

## Sales and marketing and procurements common KSBs

Theme/characteristic	Level	Knowledge statement	Skills Statement	Pass grade descriptor	Distinction descriptor
<b>Branding and customer management</b>	2-3	Brand standards, legislation and SOPs.	Match customer needs to products and services using the SOPs and branding requirements.	Selects brands to meet customer needs.	Explains how they apply different brands to meet customer needs and the impact on customer satisfaction.
<b>Branding and customer management</b>	6	The brand position within the market, which includes both UK and global markets, retailer types and trading models.	Selects and merchandises products that enhance the company brand image and product portfolio.  Identifies strategic and innovative solutions integrating products and service solutions to meet customer needs.	Describes a merchandising strategy that enhanced the brand image and product portfolio.	Evaluates their merchandising strategy and the impact on and the lessons learned to inform improvements.
<b>Change management</b>	6-7	Change management methods, models and techniques.	Lead change create an environment for innovation and creativity, establishing the value of ideas and change initiatives driving continuous improvement.	Describes a change improvement process that led to improvements and how this was achieved.	Evaluate a change management process and the impact on continuous improvement and the lessons learned to inform improvements.
<b>Communication</b>	2-3	Communication methods to facilitate understanding for individuals.	Communicate with individuals to facilitate understanding.	Selects communication methods to facilitate understanding appropriate to the needs of the individual.	Explains how they apply different communication methods to facilitate understanding.
<b>Communication</b>	4-7	Different communication skills and strategies to maximise understanding for individuals.	Communicate using different skills and strategies to maximise understanding for individuals.	Adapts different communication skills and strategies to maximise understanding for individuals.	Critically evaluates the impact of different communication skills and strategies to maximise understanding for individuals.
<b>Conflict management</b>	2-3	Principles of conflict management and escalation processes relevant to own role.	Recognise and respond to potential conflict and escalate where appropriate.	Explains how they manage and respond to conflict situations.	N/A.
<b>Conflict management</b>	4-7	Conflict resolution strategies.	Use conflict resolution strategies to manage conflict.	Justifies conflict resolution strategies used to manage conflict.  Uses conflict resolution strategies to deflect or resolve a potential conflict.	Critically evaluates conflict resolution strategies used to manage conflict, and the lessons learned.
<b>Continuing Professional Development (CPD)</b>	2-3	Principles of continuing professional development (CPD).	Participate in training and development activities and the impact of learning on own role.	Explains the importance of identifying own CPD needs and how CPD participation has improved own role.	Evaluates the impact of development activities on ways of working.

<b>Continuing Professional Development (CPD)</b>	4-7	Importance of ongoing professional development and incorporating changes to own role.	Take personal responsibility for ongoing professional development opportunities.	Evaluate own practice and the role of professional development in improving own performance.	Critically evaluates professional development activities and explains the impact on own role or the wider organisation.
<b>Commercial pricing</b>	3-5	Commercial and financial frameworks.	Delivers commercial buying and merchandising within the financial framework.	Evaluates own commercial buying practice and improvements on own performance.	Evaluates own commercial and buying practice, and the lessons learned to inform improvements.
<b>Deliver presentations</b>	2-7	Presentation methods that can be used for the different audiences and purposes.	Create and deliver presentations that meet an intended purpose.	Prepares and delivers a presentation that meets an intended purpose.	Evaluates the delivery of a presentation, how it met the intended purpose and the lessons learned to inform improvements.
<b>Digital systems and technology</b>	4-7	Credible data sources, analysis and evaluation techniques.	Collate, analyse and interpret data.	Describes how collated data was analysed and interpreted to make informed decisions.	Evaluate data to inform actions.
<b>Equity, diversity and inclusion</b>	2-7	Legislation and organisational policies relating to equity, diversity and inclusion in the workplace.	Promote legislation and policies that support equity, diversity and inclusion in the workplace.	Explains how legislation and policies have been followed to support and promote equity, diversity and inclusion in the workplace.	Evaluates their approach to supporting and promoting equity, diversity and inclusion in terms of impact on the workplace.
<b>Finance and budget</b>	2-5	Principles of resource management.	Efficient use of resources, time and products.	Explains how they act responsibly, efficiently and to budget constraints when working with resources, time and products.	Evaluates efficiency of budget management and impact on resource, time and products and lessons learned for future improvements.
<b>Finance and budget</b>	6-7	Budget management techniques.	Commission and manage the budget to achieve business objectives.	Explains how they commission and manage the budget to achieve business objects and seeking solutions to business needs.	Critically evaluates the efficiency of budget management and the lessons learned for future improvements.
<b>Health and safety</b>	2-3	Awareness of health and safety regulations, standards, and guidance and impact on role.	Follow procedures in line with health and safety regulations, standards, and guidance.	Prioritises safe systems of work, following procedures in compliance with health and safety regulations, standards and guidance.	Explains reasons why it is important to follow health and safety procedures and prioritise health and safety.
<b>Health and safety</b>	5-6	Health and Safety at Work Act. Occupational health and management systems.	Take responsibility for own obligations for health, safety and welfare issues.  Take personal responsibility for and promote health and safety and wellbeing.	Explains how they have taken personal responsibility for and promoted health safety and wellbeing.	N/A
<b>Health and safety</b>	2-7	Health and safety regulations, guidelines and procedures relevant to own role.	Comply with health and safety regulations, guidelines and procedures.	Complies with health and safety regulations, guidelines and procedures.	N/A

