KENT BUSINESS COLLEGE

EMPLOYER CAPABILITY STUDIO

Marketing Executive & Manager

Capability & competence report

Westhaven Business Services

Fictional employer demonstration
Full diagnostic | 02 October 2026

FROM INSIGHT TO ACTION

A differentiated profile.
Evidence to test.
A practical 90-day plan.

ILLUSTRATIVE ONLY - ALL EMPLOYER DETAILS, RATINGS AND OBSERVATIONS ARE FICTIONAL.

01 / EXECUTIVE INTERPRETATION

Connect marketing activity to better decisions.

A sample of the detailed report an employer can receive after completing the diagnostic.

The central finding

The sample suggests that customer handovers and measurement need attention first, supported by stronger commercial evaluation and controlled use of technology. Effective content and channel execution already provide a base for improvement. Executive and Manager development should address different responsibilities within a shared operating model.

01 CUSTOMER JOURNEY

Enquiries move between marketing, sales and service with inconsistent ownership. Executives need support to complete reliable CRM handovers, while managers need practice leading improvements across functional boundaries.

Starting response: Organisation + development. **Accountability:** Customer-experience lead with marketing, sales and service owners.

02 EVIDENCE & LEARNING

Dashboards contain many measures but inconsistent definitions and weak evaluation design. Both roles need practice making claims traceable, recognising alternative explanations and turning learning into an accountable decision.

Starting response: Organisation + development. **Accountability:** Marketing analyst or manager with a research specialist where needed.

03 COMMERCIAL VALUE

Campaign spend is recorded, but managers find it difficult to compare investment options on a consistent contribution basis. Executives meet the routine cost-monitoring target; the development need is concentrated in managerial judgement.

Starting response: Organisation + development. **Accountability:** Marketing manager and finance partner.

Decision for the next management meeting

Agree the three workstreams, name accountable owners and release time to gather a reliable baseline. Confirm the role targets before commissioning learning. Review progress at 30, 60 and 90 days.

Interpretation is provisional. These results illustrate a research-informed pilot; they are not an external benchmark, audit opinion or competence certification.

02 / ASSESSMENT CONTEXT

What this report covers

The quality of the interpretation depends on the scope, roles and evidence behind the responses.

Context	Fictional sample specification
Employer and unit	Westhaven Business Services / Marketing, sales and customer experience
Respondent	Commercial Director (fictional respondent)
Operating context	A fictional UK business-services employer with 110 staff, a marketing manager, three marketing executives and a separate sales team.
Reported challenge	Enquiries are not handed over consistently, campaign value is difficult to explain and automated reports use inconsistent measures.
Assessment period	Illustrative review of the preceding three months; no real employer data were collected.
Assessment route	Full diagnostic: 70 ratings across organisation, Executive and Manager.
Coverage	All selected questions are answered. All ten domains have hypothetical evidence notes. No evidence has been independently reviewed.

THE ASSESSMENT LAYERS

Organisational capability
Authority, priorities, practices, resources and information that enable effective work.

Observed competence
What the relevant practitioner can demonstrate in the role. Marketing Executive and Manager questions reflect different work; the same index does not make those roles equivalent.

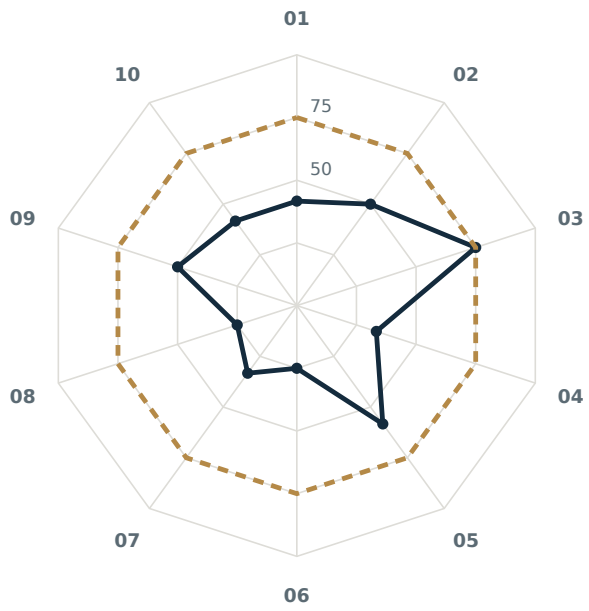
Outcomes
Delivery, customer or commercial measures tracked alongside the diagnostic. They are not mixed into the capability indices.

Assessment results should support a development conversation. They should not be used alone for recruitment, redundancy, promotion or a formal qualification decision.

