

## QUALIFICATIONS PACK - OCCUPATIONAL STANDARDS FOR MEDIA AND ENTERTAINMENT INDUSTRY

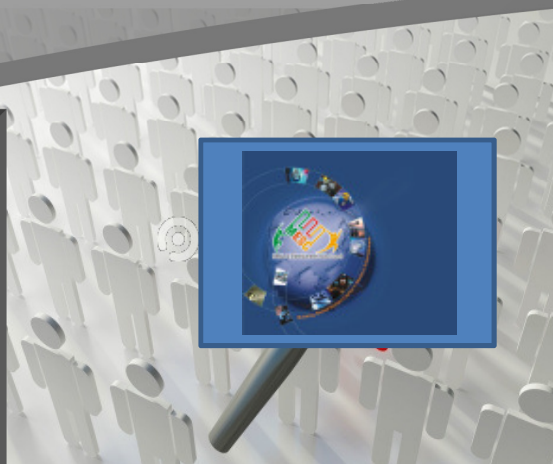
### What are Occupational Standards(OS)?

- OS describe what individuals need to do, know and understand in order to carry out a particular job role or function
- OS are performance standards that individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding

#### Contact Us:

Media & Entertainment Skills Council

E-mail:  
mesc@ficci.com



### Contents

1. Introduction and Contacts.....P.1
2. Qualifications Pack..... P.2
3. OS Units.....P.2
4. Glossary of Key Terms .....P.3
5. Annexure: Nomenclature for QP & OS...P.5

## Introduction

### Qualifications Pack- Marketing Head

**SECTOR:** MEDIA AND ENTERTAINMENT

**SUB-SECTOR:** Television, Print, Radio, Animation, Gaming, Digital, Out-of-home, Advertising

**OCCUPATION:** Marketing/Branding and Communications

**REFERENCE ID:** MES/ Q 2101

**Marketing Head in the Media & Entertainment Industry is the head of the marketing division at a media company**

**Brief Job Description:** Individuals at this job are responsible for leading the marketing efforts of a media and entertainment company

**Personal Attributes:** This job requires the individual to understand the business objectives and develop marketing plans, forecasts, targets and budgets. The individual is required to finalise the structure of the marketing team and oversee the functioning of all the aspects of the marketing department. The individual must also prepare the roadmap for the future of the marketing department within the organization.

Job Details	Qualifications Pack Code	MES/ Q 2101		
	Job Role	Marketing Head This job role is applicable in both national and international scenarios		
	Credits(NVEQF/NVQF/NSQF) [OPTIONAL]	TBD	Version number	01
	Sector	Media and Entertainment	Drafted on	11/09/13
	Sub-sector	Television, Print, Radio, Animation, Gaming, Digital, Out-of-home, Advertising	Last reviewed on	xx/xx/xx
	Occupation	Marketing/Branding and Communications	Next review date	xx/xx/xx

Job Role	Marketing Head
Role Description	Lead marketing efforts at a media and entertainment company
NVEQF/NVQF level	7
Minimum Educational Qualifications	Graduation
Maximum Educational Qualifications	MBA in Marketing
Training (Suggested but not mandatory)	
Experience	8-20 years
Applicable National Occupational Standards (NOS)	<b>Compulsory:</b> <ol style="list-style-type: none"> <li><a href="#">MES / N 2101 (Develop marketing strategy)</a></li> <li><a href="#">MES / N 2102 (Select and finalize creative agencies)</a></li> <li><a href="#">MES / N 2103 (Prepare and manage the marketing budget)</a></li> </ol> <b>Optional:</b>
Performance Criteria	As described in the relevant OS units

