

				Levels of mastery			
				Foundation	Advanced	Proficient	
Cluster competence	Competence	Tasks	Knowledge&Skills	Level 1	Level 2	Level 3	
Marketing (communication, digital marketing)	Strategic marketing	Analyze company positioning	SWOT analysis; understanding of product positioning and strategies; able to develop positioning statement; competitor analysis	Have general understanding of positioning strategies. Able to perform SWOT.	Applies and manage product positioning strategies. Manage competitive intelligence and analysis.	Set targets. Position the company on international markets.	
		Listing and oversee organizational goals and strategies	Understand the rationalization of resources in production, distribution, and marketing; able to convert targets into realities; able to develop strategies.	Have general understanding of the market processes.	Have general knowledge on how to set realistic targets.	Create and develop strategies.	
		Assess emerging or existing market opportunities that may be harnessed in the short and long term	Knowledge on market penetration techniques and strategies; able to assess opportunities.	Knowledge of how to measure the amount of sales.	Develop product positioning and sales strategies.	Discover and assess opportunities for business modelling.	
		Outline and oversee the marketing budget	Knowledge on budget preparation. Analysis of financial data.	Have general understanding of the budgeting process.	Setting up the fiscal targets and the level of expenditures compatible with these targets.	Reviewing and evaluating a company's financial statements.	
		Define target market	Content marketing concepts. Understand the importance of target group definition; psychology behind target group; able to conduct research on target group needs, demands and even preferences to capitalize on sales.	Target group definition.	Ability to attract target markets. Identifying customers with a target market analysis.	Assess target market's habits, identify customer's preferences.	
	Digital marketing	Social media marketing	Understand the fundamental principles of social media marketing and identify key stages in the buyer's journey. Know how to build, manage and sustain an active community on the social networks; to apply paid concepts to inform the development of a social media marketing strategy.	General knowledge of social media marketing. Ability to identify key stages in the buying process.	Knowledge of how to compose and manage an active social networks community.	Ability to apply paid concepts to inform the development of a social media marketing strategy.	
		Metric driven marketing	Customer lifecycle; assess customer lifecycle, conversion, revenue potential; match marketing channel costs to customer revenue potential.	Knowledge of customer lifecycle and steps a customer goes through when considering, purchasing, using, and maintaining loyalty to a product or service.	Ability to recognize and analyze customer's revenue potential.	Match marketing channel costs to customer revenue potential.	
		Develop content marketing strategy	Understand the fundamentals of content marketing and how to develop a strategy by conducting social listening, competitor analysis and content audits; know how to develop target personas and how to select the most suitable CMS.	Know how to boost organic search marketing strategy that brings the right kind of visitors to your website and be able to measure the success of your overall CEO efforts.	Define goals. Run a content audit. Determine a content management system. Target the audience.	Create a content execution plan and a content amplification plan.	
					Applies the competency and have general knowledge	Applies the competency in considerably difficult situations; Generally requires little or no guidance	Applies the competency in exceptionally difficult situations; Serves as a key resource and advises others

