

DIRECT & INTERACTIVE MARKETING

CREATIVE INDUSTRIES WORKFORCE SKILLS QUALIFICATIONS – MEDIA & COMMUNICATIONS | COMPETENCY MAP

INTRODUCTION | DIRECT & INTERACTIVE MARKETING COMPETENCY MAP

INTRODUCTION TO THE DIRECT & INTERACTIVE MARKETING COMPETENCY MAP

The Direct & Interactive Marketing Competency Map is part of the Creative Industries Workforce Skills Qualification (WSQ) Framework, which comprises 26 competency maps covering three Creative Industries clusters of Arts and Culture, Design, and Media and Communications.

| ARTS AND CULTURE | DESIGN | MEDIA AND COMMUNICATIONS |
|--|--|---|
| Creative Practice Cultural Heritage Events Management Performing Arts Technical Theatre Visual Arts | Architecture Exhibition Design Interior Design Industrial Design Visual Communication | Advertising Broadcast Direct & Interactive Marketing Digital Media – Animation Digital Media – Games Development Film & Television Library & Information Services Media Music Public Relations Printing Publishing – Book Publishing – Magazine Publishing – Web |

Each competency map of the Creative Industries WSQ Framework has been endorsed by Manpower Skills and Training Council that has been set up to steer the training and development of professionals in the Creative Industries.

This Direct & Interactive Marketing Competency Map provides an overview of the competencies required of different functions and job roles for the marketing profession. The development of the Direct & Interactive Marketing Competency Map was guided by the Direct & Interactive Marketing Industry Key Purpose (IKP) and it was developed after detailed consultation with representatives from the marketing and related agencies such as Ibis Intelligence Services Pte Ltd, Go React Pte Ltd, Yolk Pte Ltd, Microsoft, rawonionDecisions, and ZoMedia Pte Ltd.

Each of the competency units listed in this competency map are further developed into competency standards that provide information on the expected work activities, expected work outcomes and skills and knowledge required of a person to perform the work activities addressed by the competency standards. The competency units are further grouped together into qualifications to provide competency progression pathways for professionals in the the Direct & Interactive Marketing sector.

INTRODUCTION | DIRECT & INTERACTIVE MARKETING COMPETENCY MAP

The Direct & Interactive Marketing Competency Map serves as a resource for employers and individuals to chart training and development and career development pathways and for training providers to identify potential training programmes to develop and deliver.

The details of the competency standards and qualifications documents are recorded in separate documents from the Direct & Interactive Marketing Competency Map and should be read together to serve the needs of employers, individuals and training providers.

The Direct & Interactive Marketing Competency Map would be reviewed on a regular basis (i.e., at least every three years). This will help to ensure that the Direct & Interactive Marketing Competency Map is current and continually meet industry needs.

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INDUSTRY KEY PURPOSE | DIRECT & INTERACTIVE MARKETING

Industry Key Purpose

The Industry Key Purpose describes what the industry delivers in terms of product and services meeting the needs of industry, the attributes/attitudes of workforce, and the aspirations of the industry. The Key Industry Purpose provides guidance and direction in the development of the competency map and identification of competency units so as to ensure that the competency units listed in the competency map would help the industry to achieve its industry key purpose.

Direct & Interactive Marketing Industry Key Purpose: **To improve on media competency and delivery standards, enhance the quality of media and generate valuable media content and economic wealth to enrich life and society.**

ORGANISATION STRUCTURE | DIRECT & INTERACTIVE MARKETING

Direct & Interactive Marketing Organisation Structure

The Direct & Interactive Marketing Organisation Structure provides an overview of the various functions and job roles within a typical marketing agency. Competency Units are identified and sorted based on the functions, job role and WSQ qualifications level, to enable identification and development of appropriate training and development interventions by employers, individuals and training providers and to enable planning of progression and development pathways.

| WSQ Qualifications Levels | | | Functions in a Marketing Agency | | | | |
|---------------------------|---|-----------|---------------------------------------|--|---|---|--|
| | | | Client Services | Creative | Engagement / Strategy Planning | Production | Technology / Data |
| WSQ Graduate Certificate | 6 | Job Roles | Client Services Director | Creative Director | Customer Experience Architect / Engagement Director / Planning Director | | Technical Director / Chief Technical Officer* |
| WSQ Specialist Diploma | 5 | | Account Director Project Director | Senior Writer Senior Art Director | Senior Engagement Manager / Senior Planner | | Data Director Solutions Director |
| WSQ Diploma | 4 | | Account Manager Project Manager | Writer Art Director / Senior Web Designer | Engagement / Planning Manager | Creative Services Director Traffic Manager Studio manager | Data Analyst Developer / Senior Programmer* |
| WSQ Advanced Certificate | 3 | | Account Executive / Project Executive | Web Designer* Video Editor Visualiser Finished Artwork (FA) Artist | Social Media Executive | Print Producer Traffic Executive Production Executive | Data Administrator / Data Executive Database Engineer* Programmer* |
| WSQ Higher Certificate | 2 | | | | Social Media Associate | | |

* From Interactive Media WSQ Framework

WSQ Qualifications Level: There are five levels of WSQ qualifications in the Direct & Interactive Marketing Competency Map. Each level indicates the corresponding complexity of knowledge, depth of skills and accountability that the job role demands.

Functions: Functions are not meant to be equivalent to Departments. Functions indicate the typical broad work areas in a marketing agency.

Job Roles: Job roles are not meant to be equivalent to Job Titles. An individual holding a job title of "Writer" may assume the job role of a web-editor.

