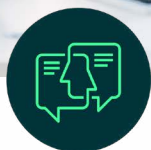


Knowledge

Skills

**Social
Competence**

SECTORAL QUALIFICATIONS FRAMEWORK FOR MARKETING COMMUNICATIONS



LEVEL 1 2 3 4 5 6 7 8

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PREFACE

In 2019, at the initiative of the Association for Marketing Communications SAR (SMC SAR) and the Association of Internet Industry Employers IAB Polska, the Sector Skills Council for the Marketing Communications Sector was established. It is comprised of entities operating in the communications industry as well as education and labour market institutions, employers' organisations, industry organisations, social organisations and representatives of public institutions. The Council actively initiates and supports educational activities, striving to ensure that the education system is responding to the needs of the sector in the best possible way, to set directions for change, to support entrepreneurs, to identify the real professional requirements in the sector, as well as to develop relevant educational programmes. The Council's tasks are conducted through dialogue and the exchange of expert experiences.

After analysis and consultation with experts, the Council recommended the development of a sectoral qualifications framework (SQF) for the marketing communications sector (hereinafter also referred to as the MC sector) in order to identify, name and systematise the qualifications operating in the sector.

For the marketing communications sector, the following questions arise: is a qualifications framework needed in the field of marketing communications? Will the descriptions of competences in the framework be relevant and up-to-date in view of the specifics of an industry that is changing so dynamically?

Marketing communications encompasses a very wide range of services that are easy to define, but extremely difficult to implement *in praxi*, as they operate in a rapidly changing reality and often overlap. Examples of such services are: planning communications activities, discovering new trends, invention, creativity and creation at the borderline of art, the coordination, analysis and optimisation of campaigns. The activities performed as part of these services are conducted in a changing environment and in different ways, depending on current requirements, such as using non-standard and unique methods of reaching an audience. A basic prerequisite for the development of the industry with such a broad and demanding spectrum of activities is the adaptation of staff competences to the changing requirements of the market environment. Employees are required to continually supplement their knowledge and develop their skills. Obtaining an education in one field is no longer sufficient, the marketing communications sector is constantly changing, which is why it is so important to promote the idea of lifelong learning among its employees.

In responding to the questions posed earlier, one can conclude that a sectoral qualifications framework can provide information about the required qualifications in a sector and facilitate the identification and structuring of activities leading to the attainment of required competences. It can also be a useful tool for developing educational programmes that are better adapted to employers' needs.

The Sectoral Qualifications Framework for Marketing Communications can therefore help employers to make a clear plan for team building and development, identify competency gaps in the organisation, assess the potential of employees and reliably verify candidates for particular positions. In addition, it is a tool that facilitates employee appraisal, job descriptions, is useful in systematising requirements, supports HR processes, facilitates the planning of possible career and promotional paths, streamlines recruitment processes, as well as the planning of internships and apprenticeships.

In my opinion, there is a good chance that thanks to the SQF, which was developed by a group of experts representing the broadest possible spectrum of competences (representatives of advertising agencies, universities, educational institutions, marketing employees, advertisement-related associations), a new quality has been introduced into the world of marketing communications in Poland. Marketing communications skills are used in almost all sectors of the economy – applying to many industries, many positions.

Each step – aimed at enabling representatives of our sector to continuously improve their skills and thus create high-quality content and messages, propose aesthetical solutions that positively impact the public space in which we live – is extremely important. We have a great responsibility, not only for public space, but also for creating awareness in society. So let the test be a very simple question: is what you say to people and how you say it really what you yourself would like to hear and see? I hope that the Sectoral Qualifications Framework for Marketing Communications we developed will help you take a step towards even better communication.

Magda Drzazga

Managing Director, Chapter 1, Leader of the Working Group on the Sectoral Qualifications Framework for Marketing Communications of the Sector Skills Council for Marketing Communications

GLOSSARY

Definitions of some of the terms used in this publication are presented below (based on Sławiński, 2017; Szymczak, Trawińska-Konador, Żurawski, 2020):

SQF level descriptors – a set of general statements describing the knowledge, skills and social competence required for qualifications at a given SQF level.

Learning outcomes – the knowledge, skills and social competence acquired in the learning process. This concept can be explained as follows: learning outcomes consist of what a person knows and understands, is able to do, as well as the commitments a person is ready to fulfil. Individual learning outcomes can be specific to a given qualification or universal; they can, for example, refer to what are known as key competences or to general professional competences.

Qualification – a set of learning outcomes encompassing knowledge, skills and social competence acquired in formal and non-formal education as well as through informal learning, meeting the requirements determined for a given qualification. Attainment of the required learning outcomes for a given qualification is assessed through validation and formally confirmed by an awarding body.

Polish Qualifications Framework (PQF) – the description of eight levels of qualifications distinguished in Poland, which correspond to the specific levels of the European Qualifications Framework. The descriptions present the general characteristics (known as “descriptors”) of the learning outcomes assigned to each level in the categories of knowledge, skills and social competence.

Polish Qualifications Framework level – the scope and complexity of the learning outcomes required for a qualification assigned to a given PQF level, formulated with the use of the general characteristics (known as “descriptors”) of learning outcomes.

Sectoral qualifications framework (SQF) – the description of qualification levels functioning in a given sector or industry; the levels of a sectoral qualifications framework correspond to the respective levels of the Polish Qualifications Framework.

Competence series – a set of descriptors at different SQF levels relating to the same determinant and in the same category of learning outcomes (e.g., knowledge).

Sectoral determinants – areas of key competences in a given sector.

Integrated Qualifications System (IQS) – a national system of required standards and principles defined in the IQS Act regulating: the descriptions of qualifications, the assignment of Polish Qualifications Framework levels to qualifications, the inclusion of qualifications in the IQS, the provision of information about qualifications in the Integrated Qualifications Register (IQR), as well as the awarding of qualifications and their quality assurance.

The Sectoral Qualifications Framework for Marketing Communications is abbreviated as SQF MC.

A photograph of three people in a modern office setting. A woman with blonde hair, wearing a grey t-shirt and blue jeans, stands in the center, smiling and holding a brown folder. To her left, a man with a beard, wearing a dark jacket, sits at a desk with a laptop, looking towards her. To her right, another man with a beard, wearing a brown jacket, sits at a desk with a laptop, smiling. The background shows a large window with a view of a city street. The text is overlaid in the center of the image.

PART I
DEVELOPING THE SECTORAL
QUALIFICATIONS FRAMEWORK
FOR MARKETING COMMUNICATIONS

1. The context of the sector's operations

1.1. The legal framework

The activities of the marketing communications sector are defined and regulated through legislative acts that take into account the legal and economic context of the sector. They include a series of regulations that refer to single areas of the sector's activity – advertising, promotion, sales, etc. Moreover, in addition to legal acts, there is the Code of Ethics in Advertising (Rada Reklamy, 2023).¹ It describes practices that are considered acceptable as well as those that are unethical, taking into account the good practices of the industry.

There is no single piece of legislation in the Polish legal system that defines all the rules relating to the marketing communications sector. The most important regulations governing the sector's areas of activity or pertaining to its most closely related fields are presented below, together with a brief description.

- **Act of 16 February 2007 on the protection of competition and consumers (Journal of Laws of 2007, No. 50, item 331, as amended)**²

The provisions of this law regulate the rules of competition to protect both the interests of entrepreneurs and consumers; they are intended to prevent practices that may adversely affect the development of competition and those that may be disadvantageous from the perspective of the consumer, e.g., violate their rights.³

- **Act of 23 August 2007 on counteracting unfair market practices (Journal of Laws of 2007, No. 171, item 1206, as amended)**⁴

The Act defines an entrepreneur's actions which are contrary to good practice in the sector, i.e., through which a consumer's purchasing behaviour may be distorted. Such practices include, among others, misleading the consumer, for example, by concealing or falsifying information that is important from the consumer's point of view. The Act also cites the violation of accepted social norms or good manners as examples of an unfair practice.⁵ Furthermore, it defines, among others, such concepts as market practice or product.

¹ <https://radareklamy.pl/kodeks-etyki/>; <https://radareklamy.pl/en/code-of-ethics-in-advertising/>

² <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=wdu20070500331>

³ <https://www.ltb.pl/prawne-aspekty-marketingu-ogolne-zasady/>

⁴ <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=wdu20071711206>

⁵ <https://www.ltb.pl/prawne-aspekty-marketingu-ogolne-zasady/>

- **Act of 26 January 1984, Press Law (Journal of Laws of 1984, No. 5, item 24, as amended)**⁶

This legislation contains provisions for those who work in the media as journalists, publishers or news editors. Article 36 states that announcements and advertisements must not be contrary to the law or the principles of social co-existence, and it must be clearly marked that they do not constitute editorial material. In this way, the law protects consumers from surreptitious advertising, i.e., a statement that gives the impression of being neutral information, while in fact it is advertising a particular company, product or service.