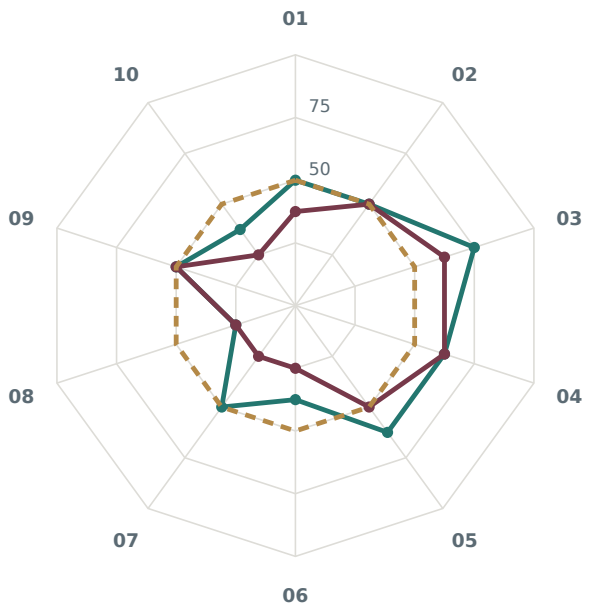
03 / CAPABILITY PROFILES

See the shape of the opportunity

Separate profiles preserve the distinction between organisational conditions and demonstrated role competence.



Organisational capability



Role-specific competence

Navy: organisation | Teal: Executive | Burgundy: Manager | Gold dashed: target

No.	Dimension	No.	Dimension
01	Customer insight	06	Customer journey
02	Strategy & value	07	Commercial value
03	Brand & trust	08	Evidence & learning
04	Campaign delivery	09	People & operations
05	Digital & social	10	MarTech & AI

How to read the charts

Each axis runs from 0 to 100. The index is 25 times the mean of valid 0-4 ratings. A score of 50 is not "50% competent". The targets are editable design references: organisation 75 and routine role competence 50. They are not industry norms.

Read the exact values on the next page. Do not compare polygon area, infer a company league-table position or treat a small score difference as a proven performance difference.

04 / EXACT SCORECARD

Where to focus first

All indices use the original model scoring engine. Figures are rounded to one decimal place for display.

Dimension	Org.	Exec.	Mgr.	Response
Customer insight	41.7	50.0	37.5	Organisation + development
Strategy & value	50.0	50.0	50.0	Organisation first
Brand & trust	75.0	75.0	62.5	Sustain and verify
Campaign delivery	33.3	62.5	62.5	Organisation first
Digital & social	58.3	62.5	50.0	Organisation first
Customer journey	25.0	37.5	25.0	Organisation + development
Commercial value	33.3	50.0	25.0	Organisation + development
Evidence & learning	25.0	25.0	25.0	Organisation + development
People & operations	50.0	50.0	50.0	Organisation first
MarTech & AI	41.7	37.5	25.0	Organisation + development

PRIORITY IS A TRANSPARENT SORTING AID

Priority = largest positive gap to a selected target x business relevance / 3. Relevance is set from 1 to 3. It does not estimate loss, return on investment or the causal importance of a weakness. Ties should be resolved through business judgement.

Leading calculated priorities	Priority index	Relevance
Customer journey	50.0	3/3
Evidence & learning	50.0	3/3
Campaign delivery	41.7	3/3
Commercial value	41.7	3/3

The three executive workstreams reflect these scores plus dependencies and management judgement. All evidence notes in this sample are fictional and remain unverified.

05 / DOMAIN 01 OF 10

Market and customer insight

The ability to obtain and challenge relevant evidence about customers, competitors and context before committing to marketing choices.

ORGANISATION	EXECUTIVE	MANAGER
41.7	**50.0**	**37.5**
Target 75 | gap 33.3	Target 50 | gap 0.0	Target 50 | gap 12.5

Organisation + development | Business relevance 2/3 | Priority index 22.2

INTERPRETATION

The fictional business gathers customer comments but has limited consistency in checking how representative they are. Executives can turn agreed insight into activity; managers need stronger evidence commissioning and uncertainty handling.

EVIDENCE TO VERIFY

A voluntary feedback survey and campaign brief are assumed. Recent satisfied customers may be over-represented; their preferences should not automatically be generalised to prospects.

Request: A dated insight brief; the research question and source limitations; a decision altered by evidence.

FIRST PRACTICAL MOVE

Choose one segment decision and specify the evidence that could change it. Ask the manager to compare feasible methods, cost and uncertainty.

Owner: Marketing lead with an insight or research specialist where required.

30 / 60 / 90 DAYS

Days 01-30
Choose one pending decision and establish which customer evidence is missing.

Days 31-60
Run proportionate research or analyse permitted existing evidence, explicitly recording selection and response limitations.