COMPETENCY CATEGORY | DIRECT & INTERACTIVE MARKETING

| Competency Categories | |
|---|---|
| <p>The Competency Category indicates the functional nature of the skills and knowledge identified under a competency unit. The competency categories that are found within the Creative Industries WSQ framework and relevant to the Direct & Interactive Marketing Competency Map and their descriptors are presented below.</p> | |
| <p><u>Analytical Conceptual and Evaluative Skills (ACE)</u> Develops ability to generate feasible, efficient and innovative solutions to solve work problems, enhance productivity and capitalize on new opportunities</p> | <p><u>Databases (DBS)</u> Covers skills and knowledge required for creating, developing, maintaining and improving databases.</p> |
| <p><u>Advertising (AD)</u> Covers skills and knowledge required for strategy, programming and production, copywriting, promotion and sales, and research and planning to meet the needs of the advertising brief for the client.</p> | <p><u>Design (DES)</u> Covers skills and knowledge required for conceptualising, designing, developing, implementing and realising the design product as agreed with the client.</p> |
| <p><u>Broadcast Engineering (BE)</u> Covers radio and television broadcasting and involves both the studio end and the transmitter end, as well as remote broadcasts.</p> | <p><u>Direct Marketing (DM)</u> Covers the trackable, measurable results or Response generated by marketing regardless of medium.</p> |
| <p><u>Build Relationships (RTL)</u> Leaders establish and maintain a wide and relevant network of colleagues and strategic partners. They promote the development of positive working relationships, respect diversity and develop team cohesiveness.</p> | <p><u>Engineering (ENG)</u> Covers the creative application of scientific principles to design or develop structures, machines, apparatus, or manufacturing processes, or works.</p> |
| <p><u>Business Management (BM)</u> Covers the knowledge, skills and understanding effectively to manage project with a business idea.</p> | <p><u>Finance Competency Category (FIN)</u> Covers skills and knowledge required for basic budgeting to offering full coverage of financial operations within an organisation.</p> |
| <p><u>Business Operations (BO)</u> Covers the activities involved in the running of a business for the purpose of producing goods / services and creating value.</p> | <p><u>Human Resource (HR)</u> Covers the activities of recruitment, pay, performance management, promotions, management relations and planning in an effective, legal, fair, and consistent manner.</p> |
| <p><u>Change and Innovation (CI)</u> Covers skills and knowledge required for inspiring an environment to encourage change and innovation within the working environment.</p> | <p><u>Information Management (INF)</u> Covers skills and knowledge required for collecting and disseminating information</p> |
| <p><u>Copyright, Licensing and Intellectual Property Rights (CLR)</u> Covers skills and knowledge required for negotiating, protecting and avoiding exploitation of intellectual property and creative work.</p> | <p><u>Infocomm Technology (IT)</u> Covers skills and knowledge required for programming and operational systems in databases.</p> |
| <p><u>Communications Competency Category (COM)</u> This covers the transmission of thoughts, ideas and feelings from one mind to another to accomplish tasks and to achieve goals.</p> | <p><u>Interactive Media Competency Category (IM)</u> Covers skills and knowledge required for managing activities within media, ranging from web design to interactive and multimedia.</p> |

COMPETENCY CATEGORY | DIRECT & INTERACTIVE MARKETING

| Competency Categories | |
|---|--|
| <p><u>Learning and Development (LD)</u> Covers interventions and activities that are intended to improve the knowledge and skills of the workforce through interventions such as training, coaching, and formal education.</p> | <p><u>Problem Solving (PS)</u> Covers research into problems, generation of solutions, selection and application of solutions and evaluating the solution applied.</p> |
| <p><u>Marketing and Public Relations (MPR)</u> Covers skills and knowledge required for conceptualising, designing, implementing opportunities for maximising sales and promotion of goods, services and people.</p> | <p><u>Project Management (PM)</u> Covers organising and managing resources in such a way that the project is completed within defined scope, quality, time and cost constraints.</p> |
| <p><u>Market Research (MR)</u> Covers the process of systematic gathering, recording and analysing of data about customers, competitors and the market.</p> | <p><u>Research (RES)</u> Covers using gathering, analysing and interpreting information relevant to a specific area of enquiry.</p> |
| <p><u>Networks (NET)</u> Covers making relationships with people in other departments, organisations and industries in order to maintain currency of industry knowledge, gain market insight and explore opportunities for partnerships and joint working.</p> | <p><u>Strategy Planning & Implementation (SPI)</u> Develop business strategies and plans aligned with organisational objectives, make strategic decisions and implement action plans to achieve long-term goals</p> |
| <p><u>Photoimaging (PHO)</u> Covers the creation, processing, compression, storage, printing, and display of digital photographic images.</p> | <p><u>Strategy (STR)</u> Covers long term plan of action designed to achieve the vision and goals of the organisation.</p> |
| <p><u>Project Management (PM)</u> Covers organising and managing resources in such a way that the project is completed within defined scope, quality, time and cost constraints.</p> | <p><u>Television Production (TVP)</u> Covers the skills and attributes needed to manage the process of film, television and radio programme making.</p> |
| <p><u>Printing (PRI)</u> Covers skills and knowledge required for setting -up, running and maintaining various machines within a printing environment.</p> | <p><u>Writing (WRI)</u> Covers script writing for television, film, radio and animation as well as factual writing including advertising copy</p> |

COMPETENCY CATEGORY | DIRECT & INTERACTIVE MARKETING

Competency Units

Competency unit: A competency unit represents a set of work activities that can be undertaken by an individual, and the skills, knowledge and abilities associated with the work activities that can be used to certify an individual's competence in performing the set of work activities

Competency unit code: A competency unit code is assigned to each competency unit to identify the WSQ framework and competency category that the competency unit originates from. The competency unit code also identifies the WSQ qualifications level that is associated with the competency unit providing an indication of the level of complexity of skills and knowledge required under the competency unit.