Definitions

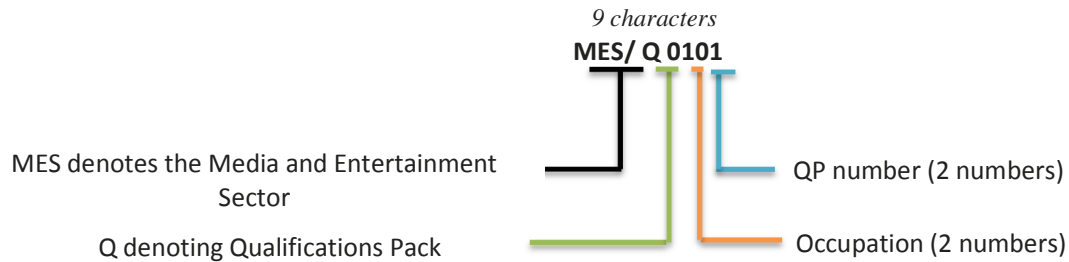
Keywords /Terms	Description
Ad views	Total number of times the advertisement has been seen by the audience
Billing	The total invoiced value payable by the client for the advertisement time/space purchased
Budget	Budget is an estimate of the total cost of production that may include a break-up of cost components
Campaign	Advertisement effort across media platforms, planned during a specific time period
Frequency	The number of times the audience is exposed to an advertisement in a particular medium
Market share	The share of the company in the total market of a product/service
Media buyer	An individual handling purchases of advertising space/time across advertising mediums
Media planner	An individual skilled in selecting and determining the correct use of advertising space/media on behalf of an advertiser
Rate	The fee for a unit of advertisement space or time
Reach	The total size of the audience that the medium is able to communicate with
Sales Forecast	Predictions and estimates based on historical sales performance using trends and assumptions for the current period
Schedule	A list of advertisements planned to be a part of the campaign
Target Audience	Set of individuals with similar characteristics that are prospective customers of the advertisers' product/service
Target Market	The geographic area over which the advertising campaign is focused
Sector	Sector is a conglomeration of different business operations having similar businesses and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests.
Sub-sector	Sub-sector is derived from a further breakdown based on the characteristics and interests of its components.
Vertical	Vertical may exist within a sub-sector representing different domain areas or the client industries served by the industry.
Occupation	Occupation is a set of job roles, which perform similar/related set of functions in an industry
Function	Function is an activity necessary for achieving the key purpose of the sector, occupation, or area of work, which can be carried out by a person or a group of persons. Functions are identified through functional analysis and form the basis of OS.
Sub-functions	Sub-functions are sub-activities essential to fulfill the achieving the objectives of the function.
Job role	Job role defines a unique set of functions that together form a unique employment opportunity in an organization.
Occupational Standards (OS)	OS specify the standards of performance an individual must achieve when carrying out a function in the workplace, together with the knowledge and understanding they need to meet that standard consistently. Occupational Standards are applicable both in the Indian and global contexts.
Performance Criteria	Performance Criteria are statements that together specify the standard of performance required when carrying out a task
National Occupational	NOS are Occupational Standards which apply uniquely in the Indian

Standards (NOS)	context.
Qualifications Pack Code	Qualifications Pack Code is a unique reference code that identifies a qualifications pack.
Qualifications Pack(QP)	Qualifications Pack comprises the set of OS, together with the educational, training and other criteria required to perform a job role. A Qualifications Pack is assigned a unique qualification pack code.
Unit Code	Unit Code is a unique identifier for an Occupational Standard, which is denoted by an 'N'.
Unit Title	Unit Title gives a clear overall statement about what the incumbent should be able to do.
Description	Description gives a short summary of the unit content. This would be helpful to anyone searching on a database to verify that this is the appropriate OS they are looking for.
Scope	Scope is the set of statements specifying the range of variables that an individual may have to deal with in carrying out the function which have a critical impact on the quality of performance required.
Knowledge and Understanding	Knowledge and Understanding are statements which together specify the technical, generic, professional and organizational specific knowledge that an individual needs in order to perform to the required standard.
Organizational Context	Organizational Context includes the way the organization is structured and how it operates, including the extent of operative knowledge managers have of their relevant areas of responsibility.
Technical Knowledge	Technical Knowledge is the specific knowledge needed to accomplish specific designated responsibilities.
Core Skills/Generic Skills	Core Skills or Generic Skills are a group of skills that are key to learning and working in today's world. These skills are typically needed in any work environment. In the context of the OS, these include communication related skills that are applicable to most job roles.
Keywords /Terms	Description
NOS	National Occupational Standard(s)
QP	Qualifications Pack
NVEQF	National Vocational Education Qualifications Framework
NVQF	National Vocational Qualifications Framework

## Annexure

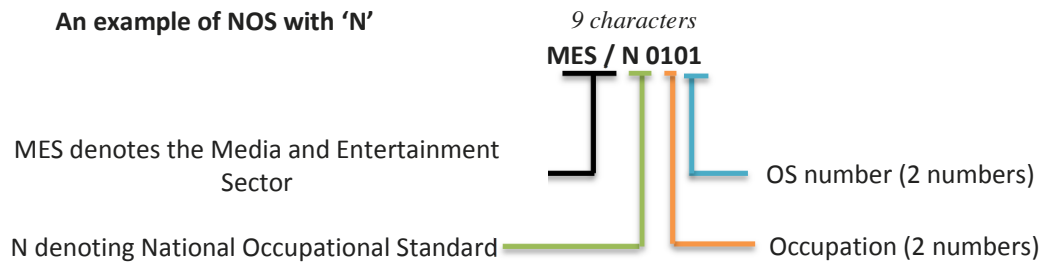
### Nomenclature for QP and NOS

#### Qualifications Pack



#### Occupational Standard

##### An example of NOS with 'N'



[Back to top...](#)

