

# Marketing Management (2015): Grades 9, 10, 11, 12, Higher Education

Adopted 2015

**Financial Analysis:**  
Understands tools,  
strategies, and systems  
used to maintain,  
monitor, control, and  
plan the use of financial  
resources. MKMN.01

- 01. Implement accounting procedures to track money flow and to determine financial status.** MKMN.01.01
  - a. Explain the financial implications of product cannibalization. MKMN.01.01.A
  - b. Determine product-line profitability. MKMN.01.01.B

---

- 02. Manage marketing finances to monitor and measure return on marketing investment (ROMI).** MKMN.01.02
  - a. Allocate marketing budget. MKMN.01.02.A
  - b. Calculate return on marketing investment (ROMI). MKMN.01.02.B
  - c. Measure cost-effectiveness of marketing expenditures. MKMN.01.02.C

**Human Resources  
Management:**  
Understands the tools,  
techniques, and systems  
that businesses use to  
plan, lead, and organize  
its human  
resources. MKMN.02

- 01. Implement organizational skills to facilitate work efforts.** MKMN.02.01
  - a. Determine internal/external resource requirements and responsibilities for projects. MKMN.02.01.A

---

- 02. Utilize techniques to staff an organization or department within an organization.** MKMN.02.02
  - a. Evaluate adequacy of staffing levels. MKMN.02.02.A
  - b. Staff key marketing positions. MKMN.02.02.B

---

- 03. Manage staff growth and development to increase productivity and employees satisfaction.** MKMN.02.03
  - a. Ensure staff understanding of responsibilities, duties, functions, and authority levels. MKMN.02.03.A
  - b. Supervise marketing positions. MKMN.02.03.B
  - c. Determine adequacy of training courses. MKMN.02.03.C
  - d. Assess marketing personnel's ability to react to market developments. MKMN.02.03.D

**Information Management:**  
Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making. MKMN.03

---

**Operations:**  
Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning. MKMN.04

---

**01. Utilize information-technology tools to manage and perform work responsibilities.** MKMN.03.01

- a. Analyze the impact of technology on marketing. MKMN.03.01.A
  - b. Use software to automate service. MKMN.03.01.B
  - c. Use Marketing Operations Management software (e.g., software that automates marketing operations processes). MKMN.03.01.C
  - d. Determine types of technology needed by company/agency. MKMN.03.01.D
- 

**01. Analyze security issues to protect the company.** MKMN.04.01

- a. Maintain data security. MKMN.04.01.A
  - b. Explain security considerations in marketing management. MKMN.04.01.B
  - c. Develop strategies to protect digital data. MKMN.04.01.C
- 

**02. Implement organizational skills to improve efficiency and work flow.** MKMN.04.02

- a. Coordinate activities with those of other departments. MKMN.04.02.A
  - b. Manage cross-functional projects. MKMN.04.02.B
  - c. Assign work to external partners. MKMN.04.02.C
  - d. Develop an operational plan of marketing activities/initiatives. MKMN.04.02.D
- 

**03. Implement purchasing activities to obtain business supplies, equipment, and resources.** MKMN.04.03

- a. Purchase marketing data. MKMN.04.03.A
  - b. Purchase services. MKMN.04.03.B
- 

**04. Utilize business systems to expedite workflow and enhance a business's image.** MKMN.04.04

- a. Define uniform marketing processes to streamline communications. MKMN.04.04.A
  - b. Manage systems for housing marketing assets (e.g., marketing collateral, promotional items, graphics, letterhead, logos). MKMN.04.04.B
  - c. Standardize/automate marketing workflows. MKMN.04.04.C
- 

**05. Implement expense-control strategies to enhance a business's financial well being.** MKMN.04.05

- a. Track invoices. MKMN.04.05.A
  - b. Track marketing budgets. MKMN.04.05.B
  - c. Adjust marketing budget in response to new market opportunities. MKMN.04.05.C
-