- **Act of 16 July 2004, Telecommunications Law (Journal of Laws of 2004, No. 171, item 1800, as amended)**⁷

The provisions of this law concern the rules for telecommunications activities in the provision of telecommunications services. Article 172 describes the rules on the use of telecommunications terminal equipment and automatic calling systems for direct marketing purposes, which states: “the use of telecommunications terminal equipment and automatic calling systems for the purposes of direct marketing is prohibited, unless the subscriber or end-user has given his/her prior consent”. The article further specifies that: “the use of these means for direct marketing purposes may not be at the expense of the consumer”. This means that in order to conduct a direct marketing activity, one must obtain the prior consent of the telephone user or owner of the email address in question.⁸

Some of the most important regulations for the marketing communications sector are found in the laws governing other sectors, some of which are presented below. Such sectors include tobacco, alcohol, pharmaceuticals, insurance, cosmetics, gaming and betting, among others (IAB Poland, 2021). However, it should be added that some of them are quite lacking in their regulations and laws on advertising and promotion, such as the arms industry.

- **Act of 9 November 1995 on protecting health from the effects of tobacco and tobacco products (Journal of Laws of 1996, No. 10, item 55, as amended)**⁹

This act defines the rules for the promotion, advertising and sponsorship of tobacco products, electronic cigarettes, spare containers or tobacco utensils.

- **Act of 26 October 1982 on Upbringing in Sobriety and Counteracting Alcoholism (Journal of Laws of 1982, No. 35, item 230, as amended).**¹⁰

⁶ <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=wdu19840050024>

⁷ <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=wdu20041711800>

⁸ <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=wdu20041711800>

⁹ <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=wdu19960100055>

¹⁰ <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=wdu20011261381>

The provisions of this law prohibit the promotion of alcohol in a way that suggests that its consumption improves health, relaxes or leads to professional success. The law restricts alcohol advertising in places accessible to minors, such as in print media directed to youth and children. In addition, advertising must not be aggressive or encourage excessive alcohol consumption.

- **Act of 6 September 2001, Pharmaceutical Law (Journal of Laws of 2001, No. 126, item 1381, as amended)¹¹ and the regulation of the Minister of Health of 7 July 2022 amending the regulation on advertising medicinal products.¹²**

Chapter 4 of the Pharmaceutical Law contains, among others, the rules for advertising medicinal products. Among them are provisions prohibiting the use of the image and recommendations of celebrities, scientists, physicians or pharmacists, as well as actors who play their roles, targeting advertising to children, and suggesting that the use of a particular drug will allow a person to avoid a doctor's visit. In turn, the regulation amending the previous regulation on advertising medicinal products primarily clarifies the warnings that are directed to the public in audiovisual, audio, etc. form.

- **Act of 28 August 1997 on the organisation and operation of retirement funds (Journal of Laws of 1997, No. 139, item 934, as amended)¹³**

This legislation refers to the principles cited in the Act on Counteracting Unfair Market Practices. However, it points out in detail that "advertising for an open-ended fund (...) which misleads or is likely to mislead in such a way as to induce a person to join or remain in the open-ended fund is prohibited".

The following legal acts are also to be noted:

- **Act of 11 March 2004 on Value Added Tax (Journal of Laws of 2004, No 54, item 535, as amended)¹⁴**

The Act contains a catalogue of so-called printed materials of an advertising nature.

- **Act of 27 April 2001. Environmental Protection Law (Journal of Laws of 2001, No. 62, item 627, as amended)¹⁵**

This act defines the relationship between advertising and other forms of promotion and the principles of environmental protection and sustainable development. In particular,

¹¹ <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU20220002301>

¹² <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU20220001554>

¹³ <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU19971390934>

¹⁴ <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=wdu20040540535>

¹⁵ <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=wdu20010620627>

it contains provisions on the creation of messages that are incompatible with the aforementioned principles.

- **Act of 27 March 2003 on spatial planning and development (Journal of Laws of 2003, No. 80, item 717 as amended)**¹⁶

This legislation defines the concept of advertising, billboards, advertising devices, signboards in the context of spatial order and spatial development.

Transferring a significant part of marketing communications activities to the Internet has not only affected their effectiveness, lowered costs and made measurement easier, but it has also forced the preparation of new regulations in this area. Many of these have been developed in Europe, among the most relevant are:

- **EDPB guidelines on targeting social media users**¹⁷

Prepared by the European Data Protection Board, this document aims to clarify the roles and responsibilities of social media providers and their audiences. The guidelines include a description of potential risks to individuals' freedoms, the main actors and their roles, and key principles and requirements for processing personal data. The guidelines also include key elements of the arrangements between social media providers and their audiences.¹⁸

- **The Digital Services Act (DSA) and the Digital Markets Act (DMA)**

Both regulations constitute a single set of rules prepared by the European Union. Their main goals are to create a safer digital space and a level playing field to promote innovation, economic growth and competitiveness.¹⁹ The DSA imposes advertising obligations on intermediaries, particularly online platforms. In doing so, it regulates social media advertising, imposing new obligations on providers of these platforms. They are now required to comply with the proper labelling of displayed ads. The DSA also bans display ads based on profiling that uses sensitive data, as well as prohibiting the profiling of minors by using such data.

¹⁶ <https://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=wdu20030800717>

¹⁷ https://edpb.europa.eu/our-work-tools/our-documents/guidelines/guidelines-82020-targeting-social-media-users_pl

¹⁸ <https://www.prawo.pl/prawo/przetwarzanie-danych-osobowych-a-targetowanie-uzytownikow,503271.html>

¹⁹ <https://digital-strategy.ec.europa.eu/pl/policies/digital-services-act-package>

1.2. The self-regulation of the sector

As mentioned above, the legal acts governing the marketing communications sector do not regulate the entire scope of the sector's activities, but only parts of it, such as the effects or products of its activities (e.g., advertising). This makes sector's bottom-up initiatives to introduce self-regulation all the more noteworthy. While they obviously do not have the character of binding law and compliance is not mandatory, they do identify certain good practices or set standards.

Such self-regulatory initiatives by the sector include the following:

- **White Paper of Best Tender Practices and Tools in Marketing Communications,**²⁰
- **Activities of the Union of Associations Advertising Council**²¹ (The Advertising Council) and:
 - **The Ethics Committee,** a body of The Advertising Council,²²
 - **The Code of Ethics of Advertising** (The Advertising Council, 2023), a document prepared by The Advertising Council.²³
- **Activities of organisations such as the IAA – International Advertising Association in Poland,**²⁴ **the Association of Internet Industry Employers IAB Polska**²⁵ **and the Association for Marketing Communications SAR.**²⁶

The *White Paper* is a set of tools and recommendations for establishing effective collaboration in the industry and the execution of tenders for the purchase of marketing communications services (full service communications, digital, public relations, events, media, etc.). The *White Paper* is intended to facilitate collaboration between advertisers and agencies creating communications so that it is not only effective, but also meets ethical standards, taking into account certain values such as openness, transparency, competence, efficiency, partnership and responsibility. The document contains sets of guidelines and good practices, as well as model documents or tools that can be used by the industry.

²⁰ See also <https://www.dobryprzetarg.com.pl/biala-ksiega>

²¹ <https://radareklamy.pl/statut/>; English version <https://radareklamy.pl/en/statute/>.

²² See <https://radareklamy.pl/regulamin-rozpatrywania-skarg/>; English version <https://radareklamy.pl/en/complaints-handling-rules/>

²³ See <https://radareklamy.pl/kodeks-etyki/>; English version <https://radareklamy.pl/en/code-of-ethics-in-advertising/>

²⁴ <https://iaa.org.pl/>

²⁵ <https://www.iab.org.pl/>

²⁶ <https://sar.org.pl/>

The Union of Associations Advertising Council is, according to its statute, an organisation whose aim is “to act so as to achieve the highest ethical standards on the marketing communications market, to protect and develop self-regulation understood as the best method for shaping relations amongst all participants on the market, as well as to care for the freedom to conduct advertising activity” (Advertising Council, 2022, p. 1). The Advertising Council has an Ethics Committee, which acts as a collegiate court for considering consumer complaints regarding the non-compliance of advertising campaigns with the *Code of Ethics in Advertising* or “generally accepted norms”. The Committee acts in line with a set of specific procedural rules for handling complaints.²⁷

In the event of dissatisfaction with the content of an advertisement, any consumer can submit a complaint to the Advertising Council, which then will investigate and make a decision about the advertisement that is the subject of the complaint. Complaints can usually be made using a form available on the Advertising Council’s website or in writing. The basis for handling consumer complaints is the Code of Ethics of Advertising. Among the basic principles set out in this document are the prohibition of discriminatory content, in particular on the basis of race, religious beliefs, gender or nationality; elements that incite violence, including hate speech; the abuse of the viewer’s trust and taking advantage of their lack of experience or knowledge. Recently, provisions relating to environmental advertising have been added to the Code of Ethics of Advertising.²⁸ They are aimed at counteracting “greenwashing”, a practice whereby a company or organisation attempts to give its products, services or activities an environmentally friendly image, even though in reality it is not implementing significant pro-environmental measures or does not fulfil its environmental promises. Robert Wielgo, President of the Advertising Council, puts it this way: *We are delighted to have taken on this challenge and become the pioneers of self-regulation in the field of greenwashing. The broad expertise of our members and arbitrators also enables us to effectively advise companies on how to avoid “greenwashing” – we have even launched a service providing copy advice in this area.*²⁹

