



# National Marketing Competency Framework

The National Marketing Competency Framework defines the critical skills, knowledge and abilities that must be mastered by marketing professionals in Ireland.

Winter 2024 Update



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# Introduction

For over sixty years, Marketing Institute Ireland (MII) has been at the forefront of advancing marketing excellence, driven by a commitment to our mission of building better marketers, who practice better marketing to deliver better performance. Grounded in the principles of being better, we focus on delivering marketing excellence through education, training and experiences that drive organisational improvements and empower professionals to excel in an ever-changing cultural and economic landscape.

**Better Marketers**  
**Better Performance**  
**Better Deliverance**









# Overview

**We will formally launch the updated National Marketing Competency Framework in the coming months – continuing to set the standard for marketing excellence in Ireland.**

The National Marketing Competency Framework defines the critical skills, knowledge and abilities that must be mastered by marketing professionals in Ireland.

This framework aims to standardise marketing practices, enhance professional development, and ensure that marketing professionals possess the competencies necessary to effectively contribute to their organisation and the Irish economy. It identifies core competencies & marketing disciplines that every marketer, regardless of experience level or industry type must master. Whether you are new to marketing, developing your personal skillset or looking to recruit the right person, these competencies are the essential components of marketing success.

It not only identifies gaps within individuals and teams but also provides a clear pathway for career progression and personal development. Suitable for any industry or sector, this framework empowers marketing teams to pursue personal development goals and accelerate career advancement.

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# Methodology



## 1 Marketer Pathways

We conducted a meticulous review of the original MII Marketer Pathways Competency Framework, which identified three big domains:

- Business Competence
- Marketing Competence
- Personal Competence,

Outlining 30 individual competencies across these domains. While acknowledging the validity of these, our aim with this update is to focus on the competencies specifically important to successful marketing and business management career advancement.

## 3 Industry Experts

To validate & enhance our framework, we invited input from a range of marketing professionals along with input from senior academics and marketing lecturers, combining practical insights with academic perspectives to effectively reframe core marketing competencies for the future.

This holistic approach ensures the National Marketing Competency Framework is robust and reflective of industry best practices and academic rigor.



## 2 Global Reviews

We conducted a thorough analysis of international competency frameworks. Collaborating closely with the European Marketing Confederation (EMC), [which encompasses expertise from 12 European markets, such as the Netherlands, Germany, Spain, and the UK]. Additionally, we established connections with Marketing Associations in key regions, including New Zealand, Australia, Canada, and the USA, enriching our research into competencies generally.



## 4 Academic Validation

We are validating the National Marketing Competency Framework, conducting pilot tests and working close with senior academics in the field of marketing. We aim to continuously review the framework.

# Importance & Impact

**The National Marketing Competency Framework Assessment is a must-have tool for any marketer or marketing team in 2025.**

**By participating in this initiative, professionals will benefit from:**

## **Certification of Professional Competency**

Obtain this certification upon successfully completing the National Marketing Competency Framework Assessment.

## **Personalised Recommendations**

Tailored advice on educational and experiential opportunities to help them succeed.

## **Strategic Development**

A structured approach to personal and professional growth, ensuring they stay competitive in the global market

## **Career Impact**

Clear guidance on how to develop their skills and advance in their careers.

# The Principles of Customer Centricity

**Customer centricity is a core principle in marketing, guiding marketers to ensure products and services are relevant and competitive.**

It shapes how marketers think and behave, focusing on understanding and prioritising customer needs to create consistent, brand-aligned experiences. When evaluating marketing competencies, you must stay grounded in your understanding and application of the principle of customer centricity. Success involves understanding and prioritising the evolving needs of customers and creating consistent experiences that align with your brand values





# Introducing the National Marketing Competency Framework (NMCF)

**The updated National Marketing Competency Framework by the Marketing Institute Ireland is a pioneering initiative designed to elevate the standards of marketing in Ireland**

## The Competencies

At its core, the new NMCF highlights what good looks like and how you get there, identifying the three core competencies that every marketer, regardless of experience level or industry type must master.

1. **Brand Strategy**
2. **Business Performance**
3. **Insights & Planning**

It also identifies the important additional seven competencies that make up the marketing discipline.

- 4: **Responsible Marketing**
- 5: **Marketing Strategy**
- 6: **Creativity & Communications**
- 7: **Digital Optimisation**
- 8: **Innovation & NPD**
- 9: **Channel Experience**
- 10: **Pricing Strategy**

Whether you are new to marketing, developing your personal skillset or looking to recruit the right person, these competencies are the essential components of marketing success.