For example, for a competency unit coded as CI-DES-504S-0:

- 'CI' indicates that the competency unit originates from the Creative Industries WSQ framework;
- 'DES' indicates that the competency unit originates from the competency category of Design; '5' indicates that it is pegged to WSQ qualifications level 5 which is WSQ Specialist Diploma level;
- '04' is the serial number assigned to the competency unit;
- 'S' indicates that the competency unit is usually a specialization unit when used by an individual to achieve a WSQ qualification, other types of units include core units ('C') and elective units ('E'); and
- '0' indicates the version number of the competency unit which would increase as the competency unit is reviewed at every review cycle.

The competency units of the Direct and Interactive Marketing Competency Map are presented according to the Functions in a marketing agency in subsequent sections:

- Client Services
- Creative
- Engagement / Strategy / Planning
- Production
- Technology / Data

CLIENT SERVICES | COMPETENCIES

DIRECT & INTERACTIVE MARKETING COMPETENCY MAP

CLIENT SERVICES | COMPETENCIES – DIRECT & INTERACTIVE MARKETING

| WSQ Qual Level | Job Roles | Competency Unit Code | Specialisation Competency Units | Competency Unit Code | Core Competency Units |
|----------------|--------------------------|----------------------|---|----------------------|---|
| 6 | Client Services Director | CI-MPR-511C-0 | Establish and adjust the marketing mix | CI-BO-504C-0 | Manage risk * |
| | | CI-MPR-601S-0 | Build client relationships | CI-HR-601C-0 | Manage people |
| | | CI-MPR-606S-0 | Manage the agency's portfolio of accounts | CI-MPR-602E-0 | Develop marketing strategies / plans and manage the marketing process |
| | | CI-MPR-607S-0 | Provide strategic direction and concept development for client projects | CI-PM-605C-0 | Direct the scope and integration of multiple projects / programmes * |
| | | CI-NET-602E-0 | Develop and manage business partnership in a project * | | |
| 5 | Account Director | BM-PM-402E-1 | Manage project scope * | BM-SPI-501E-1 | Develop organisational strategies and policies * |
| | | BM-SPI-506E-1 | Evaluate organisational performance * | CI-COM-502S-0 | Present effectively to engage and manage your audience * |
| | | CI-DES-507C-0 | Plan, monitor and evaluate design work provided to the client * | CI-COM-508E-0 | Oversee communications in a creative environment |
| | | CI-MPR-601S-0 | Build client relationships | CI-PS-502E-0 | Resolve problems which impact on the work |
| 5 | Project Director | BM-PM-402E-1 | Manage project scope * | BM-SPI-501E-1 | Develop organisational strategies and policies * |
| | | BM-PM-407E-1 | Manage project costs * | CI-COM-502S-0 | Present effectively to engage and manage your audience * |
| | | CI-PM-507S-0 | Assess and manage project risks | CI-COM-508E-0 | Oversee communications in a creative environment |
| | | | | CI-PS-502E-0 | Resolve problems which impact on the work |

*Competency Standard available

Legend of Competency Unit

BM Business Management WSQ Framework
CI Creative Industries WSQ Framework
BO Business Operations Competency Category
COM Communications Competency Category
DES Design Competency Category
HR Human Resource Competency Category

ENG Engineering Competency Category
MPR Marketing & Promotion Competency Category
NET Network Competency Category
PM Project Management Competency Category
PS Problem Solving Competency Category
SPI Strategy Planning & Implementation Competency Category

CLIENT SERVICES | COMPETENCIES – DIRECT & INTERACTIVE MARKETING

| WSQ Qual Level | Job Roles | Competency Unit Code | Specialisation Competency Units | Competency Unit Code | Core Competency Units |
|----------------|---------------------------------------|----------------------|---|----------------------|---|
| 4 | Account Manager | BM-PM-302E-1 | Apply project cost management techniques * | CI-HR-407C-0 | Participate in, facilitate and promote effective working of individuals and teams |
| | | CI-BM-401C-0 | Establish and maintain work and contractual relationships * | CI-RES-405C-0 | Research user trends and consumer tracks |
| | | CI-PS-404S-0 | Research and analyse information to make effective critical decisions | LPM-RLT-401C-0 | Cultivate positive workplace relations * |
| | | CI-PM-415C-0 | Monitor and supervise production | | |
| 4 | Project Manager | BM-PM-302E-1 | Apply project cost management techniques * | CI-HR-407C-0 | Participate in, facilitate and promote effective working of individuals and teams |
| | | BM-PM-304E-1 | Apply project quality control procedures * | CI-RES-405C-0 | Research user trends and consumer tracks |
| | | CI-BO-408S-0 | Manage day to day activities within creative and production areas | LPM-RLT-401C-0 | Cultivate positive workplace relations * |
| | | CI-PLA-401C-0 | Identify risk and apply risk management processes to a project * | | |
| | | CI-PM-415C-0 | Monitor and supervise production | | |
| 3 | Account Executive / Project Executive | CI-CI-303C-0 | Originate, develop and communicate ideas in the workplace | CI-COM-305C-0 | Demonstrate knowledge of communication services |
| | | CI-COM-303C-0 | Write project briefs which meet client's requirements | CI-PS-305C-0 | Contribute to dealing with problems in the workplace |
| | | CI-COM-306E-0 | Make presentations | | |
| | | CI-FIN-306E-0 | Manage budgets | | |
| | | CI-RES-409S-0 | Conduct audience research and monitor campaign effectiveness | | |