In the case of IAA, IAB and SAR, self-regulation is developed on the basis of sectoral consultations initiated by these three organisations, industry dialogues, working group meetings, i.e., the broad consultation of experts and practitioners in the industry. Each of these organisations initiates, conducts and publishes self-regulation for the sector, most often inviting each other as experts. This is due to the nature and specialisation of the companies in the sector that are affiliated with the IAA, IAB and SAR. This solution has worked well for the sector so far, with the

²⁷ See <https://radareklamy.pl/schemat-rozpatrywania-skarg/>

²⁸ <https://radareklamy.pl/pierwsza-w-polsce-samoregulacja-dotyczaca-reklamy-srodowiskowej/>

²⁹ <https://radareklamy.pl/informacja-prasowa/>

most significant example being ethical standards in food advertising aimed at children. Other equally successful self-regulatory initiatives are the Charter for the Protection of Children in Advertising or the work on developing standards for advertising financial services.³⁰ As there is currently no legislation that directly addresses the labelling of advertising material in social media, representatives of IAB and SAR were also involved in drafting the *Recommendations of the President of the Office of Competition and Consumer Protection on the labelling of advertising content by influencers in social media*.³¹ This is another example of industry self-regulation, which has provided a recommendation for labelling advertising content on various social media platforms. The recommendation states that advertising material should be labelled clearly, unambiguously and understandably for any recipient.³² An example of recent sector self-regulatory initiatives by the organisations mentioned above is the one undertaken by SAR on the integration of Environmental, Social and Governance (ESG) issues and aspects into advertising and promotional activities.³³ The aim of this initiative is to develop and then disseminate good sustainable development practices in the industry, as well as to implement tools already operating in the Polish market.

The described initiatives indicate the great importance social competences have in the sector, in particular those relating to compliance with professional ethics. They also testify to the areas that continue to lack systematisation, which include guidelines on cooperation, ethical principles or informally functioning terminology. This is also evidence of the professionalisation of the sector and its self-awareness. On the other hand, the lack of clearly anchoring the scope of the marketing communications sector in the legal arena results in its rather vague definition.

³⁰ <https://iaa.org.pl/branza-komunikacji-marketingowej-wybiera-samoregulacje/>

³¹ <https://www.fintech.gov.pl/pl/komunikaty/303-aktualnosci-artykuly/1140-rekomendacje-prezesa-uokik-dotyczace-oznaczania-tresci-reklamowych-w-mediach-spolecznosciowych>

³² Ibid.

³³ <https://media.sar.org.pl/229307-esg-dla-branzy-komunikacji-marketingowej-nowa-inicjatywa-sar>

2. Structure of the sector

2.1. Areas of activity

The marketing communications sector covers a broad spectrum of services. However, by relating it to the commonly used methodology of defining an industry, i.e., through divisions and sections of the Polish Classification of Activities (PKD), it is easy to see that the categories of the PKD do not overlap with the practices of the industry. This is due to the fact that, relative to the 2007 PKD structure, the marketing communications sector has evolved, becoming less specialised and more cross-cutting. By referring only to the PKD classification, certain areas of activity of the sector are omitted. Moreover, the nature of the activities supporting marketing communications services is also not taken into account, for example, a person working exclusively as a marketing specialist for a construction company is categorised by the PKD as an employee of the construction sector.

Marketing communications services are included in two sections of the PKD: “Information and communication” and “Professional, scientific and technical activities”. The first section includes publishing, production and broadcasting activities, the second section includes the area of advertising. However, this does not mean that all groups or classes reflect the scope of the sector. Some have been taken out of these sections, such as software publishing.

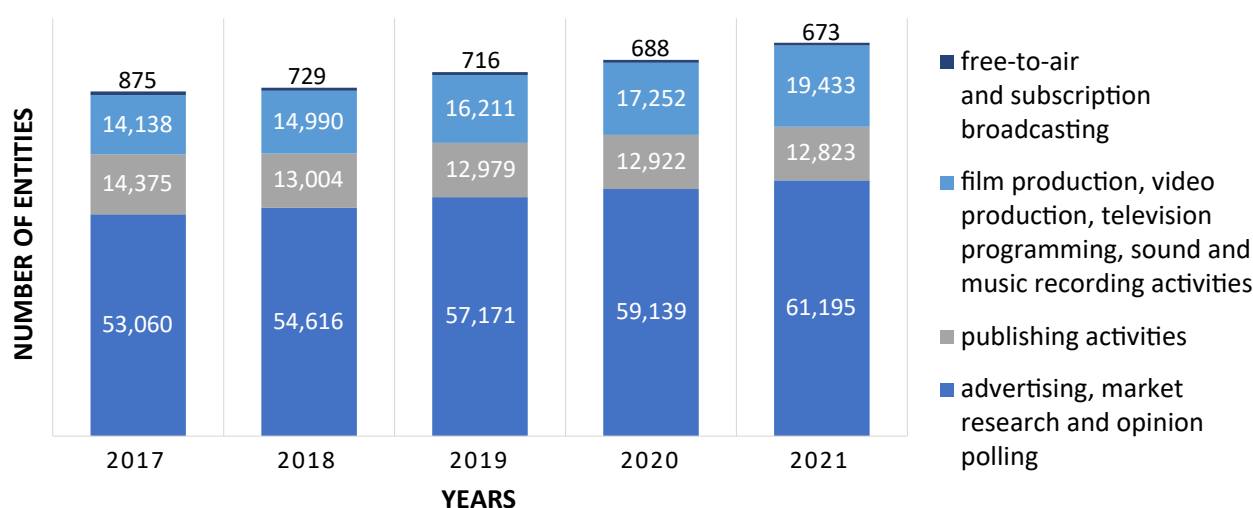
Despite its perceived shortcomings, the description of the industry’s structure contained in this chapter is based on the PKD classification. The literature on the subject and publicly available data are largely based on this classification.

2.2. Types of businesses

In 2021, the marketing communications sector was made up of more than 94,000 businesses in Poland (Statistics Poland, 2022). Over the past five years, their number has increased by more than 11,500, with the largest increase (4,100 firms) dated between 2020 and 2021 (Statistics Poland, 2022). In 2021, 65% of all companies in the sector were engaged in activities relating to advertising, market research and opinion polling (Statistics Poland, 2022), 20% in activities relating to film production, video production, television programming, sound and music recording. Publishing activities and free-to-air and subscription broadcasting accounted for 14%

and 1%, respectively, of the total sector. While the number of companies involved in publishing and free-to-air and subscription broadcasting activities has been decreasing over the past five years, businesses assigned to the other sections of the PKD have been increasing their presence in the sector. This trend is a natural consequence of the decreasing role of traditional media with an increasing share of the Internet in communications and promotion processes. The dynamics of the changes described above in the number of businesses operating in the sector by PKD section is shown in Figure 1.

Figure 1. Dynamics of change in the number of business entities in the marketing communications sector registered in the REGON register by PKD section between 2017 and 2021



Source: own elaboration based on Statistics Poland reports for 2018–2021. Structural changes of groups of national economy entities in the REGON register, [2018–2021].