Days 61-90
Review the decision made and check whether the insight remains relevant to a second campaign.

MEASURE PROGRESS

Decision coverage = sampled material decisions with a dated, relevant insight rationale / all sampled material decisions. Review quality as well as coverage.

LEARNING AND SUPPORT

A confirmed Manager gap could justify supported learning in Strategy and Planning; Commercial Intelligence. Apply it to an agreed workplace task and review the resulting output.

Management consideration

Give access to customers and authorised data. Commission specialist research for complex sampling or causal questions; a marketing course does not replace it.

05 / DOMAIN 02 OF 10

Strategy, positioning and value proposition

The ability to select worthwhile markets and propositions and connect marketing activity with organisational objectives and customer value.

ORGANISATION	EXECUTIVE	MANAGER
50.0	50.0	50.0
Target 75 | gap 25.0	Target 50 | gap 0.0	Target 50 | gap 0.0

Organisation first | Business relevance 3/3 | Priority index 25.0

INTERPRETATION

Campaign briefs usually name an audience, but competing growth priorities remain unresolved. The sample does not identify a competence gap at either role target; senior alignment and explicit trade-offs are the starting point.

EVIDENCE TO VERIFY

A strategy summary and quarterly plan are assumed, but no record of work intentionally stopped has been reviewed.

Request: An approved one-page strategy; segment and proposition rationale; records of investment choices or stopped work.

FIRST PRACTICAL MOVE

Ask the sponsor to agree the principal audience, proposition and business outcome, together with activities that will not be funded this quarter.

Owner: Accountable marketing manager and business sponsor.

30 / 60 / 90 DAYS

Days 01-30
Clarify the business outcome, audience and proposition for the next planning period.

Days 31-60
Compare a small set of options, including product, price, channel and capacity implications, and agree what will not be pursued.

Days 61-90
Review assumptions and evidence with the accountable sponsor and revise the priorities where necessary.

MEASURE PROGRESS

Plan alignment = sampled campaigns with an explicit link to an approved audience, proposition and objective / sampled campaigns. Pair with a relevant customer or commercial outcome.

LEARNING AND SUPPORT

No competence gap is triggered at the selected role target. Start with the operating changes above; commission learning only if observed work reveals a specific need.

Management consideration

Resolve conflicting business objectives and weak product-market fit. Product, pricing and distribution decisions may need senior commercial or operations support.

05 / DOMAIN 03 OF 10

Brand, content and responsible communications

The ability to create useful, consistent and accessible communications while protecting trust and substantiating claims.

ORGANISATION	EXECUTIVE	MANAGER
75.0	**75.0**	**62.5**
Target 75 | gap 0.0	Target 50 | gap 0.0	Target 50 | gap 0.0

Sustain and verify | Business relevance 2/3 | Priority index 0.0

INTERPRETATION

Brand standards, content checks and approval responsibilities are established in the fictional team. Both roles meet their selected competence targets. This strength should be protected while technology and output volume increase.

EVIDENCE TO VERIFY

Example assets and a claims-evidence register are hypothetical. Their existence alone does not demonstrate accessibility or substantiate every public claim.

Request: An approved brief and asset; accessibility checks; a claims-evidence record and approval trail.

FIRST PRACTICAL MOVE

Sample a high-impact claim and trace its approval and evidence. Ask customers to explain the offer in their own words to identify avoidable ambiguity.

Owner: Brand or marketing lead with legal/compliance advice where needed.

30 / 60 / 90 DAYS

Days 01-30
Review a small sample of current materials for proposition consistency, accessibility and support for significant claims.

Days 31-60
Introduce a proportionate pre-publication checklist and a named escalation route for doubtful claims.

Days 61-90
Review correction patterns and customer feedback; refine briefs and contributor guidance.

MEASURE PROGRESS

First-review acceptance = assets accepted without material rework / assets reviewed, paired with substantiated-claim coverage and correction/complaint records.

LEARNING AND SUPPORT

No competence gap is triggered at the selected role target. Start with the operating changes above; commission learning only if observed work reveals a specific need.

Management consideration

Escalate serious claims or regulatory concerns to the responsible specialist. Training cannot authorise an unsupported claim or replace a correction process.

05 / DOMAIN 04 OF 10

Integrated campaign planning and delivery

The ability to translate objectives into coordinated activities across relevant online and offline channels, with realistic delivery controls.

ORGANISATION	EXECUTIVE	MANAGER
33.3	62.5	62.5
Target 75 | gap 41.7	Target 50 | gap 0.0	Target 50 | gap 0.0

Organisation first | Business relevance 3/3 | Priority index 41.7

INTERPRETATION

Campaign tasks are competently coordinated, but sign-off changes and overloaded contributors disrupt delivery. The gap is predominantly organisational, with no role-specific learning need triggered by the sample ratings.