**Professional Development:**  
**Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career.** MKMN.05

**01. Understand responsibilities in marketing to demonstrate ethical/legal behavior.** MKMN.05.01

- a. Explain the need for professional and ethical standards in marketing. MKMN.05.01.A
- b. Explain the responsibility of individuals to apply ethical standards in marketing. MKMN.05.01.B
- c. Explain consequences of unprofessional and/or unethical behavior in marketing. MKMN.05.01.C
- d. Discuss legal ramifications of breaching rules and regulations. MKMN.05.01.D

---

**02. Acquire information about marketing management to aid in making career choices.** MKMN.05.02

- a. Explain the nature of marketing management. MKMN.05.02.A
- b. Explain career opportunities in marketing management. MKMN.05.02.B

---

**03. Utilize career-advancement activities to enhance professional development in marketing.** MKMN.05.03

- a. Assess the services of professional organizations in marketing. MKMN.05.03.A
- b. Utilize professional development opportunities in marketing (e.g., continuing education courses, certifications, journals, online activities/courses). MKMN.05.03.B
- c. Employ career-advancement strategies in marketing. MKMN.05.03.C

---

**Strategic Management:**  
**Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department.** MKMN.06

**01. Utilize planning tools to guide organization's/department's activities.** MKMN.06.01

- a. Align marketing activities with business objectives. MKMN.06.01.A
- b. Provide input into strategic planning. MKMN.06.01.B
- c. Conduct gap analysis to determine organization's capability. MKMN.06.01.C
- d. Develop departmental structure. MKMN.06.01.D
- e. Determine strategic marketing planning structure. MKMN.06.01.E

---

**02. Control an organization's/department's activities to encourage growth and development.** MKMN.06.02

- a. Show the effect of marketing strategy on marketing goals/objectives. MKMN.06.02.A
  - b. Monitor achievement of marketing objectives. MKMN.06.02.B
  - c. Set marketing policies. MKMN.06.02.C
  - d. Establish a marketing cost-control system. MKMN.06.02.D
  - e. Select metrics for measuring success. MKMN.06.02.E
  - f. Design a marketing performance measurement system. MKMN.06.02.F
  - g. Modify marketing strategies based on performance results. MKMN.06.02.G
- 

**Channel Management: Understands the concepts and processes needed to identify, select, monitor, and evaluate sales channels.** MKMN.07

**01. Develop channel-management strategies to minimize costs.** MKMN.07.01

- a. Establish distribution points. MKMN.07.01.A
  - b. Develop performance standards for suppliers. MKMN.07.01.B
  - c. Develop new channels for products/services. MKMN.07.01.C
  - d. Develop collaborative relationships with channel members. MKMN.07.01.D
  - e. Develop channel-management strategies. MKMN.07.01.E
- 

**02. Assess channel-management strategies to improve their effectiveness and to minimize their costs.** MKMN.07.02

- a. Monitor distributors' performance standards. MKMN.07.02.A
  - b. Evaluate buyer-seller relationships. MKMN.07.02.B
  - c. Assess distribution channels. MKMN.07.02.C
  - d. Conduct total cost analysis of channel. MKMN.07.02.D
- 

**Marketing-Information Management: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions.** MKMN.08

**01. Assess marketing-information needs to develop a marketing-information management system.** MKMN.08.01

- a. Assess marketing-information needs. MKMN.08.01.A
- b. Identify issues and trends in marketing-information management systems. MKMN.08.01.B
- c. Develop marketing-information management system. MKMN.08.01.C

---

**02. Analyze marketing-information to make informed marketing decisions.** MKMN.08.02

- a. Identify industry/economic trends that will impact business activities. MKMN.08.02.A
- b. Analyze market needs and opportunities. MKMN.08.02.B
- c. Anticipate market changes. MKMN.08.02.C
- d. Determine current market position. MKMN.08.02.D
- e. Estimate market share. MKMN.08.02.E
- f. Prepare trend analyses. MKMN.08.02.F

---

**03. Employ marketing-information to aid in making and evaluating channel-management decisions.** MKMN.08.03

- a. Track cost data. MKMN.08.03.A
- b. Collect product quality data. MKMN.08.03.B
- c. Obtain and track information about domestic and foreign suppliers/manufactures. MKMN.08.03.C