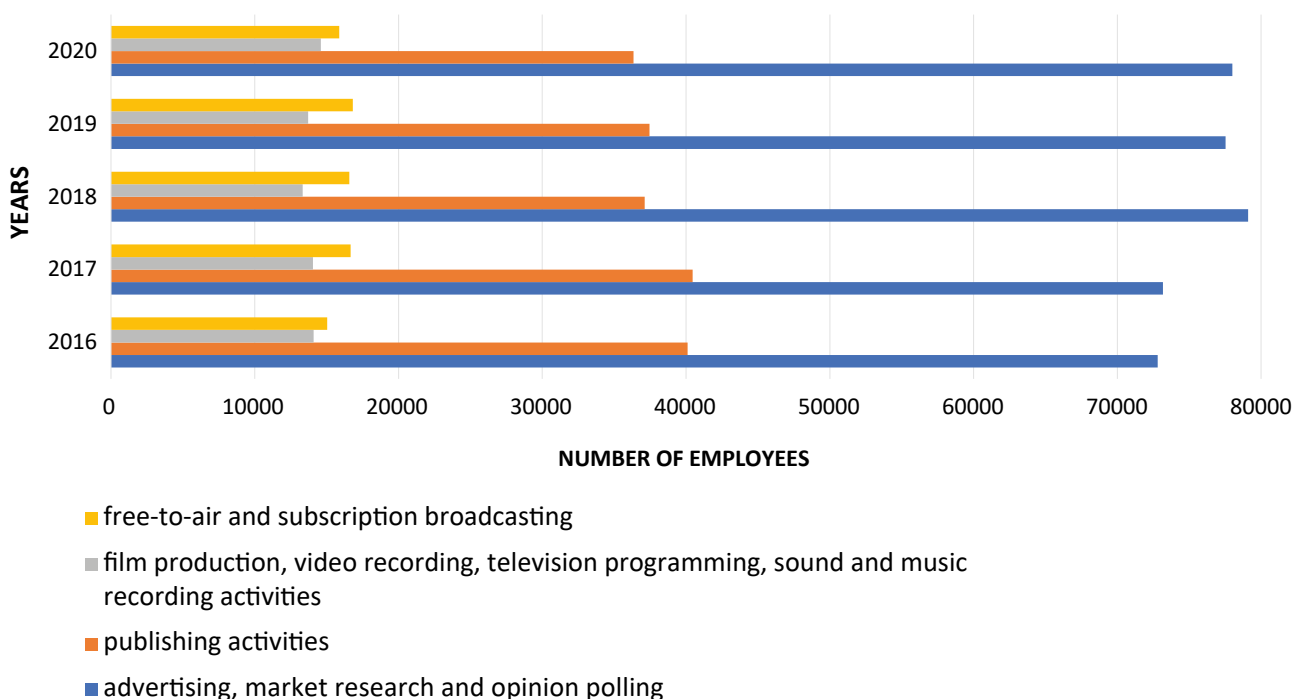
It should be emphasised that there is a very large disproportion between the number of firms operating in the public sector and those belonging to the private sector. In 2020, only 365 firms represented the public sector, which accounted for less than 0.5% of all firms registered in the marketing communications sector (Statistics Poland, 2019). Moreover, the vast majority (more than 90%) of businesses in the MC sector were micro firms with up to 9 employees (Statistics Poland, 2022). There were 1,589 firms with 10 to 49 employees in 2020, representing less than 2% of the share of all firms in the sector (Statistics Poland, 2022).

2.3. Employment

When analysing the total number of people employed in the marketing communications sector (excluding the self-employed), it can be seen that it fluctuated slightly between 2016 and 2020. The highest number of employees was recorded in 2018 – 146,100 (Statistics Poland, 2019). In

contrast, 2016 was marked by the lowest number of people employed, with 142,100 people, 4,000 less than during the employment peak (Statistics Poland, 2017). The decline in the number of people working in the sector after 2018 may be related to the COVID-19 pandemic, especially as the data do not include self-employed persons. This period was characterised by a change in the type of services provided. As with the number of enterprises, advertising, market research and public opinion polling dominated in terms of the number of persons employed, accounting for more than 50% of all persons working in the sector each year. According to Eurostat data, for every 10 employees in the sector, one person works in market research and the remaining nine in advertising – a relatively stable ratio (Kolenda, Sopniewska, Tokarski, 2016). Figure 2 shows the dynamics of the aforementioned changes by PKD section between 2016 and 2020.

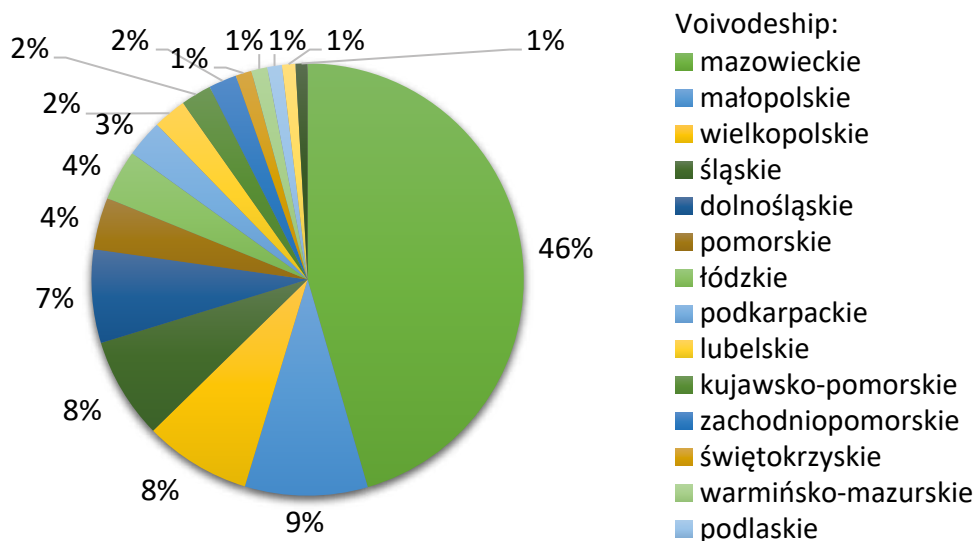
Figure 2. Dynamics of change in the number of business entities in the marketing communications sector registered in the REGON register by PKD section between 2016 and 2020



Source: own elaboration based on *Employment in national economy in 2016* and successive years.

The number of people working in the MC sector varies from region to region. Every year, the Mazowieckie Voivodeship is the leader, but the Małopolskie Voivodeship is also noteworthy, with employment at the level of approximately 10% of all employees in the sector (PARP, 2020). Other voivodeships with a significantly high number of employees are Wielkopolskie, Dolnośląskie and Śląskie. Figure 3 illustrates the regional variation in the number of people working in the marketing communications sector in Poland in 2017.

Figure 3. Regional differences in the number of people working in the marketing communications sector in Poland in 2017



Source: own elaboration based on *Identyfikacja instrumentów wsparcia dla rozwoju sektora komunikacji marketingowej* [Identifying the instruments supporting the development of the marketing communications sector], Industry Report, PARP, p. 11.

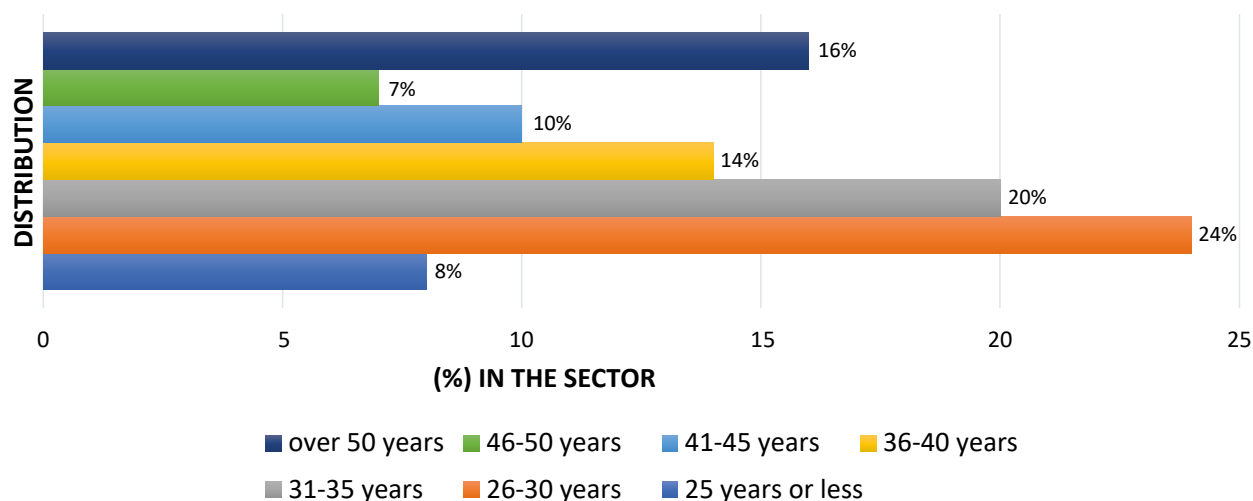
The same research also shows that in 2015, people with a tertiary education predominated among all those employed in the marketing communications sector – 59% (PARP, 2020). The group of people with a secondary education or less was second with 26%, and those with a degree at the higher vocational level accounted for 15% of those employed in the sector (PARP, 2020).

The average gross monthly salary in the sector shows clear differences in the level of remuneration by PKD sections (PARP, 2020). According to data from the Statistics Poland, in 2010–2017, the highest remuneration was received by people working in free-to-air and subscription broadcasting companies (PARP, 2020). On the other hand, the lowest remuneration was received by those involved in the production of films, videos, TV programmes, sound and music recordings (PARP, 2020).

The demographic profile of those employed in the sector shows a slight predominance of women. However, it should be noted that in some areas of the sector, men predominate among employees (Kolenda et al., 2016). In 2015, these were such areas as audio-video production and broadcasting (Kolenda et al., 2016). Considering the age of those employed in the sector, one can see that they represent people of all age groups. According to IAB Polska: “some parts of the sector, however, are more specific to young people, serving as a starting point for working in other industries” (Kolenda et al., 2016). Among them were advertising, research and publishing. In 2015, 26–30 year-olds and 31–35 year-olds accounted for the largest percentage of employees

in the sector, 24% and 20% of all workers respectively (Kolenda et al., 2016). The percentage share of all age groups is shown in Figure 4.