EVIDENCE TO VERIFY

The fictional calendar shows dependencies but does not establish whether contributors had agreed capacity. Late approvals need a reason, owner and consequence.

Request: A campaign brief; integrated calendar; approved budget; dependencies and change/decision records.

FIRST PRACTICAL MOVE

Set one campaign brief and an approval timetable before work begins. Escalate capacity conflicts to a person who can reduce scope or change priorities.

Owner: Campaign owner and marketing manager.

30 / 60 / 90 DAYS

Days 01-30
Agree a single campaign brief, an accountable owner and the most important dependencies.

Days 31-60
Coordinate content, media, events and approvals in a feasible plan with clear escalation points.

Days 61-90
Evaluate delivery and outcomes together; amend recurring planning or approval bottlenecks.

MEASURE PROGRESS

Delivery reliability = agreed campaign milestones achieved by the approved date / milestones due. Report scope changes and outcome quality separately.

LEARNING AND SUPPORT

No competence gap is triggered at the selected role target. Start with the operating changes above; commission learning only if observed work reveals a specific need.

Management consideration

Fix unclear sign-off and overloaded capacity. A project-management intervention may be appropriate where cross-team delivery is the main barrier.

05 / DOMAIN 05 OF 10

Digital and social channel effectiveness

The ability to select, operate and improve digital channels according to audience needs and intended outcomes rather than activity volume.

ORGANISATION	EXECUTIVE	MANAGER
58.3	62.5	50.0
Target 75 | gap 16.7	Target 50 | gap 0.0	Target 50 | gap 0.0

Organisation first | Business relevance 2/3 | Priority index 11.1

INTERPRETATION

The team operates relevant channels and can interpret routine engagement data. More consistent links between channel purpose and qualified customer action would strengthen organisational practice without defaulting to additional platforms.

EVIDENCE TO VERIFY

Channel reports and tagged links are assumed. Activity counts are not evidence that marketing caused sales or improved customer value.

Request: A channel rationale; content calendar; accessible assets; tagged results; a recorded test or optimisation decision.

FIRST PRACTICAL MOVE

Agree the intended customer action for each active channel. Pilot one improvement and define in advance which evidence would justify continuing or stopping it.

Owner: Digital/channel lead with marketing manager.

30 / 60 / 90 DAYS

Days 01-30
Choose the business-relevant purpose of each active channel and remove unnecessary activity measures.

Days 31-60
Test one material content, targeting or customer-action hypothesis with an agreed evaluation rule.

Days 61-90
Review channel performance and platform dependence; scale, adapt or stop based on the evidence and constraints.

MEASURE PROGRESS

Qualified-action rate = agreed valid actions / relevant eligible visits or interactions, using consistent definitions. Track reach quality and cost as appropriate to the objective.

LEARNING AND SUPPORT

No competence gap is triggered at the selected role target. Start with the operating changes above; commission learning only if observed work reveals a specific need.

Management consideration

Fix a broken website or unclear offer before purchasing more reach. Specialist technical SEO, paid-search implementation or platform engineering may require support beyond the verified modules.

05 / DOMAIN 06 OF 10

Customer journey, CRM and retention

The ability to connect marketing with sales and service so that customers can progress through a coherent, respectful experience.

ORGANISATION	EXECUTIVE	MANAGER
25.0	37.5	25.0
Target 75 | gap 50.0	Target 50 | gap 12.5	Target 50 | gap 25.0

Organisation + development | Business relevance 3/3 | Priority index 50.0

INTERPRETATION

Enquiries move between marketing, sales and service with inconsistent ownership. Executives need support to complete reliable CRM handovers, while managers need practice leading improvements across functional boundaries.

EVIDENCE TO VERIFY

A fictitious enquiry trail includes missing next-action owners. This is a demonstration observation; no real customer records or missed-revenue estimates are used.

Request: A journey map based on evidence; CRM definitions; handover agreement; customer feedback and retention cohort records.

FIRST PRACTICAL MOVE

Trace an authorised sample from initial enquiry to the next meaningful action. Agree the qualifying handover, owner, expected response and exception route.

Owner: Customer-experience lead with marketing, sales and service owners.

30 / 60 / 90 DAYS

Days 01-30
Trace a small authorised sample of enquiries or customer journeys and identify where ownership or information is lost.

Days 31-60
Agree handover definitions, response expectations and one priority touchpoint improvement.

Days 61-90
Review customer experience and conversion/retention alongside operational capacity and reasons for loss.