**By leveraging the insights and expertise of diverse Advisory Panels, this framework will provide marketers with the tools and guidance they need to thrive.**

# Path to Professional Certification

## The National Marketing Competency Framework components will consist of:

### Competency Assessment

An online tool designed to help marketers evaluate their expertise across 10 Marketing Competencies. The assessment generates a personalised report, highlighting the individual's standing in the marketing profession.

There are three levels of assessment available:

- Level 1: For Non-Marketers
- Level 2: For New Marketers (with less than 5 years of experience)
- Level 3: For Senior Marketers (with more than 5 years of experience)

Upon successfully completing the assessment, participants will be awarded a Certificate of Marketing Professional Competency.

### Personalised Development Plans

Detailed recommendations tailored to the individual's current skill level, including:

- Educational opportunities such as courses, workshops, and certifications.
- Areas of focus for additional knowledge and skill development.
- Suggested hands-on work experiences to gain practical insights and expertise.

### Organisational Benefits

Marketing teams can use the tool for personal development plans, helping HR and Senior Management identify skill gaps and development needs. Organisations can enhance their marketing capabilities by ensuring their teams are well equipped with the necessary skills and knowledge.

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# Competency Advisory Panels

**To ensure a robust and balanced evaluation process, we set up dedicated Advisory Panels for each of the 10 key marketing competencies.**

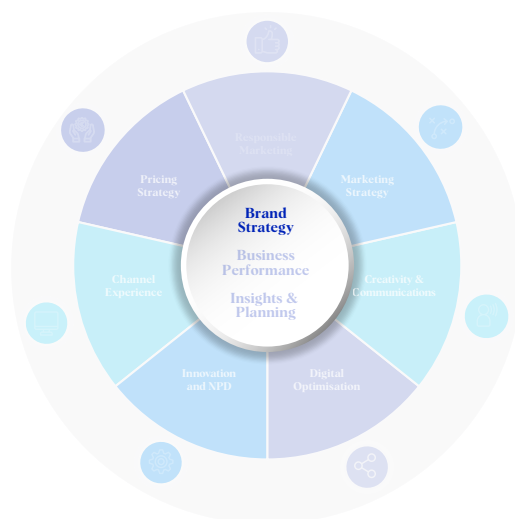
Each competency Advisory Panel consists of a diverse group of experienced marketing professionals, led by a top expert in the relevant field.



Competency Advisory Panel

# Brand Strategy

Takes centre stage, delineating the strategic orchestration of business and marketing resources through customer-centric plans that confer a sustainable competitive advantage upon business.



## Panel Lead



### Fiona Curtin

Marketing Director Heineken  
MII Board Director

An experienced leader in innovation and product development. Known for her creative approach to balancing tradition and modern trends, Passionate about sustainability and responsible business practices, she often driving initiatives that align with environmental and social goals. Her expertise spans both the strategic and operational aspects of product innovation, making her a key figure in shaping forward-thinking solutions in the industry.

## Advisory Panel

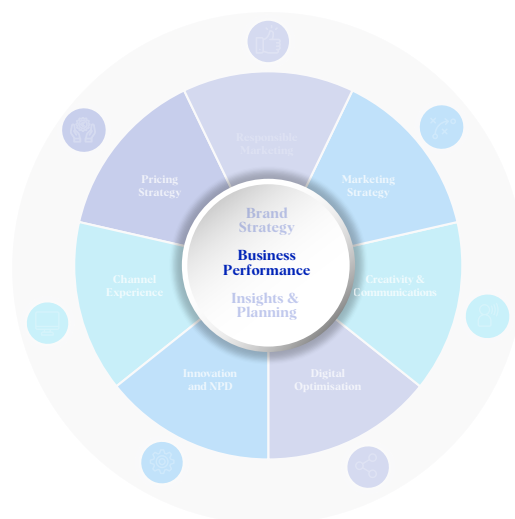
Name	Title	Company
Srishti Kishore	Head of Brand Development & Client Insight & Innovation	Bord Bia
Gavin O Doherty	Head of Brand	Broadlake
Tom Noonan	Head of Marketing	Cairn
Pat Spillane	Brand Manager – Lucozade Sport	Suntory Ireland
Michael Dargan	Head of Brand Strategy	AIB
Dr Dave Alton	Business School Lecturer	UCC
Geoff Mc Grath	Director of Transformation	Core
Padraig Barry	Communications Director	Aldi
Muiris O Riada	Formerly Global Brand Director Hendrick's Gin	
Anne Mannion	Head of marketing and communications	IoD Ireland
Anne Sophie Carena	Head of marketing and communications	Essilor Luxottica Group