*Competency Standard available

Legend of Competency Unit

BM Business Management WSQ Framework
CI Creative Industries WSQ Framework
LPM Leadership & People Management WSQ Framework
BM Business Management Competency Category
BO Business Operations Competency Category
CI Change & Innovation Competency Category
COM Communications Competency Category
DES Design Competency Category

FIN Finance Competency Category
HR Human Resource Competency Category
PLA Planning Competency Category
PM Project Management Competency Category
PS Problem Solving Competency Category
RLT Build Relationships Competency Category
RES Research Competency Category

CREATIVE | COMPETENCIES

DIRECT & INTERACTIVE MARKETING COMPETENCY MAP

CREATIVE | COMPETENCIES – DIRECT & INTERACTIVE MARKETING

| WSQ Qual Level | Job Roles | Competency Unit Code | Specialisation Competency Units | Competency Unit Code | Core Competency Units |
|----------------|---------------------|----------------------|--|----------------------|---|
| 6 | Creative Director | CI-AD-503S-0 | Develop strategic direction for an advertising business | CI-BO-504C-0 | Manage risk * |
| | | CI-AD-601S-0 | Create and manage an advertising campaign | CI-HR-601C-0 | Manage people |
| | | CI-COM-607C-0 | Direct communications in a creative environment | CI-MPR-602E-0 | Develop marketing strategies / plans and manage the marketing process |
| | | CI-MPR-606S-0 | Manage the agency's portfolio of accounts | CI-PM-605C-0 | Direct the scope and integration of multiple projects / programmes * |
| 5 | Senior Writer | CI-AD-403S-0 | Conceptualise an advertising campaign | BM-SPI-501E-1 | Develop organisational strategies and policies * |
| | | CI-CLR-302E-1 | Administer and manage the use of licensed copyright materials created * | CI-COM-502S-0 | Present effectively to engage and manage your audience * |
| | | CI-MPR-417S-1 | Pitch a design proposal * | CI-COM-508E-0 | Oversee communications in a creative environment |
| | | CI-RES-502S-0 | Understand and implement all types of research and research tools | CI-PS-502E-0 | Resolve problems which impact on the work |
| 5 | Senior Art Director | CI-DES-502S-0 | Administer, coordinate and monitor contract works for a design project | BM-SPI-501E-1 | Develop organisational strategies and policies * |
| | | CI-DES-503S-0 | Appoint and coordinate specialist consultants and suppliers for design project | CI-COM-502S-0 | Present effectively to engage and manage your audience * |
| | | CI-DES-508C-0 | Plan, organise and assess the effectiveness of design services provided to clients * | CI-COM-508E-0 | Oversee communications in a creative environment |
| | | CI-MPR-513S-0 | Establish the conceptual and stylistic direction for client projects | CI-PS-502E-0 | Resolve problems which impact on the work |

*Competency Standard available

Legend of Competency Unit

BM Business Management WSQ Framework
CI Creative Industries WSQ Framework
AD Advertising Competency Category
BO Business Operations Competency Category
CLR Copyright, Licensing, Intellectual Property Rights Competency Category
COM Communications Competency Category
DES Design Competency Category

HR Human Resource Competency Category
MPR Marketing & Promotion Competency Category
PM Project Management Competency Category
PS Problem Solving Competency Category
RES Research Competency Category
SPI Strategy Planning & Implementation Competency Category

CREATIVE | COMPETENCIES – DIRECT & INTERACTIVE MARKETING

| WSQ Qual Level | Job Roles | Competency Unit Code | Specialisation Competency Units | Competency Unit Code | Core Competency Units |
|----------------|---------------------------------------|----------------------|--|----------------------|--|
| 4 | Writer | CI-COM-306E-0 | Make presentations | CI-HR-407C-0 | Participate in, facilitate and promote effective working of individuals and teams |
| | | CI-DES-413S-0 | Oversee design brief development and negotiation to meet client needs * | CI-RES-405C-0 | Research user trends and consumer tracks |
| | | CI-IM-411S-0 | Plan content for web and multimedia products * | LPM-RLT-401C-0 | Cultivate positive workplace relations * |
| | | CI-WRI-406S-0 | Write advertising copy for direct and interactive projects | | |
| 4 | Art Director / Senior Web Designer | CI-COM-306E-0 | Make presentations | CI-HR-407C-0 | Participate in, facilitate and promote effective working of individuals and teams |
| | | CI-CLR-302E-1 | Administer and manage the use of licensed copyright materials created * | CI-RES-405C-0 | Research user trends and consumer tracks |
| | | CI-DES-413S-0 | Oversee design brief development and negotiation to meet client needs * | LPM-RLT-401C-0 | Cultivate positive workplace relations * |
| | | CI-DES-422S-0 | Supervise, produce and realise suitable design prototypes to meet the needs of client * | | |
| | | CI-PM-415C-0 | Monitor and supervise production | | |
| 3 | Web Designer (from Interactive Media) | CI-DES-326C-0 | Generate design concepts and develop design ideas for effective design solutions * | CI-COM-304C-0 | Communicate effectively in a creative environment |
| | | CI-DES-329S-0 | Design and produce applied design artwork, design illustrations and graphic documents using a range of manual and digital techniques and media | CI-DES-331E-0 | Maintain an awareness of trends and developments in design, materials, techniques and technology * |
| | | CI-IM-314S-1 | Design dynamic websites to meet technical Requirements * | CI-IM-313S-0 | Apply an understanding of the principles of design and communication to the development of a digital media product |
| | | CI-IM-315S-1 | Design user interfaces for interactive media products * | CI-LD-304E-0 | Organise personal work priorities and contribute to personal development |
| | | CI-IM-316S-1 | Develop cascading style sheets * | CI-PS-305C-0 | Contribute to dealing with problems in the workplace |