MEASURE PROGRESS

Handover completion = qualifying handovers with an agreed next action completed on time / handovers due. Retention must use a defined starting cohort, interval and eligible population.

LEARNING AND SUPPORT

A confirmed Executive / Manager gap could justify supported learning in Marketing Impact and Planning; Marketing Technology Executive (MarTech). Apply it to an agreed workplace task and review the resulting output.

Management consideration

Poor conversion may reflect sales follow-up, service quality, price or capacity. Route those findings to the responsible function; do not attribute them automatically to marketing skill.

05 / DOMAIN 07 OF 10

Commercial judgement, budgeting and investment

The ability to plan and evaluate marketing resources with clear costs, customer value, assumptions and financial consequences.

ORGANISATION	EXECUTIVE	MANAGER
33.3	**50.0**	**25.0**
Target 75 | gap 41.7	Target 50 | gap 0.0	Target 50 | gap 25.0

Organisation + development | Business relevance 3/3 | Priority index 41.7

INTERPRETATION

Campaign spend is recorded, but managers find it difficult to compare investment options on a consistent contribution basis. Executives meet the routine cost-monitoring target; the development need is concentrated in managerial judgement.

EVIDENCE TO VERIFY

The sample assumes attributed revenue and cost data but no controlled evidence of incremental effect. Finance should challenge margin, timing and allocation assumptions.

Request: A budget with definitions; cost reconciliation; business-case scenarios; an approved investment decision.

FIRST PRACTICAL MOVE

Produce a small option paper with downside and upside scenarios. Separate attributed sales, contribution and evidence of incremental impact.

Owner: Marketing manager and finance partner.

30 / 60 / 90 DAYS

Days 01-30
Reconcile the campaign cost base and agree which financial measures are appropriate.

Days 31-60
Compare feasible investment options using consistent periods, costs, contribution assumptions and operational constraints.

Days 61-90
Review results against the case, distinguishing attributed outcomes, incremental evidence and untested assumptions.

MEASURE PROGRESS

Budget variance = actual minus approved cost, with scope and timing explained. Do not label revenue/ad-spend as profit ROI; incremental claims need a defensible counterfactual.

LEARNING AND SUPPORT

A confirmed Manager gap could justify supported learning in Commercial Intelligence; Strategy and Planning. Apply it to an agreed workplace task and review the resulting output.

Management consideration

Seek finance support for margin, allocation and investment appraisal. Training cannot remedy an unprofitable offer or unavailable delivery capacity on its own.

05 / DOMAIN 08 OF 10

Measurement, experimentation and learning

The ability to define reliable measures, evaluate change and use evidence without overstating causation.

ORGANISATION	EXECUTIVE	MANAGER
25.0	25.0	25.0
Target 75 | gap 50.0	Target 50 | gap 25.0	Target 50 | gap 25.0

Organisation + development | Business relevance 3/3 | Priority index 50.0

INTERPRETATION

Dashboards contain many measures but inconsistent definitions and weak evaluation design. Both roles need practice making claims traceable, recognising alternative explanations and turning learning into an accountable decision.

EVIDENCE TO VERIFY

The hypothetical dashboard combines platform figures from different windows. Differences may arise from definitions and attribution rather than a true change in customer behaviour.

Request: A metric dictionary; source reconciliation; test hypothesis; evaluation report including uncertainty and alternative explanations.

FIRST PRACTICAL MOVE

Define a small measurement dictionary and reconcile one campaign end to end. State the decision to be made and choose an evaluation approach that can support it.

Owner: Marketing analyst or manager with a research specialist where needed.

30 / 60 / 90 DAYS

Days 01-30
Define a small set of meaningful measures and audit their source and denominator.

Days 31-60
Plan an appropriate evaluation, using comparison or testing where feasible and recording limitations where not.

Days 61-90
Review the evidence, implement one learning decision and check that the measurement remains stable.

MEASURE PROGRESS

Evaluation traceability = sampled material claims with a defined measure, period, source and limitation / all sampled material claims. Add decision-relevant outcomes separately.

LEARNING AND SUPPORT

A confirmed Executive / Manager gap could justify supported learning in Marketing Technology Executive (MarTech); Marketing Impact and Planning. Apply it to an agreed workplace task and review the resulting output.

Management consideration

Repair tracking and measurement design before buying dashboards. Complex causal inference, econometrics or research design may require specialist help.

05 / DOMAIN 09 OF 10

Leadership, collaboration and marketing operations

The ability to coordinate people, agencies and business partners with clear responsibilities, realistic workload and constructive development.

