

CERTIFICATE III in GRAPHIC ART

Module Title: MARKETING OF DECO-ART SERVICES

GRAMD301

Conduct marketing of deco-art services

Competence

Credits: 9 Learning hours: 90

Sector: ART AND CRAFT

Sub-sector: Graphic art



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Purpose statement

This module is covered first in all qualifications. It allows the learner to get to know the other participants to the training programme and to understand himself/herself as part of a team. Also, the trainee will develop a comprehensive and clear vision of the occupation and the training programme. The module will allow the participant to avoid mistakes of career guidance and confirm or deny his/her choice from the start.

The training and learning methods are presented to the learner. This approach encourages greater motivation and, subsequently, a better integration of various learning.

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Learning unit 1: Identify the market

1.1. Identify the target customers

- **Definition of target audience (customers)**

A target audience is the group of people identified as being likely customers of a business. It is defined by the Oxford Dictionary as "A particular group of consumers at which a product or service is aimed".

- **Choice of target group**

Defining Target Marketing

According to an Entrepreneur article describing target markets, your target market consists of those people most likely to buy from you, but markets have become so differentiated that it's not enough to target an age group or any other single factor. Not everyone in any age group is buying the same things; they have many different opinions, interests and needs. An age group may make sense for your marketing purposes, but age can only be one part of it. You must consider many other factors to arrive at your target market.

Identifying Your Target Market

The goal in identifying your target market is to be as specific as possible, down to the most minute details. A brainstorming session with others who know your product works well because of the two-heads-are-better-than-one adage. Another person may think of the product and its purchasers differently than you do and focus on a factor other than age, such as level of education, technical knowledge, where they live or their gender. The new viewpoint makes you think of an additional factor, and so on. Other ways to learn about your market are to study survey data or conduct your own survey and research all you can about who buys your competitors' products.

Of course, you'd be happy to sell to anyone, but defining your target market doesn't mean you won't sell to anyone else, according to an Inc. magazine article; it just means putting your marketing dollars where they are likely to bring you the most results. Defining your niche in the market is a way that small businesses can compete with large businesses. Remember, too,

that if you sell more than one product, you may have different – or slightly different – target audiences for each one.

When you've defined all you can about your target market or the target audience who will want to hear or read about your product, you may be shocked at the details you've uncovered. For example, perhaps you started out thinking your target market was females aged 30 to 50, but from talking with others and doing some research, you now know that age isn't as much of a factor as that the females have children, own homes in the suburbs of larger cities, or have attended college but not necessarily earned a degree.

Using the STP Marketing Strategy

One of the most effective methods of target marketing is to use the segmentation, targeting and positioning (STP) marketing strategy. First, divide your market into segments of buyers who share certain characteristics. According to Smart Insights, the most common segmentation is dividing the market by four criteria: demographics, psychographics, geographics and behavioral characteristics. Next, in the targeting step, you analyze the segments and determine which one or ones are currently your best target audience. For positioning, you discuss ways to reach the segments you chose, narrow those down by discussing the pros and cons of each, and design a plan of how and where to reach each target market.

Dividing Your Market into Segments

There are many possible methods of market segmentation; you aren't limited to demographics, psychographics, geographics or behavioral characteristics, but they are a good place to start. Demographic criteria are based on the data you have on those in your market, including their ages, gender, level of education, occupations, sexuality, interests and family size. Demographics is the most common segmentation because these characteristics most often determine buying habits.

Psychographics is segmentation according to personality and traits, such as values, opinions and favorite activities. For example, people with expensive lifestyles value luxury and carrying, using or wearing high-end designer items. People who are thrifty value a well-priced product but may also look for quality, though they're not interested in the brand name.

Geographic segmentation is concerned with customers' locations, which could be based on their country, city and state, or whether they're urban or rural residents. Sometimes just a ZIP code can reveal a lot of information. The 1980s television show, "Beverly Hills 90210," made

that ZIP code recognizable as standing for wealth, while other U.S. ZIP codes might be known for areas with high levels of poverty or ones where high-tech individuals are known to live.

Behavioral segmentation looks at how customers behave by how they interact with the business. Are they frequent buyers of one item or type of item? Do they usually buy online or in a store? The USC Marshall School of Business advises in its teaching of the STP model that behavioral segmentation also considers whether buyers are frequent customers – in other words, loyal – or occasional buyers. With people using digital applications often to research products and make purchases, businesses can easily track how often a customer uses their websites, what products people are interested in by what they look at, and what they ultimately bought.

Determining Your Targeting Strategy

After you finish the segmentation, it's time to analyze each segment and determine which to target with your marketing plan. Have all the segments in front of you on one page or a conference room wall so that everyone involved in the process can easily see the description of each segment as you discuss it. Evaluate each segment on:

- Size: If it's too small, it may not be worth targeting; if it's too large, it won't be feasible.
- Reachability: How difficult or expensive will it be to reach this segment and relay your message effectively?
- Profitability: Run the numbers on expected profit from each segment based on the cost to reach the people in it and how much you can sell your products for.

With your budget in mind, determine which segment or segments make the most sense to target with your marketing dollars.

Positioning in the Marketplace

The last step, positioning, refers to the position your business or product occupies in the mind of your potential customers, as explained on the Wemla website. You may already have a position in mind for your business or products, but if it's an inaccurate or incomplete one, you'll want your messaging to change. If your business or products aren't known to a segment, you need to carefully consider the message you want to convey. It's important to get your message right the first time, according to Wemla, because once people have established a position on something, they rarely change.

Now that you have identified the target market(s) you're going to reach out to, craft the overall message about your business or product(s). A well-rounded marketing plan reaches your intended target market in a variety of ways with a consistent message that appeals to them based on your detailed knowledge obtained through the STP method of target marketing.

1.2. Determine the value of the finished work according to the success of intended objectives

- **Value of arts and culture to people and society**

When we talk about the value of arts and culture to society, we always start with its intrinsic value: how arts and culture can illuminate our inner lives and enrich our emotional world. This is what we cherish. However, we also understand that arts and culture has a wider, more measurable impact on our economy, health and wellbeing, society and education.

It's important we also recognise this impact to help people think of our arts and culture for what they are: a strategic national resource. The value of arts and culture to people and society outlines the existing evidence on the impact of arts and culture on our economy, health and wellbeing, society and education.

- **Ones' core values**

Values "are the principles that give our lives meaning and allow us to persevere through adversity," according to psychologist Barb Markway and Celia Ampel in *The Self-Confidence Workbook*. I love both parts of this definition that values stand for our most meaningful ideals and also that they inspire us to keep going when the going gets tough.

You've probably learned many of your values from your parents, your teachers, your religious leaders, and the society around you. You've also probably rebelled against some of those values at times or changed your mind as you've learned more about yourself and your world. But it can be helpful to decide or re-decide the top six to eight values that mean the most to you right now and to have a shorthand label for those principles. That's where the information below comes in.

Step 1: Identify and write down six people who are important role models or valued connections for you. Step 2: Think of the values they embody. For example, your list might include: "my grandfather for his acceptance and love," "my wife for her honesty," "my colleague for his listening skills," and "my friend for his loyalty," to name a few.

Dr. Steven Hayes, the founder of Acceptance and Commitment Therapy, suggests that you uncover your values by naming your heroes. For example, why do you admire, say, Martin Luther King, Jr.? Is it because he fought for social justice? Is it his commitment to non-violence? His kindness to others? Identifying the specific values embodied by your heroes can inspire you to adopt those values for yourself.

3. See a career counselor.

Your values are a major determinant of career choice, work decisions, and career transitions. For example, you may value “financial security,” “helping,” or “being my own boss (autonomy).” Each of those values might lead you down a different career path. That’s why career counselors have a large toolbox of strategies and inventories (self-report tests with no right answers) including values inventories to help match their clients to a compatible career area.

4. Use an online values inventory.

You can find various values inventories online. One free online values inventory is located here. The authors, R. Kelly Crace and Duane Brown, are experts in wellness and career development. Although I’ve never worked with this particular inventory before, I agree with the authors’ idea that clarifying your values can “serve as a blueprint for effective decision-making and optimal functioning.” (The inventory looks so intriguing that I intend to take it myself it's actually on my list.) By the way, if you are concerned about confidentiality (and I hope you are), the website states that the information you supply will be used for ongoing research, but your name will not be linked to your data.

5. Observe yourself and learn.

As you live your life, be mindful of the choices you make. For several days, consciously put a label on the values behind your key decisions at work and at home. Pay particular attention to whether the values you chose above are reflected in your daily life. If not, what values are you expressing or living by as you go through your day? Are there patterns? What can you learn about what you want, what you are willing to give up, and what is non-negotiable in your life? If you experience a lot of dissatisfaction with your choices, you may not be living up to your values or you may need to re-evaluate what is most important to you.

6. Focus on the bitter and the sweet in your life.

Dr. Hayes suggests that you learn about your values by thinking back to both the sweetest and most painful moments of your life. These moments could direct you to what you care about most. For instance, what were the peak experiences that might reveal key values? If you won an award for teaching, consider that "leadership" or "motivating others" might be significant values. What were the most painful experiences? If you know the pain of being excluded by others, you might realize that "compassion" is one of your primary values.