*Competency Standard available

Legend of Competency Unit

CI Creative Industries WSQ Framework

LPM Leadership & People Management WSQ Framework

CLR Copyright, Licensing, Intellectual Property Rights Competency Category

COM Communications Competency Category

DES Design Competency Category

HR Human Resource Competency Category

IM Interactive Media Competency Category

LD Learning Competency Category

PM Project Management Competency Category

RES Research Competency Category

RTL Build Relationships Competency Category

WRI Writing Competency Category

CREATIVE | COMPETENCIES – DIRECT & INTERACTIVE MARKETING

| WSQ Qual Level | Job Roles | Competency Unit Code | Specialisation Competency Units | Competency Unit Code | Core Competency Units |
|----------------|------------------------------|----------------------|---|----------------------|--|
| 3 | Video Editor | CI-BE-302S-0 | Identify video sources, identify and confirm transitions and assign settings in order to select and mix video images from a number of sources | CI-COM-304C-0 | Communicate effectively in a creative environment |
| | | CI-ED-303S-1 | Import, edit and export audio and video footage* | CI-CI-303C-0 | Originate, develop and communicate ideas in the workplace |
| | | CI-ENG-303S-0 | Troubleshoot video editing systems | CI-HR-309E-0 | Work effectively with individuals and teams |
| | | CI-IM-317S-1 | Prepare an edit decision list and oversee the online edit * | ES-JS-301G-1 | Maintain workplace safety and health policies and procedures * |
| 3 | Visualiser | CI-DES-339S-0 | Formulate and develop a brief for a design project * | CI-DES-324S-1 | Apply colour theory in response to a brief * |
| | | CI-DES-340S-0 | Visualise 2D graphics and 3D objects and translate into digital and/or paper media | CI-DES-326C-0 | Generate design concepts and develop design ideas for effective design solutions * |
| | | | | CI-DES-327C-0 | Demonstrate knowledge of production * |
| | | | | CI-DES-331E-0 | Maintain an awareness of trends and developments in design, materials, techniques and technology * |
| | | | | CI-PS-305C-0 | Contribute to dealing with problems in the workplace |
| 3 | Finished Artwork (FA) Artist | CI-DES-334C-0 | Plan work to meet production requirements | CI-DES-241C-0 | Develop an awareness of trends and developments in design, materials, techniques and technology |
| | | CI-DES-340S-0 | Visualise 2D graphics and 3D objects and translate into digital and/or paper media | CI-HR-210C-0 | Work effectively with others |
| | | CI-PHO-206S-0 | Prepare, capture, send and receive images and digital files | ES-ACE-102G-1 | Solve problems & make decisions at operational level * |

*Competency Standard available

Legend of Competency Unit

CI Creative Industries WSQ Framework

ES Employability Skills WSQ Framework

ACE Analytical Conceptual and Evaluative Skills Competency Category

BE Broadcast Engineering Competency Category

CI Change & Innovation Competency Category

COM Communication Competency Category

ED Editing Competency Category

ENG Engineering Competency Category

DES Design Competency Category

HR Human Resource Competency Category

IM Interactive Media Competency Category

JS Job Safety Competency Category

PHO Photoimaging Competency Category

PS Problem Solving Competency Category

ENGAGEMENT / STRATEGY PLANNING | COMPETENCIES

DIRECT & INTERACTIVE MARKETING COMPETENCY MAP

ENGAGEMENT / STRATEGY PLANNING | COMPETENCIES – DIRECT & INTERACTIVE MARKETING

| WSQ Qual Level | Job Roles | Competency Unit Code | Specialisation Competency Units | Competency Unit Code | Core Competency Units |
|----------------|--|----------------------|--|----------------------|---|
| 6 | Customer Experience Architect / Engagement Director / Planning Director | CI-MPR-511C-0 | Establish and adjust the marketing mix | CI-BO-504C-0 | Manage risk * |
| | | CI-MPR-601S-0 | Build client relationships | CI-HR-601C-0 | Manage people |
| | | CI-MPR-605S-0 | Lead the negotiation and placement processes to manage media resources | CI-MPR-602E-0 | Develop marketing strategies / plans and manage the marketing process |
| | | CI-MPR-607S-0 | Provide strategic direction and concept development for client projects | CI-PM-605C-0 | Direct the scope and integration of multiple projects / programmes * |
| | | CI-NET-602E-0 | Develop and manage business partnership in a project * | | |
| 5 | Senior Engagement Manager / Senior Planner | BM-SPI-509E-1 | Establish business strategies for the business function * | BM-SPI-501E-1 | Develop organisational strategies and policies * |
| | | CI-DM-504S-0 | Manage the use of analytics and develop data strategies * | CI-COM-502S-0 | Present effectively to engage and manage your audience * |
| | | CI-MR-502C-0 | Plan and undertake market research to evaluate marketing opportunities | CI-COM-508E-0 | Oversee communications in a creative environment |
| | | CI-MR-601C-0 | Use research data to identify ideal audience and optimum method of communication * | CI-PS-502E-0 | Resolve problems which impact on the work |
| | | CI-RES-502S-0 | Understand and implement all types of research and research tools | | |

*Competency Standard available

Legend of Competency Unit

BM Business Management WSQ Framework
CI Creative Industries WSQ Framework
BO Business Operations Competency Category
COM Communications Competency Category
DM Direct Marketing Competency Category
HR Human Resource Competency Category
MPR Marketing and Promotional Competency Category