ORGANISATION	EXECUTIVE	MANAGER
50.0	**50.0**	**50.0**
Target 75 | gap 25.0	Target 50 | gap 0.0	Target 50 | gap 0.0

Organisation first | Business relevance 2/3 | Priority index 16.7

INTERPRETATION

Working relationships are constructive, but ownership and workload decisions depend on informal conversations. Both roles meet the selected routine target; management should first make priorities and escalation clearer.

EVIDENCE TO VERIFY

An agency brief and workload list are assumed. Include unresolved requests in the review rather than assessing only completed work.

Request: Role and decision map; realistic workload view; supplier briefs; feedback and action follow-up examples.

FIRST PRACTICAL MOVE

Create a short responsibility map for briefing, review and approval. Resolve one recurring bottleneck and protect time for supervised learning tasks.

Owner: Marketing leader with operations, HR or agency owners as appropriate.

30 / 60 / 90 DAYS

Days 01-30
Clarify ownership, approval rights and the most important workload bottlenecks.

Days 31-60
Agree prioritisation and agency-briefing practices; protect opportunities for coached application.

Days 61-90
Review workload, completed decisions and development progress with the people affected.

MEASURE PROGRESS

Decision latency = median elapsed time from a complete decision request to an authorised decision. Record unresolved items and workload context, not only completed requests.

LEARNING AND SUPPORT

No competence gap is triggered at the selected role target. Start with the operating changes above; commission learning only if observed work reveals a specific need.

Management consideration

Resolve authority, staffing or contractual issues through management and appropriate specialists. General leadership or employment-law training is not presumed to be a verified standalone KBC marketing module.

05 / DOMAIN 10 OF 10

Data, MarTech and responsible AI

The ability to use proportionate technology and customer data safely and effectively, with verification, accountable decisions and a manual fallback.

ORGANISATION	EXECUTIVE	MANAGER
41.7	**37.5**	**25.0**
Target 75 | gap 33.3	Target 50 | gap 12.5	Target 50 | gap 25.0

Organisation + development | Business relevance 3/3 | Priority index 33.3

INTERPRETATION

The fictional organisation has basic data controls but inconsistent testing and human review of automation. Both roles need development: executives in checking workflows, managers in deciding suitability and accountability.

EVIDENCE TO VERIFY

An authorised data-flow sketch is assumed, with incomplete failure tests. There is no claim that a particular tool is unsafe or that an actual breach has occurred.

Request: An authorised data flow; access and preference rules; test cases; output checks; responsible owner and fallback plan.

FIRST PRACTICAL MOVE

Select one bounded use case and test it with safe example data. Include output checks, access limits, a manual fallback and an explicit continue, change or stop decision.

Owner: Marketing operations owner with data-protection, IT/security and legal specialists where needed.

30 / 60 / 90 DAYS

Days 01-30
Identify the material data flows and tool decisions, checking that a responsible owner and required controls exist.

Days 31-60
Test one bounded use case with permitted data, a baseline, failure cases and human approval; reject it if unsuitable.

Days 61-90
Review quality, costs and errors alongside time saved; maintain an accountable fallback and reassess continued use.

MEASURE PROGRESS

Verified-output rate = sampled material outputs passing defined factual, data and permission checks / outputs sampled. Measure total review time and error consequences alongside time saved.

LEARNING AND SUPPORT

A confirmed Executive / Manager gap could justify supported learning in Marketing Technology Executive (MarTech); AI in Marketing. Apply it to an agreed workplace task and review the resulting output.

Management consideration

Specialist data-protection, security and integration work may be necessary. Absence of AI is not a weakness when a simpler method meets the need.

06 / IMPLEMENTATION ROADMAP

A 90-day plan with decision gates

The aim is changed practice and better evidence. Completion of a course or a new template is not the endpoint.

Window	Management work	Evidence and decision gate
Days 01-30 Establish	Confirm owners, scope and targets. Select the three workstreams. Reconcile source data, observe real tasks and collect a baseline before changing the process.	Approve a short baseline pack. Record assumptions and unresolved evidence gaps. Decide which organisational actions and learning tasks are justified.
Days 31-60 Apply	Pilot the operating changes on a bounded piece of work. Pair relevant development with supervised application. Keep exceptions and failed tests visible.	Review actual decisions and work outputs. Continue, change or stop each intervention based on evidence; resolve authority and capacity blockers.
Days 61-90 Review	Repeat the evidence review using consistent definitions. Compare like periods and explain changes in work mix. Share practices that helped and retire unnecessary controls.	Assess whether work is more reliable and whether independence has improved. Agree the next cycle without claiming causal proof from a simple before-and-after comparison.

CUSTOMER JOURNEY

Accountable lead: Customer-experience lead with marketing, sales and service owners.
First decision: Trace an authorised sample from initial enquiry to the next meaningful action. Agree the qualifying handover, owner, expected response and exception route.