Difficult Choices and Difficult People

As mentioned above, there are times when two cherished values will be in conflict. Knowing why you are choosing Value 1 instead of Value 2 can be helpful in resolving any inner conflict you may feel. And certain values may rise to the top in particular situations. For example, during an emergency, "survival" may become the value that guides your actions. Values will also shift over time as you fulfill your various goals—for example, once you achieve a comfortable degree of "financial security," that value may recede into the background and other values may take its place.

Sometimes you'll have to defend against difficult people—such as psychopaths, extreme narcissists, and master manipulators—who seem to be guided by negative values. With such people, it can be a challenge to stick to the positive values highlighted in this blog. Then there are the people who pay lip service to "core values" and "family values," but whose choices betray their words as just empty rhetoric.

Observing yourself and being honest about what you see might keep the phrase "core values" from becoming a cliché. You can't be perfect and you'll often need to compromise, but you can aim for the integrity that a values-driven life can provide. As Dr. Harris sums it up in *The Confidence Gap*: "True success is living by your values."

Know Your Values, Know Yourself

"Values" is one of six key elements to knowing who you are, as I explain in this blog. The others are interests, temperament, biorhythms, life goals, and strengths. But of all these, knowing your values is the royal road to self-knowledge because values choices both reveal and build character as you act on them. Your values are even more important than your goals, as Dr. Harris points out, because you might not reach your goals, but you can almost always choose to live by your values.

- Types of work and work environment

6 Different Work Environment Types and Example Career Roles

To feel satisfied and be productive in your career, It is important that your working environment suits your personality type. Professional environments should provide a positive atmosphere marked by effective communication, adequate resources and opportunities for career development. They should also be conducive to the type of worker you are, your personality and values. In this article, we provide an overview of six different work environments and the kind of people and jobs that are best suited to each.

What type of work environment do you prefer?

The term “work environment” refers to a culmination of many different factors and elements that together characterize your work conditions. Elements that make up your work environment include:

- **Hours:** Your work environment includes your working hours. For instance, your job may be the regular nine-to-five type or it may have more flexible job hours. Moreover, you could be paid for overtime work and/or have lunch breaks.
- **Company culture:** A company’s culture is also part of a work environment. For instance, some companies have a formal culture and expect workers to dress in suitable work attire and follow strict protocols, whereas others allow employees to dress more casually and grant them more freedom in the execution of their duties.
- **Benefits:** Your work environment also includes benefits, such as the amount of paid holiday time you receive, as well as sick leave.
- **People:** Managers and coworkers play a huge role in determining the type of work environment. Positive and happy people create a supportive and positive work environment, whereas negativity and self-centered people tend to create toxic workspaces.
- **Career development:** Another important factor that contributes to your work environment is to what extent you can grow as a professional in your job. Some companies afford their personnel many opportunities for career development, whereas other companies may expect you to take responsibility for your own professional growth.
- **Workspace:** Your workspace is also part of your work environment and may range from an office cubicle, a private office space or working remotely from home.

Different kinds of work environments

Your work environment is also influenced by your values, your personality type and the kind of work that you do. Here are six different work environment types that suit different kinds of people and occupations:

1. The conventional work environment

The conventional work environment is highly-structured and organized, and includes systematic activities, such as working with data and numbers. This kind of environment is characterized by routine, stability, tradition and well-defined rules and procedures. People who gravitate to this environment are typically neat, well-organized and prefer to follow directions. This work environment typically involves working in an office and regular hours. An occupation that is well-suited to the convention work environment is:

Receptionist

National Average Salary: \$14.42 per hour

Primary Duties: A receptionist, also known as an administrative assistant, performs administrative duties, such as filing, answering phone calls, emailing and faxing, maintaining records, and organizing courier services. As these professionals normally work at the front-office desk of a company, they also greet and assist customers, and therefore need to act professionally and politely at all times. This work requires organizational, communication and computer skills. Receptionists typically work a normal 40-hour week and rarely work overtime.

2. The enterprising work environment

The enterprising work environment is focused on the achievement of organizational and financial goals and typically includes activities like persuasion, management and sales. Such an environment is characterized by competition, achievement, power, money and competition and may involve activities like sales and management. People who thrive in this kind of work environment are normally outgoing, ambitious and assertive. This work environment includes working in a corporate or business environment or working in the retail industry. A job that is compatible with this environment is:

Sales manager

National Average Salary: \$74,194 per year

Primary Duties: A sales manager leads the sales team of an organization. Their duties include setting sales targets, hiring new sales staff, planning sales strategies, mentoring and training staff, preparing budgets and controlling expenditures. As sales managers need to not only work with their teams but also with other departments—for instance, marketing, as well as clients and suppliers—they need good interpersonal, leadership and communication skills.

3. The social work environment

The social work environment is people-focused and involves activities that revolve around teaching, guiding, healing and understanding people. As this social work environment involves a lot of social interaction, it attracts people who enjoy social interaction and are motivated by helping others. To do well in such an environment, you need to have excellent communication, verbal and interpersonal skills. This kind of environment may include working in an office, doing fieldwork, consulting with clients, teaching at a school or college or working in a hospital. A job that falls into this category is:

Social worker

Average National Salary: \$57,579 per year

Primary Duties: Social workers assist people and communities who face challenges in their everyday lives, such as unemployment, abuse, poverty, addiction or divorce. They assess the needs and situations of clients and then develop and monitor plans and strategies to help these people cope and overcome their challenges. In the case of, for instance, a child-abuse case, a social worker may also intervene and organize for the child to be removed and placed under foster care.

These professionals need good interpersonal and communication skills, as well as empathy and emotional intelligence. Social workers can work in office environments, at schools or they may visit clients and communities.

4. The artistic work environment

The artistic work environment is unsystematic and emphasizes freedom of expression, creativity, aesthetics, imagination and originality. This environment is characterized by freedom and lack of structure and rules. People who are drawn to this kind of environment are normally unconventional, free-spirited, intuitive and self-directed. This work environment may involve theater productions, music performance, design work, writing, and the creation of art. An example of a job that falls into this category is:

Fashion designer

National Average Salary: \$15.87 per hour

Primary Duties: Fashion designers are creative people who study fashion trends and create their own clothing or accessories. Their work entails sketching new designs and then creating the first prototypes, which involves pattern-making, selecting fabrics, sewing and fitting. If they work independently, fashion designers also need to market their creations by, for instance, organizing runway shows and showcasing their work on websites and social media.

These professionals need to be creative, think visually and must have a flair for fashion. They may work for manufacturing firms and have regular hours, or for themselves, which requires long hours and the ability to market themselves and their designs.

5. The investigative environment

The investigative environment is focused on math and science and involves problem-solving and creative and abstract thinking. As is the case with the artistic work environment, this environment is unstructured and encourages independence and freedom of thought and action. People who do well in such an environment are innovative thinkers who prefer working with their minds rather than engaging in practical and physical tasks. This environment includes working in laboratories; computer programming; doing statistical, science or mathematical work and archeology. An example of a job in this category is:

Research scientist

National Average Salary: \$80,887 per year

Primary Duties: Research scientists conduct experiments and do research in a specific scientific field like medical, environmental, food or biological sciences. Their work also involves writing papers, building research proposals and working together with other researchers in developing end products. These professionals need excellent analytical, interpersonal and writing skills. They may work for environmental organizations, government laboratories, universities and pharmaceutical companies and they may work in laboratories, and do field and computer work.

6. The realistic environment

The realistic environment is focused on manual work that involves using tools, instruments and instruments and could also involve animals, plants and working outdoors. People who enjoy working with their hands and focusing on the present, do well in this environment. This environment includes mechanic, engineering and technical jobs that could involve working on-site, in workshops or doing call-out work. An example of a job in this environment is:

Plumber

Average National Salary: \$25.36 per hour

Primary Duties: A plumber installs and repairs plumbing systems and accessories. Their daily duties include also providing on-site troubleshooting and laying pipe connections and drainage systems according to water distribution system plans. This job can be physically demanding, so plumbers need strength and dexterity. Other skills include customer-service, analytical and problem-solving skills. These professionals can work for plumbing companies or they may run their own businesses, which may involve more irregular working hours.

- **Goals and achievements**

6 Steps to Accomplishing Life Goals and Resolutions

Don't let your goals and resolutions fall by the wayside. Chances are that to achieve your dreams and live a life you love, those goals and resolutions are crucial. Goal setting and goal achievement are easier if you follow these six steps for effective and successful goal setting and resolution accomplishment.

Deeply Desire the Goal or Resolution

Napoleon Hill, in his landmark book, "Think and Grow Rich," had it right.

"The starting point of all achievement is desire. Keep this constantly in mind. Weak desires bring weak results, just as a small amount of fire makes a small amount of heat."

So, your first step in goal setting and achieving your dreams is that you've got to really, really want to achieve the goal.

Visualize Yourself Achieving the Goal

Lee Iacocca said, "The greatest discovery of my generation is that human beings can alter their lives by altering their attitudes of mind." What will your achievement feel like? How will your life unfold differently as a result?

If the goal is a thing, some gurus of goal setting recommend that you keep a picture of the item where you see and are reminded of it every day. If you can't picture yourself achieving the goal, chances are you won't.