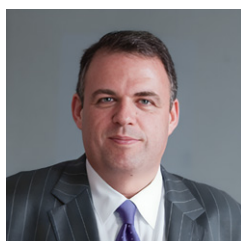
Competency Advisory Panel

# Business Performance

**Determines organisational success. Managers must be capable of making financially informed decisions to optimise resources, manage risk and drive strategic investment in marketing.**



## Panel Lead



**Prof Damien Mc Loughlin**  
Professor of Marketing - UCD

A leading expert in business strategy and performance, Damien has extensive experience advising global companies. Renowned for focusing on driving competitive advantage through strategic marketing, leadership, and innovation. Damien has published extensively in academic journals and is a frequent speaker at international conferences, continuing to shape leaders in the global business community through his research and teaching.

## Advisory Panel

Name	Title	Company
Claire Curtis	Director Marketing and Communications Europe	ARUP
Paul O Dwyer	Global Retail Strategy Director	Bostik
Anne Mulcahy	Interim Head of Brand and Marketing	Currys
Paul Farrell	CEO Hibernia College Group	Hibernia College Group
David Slattery	Head of Marketing & Communications	Pinergy
Kirsten Lyons	Director of Marketing	PWC
Eimear Walsh	Managing Partner	Alternatives
Sinead Holmes	Marketing Director EMEA	Docusign
Caroline Keogh	Executive Relationship Director & Board Member	Boys+Girls

Competency Advisory Panel

# Insights & Planning

Are of critical importance, underscoring the invaluable role of research in unearthing insights that deepen our comprehension of customer needs and behaviours.



## Panel Lead



**Mark Nolan**  
Deputy Managing Partner Genesis  
MII Board Director

Mark Nolan is a seasoned professional with extensive experience in leadership and business development. His expertise spans multiple industries, he is known for his ability to lead teams, implement effective strategies, and deliver impactful results. Passionate about innovation, Mark consistently seeks new opportunities to enhance business performance and create value for stakeholders.

## Advisory Panel

Name	Title	Company
Linda Bradley	Head of Planning & Insights	Diageo Ireland
David Fanning	Strategic Marketing & Customer Insights Manager	ESB
Alison Flannery	Research Director UK & Ireland	Amarach Research
Lynsey Leahy	Global Director of Insights & Analysis	Glanbia
Luke Mc Monagle	Brand Development	Bord Bia
Tara Rooney	Lecturer in Strategic Marketing	TU Dublin
Ciara Reilly	Director	Red C



Competency Advisory Panel

# Responsible Marketing

**Ethics, Integrity, Risk, Compliance, Legal, and Sustainability is pivotal for ensuring that marketing practices align with both societal expectations and legal requirements. This competency represents a commitment to conducting marketing activities with the highest standards of ethical behaviour, transparency, and accountability.**



## Panel Lead



**Muireann Fitzmaurice**  
Marketing Coach

Muireann Fitzmaurice is an award-winning marketing coach and consultant, specialising in responsible marketing practices that help businesses grow ethically and sustainably. Known for helping entrepreneurs and businesses develop clear, actionable marketing strategies, Muireann has worked with a wide range of sectors. She combines her deep industry knowledge with a hands-on coaching approach, empowering clients to confidently market their products and services.

## Advisory Panel

Name	Title	Company
Claire Redmond	Manager, Marketing - PR, Publicity & Partnerships	Faillte Ireland
Belinda Kelly	Marketing Lead	AIB
Victor Coleman	Senior Marketing & Communications Manager	Veolia
Una Morrison	Brand Development & Innovation Specialist	Bord Bia
Graham Carroll	Head of Strategy	Friday
Frances Buggy	Experienced Program /Product Manager, Innovator and Knowledge Manager	
Andrea Walsh	Head of Commercial Marketing	Irish Life
Ann Daly	Head of Marketing & Communications	National Museum of Ireland
Lisa Mc Eneaney	Brand Manager	Aer Lingus
Aoife O Reilly	Business Development and Marketing Manager	Hardware Association of Ireland

Competency Advisory Panel

# Creativity & Communications

Strategic communications expertise, working with partners, applying insight to creatively craft campaigns that enhance dialogue with audiences, building impact through creativity and consistency with organisational values and brand personality.



