



Canadian
Supply Chain
Sector Council

Conseil canadien
sectoriel de la chaîne
d'approvisionnement

OCCUPATIONAL STANDARD

(For use in the development of supply chain related job descriptions, performance evaluations, career development plans, etc.)

Position:	SALES AND MARKETING MANAGER – SUPPLY CHAIN
Description of Position (As defined by the CSCSC Stakeholder Community)	<i>Sales and Marketing Managers – Supply Chain, plan, organize, direct, manage, evaluate, and are responsible for the activities of establishments and departments involved in sales and marketing of supply chain services. This includes the identification of opportunities for operational improvements. Management specializations in sales or marketing functions may be present in organizations depending upon the nature, size and complexity of the organization.</i>
Position Development	Advancement to upper management positions is possible through good performance and extensive management experience exhibiting progressive responsibility.
Required Qualifications:	(Education, Training, Related Work Experience)
Education	A Sales and Marketing Manager – Supply Chain generally requires a college diploma or university degree in business administration or in a related field. A combination of related training and considerable experience may be considered an equivalent. Additional qualifications via specializations in sales, marketing, and supply chain are beneficial.
Training	Enhanced learning may be acquired as part of regular work activity, through training offered in-house, through reading or other forms of self-study, or through off-site training at management schools, colleges and/or universities.
Related Work Experience	Several years of progressively responsible positions and experience as a sales or marketing supply chain representative are required. International experience is considered an asset.
Tasks:	
Sales and Marketing Managers – Supply Chain may perform	<ul style="list-style-type: none"> • Sell transportation, warehousing, and specialized services to provide solutions to client logistical needs

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some or all of the following tasks:

- Plan, organize, direct, manage and evaluate the activities and budget of establishments and departments involved in sales and marketing of supply chain services
- Identify, develop, implement and evaluate Sales and Marketing – Supply Chain policies, procedures, and strategies
- Assist distribution networks for supply chain products and services, initiate market research studies and analyze their findings, assist in product development, and direct and evaluate the marketing strategies of establishments
- Establish key performance indicators for the sales and marketing department(s) and monitor ongoing performance
- Lead the development of sales and marketing materials describing supply chain product or service offerings
- Communicate and represent the organization to existing customers, potential customers, the public, government, and other external sources in the industry
- Lead the development of pricing strategies and negotiations of price and service levels with customers
- Lead the initiation and negotiation of contractual agreements with customers to manage product distribution
- Resolve customer complaints regarding service
- Lead staff in the monitoring of customer preferences, consultations with buying personnel, conduction of market research studies, and/or utilization of sales forecasting and strategic planning to determine focus of sales and marketing efforts
- Prepare budgets and approve budget expenditures
- Evaluate the financial aspects of product development, such as budgets, expenditures, research and development appropriations, and return-on-investment and profit-loss projections
- Review operational records and reports to project sales and determine profitability
- Represent company at promotional activities such as trade shows and association meetings to promote products and services
- Direct the hiring, training, and performance evaluations of marketing and sales staff and oversee their daily activities
- Develop constructive and cooperative working relationships
- Provide information to staff and co-workers verbally and via a wide variety of modern communication devices and mediums
- Maintain open dialogue with other department managers to coordinate activities and improve performance and productivity