Make a Plan for a Path to Follow to Accomplish the Goal

- Create action steps to follow. Identify a critical path. The critical path defines the key accomplishments along the way, the most important steps that must happen for the goal to become a reality.

Stephen Covey said, "All things are created twice. There's a mental or first creation and a physical or second creation of all things. You have to make sure that the blueprint, the first creation, is really what you want, that you've thought everything through. Then you put it into bricks and mortar. Each day you go to the construction shed and pull out the blueprint to get marching orders for the day. You begin with the end in mind."

Commit to the Goal by Writing It Down

Lee Iacocca said, "The discipline of writing something down is the first step toward making it happen." Many consultants and coaches agree completely. Write down the plan, the action steps, and the critical path. Somehow, writing down the goal, the plan, and a timeline sets events in motion that may not have happened otherwise.

It is as if you are making a deeper commitment to goal accomplishment. You can't fool yourself later. The written objective really was the goal. People have pulled written goals out of their desk drawer's years after writing them down only to discover that they have achieved them. Written goals are powerful.

Check Your Progress Frequently

Whatever you use, a day planner, an online calendar or notetaking system, a smartphone, or a handwritten list, make sure that you check your progress frequently. People have been known to start their day by looking at their goals and then, scheduling time or action steps to move closer to the end they have in mind. If you're not making progress or feel stymied, don't let your optimism keep you from accomplishing your goals.

No matter how positively you are thinking, you need to assess your lack of progress. Adopt a pessimist's viewpoint; something will and probably is, going to go wrong. Take a look at all of the factors that are keeping you from accomplishing your goal and develop a plan to overcome them. Add these plan steps to your calendar system as part of your goal achievement plan.

Adjust Your Plan if Progress Slows

Make sure that you are making progress. If you are not making progress, hire a coach, tap into the support of loved ones, analyze why the goal is not being met. Don't allow the goal to just fade away. Figure out what you need to do to accomplish it.

Check the prior five steps starting with an assessment of how deeply you actually want to achieve the goal. The more deeply you want to obtain it, generally, the more motivated you will feel in the face of both optimism and pessimism.

This six-step goal setting and achieving system seems simple, but it is a powerful system for achieving your goals and resolutions and even living your dreams. You just need to do it. Best wishes and good luck.

1.3. Analyse the target market

- **Types of Market needs**

Size of Market

You need to know how big your potential market is. This is the group of people who are likely to buy your product or service. Unless you are in a very specific niche, you want to find a large group of buyers. For example, if you want to sell a new weight-loss program, you may have a large market of 50,000 people in your area that are between the ages of 25 and 65 who are trying to lose weight.

If your weight-loss program required surgery, you are looking at group that's smaller than the 50,000 who have a medical need, as prescribed by their doctor. This group size in the same geographical region might only be 5,000.

Understand Your Customer Profile

In order to determine the size, you need to understand who your ideal customer is. As described in the weight-loss example, knowing if someone is trying to lose a few pounds to look better in a bikini is different from a diabetic who must lose 25 pounds to prevent serious medical repercussions. The client who wants to look better at the beach is looking for products based on fulfilling her ego, whereas the person who has a medical condition is looking for products based on fear of loss. You can't market the same way to both.

Personal Similarities in Market

Often, the group you're targeting has similarities when you look at the personal lives of those in that group. This includes marital status, education levels, type of career, as well as family size and income levels. A life insurance agent knows that a married couple with young children is more likely to buy life insurance, compared to a single man who's still in college. But somebody who engages in an extreme sports program is more likely to go bungee-cord jumping than a married man.

Although your buyers aren't clones of each other, they might seem very similar to each other in some ways, so that you might feel some familiarity when you're speaking to a new prospect.

Consider Cultural Components

A marketing plan should consider the geographic and cultural elements of your target group. These could have a significant difference on how what the buyers want to buy or even how they buy it. For example, a bridal shop in a small Midwestern farm town might not have the price points that a Beverly Hills bridal shop has because of the difference not only in affluence but also in cultural perspectives. Someone from a small town might be more fiscally pragmatic even if he has the money to spend on what he wants.

Special Interests or Needs

Marketing plans have become more dynamic with the expansion of social media and digital marketing. As a business owner, you can learn about the size of your market, based on very specific information. Essentially you can segment your market to enable you to develop marketing campaigns that target specific buyers. For example, if you own a pet store that caters to parrot owners, you probably don't want to target cat owners.

A cell phone accessory store that sells Apple products exclusively doesn't want to waste marketing dollars on Android users and vice versa. Narrow your niche to be more successful.

- **Consumer Market**

A **consumer market** is the very system that allows us to purchase products, goods, and services. These items can be used for personal use or shared with others. In a consumer market, you make your own decisions about how you will spend money and use the products you purchase. The more people who go out and actively purchase products, the more active the consumer market.

- **Industrial Market**

The **industrial market** consists of business-to-business sales. One business serves as a consumer, purchasing goods or services from another business. For example, there is a company that provides cleaning, laundering, and other facility service needs to various businesses. The company services many different types of companies and needs to work on its structure to improve efficiency and increase profit.

- **Reseller Market**

Buyers who purchase with the intent of selling those products to others. The reseller market includes wholesalers, retailers, and distributors. Resellers may restrict their purchases to one product or brand or offer a variety of products and brands.

- **Market Segments**

The purpose of segmentation is to determine which consumer is most likely to make a purchase. Segmenting the market allows a business to focus its marketing and/or promotions where the most sales could be made.

Learning unit 2: Market deco-art services

2.1. Describe the deco-art services need

- **Evaluating opportunities in the deco-art market**

In corporate development and when branching into new business areas, it is crucial to recognize and utilize the driving forces in the market. Accurate market analyses form the basis for an in-depth evaluation of market opportunities.

Market analyses help you to classify market opportunities and risks

Technological advancement, digitalization and automation, global networking, economic and cultural change: many companies today operate in very dynamic markets that require innovative solutions so they can continue to exist successfully in the future. Although many new trends offer a far greater amount of attractive market opportunities than before, the environment and competition have also become noticeably more complex and fast-moving.

It is therefore extremely important to know the individual characteristics and potential of the markets in question so you can make the best possible decisions for your own business development. In view of the increasingly rapid change, an in-depth market analysis plays an essential role. The objectives: To identify suitable market opportunities, make meaningful forecasts and successfully implement investment plans, business plans or marketing strategies.

Market observation and market analysis: Focus on structured research and evaluation

In preparation for a strategic market analysis, you should first of all formulate which questions and objectives need to be answered/pursued. What specific information you need and what the ideal next steps are depend on these. The objectives can be, for example, “identifying market opportunities, risks and potential” or “calculating the expected sales for a new business

model". The specific questions are derived from these. The following are possible questions in a market analysis:

- How great is the market potential for a certain product or service in a target group?
- In which direction will the market develop? What are the defining trends for the coming years?
- What potential does the market offer for new products or services that did not exist before?
- Which competitors with similar solutions exist in the market? What are their strengths and weaknesses from a customer perspective?
- What demands does the target group make on the product or service?
- How much would consumers or users pay for a new product or service?
- What basic conditions (e.g. technical or legal) have to be met for a market launch?

Based on the questions relevant to you, you develop a precise plan of tasks for the market analysis. Accurate data collection and a structured evaluation are important for the next steps. These enable meaningful forecasts of market opportunities, sales potential or necessary improvements to products or services.

A comprehensive approach to the market analysis is necessary

Regardless of the methods and tools chosen, market analyses are often structured similarly. But depending on the question and context, the focus on individual components can vary. As a rule, a strategic market analysis comprises five content-related dimensions that ensure comprehensive coverage of your chosen area:

1. Description of the target market and segmentation by target groups
2. Analysis of market size and forecast of market development
3. Competitive analysis
4. Identification of relevant customer segments
5. Trend analysis on future developments and potential in the target market

Choosing the right market analysis methods

Choosing the right market analysis methods is crucial for identifying and evaluating market opportunities. Primary research, where you collect and evaluate data independently, offers up-to-date results, as well as the major advantage that you can tailor the planned measures precisely to the underlying question and the knowledge you hope to gain. Various market analysis methods can be used in primary data collection, including:

- Surveys and interviews
- Case studies and questionnaires
- Tests or experiments
- Workshops
- Observations and on-site analyses
- Evaluation of internal or external raw data
- However, primary data collection is often more time-consuming, costly and organizationally complex. In certain situations it may therefore be worthwhile entrusting a specialist service provider with the collection and evaluation of the data.
- In secondary research, on the other hand, data that already exist and are accessible are incorporated into the market analysis. Here, it is important to check the extent to which the available data sets fit the question and can provide meaningful answers. In addition to the company's own sources, there are generally a multitude of publicly available studies, statistics and reports that can be used for secondary data collection. Further information on the market can be provided by, for example:
 - Business reports and balance sheets of competitors
 - Information files
 - Sector directories
 - Trade journals
- Appropriate tools for a meaningful market analysis
- To ensure that market opportunities and market potential are successfully identified in the analysis, several tools have proven effective in exploring the various aspects of the market. These include:
 - SWOT analysis: In a SWOT analysis, you draw up a specific strength-weakness profile of your company in relation to the question. The analysis reveals the strengths and weaknesses compared to competitors and determines the competitive opportunities and threats in the market.
 - PEST analysis: This tool is a general environmental analysis. In the PEST analysis, political, economic, sociological and technological factors are examined. The aim is to enable an evaluation of trends and forecasts of the expected market development.
 - The PESTEL analysis expands the PEST analysis by the environmental and legal aspects that can influence the development of the market in question and the associated market opportunities.
 - General environmental analyses are often combined with specific competitive analyses. The industry structure analysis according to Michael E. Porter, for example, uses five concise competitive forces to examine the structure and change in markets. The five forces are: Industry rivalry, threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitutes.