Figure 4. Age distribution of people employed in the marketing communications sector in 2015



Source: own elaboration based on *Kapitał ludzki w sektorze komunikacji marketingowej* [Human Capital in the Marketing Communications Sector], Kolenda et al., IAB Polska, p. 11.

2.4. Overview of competences and qualifications

The *Analysis of competences and qualifications in the marketing communications sector* prepared by IBE indicates certain trends in the sector's competence area (Drzymulska-Derda et al., 2022). On the basis of individual interviews, the authors of this analysis conclude that certain competences can be considered universal for the entire sector, regardless of the position held or function performed in the organisation. These include: creativity, communication skills, ease of establishing social contacts, knowledge of marketing communications, time management, acquiring new customers, responsibility, matching services to customer needs, good work organisation, analytical thinking, use of computer programmes for graphic design, developing marketing strategies, developing marketing communications plans and strategies.

The most important conclusions of this analysis are:

1. Due to the increasing importance of marketing communications in the Internet, the list and range of competences required to conduct such activities, e.g., to communicate via newly developed communication channels and advertising media in the Internet, is constantly expanding.
2. Due to the service-oriented nature of the sector, employees are required to have a customer-oriented attitude. For employers, competences in the area of customer service

in the broadest sense, understanding customer needs and responding to them in an appropriate manner, as well as effective cooperation by being proactive, responsive, and having a good communication skills, are important. Similarly, working with subcontractors is increasingly important in the sector's labour market.

3. Employees In the MC sector are also required to have a broad set of social competences and specific individual qualities, as well as having an appropriate attitude towards their tasks. These also relate to competences that are individual in nature or can be learned with work experience, but probably not through formal education. This applies to such qualities as, for example, openness, readiness to perform tasks in accordance with company policies, rational judgement, resistance to stress, dutifulness, punctuality or performing tasks under time pressure. Relationship-building competences are no less important.
4. The sector's work is largely concerned with words, images and information in a broad sense. Therefore, working in MC requires not only linguistic competences or the ability to formulate messages adapted to the communication channel and the recipient. Competences in working with information – its collection, critical evaluation, etc. – are also of great importance, while analytical competences are essential.
5. Even though management competences are to some extent universal across all sectors, it is worth noting that employees in marketing communications are required to have broader competences of this type and to multi-task, which is due to the multi-level and diverse nature of management in the sector.

3. Premises and aim of SQF MC

3.1. Premises and aim of SQF MC

Based on the analyses conducted to date, two important phenomena can be observed in the sector. First, the MC sector is struggling with the lack of a comprehensive legal framework for its activities. On the other hand – and this is positive – it continues to intensively develop. The need to standardise regulations in the sector and to pursue the trends set by society and technology led to an initiative in the sector to prepare a sectoral qualifications framework for marketing communications. The aim of developing the framework was to create a simple tool that represents the competences specific to the sector in a structured way and fills the aforementioned organisational gap. In the end, the prepared framework is a tool designed to facilitate the referencing of sector-specific qualifications to the different levels of the PQF. The descriptions of competences included in the framework can be used to compare qualifications, formulate criteria when commissioning services or develop requirements for employee recruitment. The framework can be useful to all those working in the sector, enabling them to take a more informed and individualised approach to their career development.

3.2. Organisations and persons responsible for developing SQF MC

Work on developing the draft SQF MC was performed by a consortium of EPRD Biuro Polityki Gospodarczej i Rozwoju Regionalnego Sp. z o.o. [EPRD Policy & Development Ltd.] (Leader), Stowarzyszenie Komunikacji Marketingowej SAR [Association for Marketing Communications SAR] (Partner) and Związek Pracodawców Branży Internetowej IAB Polska [Association of Internet Industry Employers IAB (Interactive Advertising Bureau) Polska] (Partner).

3.2.1. EPRD Policy & Development Ltd.

EPRD Policy & Development Ltd. is a consulting company. For over 25 years, ERPD has been providing consulting and training services to both the public sector, multinational corporations, small and medium-sized enterprises as well as non-governmental organisations by using the sectoral knowledge of several hundred cooperating experts. Its work focuses on the development of broadly-understood entrepreneurship in Poland and abroad. EPRD led the development of sectoral qualifications framework projects for the industries of: agriculture,

the chemical industry, energy, real estate, waste management, as well as water and wastewater management, remediation and reclamation.

3.2.2. Association for Marketing Communications SAR

Founded in 1997, SAR currently has 124 company members operating in the field of marketing communications: full service agencies, media agencies, brand design and consulting agencies, event agencies, interactive agencies, production houses and AdTech agencies.

3.2.3. Association of Internet Industry Employers IAB Polska

IAB Polska has been present in the Polish interactive, technology and advertising market since 1999, operating as the Association of Internet Industry Employers IAB Poland since 2007. It has approximately 230 members, including the largest internet portals, advertising networks, media houses, interactive agencies and advertisers.

3.2.4. Members of the expert team

The Sectoral Qualifications Framework for Marketing Communications was developed by a team of industry specialists, who guaranteed the high quality of the work conducted. The people involved in the project have thorough knowledge of the state of the marketing communications sector, the competences required, as well as the qualifications that are awarded. Moreover, they have experience in the development of qualifications, education and training programmes and certification in marketing communications at home and abroad. Several experts also had basic knowledge about the PQF and the IQS.

The expert team was selected to include representatives from a variety of companies operating in the sector – from micro and small enterprises, making up the vast majority of firms in the sector, as well as medium and large enterprises. This made it possible to obtain as complete a picture as possible of the competence development processes, which vary depending on the size of the business. The selection of experts representing the entities of the sector also took into account the different locations and forms of business and management structures. The experts' specialisations reflected the full spectrum of the sector's business activities – from traditional communications tools to interactive and digital activities. The team also included members of the Sector Skills Council for the Marketing Communications Sector.

The substantive manager of the project had the most important function in the expert team. This person was primarily responsible for ensuring the factual correctness of the framework, ensuring the effectiveness of the expert team's work and ongoing communication with the

Sector Skills Council for the Marketing Communications Sector. The leader of the expert team was Marcin Olkowicz, chairperson and organiser of this Sector Skills Council.

Among other things, members of the expert team were expected to actively participate in the ongoing work, share industry experience, develop materials and maintain contact with the substantive manager and methodology experts. Below is a list of the members of the expert team, indicating the entities they represented:

Scope of activity:	No.	Name	Company
Working in internal marketing departments of their respective company	1	Beata Dziwulska	Nestlé Polska
	2	Justyna Goraj	Shell Polska
	3	Arkadiusz Olkowski	Heineken
Working in marketing departments providing services to external companies	1	Grzegorz Krzemień	GoldenSubmarine
	2	Tomasz Woźniak	Future Mind
	3	Marta Zagożdżon	ConTrust Communication
Working in organisations active in the marketing communications sector	1	Włodzimierz Schmidt	Association of Internet Industry Employers IAB Polska
	2	Ewa Wolska-Rzewuska	Association for Marketing Communications SAR
	3	Ewa Opach	Association of Internet Industry Employers IAB Polska
Working on organising media marketing space	1	Wojciech Kowalczyk	TVP
	2	Paweł Kopacki	Wirtualna Polska Group
Teaching marketing communications in the formal education system	1	Łukasz Bis	University of Information Technology and Management in Rzeszów
	2	Ewa Duda-Maciejewska	Collegium Civitas
Teaching marketing communications in the non-formal education system	1	Anna Robotycka	DIMAQ IAB Trainer
	2	Tomek Bartnik	Trainer, School of Marketing Strategy of the Association for Marketing Communications SAR

Methodological experts with experience in developing sectoral qualifications frameworks for other industries also participated in the work. Their main tasks included: ensuring that the correct methods were used during the work as it progressed, ensuring compliance of the

elaborated SQF MC entries with the premises of the IQS, editing materials submitted by the expert team, as well as moderating its work. The methodology experts were supported by IBE experts to ensure that the SQF MC entries correctly followed the rules of the Integrated Qualifications System. The persons appointed to this task were Anna Araminowicz representing Mabea Ltd. and Damian Kuznowicz from EPRD Policy & Development Ltd.

Karolina Misztal was responsible for all the work conducted to develop the SQF. She acted as project manager, coordinating the work of the expert team and ensuring that it was performed in accordance with the adopted guidelines.

3.3. Stages of work on SQF MC

3.3.1. Seminar inaugurating the project and developing the initial framework draft

The kick-off point for the expert team was an event entitled “Information Seminar on the Sectoral Qualifications Framework for the Marketing Communications Sector” held on August 2, 2022. During the event, experts were introduced to the substantive issues relating to the IQS, PQF, SQF, and were presented with the practical benefits of the previously developed SQFs. The experts were also invited to participate in four workshops. During the workshops, experts discussed the processes and tasks performed in the sector. In this way, they indirectly identified the sector’s key competences.