## Panel Lead



**Peter Mc Partlin**  
Founder The Indie List

Peter is a highly respected media and advertising expert with extensive experience in creativity and communications. As a former CEO of Today FM and co-founder of The Indie List, Peter has deep expertise spanning strategic communications, branding, and creative leadership. Peter is known for his deep industry insights and strategic thinking and has been instrumental in driving innovation and collaboration across the various sectors.

## Advisory Panel

Name	Title	Company
Amy Mitchell	Director	Pt78
Caitriona Campbell	Managing Director	The Public House
Paul Hurley	Director of Marketing, Communications & Development	St Patricks College Maynooth
Anne Zahan	Head of Beer	Diageo
Deirdre O'Brien	Advertising and Media Manager	Failete Ireland
Peter Conneely	Partnerships & Growth Director	Oliver
Simon Fullam	Communications Manager	Matheson
Patrick Kennedy	Global Head of Scaled Measurement	Pinterest
Cara Spillane	Digital Content Manager	AIB
Ezara Ahern	Director	Twelve South Creative
Grainne O Rourke	Fundraising Manager / Interim CEO	Spirasi

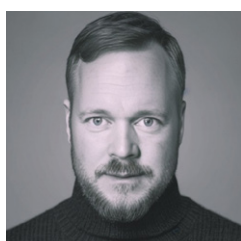
Competency Advisory Panel

# Digital Optimisation

It is essential for modern marketing professionals to effectively navigate and leverage the digital landscape. This competency encompasses a comprehensive understanding and application of digital tools, strategies, and platforms to drive business objectives.



## Panel Lead



**Graham Kinsella**  
Head of Marketing Technology  
Deloitte Digital

Graham specialises in driving digital transformation and innovative marketing solutions across a variety of sectors. With a strong background in strategy and technology, Graham has a proven track record of helping organisations leverage digital capabilities to enhance customer experiences and achieve sustainable growth. He has experience in data analytics and digital marketing enabling him to deliver actionable insights that empower businesses to thrive in an increasingly digital landscape.

## Advisory Panel

Name	Title	Company
Suhas Vijayakumar	Academic Director (of MSc Marketing) and Assistant Professor in Marketing	UCD
Sarah Fitzgerald	Digital Performance Manager	ESB
Matthew Mooney	Head of Marketing Transformation	AIB
Ana Pereira	Marketing Manager	ERGO
Cian Fanning	Digital Transformation Manager – Failte Ireland	Failte Ireland
Sabrina Viot	Digital / Marketing Consultant	
Leona Casey	Digital Marketing & E-commerce Manager	General Paints Ireland
Silvia Marignetti	Senior Digital Analyst	Irish Life
Alison Desmond	Brand Marketing Manager	Vroom Digital
Karl Kavanagh	Head of Digital & Publishing The Irish Sun	News UK & Ireland



Competency Advisory Panel

# Innovation & NPD

Capacity to turn the innovation process into a key growth driver within a business, challenging the status quo with dynamic and creative thinking, transforming market or customer opportunities to improve overall organisation performance.



## Panel Lead



### Ashley Moran

Marketing and Category Director at Pilgrims Europe

Ashley has extensive experience in the food industry, optimising operations and introducing innovative solutions that boost efficiency and product quality. She is driven by a passion for delivering value to customers and stakeholders. With expertise in leveraging cutting-edge technologies and fostering a culture of continuous improvement, Ashley consistently champions innovation to enhance business performance and drive long-term success.

## Advisory Panel

Name	Title	Company
Dr Peter Robbins	Associate Professor	DCU Business School
Ruth Kilduff	Marketing Manager	Odgers Berndtson Ireland
Michael Craig	Head of Propositions	Irish Life Health
Victoria Groom	Head of Marketing Strategy & Propositions	SSE Energy Solutions
John O Connor	Director	ACNE Dublin/ Deloitte Digital
Eileen Moloney	Marketing Director	

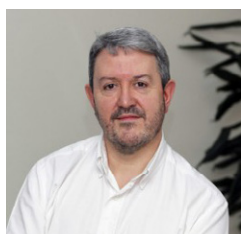
Competency Advisory Panel

# Pricing Strategy

Understands the strategic relationship between pricing and perceived brand value. Capable of strategically and tactically managing the axis of value between financial performance, product pricing, consumer demand/price elasticity, and competitive positioning.



## Panel Lead



**Colin Gordon**  
Founder, Engage Consulting

Colin is a highly respected business leader with extensive experience in the food and beverage industry, where he played a key role in driving growth, innovation, and brand development. Known for his strategic vision and leadership, he has been instrumental in shaping the Irish business landscape through his expertise in marketing, consumer insights, and sustainability. A passionate advocate for responsible business practices, Colin has contributed to various industry boards and initiatives focused on advancing ethical and sustainable business strategies.