- The CAGE Distance Framework can be used to identify cultural, administrative, geographic and economic differences between target and home markets. It is therefore especially useful when searching for worthwhile target markets and assesses their accessibility.

The bottom line: Identifying realistic market opportunities with market analyses

In-depth market analyses reveal market opportunities and market potential, and highlight possible risks and threats from competitors. Knowledge of the individual features and key developments in a market helps when developing new ideas and designing specific business models. In an increasingly complex interplay between various driving forces, comprehensive market analyses create a meaningful basis for important strategic decisions.

- **Market demand analysis**

Companies use market demand analysis to understand how much consumer demand exists for a product or service. This analysis helps management determine if they can successfully enter a market and generate enough profits to advance their business operations. While several methods of demand analysis may be used, they usually contain a review of the basic components of an economic market.

While several methods of demand analysis may be used, they usually contain a review of the basic components of an economic market which are:

1. Market identification
2. Business cycle
3. product niche
4. growth potential
5. competition

Market Identification

The first step of market analysis is to define and identify the specific market to target with new products or services. Companies will use market surveys or consumer feedback to determine their satisfaction with current products and services. Comments indicating dissatisfaction will lead businesses to develop new products or services to meet this consumer demand. While companies will usually identify markets close to their current product line, new industries may be tested for business expansion possibilities.

Business Cycle

Once a potential market is identified, companies will assess what stage of the business cycle the market is in. Three stages exist in the business cycle: emerging, plateau and declining.

Markets in the emerging stage indicate higher consumer demand and low supply of current products or services. The plateau stage is the break-even level of the market, where the supply of goods meets current market demand. Declining stages indicate lagging consumer demand for the goods or services supplied by businesses.

Product Niche

Once markets and business cycles are reviewed, companies will develop a product that meets a specific niche in the market. Products must be differentiated from others in the market so they meet a specific need of consumer demand, creating higher demand for their product or service. Many companies will conduct tests in sample markets to determine which of their potential product styles is most preferred by consumers. Companies will also develop their goods so that competitors cannot easily duplicate their product.

Growth Potential

While every market has an initial level of consumer demand, specialized products or goods can create a sense of usefulness, which will increase demand. Examples of specialized products are iPods or iPhones, which entered the personal electronics market and increased demand through their perceived usefulness by consumers. This type of demand quickly increases the demand for current markets, allowing companies to increase profits through new consumer demand.

Competition

An important factor of market analysis is determining the number of competitors and their current market share. Markets in the emerging stage of the business cycle tend to have fewer competitors, meaning a higher profit margin may be earned by companies. Once a market becomes saturated with competing companies and products, fewer profits are achieved and companies will begin to lose money. As markets enter the declining business cycle, companies will conduct a new market analysis to find more profitable markets.

2.2. Conduct marketing

- **Introduction to marketing**

Marketing is the creation, communication, and delivery of value, as well as the management of customer relationships for a lifetime. Marketing is the act of facilitating the exchange of a given commodity for goods, services, and/or money to deliver maximum value to the consumer. From a societal point of view, marketing is the link between a society's material requirements and its economic patterns of response. Marketing satisfies

these needs and wants through both the exchange processes and building long-term relationships.

Marketing can be viewed as an organizational function and a set of processes for creating, delivering, and communicating value to customers, and managing customer relationships in ways that benefit the organization and its shareholders. Marketing is the science of choosing target markets through market analysis and market segmentation, as well as understanding consumer buying behavior and providing superior customer value.

The set of engagements necessary for successful marketing management include capturing marketing insights, connecting with customers, building strong brands, shaping the market offerings, delivering and communicating value, creating long-term growth, and developing marketing strategies and plans.

- **macro marketing**

Macro marketing can be defined as the influence marketing policies, strategies, and objectives have on the economy and society as a whole. Specifically, macro marketing refers to how product, price, place, and promotion, the four Ps of marketing, create demand for goods and services, and thus influence what products or services are produced and sold.

Over time, businesses have become more adept at reaching potential consumers through an expanding set of media. Marketing has thus become a ubiquitous part of a consumer's daily life. Because marketing affects what and how consumers purchase or do, it affects how individuals and businesses interact with each other, the environment, and society as a whole.

Since macromarketing is meant to reflect society's values, it thus attempts to conduct the marketing of goods, services, and ideas in a way that is consistent with the public good and society at large. Scholars believe that the study of macromarketing is valuable in that it focuses on understanding how individuals and societies innovate, adapt, and learn. Some academics operate under the assumption that macromarketing represents the conscience of the practice of marketing, while others maintain that its value lies primarily in its scientific rigor and objectivity, utilizing tools such as A/B Testing.

Macromarketing History

Macromarketing as a term was first used in 1962 by Robert Bartels in his book "The Development of Marketing Thought," which examined future changes and innovations in marketing. These included increased interdisciplinary research, greater use of conceptualization, and more comparative research.

Macromarketing vs. Micromarketing

Macromarketing is often considered alongside micromarketing. Unlike macromarketing, which focuses on society at large, micromarketing focuses on marketing products or services to a small group of highly targeted consumers who are selected based on specific identifying characteristics such as ZIP code or job title. This enables companies to customize their campaigns to specific segments.

As a marketing strategy, micromarketing may be more expensive to execute because of the customization, which by definition lacks economy of scale. But since the goal of this type of customization is to better reach qualifying customers or to sell a higher-priced product or service, micromarketing can often pay for itself.

- Consumer behavior and marketing strategy

Consumer behavior is the study of the way people seek, purchase, use, evaluate and dispose of products and services. ... Consumer behavior can be used by marketers to create the marketing strategy; targeting each consumer effectively once they understand their needs and wants through the research of consumer behavior.

- Business relationships management

Relationship marketing focuses on customer retention and satisfaction in order to enhance your relationships with existing customers to increase loyalty. CRM helps businesses build a relationship with their customers that, in turn, creates loyalty and customer retention. Since customer loyalty and revenue are both qualities that affect a company's revenue, CRM is a management **strategy** that results in increased profits for a business.

- Customer services

Customer service is the provision of service to customers before, during, and after a purchase. The perception of success of such interactions is dependent on employees "who can adjust themselves to the personality of the guest". Customer service concerns the priority an organization assigns to customer service relative to components such as product innovation and pricing. In this sense, an organization that values good customer service may spend more money in training employees than the average organization or may proactively interview customers for feedback.

From the point of view of an overall sales process engineering effort, customer service plays an important role in an organization's ability to generate income and revenue. One good customer service experience can change the entire perception a customer holds towards the organization.

2.3. Manage public relations

- Introduction to marketing

Product, placement, promotion and price are the four elements of the marketing mix.

Product

The term “product” is defined as anything, either tangible or intangible, offered by the firm; as a solution to the needs and wants of the consumer; something that is profitable or potentially profitable; and a goods or service that meets the requirements of the various governing offices or society. The two most common ways that products can be differentiated are:

1. Consumer goods versus industrial goods, and
2. Goods products (i.e. durables and non-durables) versus service products

Intangible products are service-based, such as the tourism industry, the hotel industry, and the financial industry. Tangible products are those that have an independent physical existence. Typical examples of mass-produced, tangible objects are automobiles and the disposable razor. A less obvious but ubiquitous mass produced service is a computer operating system.

Every product is subject to a life-cycle that starts with its introduction and is followed by a growth phase, a maturity phase, and finally a period of decline as sales falls. Marketers must do careful research on the length of the product’s life-cycle and focus their attention on different challenges that arise as the product moves through each stage.

The marketer must also consider the product mix, which includes factors such as product depth and breadth. Product depth refers to the number of sub-categories of products a company offers under its broad spectrum category. For example, Ford Motor Company’s product category is automobiles. It’s product depth includes sub-categories such as passenger vehicles, commercial vehicles, transport vehicles, et cetera. This broad spectrum category is also known as a product line. Product breadth, on the other hand, refers to the number of product lines a company offers.

Marketers should consider how to position the product, how to exploit the brand, how to exploit the company’s resources, and how to configure the product mix so that each product complements the other. Failure to do so can result in brand dilution, which is a situation in which a product loses its branded identity, resulting in decreased sales and perceived quality. The marketer must also consider product development strategies.

Placement

Product distribution (or placement) is the process of making a product or service accessible for use or consumption by a consumer or business user, using direct means, or using indirect means with intermediaries.