Innovation management	Stimulating the innovation culture	Create innovation environment. Create techniques for motivation. Identify growth opportunities. Know leadership models. Plan and manage organizational change. Develop risk management plans.	Management style and leadership, risk management, growth planning. //know techniques for staff motivation; know how to identify growth opportunities, knowledge on leadership models and management structures; knowledge how to identify risk and apply risk management procedures.	Understand how to increase motivation in the workplace and how to adopt techniques for stimulating the employees innovation culture.	Know how to identify grow opportunities, top competitive pairs by measuring market overlap, examine competitors in detail and assess competitive footprints, classify the opportunities.	Create a trading plan. Manage the risk, identify, analyze and accept or mitigation of uncertainty in investment decisions.
	Understanding the business	Create systems for gathering and analyzing of customers information. Identify new markets and technology trends.	Customer, market, competitor.// know tools for analyzing customer data, knowledge on market penetration strategies, knowledge on tools for business intelligence; know the sources for identifying technology trends.	Using appropriate methods for gathering and analyzing meaningful customers data.	To use successfully market penetration strategies and tactics such as price adjustment, distribution channels, improving products, create barriers to entry, diversification.	Data visualization. Predictive analytics; text mining. Statistical analysis; big data analytics.
	Develop innovation strategy	Develop innovation strategy as part of the business plan, define and/or redefine business models.	Define business model, innovation strategy, use of strategic tools, strategic planning (how it will grow, focus its resources to maximize its return)//knowledge on business models, knowledge on strategic planning in particular business plan and innovation strategy development.	General knowledge of the conceptual structure of a business model.	Know how to use strategic tools regarding the business modeling process.	Manage the strategic planning in particular business plan and innovation strategy development.
	Establishing appropriate structure	Models for organisational excellence. Development of communication strategy.	Staff management, organisation of resources (organisation structure, R&D), effective communication and knowledge sharing. //knowledge on organisational excellence; knowledge on management of R&D structures; management of internal and external communication.	General knowledge of how to lead revenue consuming departments, accounting, customer service, or human resources.	Ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements within business expectations.	Improving internal communication between marketing and technology functions for successful new product development.
	Ensure resources and capability	Budgeting of innovation resources, management of HR activities.	Managing the capacity/ skills gaps (training), innovation budgeting.// budgeting as a means of management, follow up of HR activities.	Know the market. Align of the R&D strategy. Knowledge of the R&D capabilities.	Include outside experts, collaboration and partnership. Plan a realistic budget.	Look for outside sources of funding. Strategic planning.
	Develop and manage processes	Project management, design thinking, know the innovation funnel, understand the idea management techniques	New ideas generation/ idea management system, effective project management, continuous improvement (lean principles and etc). //know how to apply idea management systems, know techniques for idea generation, effective project management; design thinking.	Using the idea management system in order to gather ideas from all employees, evaluate them and bring them to market.	Know different methods and techniques for idea generation: Applies knowledge, skills, tools, and techniques to project activities to meet the project requirements.	Use the design thinking as a design methodology that provides a solution-based approach to solving problems.
Internationalisation	International market orientation	Conduct field surveys and market intelligence	Foreign business knowledge: experience knowledge of clients, markets and competitors.	Identify objectives, specifications and accessible requirements and appropriate methodologies.	Collect and analyze data, secondary sources. Monitoring.	Primary sources data processing. Draw conclusions and apply the result in practice.

		Develop/review the international marketing plan	Experience knowledge of firm's capabilities and resources to engage in international operations; international innovativeness; international marketing skills.	Know research methodologies.	Seek growth via international business; market diversification. Choose an entry strategy.	Evaluation of alternative marketing strategies.
		Recognize opportunities in international markets	Skills to segment and target individual markets. Ability to use marketing tools (product design, pricing, advertising etc.) to differentiate the product; understand the marketing mix.	Ability to divide a broad target market into subsets of consumers who have common needs and priorities.	Ability to use marketing tools to differentiate and position the product in the marketplace, and being able to differentiate it from what the competition offers.	Applies the competency in excellent way to help ensure that "putting the right product in the right place..." will happen.
	Cross-cultural communication/ Intercultural communication	Building and management of cross culture teams. Building and developing cross-border network of experts and entrepreneurs.	Able to function in both mono-&-multicultural teams; able to analyze intercultural encounters, processes and scrutinize culture-influences; Understanding the difference in cross-culture behaviour across cultures.	Establish norms for the team and respect cultural differences.	Develop a team identity and outline roles and responsibilities.	Over-communicate and build rapport and trust.
	Negotiation	Lead negotiation talks with foreign investors and partners	Cross-cultural communication skills; knowledge on cross cultural negotiations; proficiency in foreign languages; experience from international travels, work or stays.	Knowledge on how to promote businesses to new geographic locations and cultures.	Knowledge on cross-cultural negotiations.	Know how to communicate and negotiate with people from different cultures in foreign languages.
Financial resource management	Planning & Forecast	1. Planning orientation; 2. Model scenario; 3. Profitability review; 4. Assumption review. Set performance objectives; performance evaluation. Profitability, growth, value creation	Ability to analyse/interpret financial statements; ability to perform cost analysis; understanding of key financial concepts; understanding of the financial reporting process.	Knowledge in the field of financial statements and key financial concepts.	An ability to analyse financial statements and to perform cost analysis.	Do the financial reporting. Plan the budget and make forecasts for the next reporting periods.
	Advise on investment activities and provide strategies that the company should take	Identify opportunities for external financing (grant, equity, debt); business model, perform portfolio review and revision process; shareholder communication and networking.	Know global capital markets; portfolio performance and risk management, portfolio theory and behavioural finance, portfolio theories and model, knowledge of the ecosystem.	Knowledge of global financial markets, trends, strategies, instruments and competition's market position.	Ability to identify opportunities for external financing.	Provide strategies for external financing. Communication and networking with shareholders.
	Conduct reviews and evaluations for cost-reduction opportunities	Cash flow forecast; cost reduction analysis; cash allocation. Oversees financial performance.	Analyze costs, pricing, variable contributions, sales results and the company's actual performance compared to the business plans. Conduct reviews and evaluations for cost-reduction opportunities. Adjustment of appropriate profit targets. Problem solving, analytical and quantitative skills that allow understand quickly a problem and to identify possible solutions and success factors. Know how to set performance indicators.	Make financial analyzes of the company's status and compares the achieved results with the established ones.	Make forecasts and analyze methods for cost reduction. Set financial targets for the next reporting period.	Interpret financial information to managerial staff while recommending further courses of action; set performance objectives.
	Prepare for pitching	Develop pitching deck presentations and train in pitching skills; develop exit strategy	Understand the pitching philosophy; presentational skills.	Ability to summarize and structure information.	Presentational skills.	Prepares pitch deck presentations. Pitching skills.
Management and leadership	Driving performance	Lead in driving enhancing performance management throughout the whole organisation	Performance management.	Define results. Perform objectives. Identify actions and behaviors for success.	Provide observation and feedback.	Review and recognize the degree to which an employee was successful.