<b>Horizon scanning</b>		The use of horizon scanning to identify the current and future needs of the sector and procurement landscape.	Use horizon scanning to identify future changes in .....TB to add	Identifies current and future needs of the sector and procurement landscape and makes suggestions for future change, underpinned by horizon scanning.	Critically evaluates their use of horizon scanning in identifying change which has transformed the procurement services of their organisation.
<b>Interpretating data</b>	2-3	Data collation and analysis techniques.	Assist in data collation and analysis.	Describes how they assisted in collation and analysis of data.	Analyse and interpret data to inform actions and ideas.
<b>Interpretating data</b>	4-7	Credible data sources, analysis and evaluation techniques.	Collate, analyse and interpret data.	Describes how collated data was analysed and interpreted.	Evaluate data to inform actions.
<b>Leadership</b>	4-7	Leadership theories and styles, and the impact these can have on individuals and the organisation.	Provide leadership to individuals and the organisation.	Explains own leadership style and the impact on individuals and the organisation.	Critically evaluate leadership styles and the impact on individuals and the organisation.
<b>Legislation</b>	2-3	The legislation, local and national policies and codes of conduct that apply to own role.	Work in line with the legislation, local and national policies and codes of conduct that apply to own role.	Complies with legislation, local and national policies and codes of conduct within limits of own role.	Explains the impact of legislation on local and national policies and codes of conduct on own role.
<b>Legislation</b>	4-7	The legislation, local and national policies and codes of conduct that apply to own role, including the implications of non-compliance.	Interpret and apply legislation, local and national policies and codes of conduct within limits of own role.	Applies and interprets legislation, local and national policies and codes of conduct within limits of own role, explaining the implications of non-compliance.	Critically evaluates the impact of legislation on local and national policies and codes of conduct on own role.
<b>Marketing</b>	3-4	Brand theory such as positioning, value, identity, guidelines and tone of voice.  The metrics for the delivery and evaluation of marketing activity.	Plan and coordinate a marketing activity using marketing tactics to acquire and retain one or more customer segments using available resources.	Selects appropriate metrics for the delivery and evaluation of marketing activity applying them accurately to elicit valid data.  Uses valid data and resources to plan and demonstrate how marketing activities effectively retain and acquire customer segments.	Justifies their plan for the choice of marketing activities and resources used to retain and or acquire customer segments.
<b>Negotiations</b>	3-6	The procurement negotiation techniques required to reach a mutually beneficial agreement.	Liaise and negotiate with suppliers and stakeholders to ensure the timely delivery of purchased goods and services.	Secures the timely delivery of purchased goods and services through communication and negotiation with suppliers.	Evaluates negotiations and services delivered for lessons learnt and potential improvements.
<b>Organisation</b>	4-7	Organisation's business strategy and objectives relevant to own role.	Works with external and internal departments to build relationships to drive sales activity and support the delivery of the business objectives.	Explains the role that they play in the organisation's structure, vision and objectives and the impact it has on the wider environment and sustainability on marketing activities.	Evaluates the benefits and limitations of the proposed project recommendations to their organisation.