Distribution Types

1. *Intensive distribution* means the producer's products are stocked in the majority of outlets. This strategy is common for basic supplies, snack foods, magazines and soft drink beverages.
2. *Selective distribution* means that the producer relies on a few intermediaries to carry their product. This strategy is commonly observed for more specialized goods that are carried through specialist dealers, for example, brands of craft tools, or large appliances.
3. *Exclusive distribution* means that the producer selects only very few intermediaries. Exclusive distribution is often characterized by exclusive dealing where the re-seller carries only that producer's products to the exclusion of all others. This strategy is typical of luxury goods retailers such as Gucci.

The decision regarding how to distribute a product has, as its foundation, basic economic concepts, such as utility. Utility represents the advantage or fulfillment a customer receives from consuming a good or service. Understanding the utility a consumer expects to receive from a product being offered can lead marketers to the correct distribution strategy.

Promotion

The three basic objectives of promotion are:

1. To present product information to targeted consumers and business customers.
2. To increase demand among the target market.
3. To differentiate a product and create a brand identity.

A marketer may use advertising, public relations, personal selling, direct marketing, and sales promotion to achieve these objectives. A promotional mix specifies how much attention to give each of the five subcategories, and how much money to budget for each. A promotional plan can have a wide range of objectives, including: sales increases, new product acceptance, creation of brand equity, positioning, competitive retaliations, or creation of a corporate image.

Price

The price is the amount a customer pays for the product. The concept of price is in contrast to the concept of value, which is the perceived utility a customer will receive from a product. Adjusting the price has a profound impact on the marketing strategy, and depending on the price elasticity of the product, often it will affect the demand and

sales as well. The marketer should set a price that complements the other elements of the marketing mix. A well-chosen price should

- (a) ensure survival
- (b) increase profit
- (c) generate sales
- (d) gain market share, and
- (e) establish an appropriate image.

From the marketer's point of view, an efficient price is a price that is very close to the maximum that customers are prepared to pay. In economic terms, it is a price that shifts most of the consumer surplus to the producer. A good pricing strategy would be the one which could balance between the price floor and the price ceiling and take into account the customer's perceived value.

- **macro marketing**

The macro-environment includes concepts such as demography, economy, natural forces, technology, politics, and culture. Demography refers to studying human populations in terms of size, density, location, age, gender, race, and occupation. This helps to divide the population into market segments which can be beneficial to a marketer in deciding how to tailor their marketing plan to attract that demographic.

The economic environment refers to the purchasing power of potential customers and the ways in which people spend their money. Within this area are subsistence economies and industrialized economies. Subsistence economies are based on agriculture and consume their own industrial output. Industrial economies have markets that are diverse and carry many different types of goods. Each is important to the marketer because each has a highly different spending pattern as well as a different distribution of wealth.

The natural environment includes the natural resources that a company uses as inputs. As raw materials become increasingly scarcer, the ability to create a company's product gets much harder.

Technology includes all developments from antibiotics and surgery to nuclear missiles and chemical weapons to automobiles and credit cards. As these markets develop, it can create new markets and new uses for products. It also requires a company to stay ahead of others and update their own technology.

The political environment includes all the laws, government agencies, and groups that influence or limit organizations and individuals within a society. It is important for marketers to be aware of these restrictions as they can be complex and can change often. For example, regulations on packaging, such as the necessary inclusion of ingredients for food products or the limitation on product capability claims, must be understood by marketers to avoid negative public perception or sanctions.

The cultural environment consists of institutions and the basic values and beliefs of a group of people. The values can also be further categorized into core beliefs, which are passed on from generation to generation and are very difficult to change, and secondary beliefs, which tend to be easier to influence. As a marketer, it is important to know the difference between the two and to focus your marketing campaign to reflect the values of a target audience.

- **Consumer behavior and marketing strategy**

Consumer behavior is about the approach of how people buy and the use merchandise and services. Understanding consumer behavior will assist business entities to be more practical at selling, designing, development of products or services, and every other different initiative that impacts their customers. In this tutorial, it has been our endeavor to cover the multidimensional aspects of Consumer Behavior in an easy-to-understand manner.

Marketing strategies and tactics are normally based on **explicit** and **implicit** beliefs about consumer behavior. Decisions based on explicit assumptions and sound theory and research are more likely to be successful than the decisions based solely on implicit intuition.

Knowledge of consumer behavior can be an important competitive advantage while formulating marketing strategies. It can greatly reduce the odds of bad decisions and market failures. The principles of consumer behavior are useful in many areas of marketing, some of which are listed below.

Analyzing Market Opportunity

Consumer behavior helps in identifying the unfulfilled needs and wants of consumers. This requires scanning the trends and conditions operating in the market area, customer's lifestyles, income levels and growing influences.

Selecting Target Market

The scanning and evaluating of market opportunities helps in identifying different consumer segments with different and exceptional wants and needs. Identifying these groups, learning

how to make buying decisions enables the marketer to design products or services as per the requirements.

Example: Consumer studies show that many existing and potential shampoo users did not want to buy shampoo packs priced at Rs 60 or more. They would rather prefer a low price packet/sachet containing sufficient quantity for one or two washes. This resulted in companies introducing shampoo sachets at a minimal price which has provided unbelievable returns and the trick paid off wonderfully well.

Marketing-Mix Decisions

Once the unfulfilled needs and wants are identified, the marketer has to determine the precise mix of four P's, i.e., Product, Price, Place, and Promotion.

Product

A marketer needs to design products or services that would satisfy the unsatisfied needs or wants of consumers. Decisions taken for the product are related to size, shape, and features. The marketer also has to decide about packaging, important aspects of service, warranties, conditions, and accessories.

Example: Nestle first introduced Maggi noodles in masala and capsicum flavors. Subsequently, keeping consumer preferences in other regions in mind, the company introduced Garlic, Sambar, Atta Maggi, Soupy noodles, and other flavours.

Price

The second important component of marketing mix is price. Marketers must decide what price to be charged for a product or service, to stay competitive in a tough market. These decisions influence the flow of returns to the company.

Place

The next decision is related to the distribution channel, i.e., where and how to offer the products and services at the final stage. The following decisions are taken regarding the distribution mix

- Are the products to be sold through all the retail outlets or only through the selected ones?
- Should the marketer use only the existing outlets that sell the competing brands? Or, should they indulge in new elite outlets selling only the marketer's brands?
- Is the location of the retail outlets important from the customers' point of view?

- Should the company think of direct marketing and selling?

Promotion

Promotion deals with building a relationship with the consumers through the channels of marketing communication. Some of the popular promotion techniques include advertising, personal selling, sales promotion, publicity, and direct marketing and selling.

The marketer has to decide which method would be most suitable to effectively reach the consumers. Should it be advertising alone or should it be combined with sales promotion techniques? The company has to know its target consumers, their location, their taste and preferences, which media do they have access to, lifestyles, etc.

- Business relationships management

Business relationship management (BRM) is a formal approach to understanding, defining, and supporting inter-business activities related to business networking.

Business relationship management consists of knowledge, skills, and behaviors (or *competencies*) that foster a productive relationship between a service organization (e.g. Human Resources, Information technology, a finance department, or an external provider) and their business partners.

- Customer services

Customer service is the act of taking care of the customer's needs by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met.

Characteristics of Good Customer Service

Customer service is the act of taking care of the customer's needs by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met. **Customer service** is meeting the needs and desires of any customer. Some characteristics of good customer service include:

- ∞ **Promptness:** Promises for delivery of products must be on time. Delays and cancellations of products should be avoided.

- ⌘ **Politeness:** Politeness is almost a lost art. Saying 'hello,' 'good afternoon,' 'sir,' and 'thank you very much' are a part of good customer service. For any business, using good manners is appropriate whether the customer makes a purchase or not.
- ⌘ **Professionalism:** All customers should be treated professionally, which means the use of competence or skill expected of the professional. Professionalism shows the customer they're cared for.
- ⌘ **Personalization:** Using the customer's name is very effective in producing loyalty. Customers like the idea that whom they do business with knows them on a personal level.

Learning unit 3: Prepare the quotation

3.1. Outline the requirements to complete the work

- **Tasks and competences link-up**

A more complete way of approaching this is to link individual performance to the goals of the business. To do this, many companies use "competencies." These are the integrated knowledge, skills, judgment, and attributes that people need to perform a job effectively. By having a defined set of competencies for each role in your business, it shows workers the kind of behaviors the organization values, and which it requires to help achieve its objectives. Not only can your team members work more effectively and achieve their potential, but there are many business benefits to be had from linking personal performance with corporate goals and values.

Defining which competencies are necessary for success in your organization can help you do the following:

- Ensure that your people demonstrate sufficient expertise.
- Recruit and select new staff more effectively.
- Evaluate performance more effectively.
- Identify skill and competency gaps more efficiently.
- Provide more customized training and professional development.
- Plan sufficiently for succession.

- Make change management processes work more efficiently.

How can you define the set of practices needed for effective performance? You can do this by adding a competency framework to your talent management program. By collecting and combining competency information, you can create a standardized approach to performance that's clear and accessible to everyone in the company. The framework outlines specifically what people need to do to be effective in their roles, and it clearly establishes how their roles relate to organizational goals and success.

This article outlines the steps you need to take to develop a competency framework in your organization.