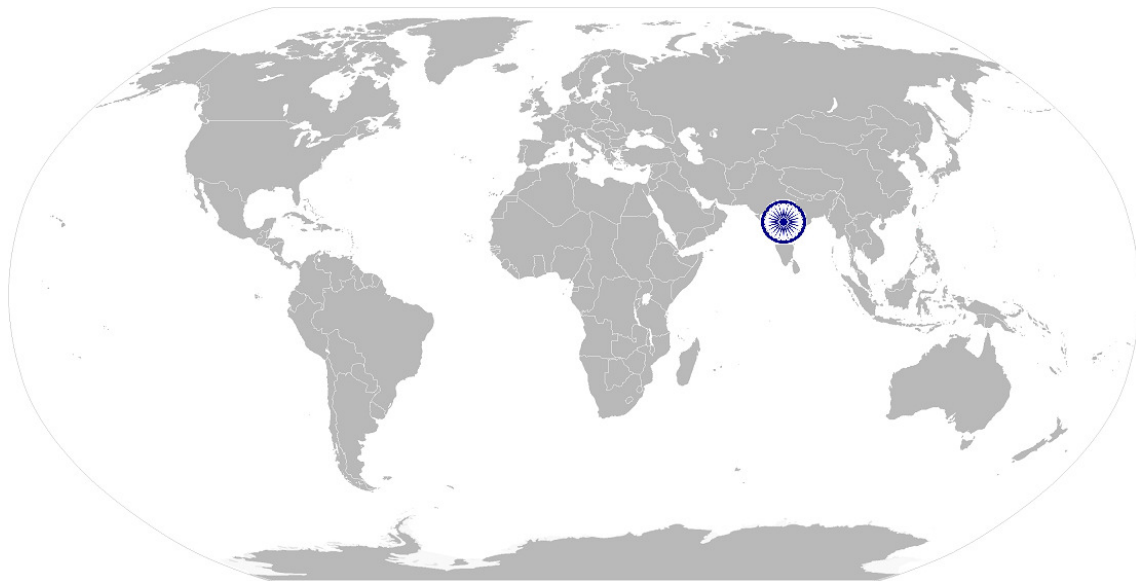
The following acronyms/codes have been used in the nomenclature above:

Sub-sector	Range of Occupation numbers
...	...

Sequence	Description	Example
Three letters	Media and Entertainment	MES
Slash	/	/
Next letter	Whether QP or NOS	Q
Next two numbers	Marketing/Branding and Communications	21
Next two numbers	Marketing Head	01

---

# National Occupational Standard



---

## Overview

This unit is about developing strategies for for marketing, advertising and communication

MES/ N 2101

Develop marketing strategy

National Occupational Standard	<b>Unit Code</b>	MES/ N 2101
	<b>Unit Title (Task)</b>	Develop the marketing and advertising strategy
	<b>Description</b>	This OS unit is about developing strategies for marketing, advertising and communication
	<b>Scope</b>	<p>This unit/task covers the following:</p> <ul style="list-style-type: none"> <li>Understanding business needs to be met through marketing/advertising, which could arise from factors including the following: <ul style="list-style-type: none"> <li>Business objectives (e.g. to achieve a certain market share)</li> <li>Business initiatives (e.g. re-branding, show launches etc.)</li> <li>Competitor initiatives</li> <li>Industry and market conditions</li> </ul> </li> <li>Studying consumption habits of the target audience and determining the most effective marketing mix to reach audiences</li> <li>Developing a marketing communications strategy, including the advertising strategy, channel or platform strategy based on industry research and consumer insights</li> <li>Defining metrics for monitoring performance of marketing initiatives</li> <li>Improving performance by adjusting several parameters</li> </ul>
	<b>Performance Criteria (PC) with respect to the scope</b>	
	<b>Element</b>	<b>Performance Criteria</b>
		<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. Understand the business and industry completely, using research and experience to know target consumers, their needs and how they can be addressed</p> <p>PC2. Select the most effective channels or platforms to reach target audiences and allocate budgets to each channel or platform in an appropriate manner</p> <p>PC3. Set performance targets to measure progress of marketing activities</p>
	<b>Knowledge and Understanding (K)</b>	
	<b>A. Organizational Context</b> (Knowledge of the company / organization and its processes)	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. The portfolio of products/services, including any brands, and the relationship between such brands and the umbrella/corporate brand</p> <p>KA2. Key internal and external stakeholders and their needs and requirements</p> <p>KA3. Persons within the organization responsible for budget management and ad-inventory planning and buying</p>



MES/ N 2101

Develop marketing strategy

<b>B. Technical Knowledge</b>	<p>The user/individual on the job needs to know and understand:</p> <ul style="list-style-type: none"> <li>KB1. The types of marketing channels and platforms and situations in which each is effective</li> <li>KB2. Frameworks to set and monitor performance targets that will track marketing efforts</li> <li>KB3. Actual and potential customer base, the needs and expectations of the customer groups to be targeted with reference to the market</li> <li>KB4. The products/services in the market, and the products/services to be promoted</li> <li>KB5. How to use audience research and measurement data to study consumption habits and identify patterns that could be used in decision making</li> <li>KB6. Methods to develop measures and frameworks for monitoring, forecasting and evaluating performance against strategies</li> <li>KB7. The importance of involving colleagues and other stakeholders during strategy development and how to do this effectively</li> <li>KB8. Legal, regulatory and ethical requirements in the industry/sector</li> </ul>
<b>Skills (S) (Optional)</b>	
<b>A. Core Skills/ Generic Skills</b>	<p><b>Writing Skills</b></p> <p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SA1. Draft marketing briefs that specify future marketing efforts, aligned to the overall vision/objectives of the company</li> <li>SA2. Document developed strategies, in order to communicate reasoning/benefits of the strategies to stakeholders</li> </ul> <p><b>Reading Skills</b></p> <p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SA3. Collect, collate and collaborate on the latest strategy best practices pertaining to the industry/sector</li> <li>SA4. Keep abreast of competitions marketing efforts, as well as the trends going forward in the industry/sector</li> <li>SA5. Be aware of all the aspects of the consumer consumption cycle</li> <li>SA6. Be aware of market opportunities and the potential customer base</li> </ul> <p><b>Oral Communication (Listening and Speaking skills)</b></p> <p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SA7. Engage key stakeholders to ensure their involvement/agreement of proposed strategic initiatives</li> <li>SA8. If applicable, work with external agencies (advertising agency, public relations firms, digital media agencies, etc.) to determine appropriate marketing communication</li> </ul>