---

**04. Utilize marketing-information to predict/analyze consumer behavior.** MKMN.08.04

- a. Predict demand patterns. MKMN.08.04.A
- b. Conduct demand analysis. MKMN.08.04.B
- c. Forecast changes in customer expectations. MKMN.08.04.C
- d. Evaluate product usage. MKMN.08.04.D
- e. Analyze purchasing behavior. MKMN.08.04.E
- f. Estimate repeat purchase rate. MKMN.08.04.F
- g. Estimate purchase cycle. MKMN.08.04.G
- h. Determine attitudes towards products and brands. MKMN.08.04.H
- i. Conduct customer-satisfaction studies. MKMN.08.04.I
- j. Analyze service sensitivity. MKMN.08.04.J

---

**05. Apply pricing information to facilitate pricing decisions.** MKMN.08.05

- a. Determine price sensitivity. MKMN.08.05.A

---

**06. Apply marketing information to facilitate product/service management decisions.** MKMN.08.06

- a. Conduct product analysis. MKMN.08.06.A
- b. Conduct product/brand situation analysis. MKMN.08.06.B
- c. Conduct service-quality studies. MKMN.08.06.C
- d. Predict brand share. MKMN.08.06.D
- e. Conduct brand audit. MKMN.08.06.E

---

**07. Utilize marketing information to assess promotional activities.** MKMN.08.07

- a. Measure media audience. MKMN.08.07.A
- b. Evaluate promotional activity. MKMN.08.07.B

---

**08. Report findings to communicate research information to others.** MKMN.08.08

- a. Display data in charts/graphs or in tables. MKMN.08.08.A
- b. Provide sales analysis reports. MKMN.08.08.B
- c. Prepare and use presentation software to support reports. MKMN.08.08.C
- d. Prepare written reports for decision-making. MKMN.08.08.D

---

**09. Assess quality of marketing-research activities to determine needed improvements.** MKMN.08.09

- a. Evaluate quality of marketing research studies (e.g., sampling, validity/reliability, bias, etc.). MKMN.08.09.A
- b. Assess quality of contracted research firms. MKMN.08.09.B

---

**Pricing: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value.** MKMN.09

**01. Employ pricing strategies to determine optimal prices.** MKMN.09.01

- a. Determine cost of product. MKMN09.01.A
- b. Calculate break-even point. MKMN09.01.B
- c. Establish pricing objectives. MKMN09.01.C
- d. Select pricing policies. MKMN09.01.D
- e. Determine discounts and allowances that can be used to adjust base prices. MKMN09.01.E
- f. Determine terms of trading. MKMN09.01.F
- g. Set prices. MKMN09.01.G
- h. Adjust prices to maximize profitability. MKMN09.01.H

---

**02. Assess pricing strategies to identify needed changes and to improve profitability.** MKMN.09.02

- a. Ensure price fairness. MKMN.09.02.A
  - b. Evaluate pricing decisions. MKMN.09.02.B
  - c. Determine price sensitivity. MKMN.09.02.C
  - d. Assess changes in price structure. MKMN.09.02.D
  - e. Analyze variances to planned pricing. MKMN.09.02.E
- 

**Product/Service Management: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities.** MKMN.10

**01. Employ product-development processes to maintain up-to-date product pipeline.** MKMN.10.01

- a. Explain new product-development processes. MKMN.10.01.A
  - b. Determine product-development objects. MKMN.10.01.B
  - c. Evaluate and process innovations. MKMN.10.01.C
- 

**02. Employ product-mix strategies to meet customer expectations.** MKMN.10.02

- a. Analyze product needs and opportunities. MKMN.10.02.A
  - b. Adapt product range to needs of targeted market segments. MKMN.10.02.B
  - c. Develop product search methods. MKMN.10.02.C
  - d. Determine product priorities. MKMN.10.02.D
  - e. Monitor market innovations. MKMN.10.02.E
- 

**03. Plan product/service management activities to facilitate product development.** MKMN.10.03

- a. Create a product/brand plan. MKMN.10.03.A
  - b. Plan/manage product/brand lifecycle. MKMN.10.03.B
  - c. Develop new-product launch plan. MKMN.10.03.C
  - d. Coordinate product launches. MKMN.10.03.D
- 