<b>Partnership, collaboration and team working</b>	2-3	Principles of collaboration, partnership and teamworking with individuals, carers, agencies and the wider multidisciplinary team.	Collaborate and work in partnership with team members, individuals, carers, agencies and the wider multidisciplinary team.	Collaborate and work in partnership with team members, individuals, carers, agencies, and the wider multidisciplinary team.	Evaluates how they collaborate and work in partnership with team members, individuals, carers, agencies, and the wider multidisciplinary team and suggests improvements to own approach.
<b>Partnership, collaboration and team working</b>	4-7	The importance and impact of team and organisational dynamics and culture to service delivery.	Work collaboratively with teams and liaise with external agencies to facilitate team working.	Works in partnership with others, including external agencies, showing leadership skills within the scope of the role.	Critically evaluates benefits of partnership working and collaboration with teams.
<b>Problem solving</b>	2-4	Problem solving techniques and own level of authority when responding to challenges associated with routine and non-routine issues.	Apply problem solving techniques to resolve routine and non-routine issues within scope of own role.	Explains the techniques used to solve routine and non-routine problems.	Identifies opportunities for sharing solutions to problems.
<b>Procurement</b>		Contract development and ongoing supplier relationships and management.	Contract development, and supplier performance monitoring, management and reporting techniques for example cost, service, evaluation, quality and sustainability.	Explains their approach to contract development and decision-making with reference to their analysis and use of research findings and benchmarking methods.	Outlines how their recommendation for improvement has delivered positive outcomes for the organisation.
<b>Project management</b>	4-7	Principles of project management tools to deliver outcomes to required specifications.	Uses project management tools to deliver outcomes to required specifications.	Describes the project management tools used to deliver projects to required specification.	Critically evaluates project delivery against required specification and the lessons learned to inform improvements.
<b>Recording and storing of individuals data and information</b>	2-7	Ways to use, record and store data and information related to individuals securely and in line with General Data Protection Regulation (GDPR) requirements and local and national policies, including the safe use of technology.	Use, record and store data and information related to individuals securely and in line with General Data Protection Regulation (GDPR) requirements and local and national policies, including the safe use of technology.	Uses technology when recording and storing data and information related to individuals in line with General Data Protection Regulation (GDPR) requirements, and local and national policies.	N/A
<b>Research</b>	3-5	Research methodologies relevant to own role.	Conduct research relevant to own role.	Explain the impact of research findings on own role.	Evaluates research findings to inform own practice improvements.
<b>Research</b>	6	Methods for collecting research data and how to analyse, interpret and apply findings to own and others' practice.	Conduct, analyse, interpret and apply research findings to own and others' practice.	Evaluate methodologies used when conducting research relevant to own and others' practice.	N/A
<b>Resource efficiency</b>	2-4	Methods to manage and reduce waste sustainably.	Manage waste and identify methods of sustainable waste reduction.	Explains the sustainable waste management and reduction methods used.	Justifies the sustainable waste management and reduction methods used and identifies potential improvements.

<b>Resource efficiency</b>	5-7	Concepts of resource efficiency in the workplace.	Identify, organise and use resources to complete tasks, applying the concepts of resource efficiency in the workplace.	Discusses how resources are identified, organised and used efficiently.	Critically evaluates their contribution to the efficient use of resources and makes recommendations for further improvements.
<b>Risk assessment</b>	2-3	How to identify risk and undertake risk assessments following organisational policies and procedures.	Identify risks and contribute to development of risk assessments.	Explains how they contribute to the development of risk assessments.	N/A
<b>Risk assessment</b>	4-7	How to undertake and report risk assessments following organisational policies and procedures.	Undertake risk assessments.	Describes how they conduct, and report risk assessments undertaken.	N/A
<b>Risk Management</b>	2-3	Risk procedures and protocols.	Identify and report risk.	Complies with organisational risk procedures and protocols.	Explains the impact of applying organisational risk procedures and protocols.
<b>Risk Management</b>	4-7	The principles and practice of risk management.	Analyse, mitigate and manage risk.	Analyses risks and identifies how to manage and mitigate risk.	Critically evaluates the mitigations utilised when managing risk.
<b>Sales and Marketing</b>	6	Sales and marketing methodology.	Plan strategically and consistently to meet sales targets.	Analyses customer requirements and identifies the right portfolio and products that meet their needs and enables targets to be met.	Critically evaluates impact of customer analysis and how improvements can be made to enhance target deliver.
<b>Stakeholder engagement</b>	2-3	Approaches to stakeholder engagement.	Build relationships with stakeholders.	Uses stakeholder engagement approaches to build relationships.	Explains the effectiveness of building relationships with stakeholders.
<b>Stakeholder engagement</b>	4-5	Principles of stakeholder engagement.	Build and develop multiple and diverse stakeholder relationships.	Demonstrates the ability to work collaboratively with stakeholders to build effective relationships.	Evaluates the impact of relationships on own and wider organisation.
<b>Stakeholder engagement</b>	6-7	Strategies, concepts and theories of stakeholder engagement.	Use behavioural insights to build, develop and manage multiple and diverse stakeholder relationships.	Evaluates the impact of stakeholder relationships on own role and the wider organisation.	Evaluates the impact of relationships on own role and organisation.
<b>Statistical Analysis</b>	2-4	Statistical data analysis methods used to present data relevant to own role.	Apply data analysis methods to present data relevant to own role.	Uses data analysis methods to present data relevant to own role.	Explains the data analysis methods used to present data relevant to own role.
<b>Statistical Analysis</b>	5-7	Statistical data analysis methods to make reasoned conclusions.	Conduct statistical analysis to make reasoned conclusions.	Justifies the selection of statistical methods used to make reasoned conclusions.	Critically evaluates a highly statistically advanced method applicable to the objective demonstrating application of the method.