	SA9. Collaborate and communicate effectively with the entire marketing team, propose strategic alternatives, and involve them in the decision making process
<b>B. Professional Skills</b>	<b>Decision Making</b>
	The user/individual on the job needs to know and understand how to:
	SB1. Understand business needs to be met through marketing/advertising
	<b>Plan and Organize</b>
	The user/individual on the job needs to know and understand how to:
	SB2. Collaborate and communicate effectively with the entire marketing team, propose strategic alternatives, and involve them in the decision making process SB3. Engage key stakeholders to ensure their involvement/agreement of proposed strategic initiatives SB4. Keep track of all marketing initiatives in order to track performance of underlying strategies
	<b>Customer Centricity</b>
	The user/individual on the job needs to know and understand how to:
	SB5. Select the most effective channels or platforms to reach target audiences and the role each will play SB6. Agree on target frequency, including the average number of times audiences are to be exposed to marketing communications messages SB7. Map the market and market developments in which the client works and consumers are situated SB8. Identify actual and potential customer base, the customer groups to be targeted, their needs and expectations with reference to the market, and to the products/services that need to be promoted
	<b>Problem Solving</b>
	The user/individual on the job needs to know and understand how to:
	SB9. Mitigate any risks/problems that might arise in the implementation of marketing strategies through coordination with colleagues and stakeholders SB10. Identify potential risks in relation to the conceptualization/implementation of marketing strategies SB11. Involve colleagues and other stakeholders during strategy development and how to do this effectively

	Analytical Thinking
	The user/individual on the job needs to know and understand how to:
	<p>SB12. Develop measures and methods for monitoring and evaluating performance against strategies</p> <p>SB13. Carry out a cost/benefit analysis to assess each alternative and decide the marketing channel or platform that will best deliver the desired message</p> <p>SB14. Analyze each strategic alternative to determine if they are in line with strategic objectives</p> <p>SB15. Analyze the likelihood of developed strategies meeting identified needs and requirements</p>
	Critical Thinking
	The user/individual on the job needs to know and understand how to:
	<p>SB16. Identify potential risks in relation to the conceptualization/implementation of marketing strategies</p> <p>SB17. Ascertain organization's capabilities, resources and capacity to support a marketing communications plan and to respond to market opportunities</p>