After all the workshops were held, the methodology experts, together with the substantive manager, summarised the work done so far. The pre-defined competences were arranged in series and assigned to the relevant determinants and levels of the PQF. In this way, initial descriptors of the framework levels were formulated and a first draft version of SQF MC was developed. The prepared material was then analysed, verified and supplemented again by members of the expert team. They pointed out competence areas that had been omitted. The terminology used was also agreed upon at this stage, resulting in a “Glossary of terms used in SQF MC”. The internal consultations described above were repeated until the first version of the framework was considered satisfactory.

3.3.2. Consulting the draft SQF MC

The aim of the second phase of work was to consult the first version of the framework with representatives of the dominant and key actors and stakeholders in the sector. The general

analyses focused on the definition and scope of the sector. In the context of the specific entries of the framework, the coherence and adequacy of the sectoral determinants and level descriptors were verified. An important aspect was also the compliance of the formulated entries with the expectations of the sector's stakeholders – in line with the principle that SQFs are created “by the industry for the industry”. SQFs are intended to be a useful tool. The developed version of the framework was also analysed in terms of the language used, terminology, clarity and understanding of individual entries. Selected comments from these consultations are presented in Table 1.

Table 1. Selected comments from the SQF MC consultations.

Competences should be added relating to the creation of value, products, services (e.g., using DT).	Consideration should be given to supplementing the SQF entries with issues relating to mentoring.	The framework should be supplemented with entries on knowledge of certifications, e.g., offered by service providers, platforms, etc.
Consider detailing entries on knowledge about the specificity of texts.	Add knowledge about streaming, e.g., foreign platforms, viral concepts.	Add issues relating to the selection of data sources and the assessment of their reliability.

Source: own elaboration based on the set of comments received from the consultations.

Three consultation seminars and reactive studies (four focus group interviews and five individual in-depth interviews) were held during this phase. The consultations lasted until the end of October 2022, with a total of over one hundred participants.

3.3.3. Final version of the proposed framework and the concluding seminar

At the final stage of the work, the comments collected during the consultations were organised and referenced to the different parts of the developed SQF MC version. In this way, the team of experts could once again analyse the detailed entries of the framework, but this time based on the collected consultation material. The workshops and individual consultations with the expert team allowed the last modifications to be made and the final version of the SQF MC to be completed.

The culmination of the work of the expert team was the concluding seminar entitled “Development of a proposed Sectoral Qualifications Framework for the Marketing Communications Sector”. The event was intended to promote the material developed and provide the opportunity for a public debate on the use of the framework.

4. Discussion on the scope and construction of SQF MC

4.1. The scope of SQF MC and the concepts used

When working on the scope of the sector, experts emphasised the importance of the different stages of the marketing communications process. Hence, the following stages were identified: planning, development, implementation, monitoring, optimisation and analysis of effects. All of the above-mentioned stages of marketing communications are aimed at giving or changing the value of a brand or product. It is the objective that distinguishes marketing communications from other forms of communication, e.g., not every media communicator works in marketing communications. In turn, the means through which this process takes place are the various communication channels. Based on the above, the experts considered the **SQF to be a description of the competences necessary to plan, develop, implement, monitor, optimise and analyse the effects of the actions taken to give or change the value of a brand or product through a variety of communication channels.**

Moreover, a glossary of the most important industry terms used in the framework was also developed while working on the SQF MC, including the following terms:

Product	The value offered to a potential recipient; a broader category than a purchasable material good; a product can be, for example, a material object, a service, an idea, values, an experience, an image; in this context, a product can also include several of the elements mentioned above.
Receiver	This term refers to both the receivers of marketing messages and the brands/products to which these messages refer.
Client	A person, company, institution, etc. commissioning services/activities to entities implementing marketing communications activities, e.g., a client of an advertising agency, an entity contracting work from a graphic design service.
Influencer	A person who influences his or her community (regardless of its size) through content published on their social media profiles or digital content distribution platforms.
Brand/product ambassador	A person who represents the brand/product to their audience in a specific way. Examples of brand ambassadors include influencers, celebrities, employees, clients.

Content	Various types of material containing marketing messages, e.g., texts, graphics, videos, spots, podcasts.
Communication channels	All types of tools and solutions used to distribute marketing messages.
Campaign	A series of organised marketing communications activities aimed at achieving a set goal.

The definition of the above terms is intended to standardise the nomenclature in the MC industry and to facilitate the use of the framework entries.

In addition, industry terms (e.g., insight, brief, target, branding) appear in the SQF MC entries. These are foreign-language terms that have no equivalent in Polish, and their original wording has become ingrained in the culture of the marketing communications sector. These terms are clearly understood by those working in and for the sector and therefore their definitions were not included in the glossary.

In order to explore marketing communications issues, including the terms used in SQF MC, it is worth using the publications made available free of charge by, among others, the Sector Skills Council for the Marketing Communications Sector, the Association for Marketing Communications SAR and the Association of Internet Industry Employers IAB Polska. Below are the addresses of websites containing content about the basic concepts used in the marketing communications sector:

- www.dobryprzetarg.com.pl/
- www.radareklamy.pl/
- www.brtvp.pl/40022118/slownik

4.2. Level descriptors

SQF MC contains competences that have been arranged in 6 levels, corresponding to levels 3 to 8 of the Polish Qualifications Framework. The level descriptors were developed in such a way that those entries which refer to knowledge, skills and social competences do not duplicate the same information, but complement each other. In this way, the SQF covers the entire spectrum of specific competences needed to implement the key processes in the sector. In order to organise the competence descriptions, the level descriptors are presented in series, which were then categorised into sectoral determinants.

4.3. Sectoral determinants

Sectoral determinants are used to identify the key areas of the sector's activities. The selection of the determinants, which describe the MC sector in an optimal way, is based on an earlier, thorough analysis of the competences in the sector.

Knowledge	receiver, brand, product
	content/formats
	channels
	marketing communications services
	standards, norms, regulations
Skills	research, measurement, data analysis
	strategy/planning
	implementing activities
Social competence	openness to people
	openness to ideas and concepts
	responsibility

The determinant **receiver, brand, product** encompasses, among other things, issues concerning receivers and their needs, consumer behaviour and the psycho-physical conditions influencing the perception of messages and consumer decisions. Also included in this area are the social and cultural contexts of message audiences and methods for researching audience behaviour, needs and opinions, as well as the methods for researching image, condition, etc.

The **content/formats** determinant has the level descriptors relating to the message, text, graphics and infographics, film and animation material as well as audio.

The field's broadest determinant – **channels** – contains a range of ways to communicate marketing messages. Hence, areas such as mass media, online channels, mobile marketing, websites, streaming, events, etc. are included. Supplementing this determinant are descriptors relating to knowledge on using the above-mentioned channels. These include the analysis as well as the purchase and billing of channels, media and marketing communications platforms.

Within **marketing communications services**, the experts designated series relating to marketing communications, marketing communications entities, principles of collaboration, corporate social responsibility as well as generating idea and presenting data.

The last determinant in the knowledge category is **standards, norms, regulations**. It includes descriptors relating to intellectual property, data security, responsibility for the message, self-regulation, standards of collaboration among marketing communications entities, etc.

The skills category begins with the determinant of **research, measurement, data analysis**, which contains a number of research components. It includes series such as identifying receivers and analysing their behaviour, analysing social, cultural and economic phenomena. Competences in analysing the market environment and measuring the effectiveness and efficiency of activities are also included in this determinant.

Within the **strategy/planning** determinant, the experts identified competences in analysing customer needs, setting goals, developing marketing communications strategies, selecting tools and channels, task and project planning as well as budgeting activities and campaigns.

Implementing activities is a determinant that includes the skills of collaborating in the sector, creating and distributing content and presenting information. Moreover, it also includes competences relating to the evaluation of ideas and work results, supporting the work of the creative team and monitoring campaigns.

The first determinant of the social competence category is **openness to people**. It brings together descriptors pertaining to relationships in the professional community, collaboration, communication and the critical assessment of one's own work and that of others.

The **openness to ideas and concepts** determinant, on the other hand, is an area referring to the willingness to adopt a creative attitude, openness to diversity and novelty.

The last determinant, **responsibility**, is a set of competences relating to ethics, confidentiality and a competitive culture, as well as taking responsibility for the formulation of messages in the marketing space, also under changing conditions.

4.4. Competence series

SQF MC groups the descriptions of competences within the sectoral determinants into series. A series of competences is a set of competence descriptions concerning the same issue, forming a logical sequence of entries of increasing complexity and difficulty of requirements. Competences belonging to one series are always in the same row, making it possible to trace the progression of requirements. Examples of competence series from SQF MC are presented below.