Design Principles of a Competency Framework

A competency framework defines the knowledge, skills, and attributes needed for people within an organization. Each individual role will have its own set of competencies needed to perform the job effectively. To develop this framework, you need to have an in-depth understanding of the roles within your business. To do this, you can take a few different approaches:

- Use a pre-set list of common, standard competencies, and then customize it to the specific needs of your organization.
- Use outside consultants to develop the framework for you.
- Create a general organizational framework, and use it as the basis for other frameworks as needed.

Developing a competency framework can take considerable effort. To make sure the framework is actually used as needed, it's important to make it relevant to the people who'll be using it – and so they can take ownership of it.

The following three principles are critical when designing a competency framework:

1. **Involve the people doing the work** – These frameworks should not be developed solely by HR people, who don't always know what each job actually involves. Nor should they be left to managers, who don't always understand exactly what each member of their staff does every day. To understand a role fully, you have to go to the source the person doing the job as well as getting a variety of other inputs into what makes someone successful in that job.

2. **Communicate:** People tend to get nervous about performance issues. Let them know why you're developing the framework, how it will be created, and how you'll use it. The more you communicate in advance, the easier your implementation will be.
3. **Use relevant competencies:** Ensure that the competencies you include apply to all roles covered by the framework. If you include irrelevant competencies, people will probably have a hard time relating to the framework in general. For example, if you created a framework to cover the whole organization, then financial management would not be included unless every worker had to demonstrate that skill. However, a framework covering management roles would almost certainly involve the financial management competency.

Developing the Framework

There are four main steps in the competency framework development process. Each step has key actions that will encourage people to accept and use the final product.

Step One: Prepare

- **Define the purpose:** Before you start analyzing jobs, and figuring out what each role needs for success, make sure you look at the purpose for creating the framework. How you plan to use it will impact whom you involve in preparing it, and how you determine its scope. For example, a framework for filling a job vacancy will be very specific, whereas a framework for evaluating compensation will need to cover a wide range of roles.
- **Create a competency framework team:** include people from all areas of your business that will use the framework. Where possible, aim to represent the diversity of your organization. It's also important to think about long-term needs, so that you can keep the framework updated and relevant.

Step Two: Collect Information

- This is the main part of the framework. Generally, the better the data you collect, the more accurate your framework will be. For this reason, it's a good idea to consider which techniques you'll use to collect information about the roles, and the work involved in each one. You may want to use the following:
 - **Observe:** watch people while they're performing their roles. This is especially useful for jobs that involve hands-on labor that you can physically observe.

- **Interview people:** talk to every person individually, choose a sample of people to interview, or conduct a group interview. You may also want to interview the supervisor of the job you're assessing. This helps you learn what a wide variety of people believe is needed for the role's success.
- **Create a questionnaire:** a survey is an efficient way to gather data. Spend time making sure you ask the right questions, and consider the issues of reliability and validity. If you prefer, there are standardized job analysis questionnaires you can buy, rather than attempting to create your own.

- **Analyze the work**

You may want to consider the following behaviors to perform the jobs covered by the framework:

- Business plans, strategies, and objectives.
 - Organizational principles.
 - Job descriptions.
 - Regulatory or other compliance issues.
 - Predictions for the future of the organization or industry.
 - Customer and supplier requirements.
- Job analysis that includes a variety of techniques and considerations will give you the most comprehensive and accurate results. If you create a framework for the entire organization, make sure you use a sample of roles from across the company. This will help you capture the widest range of competencies that are still relevant to the whole business.
 - As you gather information about each role, record what you learn in separate behavioral statements. For example, if you learn that Paul from accounting is involved in bookkeeping, you might break that down into these behavioral statements: handles petty cash, maintains floats, pays vendors according to policy, and analyzes cash books each month. You might find that other roles also have similar tasks, and therefore bookkeeping will be a competency within that framework.
- When you move on to Step Three, you'll be organizing the information into larger competencies, so it helps if you can analyze and group your raw data effectively.

Step Three: Build the Framework

This stage involves grouping all of the behaviors and skill sets into competencies. Follow these steps to help you with this task:

- **Group the statements:** ask your team members to read through the behavior statements, and group them into piles. The goal is to have three or four piles at first for instance, manual skills, decision-making and judgment skills, and interpersonal skills.
- **Create subgroups:** break down each of the larger piles into subcategories of related behaviors. Typically, there will be three or four subgroupings for each larger category. This provides the basic structure of the competency framework.
- **Refine the subgroups:** for each of the larger categories, define the subgroups even further. Ask yourself why and how the behaviors relate, or don't relate, to one another, and revise your groupings as necessary.
- **Identify and name the competencies:** ask your team to identify a specific competency to represent each of the smaller subgroups of behaviors. Then they can also name the larger category.
- Here's an example of groupings and subgroupings for general management competencies:

- Supervising and leading teams.
 - Provide ongoing direction and support to staff.
 - Take initiative to provide direction.
 - Communicate direction to staff.
 - Monitor performance of staff.
 - Motivate staff.
 - Develop succession plan.
 - Ensure that company standards are met.
- Recruiting and staffing.
 - Prepare job descriptions and role specifications.
 - Participate in selection interviews.
 - Identify individuals' training needs.

- Implement disciplinary and grievance procedures.
 - Ensure that legal obligations are met.
 - Develop staff contracts.
 - Develop salary scales and compensation packages.
 - Develop personnel management procedures.
 - Make sure staff resources meet organizational needs.
- Training and development.
 - Deliver training to junior staff.
 - Deliver training to senior staff.
 - Identify training needs.
 - Support personal development.
 - Develop training materials and methodology.
- Managing projects/programs
 - Prepare detailed operational plans.
 - Manage financial and human resources.
 - Monitor overall performance against objectives.
 - Write reports, project proposals, and amendments.
 - Understand external funding environment.
 - Develop project/program strategy.

You may need to add levels for each competency. This is particularly useful when using the framework for compensation or performance reviews. To do so, take each competency, and divide the related behaviors into measurement scales according to complexity, responsibility, scope, or other relevant criteria. These levels may already exist if you have job grading in place.

- **Validate and revise the competencies as necessary.** For each item, ask these questions:

Is this behavior demonstrated by people who perform the work most effectively? In other words, are people who don't demonstrate this behavior ineffective in the role?

Is this behavior relevant and necessary for effective work performance? These questions are often asked in the form of a survey. It's important to look for consensus among the people doing the job, as well as areas where there's little agreement. Also, look for possible issues with language, or the way the competencies are described, and refine those as well.

Step Four: Implement

As you roll out the finalized competency framework, remember the principle of communication that we mentioned earlier. To help get buy-in from members of staff at all levels of the organization, it's important to explain to them why the framework was developed, and how you'd like it to be used. Discuss how it will be updated, and which procedures you've put in place to accommodate changes.

Here are some tips for implementing the framework:

- **Link to business objectives:** make connections between individual competencies and organizational goals and values as much as possible.
- **Reward the competencies:** check that your policies and practices support and reward the competencies identified.
- **Provide coaching and training:** make sure there's adequate coaching and training available. People need to know that their efforts will be supported.
- **Keep it simple:** make the framework as simple as possible. You want the document to be used, not filed away and forgotten.
- **Communicate:** most importantly, treat the implementation as you would any other change initiative. The more open and honest you are throughout the process, the better the end result and the better the chances of the project achieving your objectives.

Key Points

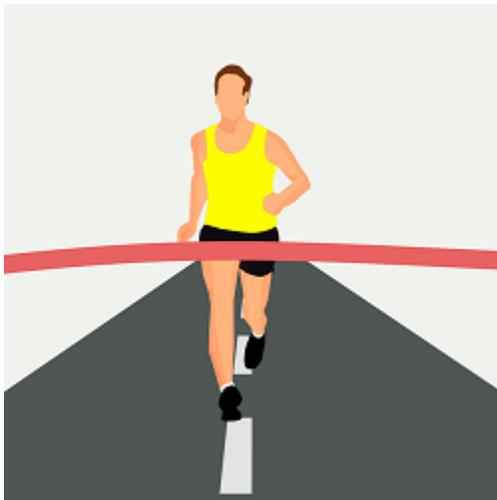
Creating a competency framework is an effective method to assess, maintain, and monitor the knowledge, skills, and attributes of people in your organization. The framework allows you to measure current competency levels to make sure your staff members have the expertise needed to add value to the business. It also helps managers make informed decisions about talent recruitment, retention, and succession strategies. And, by identifying the specific behaviors and skills needed for each role, it enables you to budget and plan for the training and development your company really needs.

The process of creating a competency framework is long and complex. To ensure a successful outcome, involve people actually doing carrying out the roles to evaluate real jobs, and describe real behaviors. The increased level of understanding and linkage between individual roles and organizational performance makes the effort well worth it.

- Work requirements

It's All About Expectations

Job descriptions and **work requirements documents** (WRDs) are some of the most important pieces of paper in an organization. Although the documents are similar in some ways, there are some distinct differences between the two. A job description focuses on the functions of a job. It lists the things that an employee in that role would do on a daily basis, and it outlines minimum education and work experience required to be considered for a position. A work requirements document shifts this focus. Instead of emphasizing the individual steps or functions associated with the job role or going over methods, a WRD outlines specific goals and/or outcomes.