MES/ N 2101

Develop marketing strategy

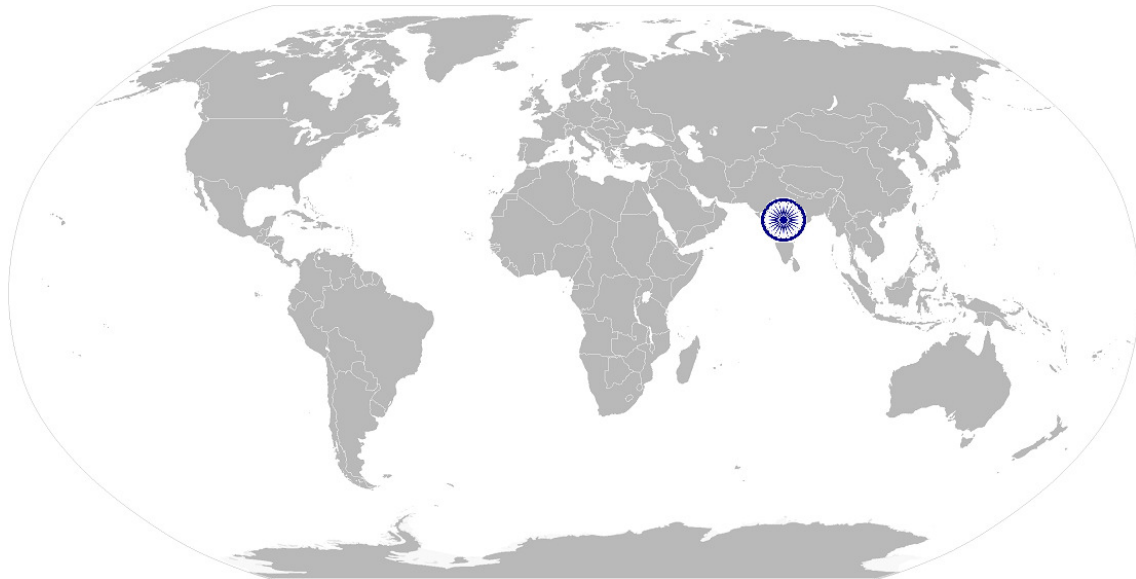
## NOS Version Control

<b>NOS Code</b>	<b>MES / N 2101</b>		
<b>Credits(NVEQF/NVQF/NSQF) [OPTIONAL]</b>		<b>Version number</b>	<b>01</b>
<b>Industry</b>	<b>Media and Entertainment</b>	<b>Drafted on</b>	<b>09/09/13</b>
<b>Sub-sector</b>	<b>Television, Print, Radio, Animation, Gaming, Digital, Out-of-home, Advertising</b>	<b>Last reviewed on</b>	<b>dd/mm/yy</b>
<b>Occupation</b>	<b>Marketing/Branding and Communications</b>	<b>Next review date</b>	<b>dd/mm/yy</b>



---

# National Occupational Standard



---

## Overview

This unit is about determining which advertising and/or media agency will best serve the organization's marketing purposes and finalizing a contract with that agency

MES/ N 2102

Select and finalize agencies

National Occupational Standard	<b>Unit Code</b>	MES/ N 2102
	<b>Unit Title (Task)</b>	Select and finalize creative agencies
	<b>Description</b>	This OS unit is about determining which advertising and/or media agency will best serve the organization's marketing purposes and finalizing a contract with that agency
	<b>Scope</b>	<p>This unit/task covers the following:</p> <ul style="list-style-type: none"> <li>Understanding the need for creative agencies in the organization's marketing communications</li> <li>Being aware of the various media/advertising agencies that service the industry and knowing their strengths and weaknesses</li> <li>Selecting and finalizing the creative marketing communications agencies via: <ul style="list-style-type: none"> <li>Identifying and shortlisting creative agencies that align with the organization's marketing communications needs</li> <li>Examining campaign proposals prepared by contacted agencies</li> <li>Negotiations and drawing out details in the contract</li> </ul> </li> </ul>
	<b>Performance Criteria (PC) with respect to the scope</b>	
	<b>Element</b>	<b>Performance Criteria</b>
		<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. Understand the need for creative agencies in the organization's marketing communications</p> <p>PC2. Identify and analyze various media and advertising agencies and their relative strengths and weaknesses</p> <p>PC3. Communicate the marketing communication requirements of the organization to the agencies</p> <p>PC4. Evaluate the agencies' marketing proposals and determine if they are in line with strategic goals and objectives</p> <p>PC5. Negotiate and finalize a contract with an advertising or media agency to the satisfaction of both parties</p>
	<b>Knowledge and Understanding (K)</b>	
	<b>A. Organizational Context</b> (Knowledge of the company / organization and its processes)	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. Core values of the organization and the brand/product/service</p> <p>KA2. Organizational protocol related to external services procurement</p> <p>KA3. Brands to be marketed/advertised and their relation to the overall corporate brand</p>

MES/ N 2102

Select and finalize agencies

<b>B. Technical Knowledge</b>	<p>The user/individual on the job needs to know and understand:</p> <ul style="list-style-type: none"> <li>KB1. Standard industry practices including the processes and procedures for shortlisting and selecting media agencies (e.g. initial talks, proposal, scoring criteria, selection, negotiation, finalization)</li> <li>KB2. Types of marketing channels and platforms and situations in which each is effective</li> <li>KB3. Advertising and marketing theory, relevant to the aspects for which the agency is being hired</li> <li>KB4. Marketing channels and platforms that can be used to deliver the message</li> <li>KB5. How style, format, and written tone of voice can be used to engage and persuade audiences</li> <li>KB6. The terminology and business terms of standard contracts drafted with media agencies</li> <li>KB7. Standard concessions that can be structured into the contract</li> <li>KB8. Relevant legislation and industry regulations</li> </ul>
<b>Skills (S) (Optional)</b>	
<b>A. Core Skills/ Generic Skills</b>	<b>Writing Skills</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SA1. Draft documents to brief the advertising agency/marketing solutions firm/internal marketing team as to what the organization expects from the proposal/pitch</li> <li>SA2. Draft internal documentation to finalize the agency</li> </ul>
	<b>Reading Skills</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SA3. Undertake research about advertising and media agencies and identify their relative specializations and weaknesses</li> <li>SA4. Read and evaluate proposals submitted by contacted agencies</li> <li>SA5. Interpret contracts and other documents needed to finalize an agreement with the media or advertising agency</li> </ul>
	<b>Oral Communication (Listening and Speaking skills)</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SA6. Convey overall marketing strategy to advertising and media agencies</li> <li>SA7. Brief the advertising agency/marketing solutions firm/internal marketing team as to what the organization expects from the proposal/pitch</li> <li>SA8. Correspond and co-ordinate with the media agencies to determine the bidding/pitching process</li> <li>SA9. Liaise with legal advisors to draft contracts with selected media agencies</li> <li>SA10. Negotiate terms and conditions of an advertising/media communications</li> </ul>