MR Marketing Research Competency Category
NET Network Competency Category
PM Project Management Competency Category
PS Problem Solving Competency Category
RES Research Competency Category
SPI Strategy Planning & Implementation Competency Category

ENGAGEMENT / STRATEGY PLANNING | COMPETENCIES – DIRECT & INTERACTIVE MARKETING

| WSQ Qual Level | Job Roles | Competency Unit Code | Specialisation Competency Units | Competency Unit Code | Core Competency Units |
|----------------|-------------------------------|----------------------|---|----------------------|---|
| 4 | Engagement / Planning Manager | BM-SM-410E-1 | Manage relationship with customers * | CI-HR-407C-0 | Participate in, facilitate and promote effective working of individuals and teams |
| | | CI-DM-405S-0 | Analyse market trends and industry developments * | CI-RES-405C-0 | Research user trends and consumer tracks |
| | | CI-MR-404S-1 | Assess demand for products and services * | LPM-RLT-401C-0 | Cultivate positive workplace relations * |
| | | CI-MPR-508S-0 | Coordinate data collection and interpretation | | |
| | | CI-RES-404S-0 | Plan, analyse and present research information | | |
| 3 | Social Media Executive | CI-COM-303C-0 | Write project briefs which meet client's requirements | CI-COM-305C-0 | Demonstrate knowledge of communication services |
| | | CI-FIN-306E-0 | Manage budgets | CI-PS-305C-0 | Contribute to dealing with problems in the workplace |
| | | CI-MPR-301S-0 | Monitor campaign effectiveness through social media research | | |
| 2 | Social Media Associate | BM-SM-313E-1 | Monitor social media platforms * | CI-CI-205E-0 | Evaluate and adapt to a variety of technological changes |
| | | CI-MPR-228S-0 | Use social media tools and techniques for a range of activities | CI-HR-210C-0 | Work effectively with others |
| | | | | CI-LD-206E-0 | Improve individual and organisational performance and learning |

*Competency Standard available

Legend of Competency Unit

BM Business Management WSQ Framework
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CI Change & Innovation Competency Category
COM Communications Competency Category
DM Direct Marketing Competency Category
FIN Finance Competency Category

HR Human Resource Competency Category
LD Learning Competency Category
MPR Marketing and Promotional Competency Category
PS Problem Solving Competency Category
RES Research Competency Category
RTL Build Relationships Competency Category
SM Social Media Competency Category

PRODUCTION | COMPETENCIES

DIRECT & INTERACTIVE MARKETING COMPETENCY MAP

PRODUCTION | COMPETENCIES – DIRECT & INTERACTIVE MARKETING

| WSQ Qual Level | Job Roles | Competency Unit Code | Specialisation Competency Units | Competency Unit Code | Core Competency Units |
|----------------|----------------------------|----------------------|--|----------------------|---|
| 4 | Creative Services Director | CI-BO-408S-0 | Manage day to day activities within creative and production areas | CI-HR-407C-0 | Participate in, facilitate and promote effective working of individuals and teams |
| | | CI-DES-420C-0 | Source and apply production knowledge for the design industry * | CI-RES-405C-0 | Research user trends and consumer tracks |
| | | CI-DES-502S-0 | Administer, coordinate and monitor contract works for a design project | LPM-RLT-401C-0 | Cultivate positive workplace relations * |
| 4 | Traffic Manager | BM-PM-302E-1 | Apply project cost management techniques * | CI-HR-407C-0 | Participate in, facilitate and promote effective working of individuals and teams |
| | | BM-PM-304E-1 | Apply project quality control procedures * | CI-RES-405C-0 | Research user trends and consumer tracks * |
| | | CI-BO-408S-0 | Manage day to day activities within creative and production areas | LPM-RLT-401C-0 | Cultivate positive workplace relations * |
| | | CI-PLA-401C-0 | Identify risk and apply risk management processes to a project * | | |
| | | CI-PM-415C-0 | Monitor and supervise production | | |
| 4 | Studio Manager | BM-PM-302E-1 | Apply project cost management techniques * | CI-HR-407C-0 | Participate in, facilitate and promote effective working of individuals and teams |
| | | BM-PM-304E-1 | Apply project quality control procedures * | CI-RES-405C-0 | Research user trends and consumer tracks |
| | | CI-BO-408S-0 | Manage day to day activities within creative and production areas | LPM-RLT-401C-0 | Cultivate positive workplace relations * |
| | | CI-PLA-401C-0 | Identify risk and apply risk management processes to a project * | | |
| | | CI-PM-415C-0 | Monitor and supervise production | | |
| | | CI-TVP-406S-1 | Compile the production schedule and daily call sheet * | | |

*Competency Standard available

Legend of Competency Unit

BM Business Management WSQ Framework
CI Creative Industries WSQ Framework
LPM Leadership & People Management WSQ Framework
BO Business Operations Competency Category
HR Human Resource Competency Category

PLA Planning Competency Category
PM Project Management Competency Category
RES Research Competency Category
RTL Build Relationships Competency Category
TVP Television Production Competency Category