A job description can be illustrated as telling a runner how to run around the track. A work requirements document tells the runner where the finish line is.

Job Descriptions

Purposes of Job Description

Most managers are familiar with using job descriptions to outline what employees in a certain role will be expected to do on a daily basis. While this is certainly part of the reason a well-written job description is important, it is far from the document's only purpose. In fact, this probably isn't its most important purpose.

Job descriptions provide legal protection to employers in many situations. When an employee is terminated as a result of poor performance, a well written job description can refute the claim that a termination was motivated by something more nefarious. Job descriptions also help employers compare their pay scales and working conditions to others in the industry so that they remain competitive in pay and other important benefits. Finally, job descriptions establish the specific physical requirements of a job so that candidates physically unable to perform can be denied employment without exposing the organization to ADA lawsuits or discrimination complaints.

Contents of a Job Description

A great job description will always include a few specific elements. Performance expectations are one of the most important elements of a job description, and the document should clearly outline what the company wants from the individual in that position, both in a strategic sense and in day-to-day operations. It's also the best place to document the kind of education and work experience that will make a candidate successful in the role.



A job description for the position of equipment operator would outline the functions associated with using a forklift.

A good job description also helps others in the organization understand how best to interact with that role. For example, imagine Francine works in the role of a helpdesk technician at the

IT helpdesk of a factory. A foreman on the factory's assembly line would know better than to approach Francine to request the installation of a new time tracking system because her job description includes nothing of the sort.

Maintaining Job Descriptions

Job descriptions aren't a "make one and then done" document. In actuality, any job description becomes more and more obsolete with each passing day. Imagine what the job description for a nurse looked like in 1960, and then think about what it looks like today. Try to function as a 1960s nurse today and you probably won't even have a second day on the job. While it isn't feasible to update a job description every day, it should most definitely be updated every time the position is vacant.

3.2. Identify phases (step) of the work and the execution time

- **Data collection**

- **Data collection** is the process of gathering and measuring information on targeted variables in an established system, which then enables one to answer relevant questions and evaluate outcomes. Data collection is a component of research in all fields of study including physical and social sciences, humanities, and business. While methods vary by discipline, the emphasis on ensuring accurate and honest collection remains the same. The goal for all data collection is to capture quality evidence that allows analysis to lead to the formulation of convincing and credible answers to the questions that have been posed.

- Tasks elaboration

Elaboration is the act of adding more information to existing information to create a more complex, emergent whole. It can be defined as adding details or "expanding on" an idea. It involves developing an idea by incorporating details to amplify the original simple idea. Elaboration enhances ideas and objects by providing nuance and detail. Elaboration may involve planning or executing a task with painstaking attention to numerous parts or details.

- **Critical paths and critical tasks**

The critical path method (CPM) is a project modeling technique that's used by project managers to find the important deadlines and deliver a project on time. In a project, the critical path is the longest distance between the start and the finish, including all the tasks

and their duration. Once a critical path is determined, you'll have a clear picture of the project's actual schedule.

To find this, project managers use the CPM algorithm to find the least amount of time necessary to complete each task with the least amount of slack.

Once done by hand, nowadays, the critical path is calculated automatically by project scheduling software. That makes the whole method a whole lot easier.

To properly understand the concept of critical path, you first need to understand the various terms used in this method.

Earliest start date. This is simply the earliest date that a task can be started in your project. You cannot determine this without first knowing if any tasks are dependent on this one task, or figuring out other constraints that might impact the start of this task. Next is the earliest finish date. This being the earliest date your task can be completed.

Latest start date. This is the very last minute in which you can start a task before it threatens to upset your project schedule. And you need to calculate what the latest finish date is for the same reason. By having a clear picture of this timeframe, you can better schedule the project to meet its deadline.

Float. Also known as slack, float is a term that describes how long you can delay a task before it impacts the planned schedule and threatens the project's deadline. When you are collecting tasks for the critical path, they must have zero float. But if the tasks do have some float, then they go on the non-critical path, which means if this task is delayed the project can still finish on time.

Crash duration. This describes the shortest amount of time that a task can be scheduled. You can get there by moving around resources, adding more towards the end of the task, to decrease the time needed to complete the task. This often means a reduction in quality, but is based on a relationship between cost and time.

3.3. Determine possible outsourcing of resources, fix the selling price and prepare invoice

- **materials and equipment elaboration and cost revision**

Major voting equipment is voting compartments and ballot boxes. The style and construction of these items will have a considerable impact on their costs.

Cost comparisons will need to be made to determine whether it is more cost effective to use durable wooden, plastic or metal equipment or to use disposable ballot boxes and voting compartments.

The more durable or permanent equipment will have greater transport, repair and storage costs, but it can be used for subsequent elections. Disposable equipment may not give a sufficient image of security in some environments, or may be unusable under some weather conditions.

Other voting equipment needs will include seals or locks for ballot boxes, and any special security devices, such as ink applicators and special lighting, required for voter eligibility controls.

Automated voting will require provisions for hardware acquisition and maintenance, emergency system support, set-up and testing of machines and installation of ancillary communications equipment.

Voting material for temporary voting stations needs to be budgeted for. Due to enhanced security considerations of voting material at temporary voting stations budget requirements may be additional to those of permanent or fixed voting stations. Budget provisions for temporary voting stations should also address storage facilities for the voting material.

Office Equipment

Voting stations and temporary office facilities may need to be provided with additional office equipment, though it would be preferable to arrange for the use of fully equipped facilities (this latter course may have not only basic cost advantages but will decrease transport costs).

In general, it would be more cost-effective to lease, rather than purchase, additional office equipment. This will depend on opportunities for their future use and comparison of the rental cost for the period required against the purchase cost. For temporary local offices equipment requirements that may need to be covered in voting operations budgets include:

- Furniture, such as tables, chairs, stands, filing cabinets.
- Photocopying facilities.
- Fax machines.

For voting stations, costs of additional furniture requirements (tables, chairs, secure cabinets for storage, barriers for crowd control, and facilities), additional lighting, portable

power supply generators, portable toilets, and water supply to bring voting station layouts and facilities up to required standards may also need to be estimated.

Minor office equipment items, such as calculators and box files, for voting station managers and local election administrators may also need to be included.

Disposable alternatives, such as cardboard tables and queue control barriers for use in voting stations, should also be investigated to determine their cost-effectiveness compared to the leasing of durable equipment.

Computer Software and Hardware

Costs incurred in developing, implementing and maintaining computer systems for voting operations purposes will need to be covered. These may be:

- General management systems, such as for election staffing records and payments or financial management, or
- Systems directly concerned with voting, such as systems for voting station resource allocation and control, computerized voting, candidate nominations processing, election information services or ballot counts and result calculation.

Whether all such costs are estimated against and paid from funding for a specific election will depend on accounting policies and what other sources of development funding are available to the electoral management body. Systems costing will need to take into account:

- costs of hardware (computers, monitors, printers, other peripherals and any installation costs) and additional power supplies;
- any network costs, for line or link installation and/or lease and data transfer costs;
- development, testing and implementation costs for software, and any purchase or license fees payable for externally developed software;
- maintenance and technical support costs.
- training of operators on specialized electronic electoral operations knowledge.

Operational support costs will also need to be included for any additional staff, transport, supplies, office furniture or premises required.

Materials

Estimates of costs of materials for voting operations would include:

- ballots, and, where required, ballot envelopes;
- reference and training materials for use by staff and trainers, such as manuals and workbooks, training aids (audio-visual materials), checklists, copies of election legislation and regulations;
- reference and information materials for use by candidates, parties and other external participants in the election such as security forces;
- election forms for use by voters, candidates, parties and for the maintenance of official election records;
- Election administration forms and labels for the control of recruitment, training, resources allocations, finance, assets control;
- copies of voters' lists for use in voting stations;
- information posters and pamphlets;
- general stationery items such as packaging tape, string, notebooks, pens, pencils, glue, envelopes, rulers, and rubber bands, as well as any specific needs defined in the election legal framework, such as authentication stamps for ballots;
- signage for use in or outside voting stations;
- voting station border markings;
- packaging materials, such as heavy duty envelopes or bags, boxes or other containers for transport of election materials.

Comparisons of the effectiveness of different alternatives for materials needs can produce significant cost savings. Some examples include:

- Investigating ballot printing alternatives--use of special papers and security print techniques may not be necessary in all environments, e.g. where ballots can be authenticated by voting station staff when issued;
- whether the additional value added by higher technology and expensive processes, such as production of audio-visual materials, is sufficient to justify their use over simpler and less costly formats;
- comparing costs of different locations (local or centralizes) of production, taking freight into account;
- producing reference materials in sectioned, loose leaf format that can be returned, amended if necessary and reused in future elections
- investigating different forms of production methods to determine which is most cost-effective for the required print runs, and minimizing more expensive design features such as colored papers and print--lower volumes of forms may be produced more cheaply in-house by photocopying;
- using general government bulk supply contracts for stationery items or other common use items.

Premises Rental

Premises may need to be rented for local election administration offices, special voting locations, voting stations and vote counting centres. Rental for such premises will only have to be provided for if there is insufficient or no government supplied premises.