		Establish and drive the strategies and standards required to deliver against business plans; translate internal and external analysis into strategy and action	Strategic planning and business plan development.	Strategy formulation, where high level strategy is developed and a basic organization level strategic plan is documented.	Strategy execution, where the high level plan is translated into more operational planning and action items.	Evaluate the process - ongoing refinement and evaluation of performance, culture, communications, data reporting, and other strategic management issues occurs.
		Set up and structure business units so they have the capability to deliver against strategic targets	Organisation excellence and business structure development.	Knowledge regarding the framework under which a business structure is being built.	Clarify purpose. Define initial roles. Assign roles to people.	Capture projects. Establish tactical and governance work processes.
		Set and promote standards for best practice and outstanding service delivery; create programs and incentives that drive and reward results	Create a culture that inspire people to do their best because they feel valued; create strategies to recognise, reward and celebrate contribution and achievements.	Know basic methods on how to invest in leadership development.	Attract and retain talent. Drive strategy execution. Create organizational alignment.	Increase organizational agility and success in navigating change.
	Coaching and mentoring (This is the ability to train and advise others on how to perform, improve and succeed by producing best results)	Identify strategic training initiatives; analyze training needs	Set strategic training targets; able to identify training needs; communication skills.	Diversify the learning portfolio.	Improve customer service. Capture and share knowledge.	Align training and development with the organization's strategic direction.
		Mentoring on management of cross functional teams	Communication between cross-functional teams; manage cross-functional tasks; leadership; sociable; team building and management.	Excellent communication	Mutual understanding. Individual attention to each member of the team.	Conflict resolution. Strong ties. Flexibility.
		Coaching with management staff	Coaching techniques; human resource management.	Understand the coaching methodology.	Use different innovative coaching techniques.	Address current employee concerns; manage the employee separation process. Define and align organizational purpose. Create and scale an EVP (Employee Value Proposition).
	Change management (This is the ability to recognise the need for change and embrace new ways of thinking and working that align with business objectives and financial targets.)	Preparing for change	Design change management plans; enables change and creates a strategic capability for increasing. Desire to participate and support the change. Ability to demonstrate new skills and behaviors organizational effectiveness.	Understand the concept of change management.	Ability to put order in a chaotic situation, with a strategic scope. Take into consideration both internal and external elements.	Knowledge of General System Theory, business, finances, productivity tools.
		Managing change	Advances individuals through change. Creating the communication, sponsor, training, coaching and resistance management plans. Integrating change management and project management. Executing the plans to drive adoption and usage.	Demonstrate reasons for the change and define the type and scope of change.	Define change management roles. Describe stakeholder support. Create a change management team.	Develop an approach with organization management. Draw up a plan for each stakeholder. Create a communication plan.
		Reinforcing change	Measuring performance and celebrating success. Identifying and addressing root causes of resistance. Transitioning the project to day-to-day operations. Reinforcement to sustain the change.	Measures the performance.	Track resistance. Address roadblocks.	Reinforcement to sustain the change.

- a) Applies the competency and has general knowledge about it, being able to advise how to proceed
- b) Applies the competency in considerably difficult situations being able to take part in the teams arranged to implement the competency
- c) Applies the competency in exceptionally difficult situations; serves as a key resource to implement it and advises others