	contract with the selected candidate
<b>B. Professional Skills</b>	<b>Decision Making</b>
	The user/individual on the job needs to know and understand how to:
	SB1. Inspect the proposal and identify which components are negotiable, and subsequently decide upon key details (e.g. price structure, campaign start and end dates)
	SB2. Differentiate between different agencies and decide which will be most suitable for your organization
	SB3. Discuss and agree upon the performance tracking measures that will be used to measure success
	<b>Plan and Organize</b>
	The user/individual on the job needs to know and understand how to:
	SB4. Plan for future requirements, based on product portfolio forecast
	SB5. Organize and store documentation detailing correspondence with advertising and marketing agencies
	SB6. Retrieve previously signed contracts in order to compare terms and conditions of the new contract
	<b>Customer Centricity</b>
	The user/individual on the job needs to know and understand how to:
	SB7. Convey the importance of customer centricity to the candidates, so that they can incorporate the fact in their bids/pitches
	SB8. Allot some weightage to customer centricity in the evaluation of bids/pitches
	<b>Problem Solving</b>
	The user/individual on the job needs to know and understand how to:
	SB9. Resolve any conflicts that may arise before/during/after the bidding/pitching process
	<b>Analytical Thinking</b>
	The user/individual on the job needs to know and understand how to:
	SB10. Analyze and eliminate the proposals based on their alignment with the overall marketing strategy of the organization
	<b>Critical Thinking</b>
	The user/individual on the job needs to know and understand how to:
	SB11. Understanding the need for creative agencies in the organization's marketing communications