PRODUCTION | COMPETENCIES – DIRECT & INTERACTIVE MARKETING

| WSQ Qual Level | Job Roles | Competency Unit Code | Specialisation Competency Units | Competency Unit Code | Core Competency Units |
|----------------|----------------------|----------------------|---|----------------------|--|
| 3 | Print Producer | CI-DES-327C-0 | Demonstrate knowledge of production * | CI-COM-305C-0 | Demonstrate knowledge of communication services |
| | | CI-DES-337S-1 | Produce basic illustration and graphics * | CI-PS-305C-0 | Contribute to dealing with problems in the workplace |
| | | CI-PRI-311S-0 | Manage print production * | | |
| 3 | Traffic Executive | CI-DES-327C-0 | Demonstrate knowledge of production * | CI-COM-305C-0 | Demonstrate knowledge of communication services |
| | | CI-DES-420C-0 | Source and apply production knowledge for the design industry * | CI-PS-305C-0 | Contribute to dealing with problems in the workplace |
| | | CI-FIN-306E-0 | Manage budgets | | |
| | | CI-PRI-311S-0 | Manage print production * | | |
| 3 | Production Executive | CI-DES-327C-0 | Demonstrate knowledge of production * | CI-COM-305C-0 | Demonstrate knowledge of communication services |
| | | CI-FIN-306E-0 | Manage budgets | CI-PS-305C-0 | Contribute to dealing with problems in the workplace |
| | | CI-PRI-311S-1 | Manage print production * | | |

*Competency Standard available

Legend of Competency Unit

CI Creative Industries WSQ Framework
COM Communications Competency Category
DES Design Competency Category
FIN Finance Competency Category

HR Human Resource Competency Category
PS Problem Solving Competency Category
PRI Printing Competency Category

TECHNOLOGY / DATA | COMPETENCIES

DIRECT & INTERACTIVE MARKETING COMPETENCY MAP

TECHNOLOGY / DATA | COMPETENCIES – DIRECT & INTERACTIVE MARKETING

| WSQ Qual Level | Job Roles | Competency Unit Code | Specialisation Competency Units | Competency Unit Code | Core Competency Units |
|----------------|---|----------------------|--|----------------------|--|
| 6 | Technical Director / Chief Technical Officer (from Interactive Media WSQ Framework) | CI-DBS-501S-0 | Manage the capabilities of site and database to meet business needs | CI-BO-504C-0 | Manage risk * |
| | | CI-DBS-503S-0 | Determine that database functionality and scalability suit business requirements | CI-COM-607C-0 | Direct communications in a creative environment |
| | | CI-IM-507S-0 | Architect interactive media properties and database | CI-PM-601E-0 | Manage a major project |
| | | | | CI-PM-605C-0 | Direct the scope and integration of multiple projects / programmes * |
| | | | | CI-STR-601C-0 | Develop, implement and review a business / strategic plan |
| | | | | CI-STR-602C-0 | Provide leadership across the organization * |
| 5 | Data Director | CI-DBS-504S-0 | Establish, manage, and maintain a direct marketing database | BM-SPI-501E-1 | Develop organisational strategies and policies * |
| | | CI-DBS-503S-0 | Determine that database functionality and scalability suit business requirements | CI-COM-502S-0 | Present effectively to engage and manage your audience * |
| | | CI-DM-503S-0 | Manage effective protection of consumer data information | CI-COM-508E-0 | Oversee communications in a creative environment |
| | | CI-DM-504S-0 | Manage the use of analytics and develop data strategies * | CI-PS-502E-0 | Resolve problems which impact on the work |
| | | CI-MPR-508S-0 | Coordinate data collection and interpretation | | |

*Competency Standard available

Legend of Competency Unit

BM Business Management WSQ Framework
CI Creative Industries WSQ Framework
BO Business Operations Competency Category
COM Communication Competency Category
DBS Databases Competency Category
DM Direct Marketing

IM Interactive Media Competency Category
MPR Marketing and Promotion Competency Category
PM Project Management Competency Category
PS Problem Solving Competency Category
SPI Strategy Planning & Implementation Competency Category
STR Strategy Competency Category

TECHNOLOGY / DATA | COMPETENCIES – DIRECT & INTERACTIVE MARKETING

| WSQ Qual Level | Job Roles | Competency Unit Code | Specialisation Competency Units | Competency Unit Code | Core Competency Units |
|----------------|---|----------------------|--|----------------------|---|
| 5 | Solutions Director | CI-BO-504C-0 | Manage risk * | BM-SPI-501E-1 | Develop organisational strategies and policies* |
| | | CI-DBS-503S-0 | Determine that database functionality and scalability suit business requirements | CI-COM-502S-0 | Present effectively to engage and manage your audience * |
| | | CI-DBS-501S-0 | Manage the capabilities of site and database to meet business needs | CI-COM-508E-0 | Oversee communications in a creative environment |
| | | CI-IM-507S-0 | Architect interactive media properties and database | CI-PS-502E-0 | Resolve problems which impact on the work |
| 4 | Data Analyst | CI-DBS-503S-0 | Determine that database functionality and scalability suit business requirements | CI-HR-407C-0 | Participate in, facilitate and promote effective working of individuals and teams |
| | | CI-DM-405S-0 | Analyse market trends and industry developments * | CI-RES-405C-0 | Research user trends and consumer tracks |
| | | CI-INF-402S-0 | Develop procedures for the use of information systems | LPM-RLT-401C-0 | Cultivate positive workplace relations * |
| | | CI-RES-404S-0 | Plan, analyse and present research information | | |
| 4 | Developer / Senior Programmer (from Interactive Media WSQ Framework) | CI-IM-318S-1 | Develop mark-up for websites * | BM-PM-303C-1 | Apply project time management techniques * |
| | | CI-IM-408S-1 | Code scripts to provide front-end functionality for websites * | BM-PM-304E-1 | Apply project quality control procedures * |
| | | CI-IM-410S-1 | Manage digital assets * | CI-IM-407C-1 | Apply design and production principles in conceptualising a digital media product * |
| | | CI-IM-412S-0 | Use an authoring tool to create an interactive sequence | CI-PM-415C-0 | Monitor and supervise production |
| | | CI-IT-404S-0 | Apply intermediate programming skills in a procedural language | CI-PS-403E-0 | Address problems which impact on the works* |
| | | CI-IT-405S-0 | Clarify requirements and contribute to the development of the programme | | |