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	<ul style="list-style-type: none"> • Maintain currency with industry technologies and seek opportunities to implement same
Tools and Technology:	
	<ul style="list-style-type: none"> • Computer Hardware and Associated Software (e.g. scheduling, customer relationship management, data base user interface and query, electronic mail, human resources, analytical or scientific, enterprise resource planning, project management, word processing, spreadsheet, presentation, etcetera) • Personal Digital Assistants or Organizers • Call Centre Systems and Technologies (e.g. in/out bound communications equipment, performance management systems)
Required Competencies:	(Knowledge, Skills, Personal Attributes)
Areas of Knowledge	A Sales and Marketing Manager – Supply Chain should have knowledge of supply chain, sales and marketing, computers and electronics, English language, other languages, mathematics, customer and personal service, administration and management, communications and media, education and training, and personnel and human resources.
Skills	A Sales and Marketing Manager – Supply Chain should have the following skill sets: effective listening, critical thinking, speaking, presentation, writing, reading comprehension, social perceptiveness, coordination, collaborative conflict resolution, management of personnel resources, monitoring, persuasion, negotiation, active learning, and judgment and decision making.
Personal Attributes	(Abilities, Work Values, Work Styles)
Abilities	The following abilities are important to the role of Sales and Marketing Manager – Supply Chain: oral expression and comprehension, speech clarity and recognition, written expression and comprehension, deductive reasoning, inductive reasoning, problem sensitivity, information ordering, creative problem solving, and fluency of ideas.
Work Values	Individuals who will succeed in this position: <ul style="list-style-type: none"> • empower employees to work independently and make decisions, • lead by example and offer supportive management, • create an environment that encourages personal and professional growth to develop employees for advancement opportunities, and • recognize employee’s strengths and provide them with

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	<p>opportunities to utilize their skills to achieve a sense of accomplishment, job enrichment, and recognition.</p>
<p>Work Styles</p>	<p>The following work styles are attributable to a Sales and Marketing Manager – Supply Chain: customer oriented, attention to detail, integrity, self control, analytical thinking, concern for others, cooperation, independence, innovation, persistence, adaptability/flexibility, leadership, initiative, dependability, achievement/effort, and social orientation.</p>
<p>Essential Skills Profile:</p>	<p>Essential Skills are the skills needed for work, learning and life. They provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change. For more detailed essential skills profiles please refer to the HRSDC website: http://www.hrsdc.gc.ca/eng/workplaceskills/LES/index.shtml</p> <p>The Human Resources and Skills Development Canada (HRSDC) Essential Skills Research Project focused on occupations requiring a secondary school diploma or less and on-the-job training. As such a formal Essential Skills Profile for the occupation of Sales and Marketing Manager – Supply Chain has not yet been created by HRSDC.</p> <p>The following section contains essential skills information identified in existing occupational standards and classified using the nine Essential Skills categories. Note that the content is not associated with HRSDC and the Essential Skills Research Project.</p>
<p>Reading Text</p>	<ul style="list-style-type: none"> • Read and comprehend information in print and electronic media; text contained in notes, letters, memos, e-mails, tables, schedules, spreadsheets, lists, contracts, resumes, meeting minutes, specifications, books, reports, instructional materials, motivational materials, etcetera • Frequently read market trends reports, market research, trade magazines, journals, newsletters, periodicals, legislation, regulations, policies, and accounting and financial reports • Must be able to read and interpret dense and complex texts and make high-level inferences and use specialized knowledge
<p>Document Use</p>	<ul style="list-style-type: none"> • Documents used include graphs, lists, tables, schematics, drawings, schedules, export correspondence, quotation requests, bid requests, proposals, credit collections documents, accounting and financial statements, etcetera, in both print and non-print media • Specialized knowledge of the content of the document may be required; multiple pieces of information from multiple sources are synthesized; the quality of information may be evaluated for