## Advisory Panel

Name	Title	Company
Anne-Claire Monde	Head of Marketing	John West Foods
Stephen Molloy	Head of Marketing & Business Planning	Chartered Accountants Ireland
John Gillick	Head of Consumer Marketing and Sponsorship	AIG
Michelle Darlington	Marketing Manager Lucozade Energy, Zero & Alert	Suntory Ireland
Ciaran Gilsenan	Brand Marketing Manager	Pilgrims Food Masters
Karla Elmes	Head of Commercial Finance & Planning	The Very Group
Gerard O'Neill	Chairman	Amarach Research

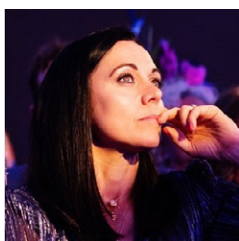
Competency Advisory Panel

# Marketing Strategy

Capacity to develop the marketing strategy, defining what the brand stands for, its personality and competitive positioning. Manage the implementation of the strategy to deliver the brand promise, manage performance, and adapt continuously to drive business success.



## Panel Lead



**Fiona Sweeney**  
Consultant & MII Board Director

Fiona is a seasoned marketing professional with extensive experience in brand strategy, consumer insights, and innovation. Known for her ability to drive impactful marketing campaigns, she has worked across various sectors, helping businesses enhance brand visibility and connect meaningfully with their audiences.

Fiona is highly regarded for her strategic thinking and leadership in the marketing industry and contributes her extensive business and marketing expertise to various organisations and boards.

## Advisory Panel

Name	Title	Company
Roger Sherlock	Head of department of Marketing Studies	TU Dublin
Rachael Crawley	Senior Brand Manager	Heineken
Suzanne Mc Gann	Director of Marketing and Communications	Dublin Convention Centre
Julie Wells	Brand Strategy Consultant, Lecturer, Board Member, Ex Marketing Director	Consultant
Darius Pasalar	Strategy Lead	BBH
Christie Kandiwa	Marketing Specialist	Diatec NTI
David Cullen	CEO	Opinions Market Research
Mark Mortell	Chief Global Client Leadership Officer	Fleishman Hillard
Shauna Crawley	Chief Marketing Officer	Imagine
Claire Looby	Marketing Manager	Irish Times Training
Alan Morris	Head of Marketing	Cash & Carry Kitchens
Fergal Maher	Managing Director	
Alma Birbilaite	Brand and Communications Manager	Cairn
Teresa Brophy	Senior Manager – Creative & Media Team, Marketing Communications	Bord Bia



Competency Advisory Panel

# Channel Experience

Develop effective channel experience strategies, on and or offline, aligning the organisation's overall business, marketing and sales strategies. Ability to select the most effective channels to reach customers, and promote, sell and distribute the organisation's products, services and value propositions.



## Panel Lead



### Catherine Hegarty

Head of Customer Strategy & Experience – PTSB

Catherine Hegarty is the Head of Customer Strategy & Experience at PTSB, where she plays a key role in driving customer-centric initiatives and enhancing the overall customer experience. Catherine's expertise lies in leading strategic projects that focus on understanding customer needs and delivering impactful solutions. Her role involves shaping the bank's approach to customer propositions, insights, and research, ensuring that the customer experience remains at the heart of the bank's strategy.

## Advisory Panel

Name	Title	Company
Catherine Hegarty	Head of Customer Strategy & Experience	PTSB
Marilyn Reidy	Senior Demand Gen Lead	KNEAT
Ailbhe Duffy	Director	B2B Different
Niamh Goss	One to One Marketing Co-Ordinator	Vhi Healthcare
Jonny Boyle	Director of Brand Experience	Fuel
Amanda Farrell	Head of Customer Strategy & Growth	Tesco
Dr Katie Power	Head of Department of Marketing and International Business	MTU
Karen Downey	Senior Marketing Manager Ireland	Just Eat
Orlagh Ni Chorcraoin	Head of Marketing and CX Volvo Car AB	Volvo Cars
Dr Conor Horan	Senior Lecturer in Marketing	TU Dublin

# Thank You

We extend our gratitude to our MII members for their valuable contributions to the development of the National Marketing Competency Framework, helping to uphold and set the standard for marketing excellence in Ireland.







# National Marketing Competency Framework

If you're interested to following us on the development of the  
National Marketing Competency Framework

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