*Competency Standard available

Legend of Competency Unit

BM Business Management WSQ Framework
CI Creative Industries WSQ Framework
LPM Leadership & People Management WSQ Framework
BO Business Operations Competency Category
COM Communication Competency Category
DBS Databases Competency Category
DM Direct Marketing Competency Category
INF Information Management Competency Category

HR Human Resource Competency Category
IM Interactive Media Competency Category
IT Infocomm Technology Competency Category
PM Project Management Competency Category
PS Problem Solving Competency Category
RES Research Competency Category
RTL Build Relationships Competency Category
SPI Strategy Planning & Implementation Competency Category

TECHNOLOGY / DATA | COMPETENCIES – DIRECT & INTERACTIVE MARKETING

| WSQ Qual Level | Job Roles | Competency Unit Code | Specialisation Competency Units | Competency Unit Code | Core Competency Units |
|----------------|--|----------------------|--|----------------------|--|
| 3 | Data Administrator / Data Executive | CI-DBS-306S-0 | Complete database back-up and recovery | CI-COM-305C-0 | Demonstrate knowledge of communication services |
| | | CI-DBS-310S-0 | Model data objects | CI-PS-305C-0 | Contribute to dealing with problems in the workplace |
| | | CI-DBS-311S-0 | Model data processes | | |
| | | CI-DBS-312S-0 | Monitor and administer a database | | |
| 3 | Database Engineer (from Interactive Media WSQ Framework) | CI-DBS-306S-0 | Complete database back-up and recovery | CI-COM-304C-0 | Communicate effectively in a creative environment |
| | | CI-DBS-308S-0 | Identify and resolve common database performance problems | CI-DES-331E-0 | Maintain an awareness of trends and developments in design, materials, techniques and technology * |
| | | CI-DBS-309S-0 | Integrate database with a website | CI-IM-313C-0 | Apply an understanding of the principles of design and communication to the development of a digital media product |
| | | CI-DBS-312S-0 | Monitor and administer a database | CI-LD-304E-0 | Organise personal work priorities and contribute to personal development |
| | | | | CI-PS-305C-0 | Contribute to dealing with problems in the workplace |
| 3 | Programmer (from Interactive Media WSQ Framework) | CI-IM-408S-1 | Code scripts to provide front-end functionality for websites * | CI-COM-304C-0 | Communicate effectively in a creative environment |
| | | CI-IT-404S-0 | Apply intermediate programming skills in a procedural language | CI-DES-331E-0 | Maintain an awareness of trends and developments in design, materials, techniques and technology * |
| | | | | CI-IM-313C-0 | Apply an understanding of the principles of design and communication to the development of a digital media product |
| | | | | CI-LD-304E-0 | Organise personal work priorities and contribute to personal development |
| | | | | CI-PS-305C-0 | Contribute to dealing with problems in the workplace |

*Competency Standard available

Legend of Competency Unit

CI Creative Industries WSQ Framework
COM Communication Competency Category
DBS Databases Competency Category
DES Design Competency Category

HR Human Resource Competency Category
IM Interactive Media Competency Category
LD Learning Competency Category
PS Problem Solving Competency Category

GENERIC / CROSS-SECTORAL WSQ CU ADOPTION | DIRECT & INTERACTIVE MARKETING

DEVELOPMENT OF T-SHAPED PROFESSIONALS IN DIRECT & INTERACTIVE MARKETING - GENERIC / CROSS-SECTORAL WSQ FRAMEWORK COMPETENCY UNITS ADOPTION

Generic or cross-sectoral competencies refer to horizontal multi-disciplinary skills which workers serving in different occupations and job roles across different industries and sectors may apply in the course of their work. These competencies are encapsulated in WSQ frameworks such as Business Management (BM) and Leadership & People Management (LPM) WSQ.

Practitioners serving in the Creative Industries (CI) are expected to possess specialised job-specific competencies as well as a range of generic horizontal skills in functional areas including people management, communications and project management. To support their development into T-shaped professionals, appointed CI WSQ training partners (e.g. National CET Institute, CET Centres and Programme Partners) may adopt CUs from the BM and LPM WSQ frameworks for CI WSQ programme implementation on a modular, integrated or qualification basis, subject to fulfilling applicable WSQ accreditation and funding related requirements.

While selected BM and LPM WSQ CUs are already imported into the CI WSQ Competency Maps, the range of job roles and associated competencies in CI Industries continue to expand and evolve rapidly such that other generic skills-in-demand may not have been readily imported. The flexibility accorded will enable CI WSQ training partners to design and implement WSQ programmes rapidly to meet the holistic skills development needs of CI practitioners while maintaining the integrity of CI WSQ and the WSQ system as a whole.

VERSION CONTROL | DIRECT & INTERACTIVE MARKETING

VERSION CONTROL

| Version | Effective Date | Changes |
|---------|----------------|---|
| 1.0 | February 2008 | Initial Version |
| 2.0 | September 2012 | First review version |
| 2.1 | March 2014 | <ul style="list-style-type: none">• Inclusion of the following components into the competency map<ul style="list-style-type: none">• Introduction to Direct & Interactive Marketing Competency Map• Industry Key Purpose• Competency Category• Update competency unit codes and titles of new/revised competency units |