**04. Assess product/service management activities to increase profitability.** MKMN.10.04

- a. Evaluate alternative marketing techniques and procedures for achieving product-development objectives. MKMN.10.04.A
- b. Evaluate product mix. MKMN.10.04.B
- c. Assess product-development activities. MKMN.10.04.C
- d. Evaluate product/service launches. MKMN.10.04.D
- e. Conduct product/brand audit. MKMN.10.04.E

---

**05. Assess product packaging to improve its function and to improve its brand recognition.** MKMN.10.05

- a. Assess product-packaging requirements. MKMN.10.05.A
  - b. Evaluate graphic design on packages. MKMN.10.05.B
  - c. Evaluate adequacy of product packaging. MKMN.10.05.C
  - d. Conduct reviews of product packaging. MKMN.10.05.D
- 

**06. Position products/services to acquire desired business image.** MKMN.10.06

- a. Develop positioning concept for a new product idea. MKMN.10.06.A
  - b. Communicate core values of product/service. MKMN.10.06.B
  - c. Identify product's/service's competitive advantage. MKMN.10.06.C
  - d. Leverage product's/service's competitive advantage. MKMN.10.06.D
- 

**Promotion: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired.** MKMN.11

**01. Participate in company's community outreach involvement to foster a positive company image and to meet other professionals.** MKMN.11.01

- a. Explain the importance of company involvement in community activities. MKMN.11.01.A
  - b. Propose community issues for company involvement. MKMN.11.01.B
  - c. Participate in community outreach activities. MKMN.11.01.C
- 

**02. Plan and evaluate promotional activities to maximize return on promotional efforts.** MKMN.11.02

- a. Develop communications objectives. MKMN.11.02.A
  - b. Develop promotional-mix activities. MKMN.11.02.B
  - c. Develop advertising plans to achieve communications objectives. MKMN.11.02.C
  - d. Develop sales promotion plan to achieve communications objectives. MKMN.11.02.D
  - e. Develop public relations/publicity plan to achieve communications objectives. MKMN.11.02.E
  - f. Evaluate allocation of promotional effort. MKMN.11.02.F
- 

**03. Utilize outside agency/consultant to aid in promotional planning and development.** MKMN.11.03

- a. Create written briefs for outside agencies/consultants. MKMN.11.03.A
- b. Assess outside agency/consultant relationships. MKMN.11.03.B

---

**04. Utilize metrics to measure effectiveness of marketing communications.** MKMN.11.04

- a. Identify ways to track marketing-communications activities. MKMN.11.04.A
- b. Select metrics to measure effectiveness of marketing communications. MKMN.11.04.B
- c. Apply metrics to measure effectiveness of marketing communications. MKMN.11.04.C

---

**05. Understand design principles used in advertising layouts to be able to communicate needs to designers.** MKMN.11.05

- a. Describe the use of color in advertising. MKMN.11.05.A
- b. Describe the elements of design. MKMN.11.05.B
- c. Discuss the use of illustrations in advertisements. MKMN.11.05.C
- d. Discuss the nature of typography. MKMN.11.05.D
- e. Explain type styles used in advertising. MKMN.11.05.E
- f. Describe effective advertising layouts. MKMN.11.05.F
- g. Identify types of drawing media. MKMN.11.05.G
- h. Explain the impact of color harmonies on composition. MKMN.11.05.H
- i. Describe digital color concept. MKMN.11.05.I

---

**Selling: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities.** MKMN.12

**01. Guide sales staff to improve their success rate and to minimize staff turnover.** MKMN.12.01

- a. Explain the nature of the sales staff's induction program. MKMN.12.01.A
- b. Conduct knowledge gap analysis of sales staff. MKMN.12.01.B
- c. Analyze sales staff activity and results. MKMN.12.01.C

---

**02. Influence sales procedures/activities to improve return on investment.** MKMN.12.02

- a. Monitor sales management's ability to conduct customer-service operations. MKMN.12.02.A
- b. Assess sales staff's compensation package. MKMN.12.02.B
- c. Support sales operations. MKMN.12.02.C