Figure 1. Examples of competence series in the SQF MC

CATEGORY	DETERMINANT	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
KNOWLEDGE	KNOWS AND UNDERSTANDS:					
	RECEIVER, BRAND, PRODUCT	receivers and their needs	the basic concepts relating to receivers; the types of receivers	the characteristics of receiver groups; the specific needs of individual groups of receivers	the methods of identifying and describing the receivers of a brand/product; the factors influencing the needs of receivers	the impact of social, cultural and economic phenomena on shaping the needs of receivers; the methods and techniques of influencing the receiver
SKILLS	IS ABLE TO:					
	IMPLEMENTING ACTIVITIES	monitoring the implementation of tasks and projects	assess the quality and timeliness of tasks performed in marketing communications and solve problems that arise during their implementation	monitor the extent and quality of project implementation in marketing communications	identify irregularities in the process of implementing a marketing communications project and assess their impact on achieving the set objectives; select corrective actions when irregularities occur in the process of implementing a marketing communications project	
SOCIAL COMPETENCE	IS READY TO:					
	RESPONSIBILITY	taking responsibility for activities and messages in marketing communications	take responsibility for the quality, reliability and correctness of marketing messages	take responsibility for the impact of marketing messages on receivers	take responsibility for the impact of marketing communications on shaping the attitudes and behaviour of receivers	promote ethical principles relating to responsibly influencing the receivers of marketing communications

Source: own elaboration.

Specific competences at SQF MC levels 7 and 8 were not defined for the examples provided above. Arranging the descriptions of the competences that organise the SQF MC level descriptors into series and determinants makes the framework easier to use and ensures its utility and functionality.

5. Using the SQF MC in practice

5.1. Instructions for using the framework

The proposed SQF MC is a systematised set of descriptions of competences specific and key to the marketing communications sector, categorised by knowledge, skills and social competences. The competence descriptions have been grouped thematically and arranged by the complexity and difficulty of the requirements. In order to find a specific competence, the following steps should be followed one by one:

Step 1. Checking the scope of SQF MC

The scope of SQF MC illustrates the main competence areas of the sector in the framework. By analysing the very definition of the sector, a person can already obtain an initial idea of whether the competence being sought is included in a given sectoral qualifications framework. In accordance with the principles of developing sectoral qualifications frameworks, only descriptions of those competences that are specific to the marketing communications sector are included in SQF MC. If a given competence is not found among those described in the document, other publications of previously developed sectoral qualifications frameworks should be checked.



Imagine that the competence we are looking for refers to knowing about the rules of posting on Facebook. The scope of the framework includes, among other things, competences relating to the implementation and use of marketing activities through various communication channels. This means that the description of the competence we are looking for should be in SQF KM.

Step 2. Determining the category of the competence

The second step is to determine the category to which the competence being sought belongs. Competences included in sectoral qualifications frameworks are divided into three categories: **KNOWLEDGE** (knows and understands), **SKILLS** (is able to) and **SOCIAL COMPETENCES** (is ready to). SQF MC uses the same colour coding as the PQF. The above categories correspond to the following colours: **knowledge – blue**, **skills – green**, **social competences – orange**.



If the competence we are looking for refers to knowing the rules of conduct, then its category is closest to **knowledge (knows and understands)**. If, for example, we were referring to the practical application of these rules, then this competence would be in the **skills** category.

Step 3. Choosing the sectoral determinant

The descriptions of competences belonging to the individual categories are organised by sectoral determinants. It can be said that the determinants are at the most general substantive level of the framework. In SQF MC, the following determinants were assigned to the **knowledge** category: receiver, brand, product; content/formats; channels; marketing communications services; standards, norms, regulations. In turn, the determinants in the **skills** category are research, measurement, data analysis; strategy/planning, implementing activities. The **social competence** determinants are: openness to people, openness to ideas and concepts, responsibility.



The competence associated with knowing Facebook posting rules is closest to the determinant called "**channels**". The reason for this is the adaptation of rules to a specific communication channel, in this case, the Facebook platform.

Step 4. Choosing the competence series

SQF MC further groups competence descriptions within the sectoral determinants into competence series. A competence series is a set of competences that are thematically related, forming a logical sequence of entries of increasing complexity. Competences belonging to one series in the SQF MC are always on the same row, which makes it possible to trace the progression of requirements in the individual descriptions.



The sectoral determinant that we have linked to our competence has 15 competence series. The rules for posting on Facebook are closest to the series called **broadcasting marketing messages**.

Step 5. Searching for the competence

The competence series consist of descriptors organised in accordance with the different levels of the PQF. SQF MC describes competences and organises them in levels corresponding to PQF

levels 3 to 8. However, individual series may not contain descriptions of competences at each level. If no competence description has been included at a particular level in a series, this means that key competences for the sector that could be assigned to that level have not been identified or that transversal competences may apply. Transversal competences are those that are not assigned to a specific type of work, job position, performed task or sector.³⁴



The series we have chosen contains descriptors at two levels – 4 and 5. As you can see, the first one relates to the competence we are looking for. It reads as follows: **The broadcasting rules of the channels, media, platforms, etc. used for distributing marketing messages.**

Step 6. Specifying the competence

The descriptors have been formulated in a general way, allowing the competence requirements of the entire sector to be reflected in the framework. This means that in order to use the competence descriptors from SQF MC in job descriptions, training programmes, qualifications, etc., they still need to be further detailed.



The example of the competence we have chosen shows how the descriptors contained in the SQF MC can be made more specific. For example, it is also possible that we may be looking for knowledge of the rules of another communication channel, such as LinkedIn or WP.

5.2. Recommendations for using SQF MC

The marketing communications sector overwhelmingly consists of business entities operating micro-enterprises. Moreover, due to the nature of the activities performed in the sector, these firms offer a very wide range of services. This makes it difficult to compare these services and to standardise the description of the competences needed to perform them. The SQF is intended to help bring order to these competences by, among other things, standardising the most important terms used in the sector, introducing a structured nomenclature for competences, defining their complexity, assigning competences to the appropriate category. This will be important, among others, both for employers conducting recruitment processes, managers building project teams, and people seeking employment or planning to change jobs. Standardising the language and clearly defining industry-specific terms also means certain benefits for customers: they will be able to make a more informed choice about service

³⁴ For more information on transversal competences, see <https://www.transvalproject.eu/>.

providers, as it will become easier to compare offers and specify their requirements. All of this will ultimately translate into a higher quality of service provided by the entities in the marketing communications sector.

SQF MC can play a particularly important role when formulating English-language job names, describing professional roles or tasks performed in English, which is typical of the marketing communications sector. Often the same job titles refer to different competences in different companies. Entries in the framework will facilitate a more precise definition of the competence requirements for particular jobs, which will enable more efficient comparison as well as planning. This will facilitate organisational change and strategic planning. For people changing jobs, in turn, SQF MC will help to present their work experience and acquired competences in a more precise and understandable way.

Those who took part in the consultations on the draft SQF MC highlighted the wide range of uses of the framework, such as:

"

"This tool is supposed to help us to hire people, but then to shape their career paths in the organisation. (...) The longer I think about it, the bigger the nod to this table [of descriptors], which just shows me competences, because thanks to this table I will know how to guide these people, which competences they should acquire."

The SQF MC may also be useful in the assessment and development of educational programmes. This is because it contains descriptions of competences required by employers, which may be helpful in defining educational objectives, selecting appropriate methods. The SQF will also facilitate the assessment of whether individual subjects have been included in the educational programme in a complete manner. This was pointed out by participants in the consultations with industry representatives:

"

"For my part, I can say, from the perspective of my interests as a representative of the higher education sector, that for me this SQF is useful, because it tells me what we should teach so that later our graduates are employed and earn good wages. (...) So I am a potential recipient of such a document".

One of the specificities of the marketing communications sector is that less emphasis is placed on the education obtained by employees and its completion, while at the same time,

participation in non-formal education is taken into account in developing their competences. Training institutions associated with the sector offer different types of courses, training and certification opportunities. The SQF MC can help, among other things, to better diagnose training needs and adequately select forms of competence development, to design training programmes and define training objectives through learning outcomes, to compare different courses and training programmes and to evaluate them.

A photograph of three people in a modern office setting. A woman with blonde hair, wearing a grey t-shirt and blue jeans, stands in the center, smiling and holding a brown folder. She is looking towards a man on the left who is seated at a desk with a laptop. Another man is seated on the right, also smiling and looking towards the woman. The background shows a large window with a view of a city street. The text is overlaid in the center of the image.

