	
Total per Sponsor	\$50,000