EVIDENCE & LEARNING

Accountable lead: Marketing analyst or manager with a research specialist where needed.
First decision: Define a small measurement dictionary and reconcile one campaign end to end. State the decision to be made and choose an evaluation approach that can support it.

COMMERCIAL VALUE

Accountable lead: Marketing manager and finance partner.
First decision: Produce a small option paper with downside and upside scenarios. Separate attributed sales, contribution and evidence of incremental impact.

Resource the plan explicitly. The employer should agree participant time, access to authorised evidence and a reviewer who can make decisions. Targets and dates are proposed until accepted by the accountable owners.

07 / LEARNING INVESTMENT

Connect development to a business task

KBC learning is most valuable when a confirmed competence need, workplace opportunity and review mechanism are present together.

MARKETING TECHNOLOGY EXECUTIVE (MARTECH)

Why it fits this sample: Executive: CRM, reporting and workflow checks.
Applied output: Improve a customer handover and produce a traceable campaign evaluation.
Value to test: More reliable follow-up and fewer unsupported performance claims.

CUSTOMER JOURNEY OPTIMISATION

Why it fits this sample: Manager: cross-functional journey improvement.
Applied output: Lead one joint review with sales and service and agree accountable actions.
Value to test: Clearer ownership of customer experience across departmental boundaries.

COMMERCIAL INTELLIGENCE

Why it fits this sample: Manager: commercial evaluation and evidence.
Applied output: Build an investment case with contribution assumptions, scenarios and attribution limits.
Value to test: Better-informed allocation of scarce marketing resources.

AI IN MARKETING

Why it fits this sample: Manager: responsible technology decisions.
Applied output: Defend a use-case decision, controls, failure tests and a manual fallback.
Value to test: Technology adoption based on value and accountability rather than activity.

A proportionate development conversation

Ask KBC to review authentic work, existing learning and actual role responsibilities before recommending a programme. An apprenticeship may be suitable where the role supports sustained development; a narrower intervention may better suit a specific gap. Confirm eligibility, delivery arrangements and the current written offer separately.

These are conditional curriculum matches from the recovered KBC model. They are not a booking offer, a guarantee of business benefit or an implication that every module is available independently.

08 / EVIDENCE-LED REVIEW

Test competence through real work

Use these practical tasks to challenge the ratings before drawing conclusions about an individual or commissioning significant learning.

CUSTOMER JOURNEY

Practical task: Executive: An enquiry has campaign information but no recorded next action or owner. Explain how you would investigate and complete a reliable handover.
Review for: Checks the data before making assumptions; Uses agreed ownership and permissions; Records an actionable next step; Separates marketing from sales or service responsibilities.

EVIDENCE & LEARNING

Practical task: Manager: Two channels claim credit for the same sales. Propose a measurement strategy that supports investment decisions without summing duplicate attribution or promising perfect causality.
Review for: Identifies double counting; Matches evaluation method to the decision; Considers feasibility, uncertainty and long-term effects; Uses finance and specialist input where required.

COMMERCIAL VALUE

Practical task: Manager: Attributed revenue is £50,000, the contribution margin before marketing is 40%, and marketing cost is £12,000. Explain the provisional contribution calculation and what evidence is missing before claiming incremental ROI.
Review for: Calculates £20,000 contribution before marketing and £8,000 after the supplied marketing costs; Identifies attribution versus incrementality; States the margin and cost assumptions; Explains why observed revenue does not prove causal return.

An evidence conversation, not an automatic certificate

Ask the practitioner to explain choices and limitations. Review an authentic output and seek contextual confirmation from a manager or colleague. Record whether the person performed independently, needed guidance or adapted appropriately to complexity. Keep practitioner, manager and assessor views distinguishable.

Use relevant, authorised examples and minimise personal or commercially sensitive information. Do not use personality or interest tests as substitutes for demonstrated professional competence.

09 / PERFORMANCE REVIEW

Measure what changes in the work

Establish the baseline during days 1-30. This sample deliberately contains no invented outcome figures, savings or return-on-investment estimate.

Measure to establish	Definition and review discipline
Customer journey	Handover completion = qualifying handovers with an agreed next action completed on time / handovers due. Retention must use a defined starting cohort, interval and eligible population.
Evidence & learning	Evaluation traceability = sampled material claims with a defined measure, period, source and limitation / all sampled material claims. Add decision-relevant outcomes separately.
Commercial value	Budget variance = actual minus approved cost, with scope and timing explained. Do not label revenue/ad-spend as profit ROI; incremental claims need a defensible counterfactual.
Observed independence	Record the quality of a defined task, assistance needed and reviewer judgement. Repeat an equivalent task; a higher self-rating alone does not demonstrate improved competence.
Implementation fidelity	Record whether the agreed practice was used, who used it and important exceptions. A policy issued or a workshop attended does not prove application.
Unintended effects	Monitor added review time, workload, customer friction and new errors. Do not count time saved in one team while ignoring effort transferred to another.