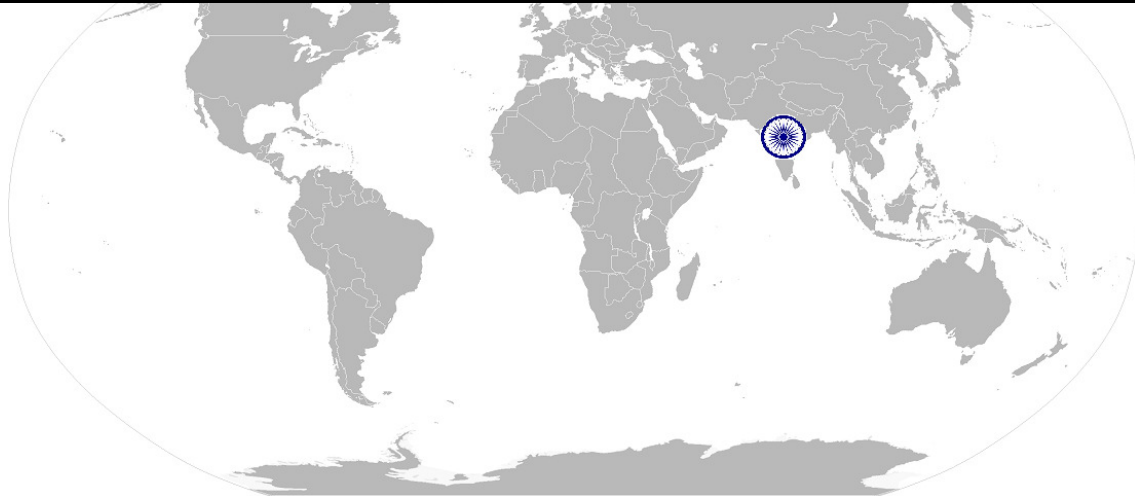


MES/ N 2102

Select and finalize agencies

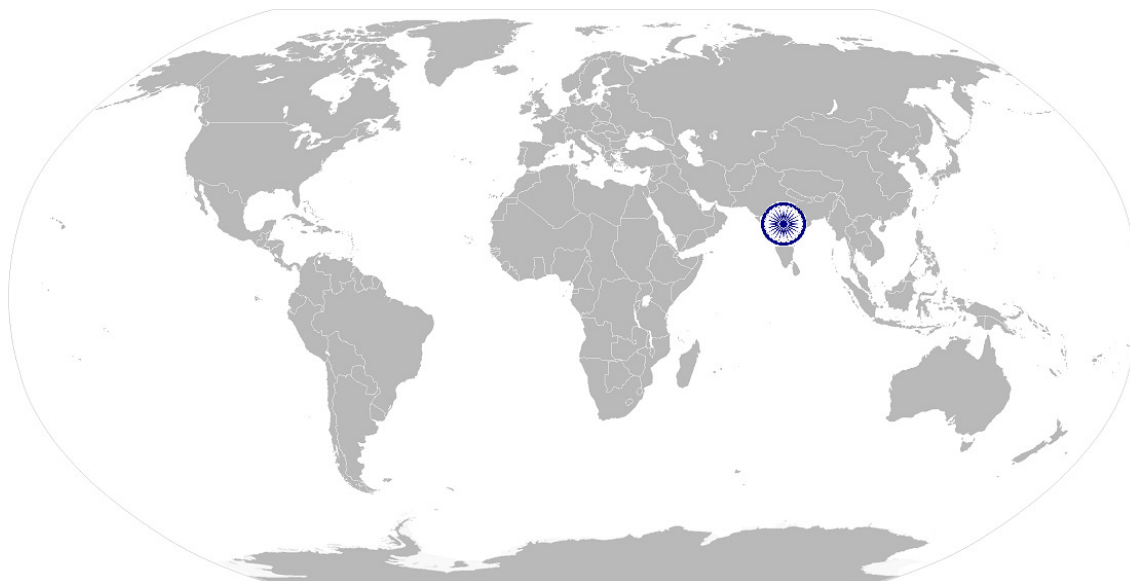
## NOS Version Control

<b>NOS Code</b>	<b>MES / N 2102</b>		
<b>Credits(NVEQF/NVQF/NSQF) [OPTIONAL]</b>		<b>Version number</b>	<b>01</b>
<b>Industry</b>	<b>Media and Entertainment</b>	<b>Drafted on</b>	<b>10/09/13</b>
<b>Sub-sector</b>	<b>Television, Print, Radio, Animation, Gaming, Digital, Out-of-home, Advertising</b>	<b>Last reviewed on</b>	<b>dd/mm/yy</b>
<b>Occupation</b>	<b>Marketing/Branding and Communications</b>	<b>Next review date</b>	<b>dd/mm/yy</b>



---

# National Occupational Standard



---

## Overview

**This unit is about preparing and managing the marketing budget**

MES/ N 2103

Prepare and manage marketing budget

National Occupational Standard	<b>Unit Code</b>	MES/ N 2103
	<b>Unit Title (Task)</b>	Prepare and manage marketing budget
	<b>Description</b>	This OS unit is about preparing and managing the marketing budget
	<b>Scope</b>	<p>This unit/task covers the following:</p> <ul style="list-style-type: none"> <li>Preparing and managing the marketing budgets for organizations that may operate as: <ul style="list-style-type: none"> <li>Television channels</li> <li>Print publications</li> <li>Radio stations</li> <li>Out-of-Home media</li> <li>Online and social media</li> </ul> </li> <li>In addition to in-house marketing capabilities, the budget may also take into account the following: <ul style="list-style-type: none"> <li>Retainer fees paid to advertising agencies</li> <li>Commissions payable to media agencies</li> </ul> </li> </ul>
	<b>Performance Criteria (PC) with respect to the scope</b>	
<b>Element</b>		<b>Performance Criteria</b>
		<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. Obtain and evaluate the available information necessary to prepare a realistic budget</p> <p>PC2. Consult with relevant stakeholders before preparing budget</p> <p>PC3. Prepare a marketing budget (either using budgeting/ tabulation software or by hand) with details on required expenses for each activity, also taking into account the retainers and commissions payable to advertising and media agencies</p> <p>PC4. Track the outflow of funds against the budget, highlight variances and escalate issues to key departments in a coordinated and timely manner</p>
<b>Knowledge and Understanding (K)</b>		
<b>A. Organizational Context</b> (Knowledge of the company / organization and its processes)		<p>The user/individual on the job needs to know and understand:</p> <p>KA1. Organizational guidelines and procedures for the preparation and approval of budgets, and for monitoring and reporting of performance against budgets and revising budgets</p> <p>KA2. Target audience for the content and/or the organization/individual that is commissioning the content</p> <p>KA3. Individuals managing the finance department and the ad-inventory purchase process</p>