<b>Stock control</b>	2	Stock control methods and processes including storage and rotation that take environmental sustainability into account.	Maintain stock levels of resources, equipment and consumables, taking environmental sustainability into account.  Undertakes stock control, storage and rotation.	Applies stock control methods and processes to maintain prep and par levels, taking environmental sustainability into account.	Explains why sustainability must be considered for stock control methods and processing.
<b>Stock control</b>	3-4	Stock control, ordering, and management of storage and rotation to maximise sustainability and support planned operations.	Manages the ordering, rotation and storage of stock and other materials to maximise sustainability and support planned operations.	Explains how they manage, order and monitor stock levels, supporting planned operations and maximising sustainability.	Justifies choices made when controlling, ordering and managing stock to maximise sustainability and successfully support planned operations.
<b>Team Working</b>	2-7	Team working techniques.	Apply team working principles.	Collaborate and promote teamwork across disciplines.	Describes how they apply team working principles to meet their team's work goals.
<b>Wellbeing</b>	4-7	Importance of wellbeing, self-care and resilience of own self and team.	Develop and adopt strategies for wellbeing and self-care to maintain a high standard of professional effectiveness of own self and team.	Evaluates the different strategies for wellbeing to maintain professional effectiveness of self and team.	N/A.
<b>Workload management</b>	2-3	Methods to manage time, resources and workload.	Manage time, resources and workload.	Describes how they manage time, resources and workload.	Evaluates how they manage time, resources and workload the lessons learned to inform improvements.
<b>Workload management</b>	4-7	Principles of workload management and how own role contributes to team workload.	Use workload management principles to plan, organise and prioritise own tasks and manage time effectively.	Explains workload management principles individually and in team situations.	Critically evaluates how they use workload management principles individually and in team situations.

<b>Behaviours</b>	<b>Level 2-3</b>	<b>Level 4-5</b>	<b>Level 6-7</b>
Accountability	Has accountability and ownership of their tasks and workloads.	Has accountability and ownership of their tasks and workloads.	
Adaptable	Works flexibly and adapts to circumstances.	Works flexibly and adapts to circumstances.	Works flexibly and adapts to circumstances.
Development	Frequently seek and act upon feedback, reflect on performance and show commitment to self-development.	Frequently seek and act upon feedback, reflect on performance and show commitment to self-development.	Evaluate own personal performance and welcomes personal development opportunities.
Equity, diversity and inclusion	Follows equity, diversity and inclusion rules and guidance.  Shows respect for different views.  Supports social inclusion in the workplace and with key stakeholders.	Promotes equity, diversity and inclusion within the team, the wider organisation and service users.	Promotes and protects the interests of service users and cares, treating people with dignity, respecting an individual's diversity, beliefs, culture, needs and preferences.
Ethics and integrity	Works safely to always ensure a safe working environment for themselves and others in the workplace in line with health and safety requirements.  Facilitates safe working practices ensure safety of self and others, challenges safety issues.	Act in a manner which includes communication, professionalism, teamwork and clinical skills.  Exercises responsibilities in an ethical manner.	Priorities on health, safety and environment.
Initiative	Takes responsibility, shows initiative and is organised.	Takes responsibility, shows initiative and is organised.	Takes responsibility, shows initiative and is organised.
Innovation	Keep up to date with regulation/industry best practice.	Actively promotes emerging and advanced technologies to optimise performance.	Uses initiative and imagination together with experience of emerging and advanced technologies to develop and identify new ideas.
Leadership and teamwork	Dignity, respect and professionalism.  In team-focused – works effectively with colleagues and other professionals, showing dignity and respect.	Builds and maintains positive relationships with colleagues, customers and suppliers.  Is solution focused.  Considers other perspectives, options and the bigger picture to make a decision and focuses on solutions rather than problems.  Collaborative within teams, across discipline and with external stakeholders.	Works with others toward common goals and applies different techniques for communication and negotiation.  Leads by example, demonstrating safe behaviours at all times.
Professionalism	Manages own time effectively to achieve task completion to schedule, including responding to change in priority	Adapts style and method of communication to the circumstances and needs of individuals, demonstrating empathy, fairness and authority as appropriate; seeks and provides feedback in a	Maintains a balance that recognises the concerns of all parties in the investigative process.  Calm, rational and professional under pressure.

		positive manner.	Is adaptable, reliable and consistent. Shows discretion, resilience and self-awareness.
Resilience	Shows resilience	Maintains optimistic and professional, adapt well to change, and keep going in the face of adversity.	