REVIEW QUESTIONS FOR DAY 90

- Which decisions or work outputs improved, and what is the evidence?
- Were definitions, reporting windows and populations comparable?
- What else changed: staffing, demand, seasonality, scope or customer mix?
- Which actions should continue, change or stop, and who owns the next decision?

A repeated diagnostic can show how respondents describe practice over time. Causal claims about business improvement require a stronger design and appropriate independent evidence.

10 / METHOD AND LIMITATIONS

Transparent scoring. Calibrated claims.

The report explains its rules so that the employer can challenge assumptions and reproduce the results.

Rule	Application
Question coverage	Full PM: 30 organisational + 20 competence ratings. Full Marketing, both roles: 30 organisational + 20 Executive + 20 Manager ratings.
Scale	0-4 behaviourally anchored ratings. Organisation: absent, ad hoc, repeatable, established, deliberately improved. Competence: below basic requirement, substantial guidance, routine independence, appropriate adaptation, enabling others.
Domain index	25 x arithmetic mean of valid ratings, separately by domain and layer. No combined company score is calculated.
Minimum evidence for a score	In the full route, at least two organisational ratings and both role-competence ratings per domain. Unknown, not applicable and unanswered are not zero.
Targets	Organisation level 3 / index 75; routine role competence level 2 / index 50. These are editable starting assumptions, not benchmarks or universal expectations.
Recommendations	Compare each layer with its target. Distinguish organisational change, role development, combined action, sustain-and-verify or insufficient information.
Evidence confidence	Self-entered notes do not verify a claim or increase a score. In this sample all details, ratings and evidence notes are fictional.
Validation status	Research-informed pilot, version 0.1.0. No psychometric validation, certification equivalence or predictive accuracy is claimed.

The dimensions describe a broad capability profile; they are not assumed to be interchangeable indicators of one trait. Validation should examine content coverage, interpretation, rater agreement, contextual fairness and independent outcomes. A single reliability coefficient across all questions would not establish validity.

11 / SOURCE NOTES AND NEXT STEPS

Research-informed, ready for dialogue

Source mapping is inherited from the recovered KBC model dated 1 October 2026. This sample does not independently re-verify the cited publications or their current availability.

01 Chartered Institute of Marketing. Global Professional Marketing Framework (GPMF) (current page checked 1 October 2026).

Open source: www.cim.co.uk

02 Skills England. Marketing Executive, Level 4 - ST0596 (v1.0; checked 1 October 2026).

Open source: skillsengland.education.gov.uk

03 Skills England. Marketing Manager, Level 6 - ST0612 (v1.0; checked 1 October 2026).

Open source: skillsengland.education.gov.uk

04 Elkhoudary, A.; Yadav, J. K.; Alam, M. M. D.. Digital marketing capabilities as drivers of SME innovation and performance: a systematic literature review and research agenda for emerging economies (2026).

Open source: www.nature.com

05 Ngo, V. M.. Human-AI collaboration for marketing capabilities: a meta-analysis. Marketing Letters 36, 839-855 (2025).

Open source: link.springer.com

06 Brown, D.; Pattinson, S.; Sutherland, C.; Davies, M. A. P.. Internal marketing and organizational performance: A systematic review and future research agenda. Journal of Business Research 194, 115384 (2025).

Open source: researchportal.hw.ac.uk

07 Hair and colleagues. Evaluation of Formative Measurement Models (2021).

Open source: link.springer.com

08 Kent Business College. Marketing Executive Level 4 Employer Commitment Charter - marketing-level-4-employer-guide.pdf, pp. 19-23 (employer guide retrieved 1 October 2026).

KBC curriculum guide snapshot; current written offer to be confirmed.

09 Kent Business College. Marketing Manager Level 6 Employer Commitment Charter - marketing-level-6-employer-guide.pdf, pp. 19-23 (employer guide retrieved 1 October 2026).

KBC curriculum guide snapshot; current written offer to be confirmed.

Turn the profile into an agreed improvement plan

Use the employer review to confirm scope, evidence, targets and priorities. Where a competence need remains, ask KBC to map a suitable learning route to the workplace task and the evidence of progress. Begin with a bounded application and a clear review date.

Kent Business College | kentbusinesscollege.com/employers/

Original assessment wording and scoring: KBC pilot models. Referenced frameworks remain the property of their owners; no external endorsement is implied.