In considering the rental costs, the following factors should be taken into account:

- base rent of the building;
- any bonds to be paid;
- any additional service costs, such as electricity, lighting, communications, heating, and cleaning.

It would generally be preferable to secure premises that already contain the furniture and facilities required.

Security

The level of security that is required will vary widely in different election environments and should be determined through risk assessments. Where security is provided by the police or military, this may be provided for out of their own budgets, or could be transferred by the electoral management body from its election funds.

Cost calculations will need to encompass any requirements for security during the whole election period, not only voting day and the count, and recognize any associated costs that may be relevant, such as for police overtime, vehicle maintenance, fuel, and temporary accommodations. Additional security costs may be impacted upon for the safeguarding of voting materials for temporary voting stations.

- **Resources analysis**

Businesses use strategic planning as a necessary tool for all decisions made. Deciding to launch a new product or to expand an internal team should be based on research. And that investigation comes from analysis. Resource analysis is another way firms understand an organization's competencies and the value of resources.

Considering resources are necessary for business growth and success, it's important to see if the current set of supplies will help or hurt the business.

4 Principles of Resources

What is necessary to gain a competitive advantage, which strategies are in place, and whether the organization is competent needs to be highlighted to stakeholders. Because you could have the most sought after resource, but if you don't know how to *use* the benefits to better the company? It's useless.

Resources tend to fall into four principles:

- **Financial:** Funds, investment, and investors.
- **Human:** Demographics and skill levels.
- **Physical:** Anything that can be touched such as buildings, office space, technology. Age can warrant whether it's useful, depending on the businesses ideals.
- **Intellectual:** Reputation, brand identity, client databases and engagement.

How Resource Analysis helps in Business

Resource analysis helps Corporations Bridge the gap between having valuable resources and using them thoughtfully.

Consider if you had the potential to dominate a market. You had access to a key ingredient for a product. Competitors did not. You could serve consumers in a way no one else can but because the target market research is lacking, no one even knows the product exists.

Fantastic resource but terrible strategy. And the business sees none of the benefits.

Capabilities are examined in two ways

The competencies of an organization are often looked at two differing methods: “threshold” means the survival of the company. It’s used to keep everything in working order processes, task management, dedicated teams.

The other way is “competitive”: a marketing term, connected to the company’s unique selling proposition. It is what businesses need to stay ahead of competitors. It’s also used to push the company towards success.

It may seem like “competitive” competencies are a luxury compared to “threshold,” but it’s not. “Threshold” is designed to keep the business *in* business. “Competitive” moves a company towards success.

And success is non-negotiable.

Resources require skills, strategies, and experience to be molded into profitable opportunities. If a firm has no idea how to identify their resources and develop a plan to utilize them, they can use VRIO analysis.

In-depth Resource Analysis with VRIO

VRIO specifically looks at the value, rarity, and imitability of a resource. Then it examines the organization to see if it’s ready to use the supplies correctly.

Value explores whether a resource is a strength or a weakness to a company. If it’s a strength, and it will help the company grow, it’s kept. If it doesn’t offer any benefits to the enterprise, it’s cut loose. If a resource is beneficial but the costs, expenses, or time outnumbers the benefits, it may still be cut.

Rarity examines if the resource is hard to come by but accessible to the company. If it’s both of those, that is a substantial competitive advantage that will be long-lasting. If it’s not, it has to be examined to see if it’s still a strength and worth the effort to maintain.

Imitability stands for whether the competition can mimic it or not. If it can, it may not be worth keeping. But if it can’t, it’s a resource to utilize.

- Available resources

The definition of resource availability is 'the access to the right resources for a given project, at a given time with the necessary skill sets (in case of people) or the necessary technology (in case of non-human resources)'

Abiotic resources comprise non-living things (e.g., land, water, air and minerals such as gold, iron, copper, silver). Biotic resources are obtained from the biosphere. Forests and their products, animals, birds and their products, fish and other marine organisms are important examples.

4 types of resources

The factors of production are resources that are the building blocks of the economy; they are what people use to produce goods and services. Economists divide the factors of production into four categories: land, labor, capital, and entrepreneurship.

- **Absent resources**

Time taken off work by an employee, split into authorized absence and unauthorized absence. Authorized absence refers to absence approved by someone with permission to do so e.g. an employee's manager. Absence commonly authorized includes annual leave, time off in lieu (TOIL), maternity, paternity and reasonable sick leave. However, these occasions can form unauthorized absences if the stakeholder does not agree the absence was justified or met certain conditions, such as holiday being agreed in line with the company's policies.

Unauthorized absence occurs when the employee is not given permission for absence, or is not given permission after it has occurred, and can include long-term sick leave without reasonable supporting evidence and persistent lateness.

Absence provides a number of challenges to the HR function, including the administrative burden of recording and tracking the absence records of employees. HR must also find the most effective ways to tackle unauthorized absence to prevent reoccurrence and increase the employee's loyalty and engagement.

It's important for HR departments to have a clear and comprehensive absence policy in place that includes acceptable and unacceptable reasons for absence. It should detail procedures for reporting absence i.e. when and how employees should make contact when they expect to be absent, as well as the notice required to book blocks of holiday.

- **Call for tender**

A tender is an invitation to bid for a project or accept a formal offer such as a takeover bid. Tendering usually refers to the process whereby governments and financial institutions invite bids for large projects that must be submitted within a finite deadline. The term also refers to the process whereby shareholders submit their shares or securities in response to a takeover offer.

A **request for tender** (RFT) is a formal and structured invitation to suppliers to submit competitive bids to supply raw materials, products, or services. The term **tender** also refers to the process whereby shareholders submit their shares or securities in response to a takeover offer. A little boat that runs back and forth to a bigger boat (or ship) is **called a tender** because it tends to the needs of the larger craft. Moderately sized recreational boats call their **tenders** dinghies.

An RFP is a **request** for a price from a buyer but the buyer would also expect suggestions and ideas on how the project work should be done.

- Calculation of the selling price

Calculate Selling Price Per Unit

1. Determine the total cost of all units purchased.
2. Divide the total cost by the number of units purchased to get the cost price.
3. Use the selling price formula to calculate the final price: Selling Price = Cost Price + Profit Margin.

Formula: Loss = Cost price (C.P.) – Selling Price (S.P.) Profit or Loss is always calculated on the cost price. Marked price: This is the price marked as the selling price on an article, also known as the listed price.

- Preparation invoice

6 steps to prepare an efficient invoicing

Once you've made the leap from employee to business owner, one of the first questions to consider is how to ensure that you are paid in a timely and organized manner. It's easy for a business to go under due to lack of cash flow, too many customer debts and a lack of proper bookkeeping.

In order to avoid falling into these traps, It's important to plan ahead for invoicing customers. You can ask other business people for advice on invoicing, but remember that each business is different and you need a system that is appropriate for your company and for your method of working.

Take some time to set up a system that works for you and you will end up saving time and money in the long run. These are the six steps we recommend taking to prepare yourself for efficient billing and invoicing:

1. Keep accurate records of your work. In order to invoice, you need to know what work has been carried out. It's hard to remember at the end of the month what did you did at the beginning of the month, so you need to track work as you go along. If you bill per hour, make sure you use time-tracking software so you know exactly how much you worked. Use time-management platforms to record your tasks and don't forget to include materials if relevant.
2. Decide how often you will invoice. You may want to invoice more regularly for products as opposed to services, and you may negotiate a different deal with each client. However, it is important to pay attention to cash flow and not allow too much time between invoices. Once or twice a month is the recommended frequency. Don't forget to send out invoices at the time

you have set; sending a bill long after the work was done disrupts your cash flow and may cause accounting issues for your customers.

3. Define your accepted payment methods. If you want your customers to pay quickly, make it as easy as possible for them to pay. You can accept a range of payment options, from credit card and check to PayPal and other online methods. Although some payment methods will cost you in transaction fees, it is likely to be worth your while since you will get paid more speedily.
4. Set up your invoices to include a “payment due by” date. In addition to letting your customers know you expect payment within, say, 14 days, it is helpful to include an actual date on the invoice. This way the customer doesn’t have to calculate or conveniently become confused about when you are expecting payment. To ensure timely payment, you can either charge a late fee, or even more effective, offer a discount for early payment. (When you quote a price to the client, add this discount percentage on to the total so you don’t lose out by offering the deal.) Remember that payment will arrive only after you send out an invoice, so don’t put it off and don’t be passive. If payment is not forthcoming, chase it down and politely and firmly make it clear that you expect immediate payment.
5. Create professional-looking invoices. If you want your business to be taken seriously, you need serious-looking invoices. Make sure they include all the pertinent information and are printed nicely. Using online software which creates the invoices for you and sends them via email is the easiest way to do this.
6. Don’t forget the human touch. If you are sending invoices to large companies, it’s a good idea to pick up the phone and introduce yourself to someone in the accounting department. Since the person now “knows” you, your invoice will get personal and speedy attention when it arrives. If there are any issues to be ironed out, the process will go more smoothly once you have made phone contact. For invoices sent to smaller companies or individuals, consider sending a short and friendly note along with your request for payment.

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