MES/ N 2103

Prepare and manage marketing budget

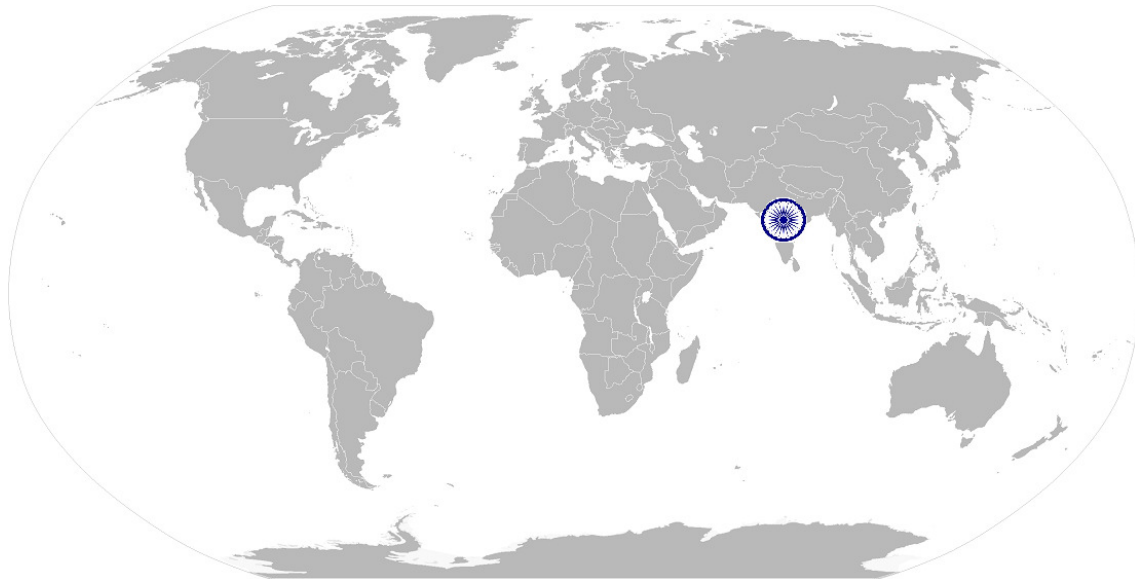
<b>B. Technical Knowledge</b>	<p>The user/individual on the job needs to know and understand:</p> <ul style="list-style-type: none"> <li>KB1. How to break down each task/ activity in the marketing schedule into cost heads (e.g. cost of media, agreements with agencies, cost of production including salaries, contractual staff, inventory purchases etc.)</li> <li>KB2. The expected, realistic outflow against each activity cost head (using a combination of prior experience, discussions with agencies, and discussions with other media organizations that may act as vendors)</li> <li>KB3. How to compile each activity cost head into a consolidated budget, with summary sheets by type of cost, type of activity, stage of marketing and any other key summaries that are required</li> <li>KB4. The typical areas of delays/overruns and how to build in adequate contingency into the marketing budget</li> <li>KB5. How to track the production budget, ensure activities stay within the agreed budget and minimize overruns</li> <li>KB6. How to present the marketing budget to key departments, what information to present, understand their concerns and modify the budgeting schedule accordingly</li> <li>KB7. Assess and comment on the overall viability of the project (revenue, costs, returns)</li> <li>KB8. Methods of procuring services of an advertising or media agency</li> <li>KB9. Methods for measuring time and cost variances from the budgeted figures</li> </ul>
<b>Skills (S) (Optional)</b>	
<b>A. Core Skills/ Generic Skills</b>	<b>Writing Skills</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SA1. Track and monitor budgetary allocations to each department and prepare reports for stakeholders</li> <li>SA2. Prepare a production budget for each task/ activity in the marketing schedule (on paper or using a computer)</li> <li>SA3. Write a master budget that is easy to understand and follow for heads of the various activity and cost centers</li> </ul>
	<b>Reading Skills</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SA4. Undertake background research and collect information on expense items</li> <li>SA5. Interpret business strategy communicated by senior management and determine how the planned strategy may affect budgeted items</li> <li>SA6. Best practices in budget allocation/management in specific industry/sector</li> </ul>
	<b>Oral Communication (Listening and Speaking skills)</b>
<p>The user/individual on the job needs to know and understand how to:</p>	

	<p>SA7. Prepare pitch presentations to help secure finances</p> <p>SA8. Communicate effectively with the marketing team to ascertain their requirements, propose alternatives and agree on key decisions</p> <p>SA9. Present budget projections and performance to stakeholders</p>
<b>B. Professional Skills</b>	<b>Decision Making</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB1. Obtain and evaluate the available information necessary to prepare a realistic budget</p> <p>SB2. Work with the relevant parties to decide the activities (most importantly, creative) that should be outsourced, and the agencies that the work should be contracted out to</p>
	<b>Plan and Organize</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB3. How to use a budget to actively monitor and control performance for a defined area or activity of work</p> <p>SB4. How to plan expenses and outflow of finances efficiently</p> <p>SB5. How to use a budget to actively monitor and control performance for a defined area or activity of work</p>
	<b>Problem Solving</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB6. The main causes of budgetary variances and how to identify them</p> <p>SB7. The different types of corrective action which could be taken to address identified variances</p> <p>SB8. How unforeseen developments can affect a budget and how to deal with them</p> <p>SB9. The importance of agreeing revisions to the budget and communicating the changes to stakeholders</p>
	<b>Analytical Thinking</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB10. Interpret marketing strategy communicated by senior management and determine how the planned strategy may affect budgeted items in the future</p> <p>SB11. Assess potential for cost saving through bulk buying or negotiation with agencies and ad-inventory sellers</p> <p>SB12. The importance of using the implementation of the budget to identify information and lessons for the preparation of future budgets</p>

MES/ N 2103

Prepare and manage marketing budget

	Critical Thinking
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB13. Who needs information in the organization about performance against the budget, what information they need, when they need it and in what format</p> <p>SB14. Propose revisions to the budget, if necessary, in response to variances and/or significant or unforeseen developments, and discuss and agree the revisions with the relevant people in the organization</p>



MES/ N 2103

Prepare and manage marketing budget

## NOS Version Control

<b>NOS Code</b>	<b>MES / N 2103</b>		
<b>Credits(NVEQF/NVQF/NSQF) [OPTIONAL]</b>		<b>Version number</b>	<b>01</b>
<b>Industry</b>	<b>Media and Entertainment</b>	<b>Drafted on</b>	<b>11/09/13</b>
<b>Sub-sector</b>	<b>Television, Print, Radio, Animation, Gaming, Digital, Out-of-home, Advertising</b>	<b>Last reviewed on</b>	<b>dd/mm/yy</b>
<b>Occupation</b>	<b>Marketing/Branding and Communications</b>	<b>Next review date</b>	<b>dd/mm/yy</b>