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	accuracy and omissions
Writing Skills	<ul style="list-style-type: none"> • Write informational memos to staff, customer surveys, short texts such as advertising copy, letters on a variety of topics, replies to regulatory agencies, responses to complaints, sales and marketing strategies, product and service offerings, contractual agreements, employee evaluations, monthly evaluation reports, etcetera • Editing the writing of others for factual accuracy, grammar and spelling and effectiveness
Numeracy	<ul style="list-style-type: none"> • Apply financial and money math • Apply scheduling, budgeting and accounting math • Apply measurement and calculation math • Utilize numerical estimation
Oral Communication	<ul style="list-style-type: none"> • Provide clear and concise direction and instructions to staff and other departments • Professional communications with clients, customers, staff, and colleagues using a variety of communications devices and media • Exchange information with other managers and senior management • Interview potential staff members during the recruitment process • Conduct staff meetings and make presentations
Thinking Skills	(Problem Solving, Decision Making, Job Task Planning and Organizing, Significant Use of Memory, Finding Information)
Problem Solving	<ul style="list-style-type: none"> • Respond to customer and staff complaints • Consulted by staff when payment issues arise • Ability to think and respond quickly, and adjust schedules and operating plans in response to unplanned events
Decision Making	<ul style="list-style-type: none"> • Decide whether to ship an incomplete order, taking into account the possibility of customers complaining or of losing contracts • Make decisions about staffing requirements • Make decisions about suggestions for change – e.g. non-traditional proposal approach to adjust marketing to a particular sector
Job Task Planning and Organizing	<ul style="list-style-type: none"> • Make their own decisions on priorities and the order of tasks • Make adjustments for frequent interruptions and changing priorities caused by rush orders, product availability, shipping delays, etcetera
Significant Use of Memory	<ul style="list-style-type: none"> • Remember the policies of the organization • Remember customer details and the names and faces of customers • Remember the names and faces of staff

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	<ul style="list-style-type: none"> • Remember sales and marketing priorities • Remember applicable laws and regulations • Remember tariffs, licenses and restrictions
Finding Information	<ul style="list-style-type: none"> • Get information on potential customer leads at trade shows or from trade periodicals • Conduct market research • Find budget information from sales reports and financial statements • Get information from minutes and correspondence to set policy • Find out about customer satisfaction through surveys, focus groups, sales figures or feedback from customers
Working with Others	Project a positive professional manner, encouraging teamwork, cooperation, collaboration and nurturing positive interpersonal relationships with suppliers, customers, staff, and colleagues.
Continuous Learning	Enhanced learning may be acquired as part of regular work activity, through training offered in-house, through reading or other forms of self-study, or through off-site training. Ongoing learning occurs through participation in professional organizations, seminars, formal courses, conferences and trade shows. In addition, skills are upgraded by attending conferences and networking functions, by liaising with industry associations, and by taking management classes through educational institutions.
Additional Information	(Physical Aspects, Attitudes)
Physical Aspects	A Sales and Marketing Manager – Supply Chain requires working extensively in an office environment (sitting for long periods, repetitive computer and telephone use). It also requires a willingness to travel.
Attitudes	A Sales and Marketing Manager – Supply Chain should have excellent interpersonal skills, negotiation skills, conflict resolution skills, organizational abilities, and exhibit an awareness of and sensitivity to other cultures.
Future Trends Affecting Essential Skills:	Increasing computerization may mean that Sales and Marketing Managers – Supply Chain will require enhanced computer skills in order to work with more complex software. Furthermore, the ability to speak more than one language, and an awareness of and sensitivity to the diversity of international cultures is considered a growing need in the face of increasing globalization.

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**Government of Canada
Defined - Related NOC Code &
Description**

0611 - Sales, Marketing and Advertising Managers

Sales, marketing and advertising managers' plan, organize, direct, control and evaluate the activities of establishments and departments involved in commercial, industrial, wholesale and e-business sales, marketing, advertising and public relations. They are employed by commercial, industrial and wholesale establishments, marketing and public relations consulting companies and government departments.

Document Management:

Activity #	Activity Type*	Replaces	New Version Name	Responsible Individual
1	Document Created	Not Applicable	September 30, 2008	C. Sellar (CSA)
2	Document Modified	Sept 30, 2008	January 5, 2009	C. Sellar (CSA)
3	Document Modified	January 5, 2009	March 1, 2009	C. Sellar (CSA)
4	Document Modified	March 1, 2009	June 29, 2009	C. Sellar (CSA)
5	Document Finalized	June 29, 2009	July 29, 2009	C. Sellar (CSA)
6	Document Modified	July 29, 2009	April 30, 2011	B. Myers (CSCSC)

***Activity Types:**

- ✓ Document Created
- ✓ Document Modified (Minor Corrections & Editorial Changes)
- ✓ Document Updated (Complete Review)
- ✓ Document Finalized
- ✓ Document Retired

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