PART II
THE SECTORAL
QUALIFICATIONS FRAMEWORK
FOR MARKETING COMMUNICATIONS

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		KNOWS AND UNDERSTANDS:						
KNOWLEDGE	RECEIVER, BRAND, PRODUCT	receivers and their needs	the basic concepts relating to receivers; the types of receivers	the characteristics of receiver groups; the specific needs of individual groups of receivers	the methods of identifying and describing the receivers of a brand/product; the factors influencing the needs of receivers	the impact of social, cultural and economic phenomena on shaping the needs of receivers; the methods and techniques of influencing the receiver		
		consumer behaviours	the concepts relating to consumers and their behaviours	the types of consumer behaviours	the factors influencing consumer behaviours (determinants of consumer behaviours)	the influence of social, cultural and economic phenomena on receiver behaviours; the theories and models of consumer behaviours	the trends in consumer behaviours	
		the psychophysical determinants influencing the perception of messages and consumer decision-making	the concepts relating to the psychological aspects of the perception of messages and consumer decision-making	the psychophysical reactions relating to the perception of messages by receivers and consumer decision-making	the psychophysical and biomedical basis of human behaviour; the psychophysical factors affecting the perception, understanding and memory of messages; the methods for testing the psychophysical and neurological reactions of receivers for marketing communication activities	the theories explaining the psychological aspects of consumer decisions, including the emotions involved in the consumer decision-making process, the influence of the group on the decision-making process as well as making decisions in situations of incomplete information and risk; the impact of stimuli, e.g., sounds, music, colours, scents on the emotions of receivers and the perception, understanding and memory of marketing messages		
		social context	the types of social groups	the specific needs, values and functioning of particular social groups	the models of the functioning of social groups and individuals in society	the conditions, e.g., historical, cultural, demographic, economic, influencing the functioning of social groups and individuals in society		

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		KNOWS AND UNDERSTANDS:						
KNOWLEDGE	RECEIVER, BRAND, PRODUCT	cultural context	the trends in culture and the arts, including popular culture	the specific characteristics of the various currents in culture and the arts, including the assumptions and functioning of subcultures	the cultural context, including the cultural codes and symbols, affecting a given group of receivers	the possibilities of using cultural and artistic outputs in marketing communications	the world's cultural and artistic heritage that can be used in marketing communications	
		using the Internet and digital media	the concepts relating to internet and digital media users; the types of internet and digital media users; the sources of data on internet and digital media users	the degree of the digitization of different groups of receivers; the ways of using the internet and digital media by different groups of receivers; the behaviours of receivers on the internet, including those relating to the use of search engines	the factors affecting the behaviour of receivers on the internet; the factors shaping the ways of using the internet and digital media	the impact of the development of digital technologies on the needs of receivers and consumer behaviour	the trends in receivers' behaviour relating to the use of the internet and digital media, e.g., mobility, multiscreeing, smartphoneization	
		brand	the concepts relating to the brand, its positioning and branding; types of brands, e.g., product brand, personal brand, employer brand	the principles of brand/product safety, including targeting and placement principles in the context of brand safety	the principles of building a brand/product strategy, positioning the brand/product in the market	the methods of marketing, creating and coordinating the brand	the trends in creating, positioning brands	
		methods of researching the behaviour, needs and opinions of receivers		the tools for collecting receivers' opinions and data on their needs and behaviours; the root cause search and problem-solving tools (e.g., 5 Why, Ishikawa diagram)	the statistical models of describing and predicting receivers' behaviours; the methods of researching the behaviours, needs and opinions of receivers	the methods of analysing large data sets (big data) used to study the needs and behaviour of receivers; the methods supporting the search and identification of insights	the methods of researching the needs and behaviours of receivers using modern technologies such as artificial intelligence (AI), augmented reality (e.g., virtual reality – VR, augmented reality – AR, mixed reality – MR)	

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		KNOWS AND UNDERSTANDS:						
KNOWLEDGE	RECEIVER, BRAND, PRODUCT	methods of researching the image, condition and awareness of the brand/product		<p>the tools for gathering receivers' opinions on the brand/product;</p> <p>the indicators describing brand/product perception</p>	<p>the methods of researching the image, condition and awareness of the brand/product;</p> <p>the methods of analysing the market environment of the brand/product;</p> <p>the methods of identifying and analysing brand/product touch points and receivers' experience of the brand/product</p>	the methods of analysing the large data sets (big data) used to study the image, condition and awareness of the brand/product	the methods for researching the image, condition and awareness of the brand/product using modern technologies such as artificial intelligence (AI), augmented reality (e.g., virtual reality – VR, augmented reality – AR, mixed reality – MR)	
	message	the basic types of communication (e.g., informative, persuasive, objective, subjective)	<p>the factors influencing the effectiveness of a message;</p> <p>the factors interfering with the reception of a message and the factors enhancing its effectiveness</p>	the principles of developing and adapting content to receivers, channels, objectives and adopted assumptions of the marketing communication strategy	the concepts and models of the impact of messages on receivers (e.g., AIDA)			
	text	the types of texts used in marketing communications	<p>the principles of selecting and structuring content to create the texts used in marketing communications;</p> <p>the specificity of texts used in marketing communications;</p> <p>the possibilities of using different types of texts in marketing communications</p>	<p>the principles of writing texts, e.g., expert articles, blogs, advertisements, slogans, product descriptions, website content, flyers, sponsored articles, social media posts;</p> <p>the principles of adapting texts for the needs of different communication channels, including search engine optimisation (SEO), as well as the principles of layout and preparing text materials for print;</p> <p>the conventions and models of writing texts, e.g., the inverted pyramid, F pattern, Quartz curve</p>	the impact of the selection and organisation of information, the language used, stylistic tropes, etc. on receivers' perception of a text	<p>the trends in writing texts for marketing communications;</p> <p>the methods of writing and optimising texts using solutions based on modern technologies such as artificial intelligence (AI);</p> <p>world achievements in the field of writing texts for marketing communications</p>		

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		KNOWS AND UNDERSTANDS:						
KNOWLEDGE	CONTENT/FORMATS	graphics and infographics	<p>the types of graphics and infographics used in marketing communications;</p> <p>graphic file formats</p>	<p>the principles of making graphic designs and infographics for marketing communications;</p> <p>the principles of graphic design, including the principles of composition, choice of colours, textures, graphic design elements;</p> <p>the principles of typography, including the principles of font type/size, contrast, line length;</p> <p>the properties and use of various graphic file formats</p>	<p>the significance of colours, symbols and graphic content in different cultures/for different receiver groups;</p> <p>the tools for making and editing graphics;</p> <p>the principles of selecting and adapting graphic files for the various channels of marketing communications, including print</p>	<p>the effect of colours, type of composition, style used (e.g., type of dash), etc. on how different receiver groups perceive the graphics</p>	<p>the trends in making graphics for marketing communications;</p> <p>the methods of making and optimising graphics and infographics using solutions based on modern technologies such as artificial intelligence (AI);</p> <p>world achievements in the field of making graphics for marketing communications</p>	
		films and animations	<p>the concepts relating to video marketing and making films for marketing communications;</p> <p>the types and formats of video files</p>	<p>the principles of making films and animations, including the principles of recording, editing and audio production;</p> <p>the use of films and animation in marketing communications</p>	<p>the principles of making films and animations for different marketing communication channels;</p> <p>the tools for making and editing films and animations;</p>	<p>the impact of the used form, content, style, artistic means, etc. on receivers' perception of a film or animation</p>	<p>the trends in making films and animations for marketing communications;</p> <p>the methods of making and optimising films and animations using solutions based on modern technologies such as artificial intelligence (AI);</p> <p>world achievements in the field of making films and animations for marketing communications</p>	
		audio	<p>the concepts relating to making audio material for marketing communications;</p> <p>the types and formats of audio files</p>	<p>the principles of making audio material, including the principles of recording and editing sound material;</p> <p>the use of audio material in marketing communications</p>	<p>the principles of making audio material for different marketing communication channels;</p> <p>the tools for making and editing audio files;</p>	<p>the impact of the used form, content, style, artistic means, etc. on receivers' perception of audio material</p>	<p>the trends in making audio material for marketing communications;</p> <p>the methods of making and optimising audio material using solutions based on modern technologies such as artificial intelligence (AI);</p> <p>world achievements in the field of making audio materials for marketing communications</p>	

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		KNOWS AND UNDERSTANDS:						
KNOWLEDGE	CHANNELS	channels, media, marketing communication platforms	<p>the types of channels, media, platforms, etc. used to distribute marketing messages;</p> <p>the specificity of the channels, media, platforms, etc. used to distribute marketing messages (reach, target groups, etc.)</p>	<p>the possibilities of using different types of channels, media, platforms for marketing communications;</p> <p>the possibilities of using non-standard platforms and forms of communication, e.g., using scents, tastes, experiences</p>	<p>the consumption models of the channels, media, platforms, etc. used to distribute marketing messages;</p> <p>the concepts of multi-channel activities (multichannel and omnichannel concepts);</p> <p>the principles and possibilities of combining activities in online and offline communication channels</p>	<p>the cause and effect relationships relating to the consumption of media and other marketing communication channels</p>	<p>the trends in the use of channels, media and platforms to distribute marketing messages;</p> <p>the trends in providing additional, non-standard functionality to marketing message platforms (e.g., in the field of environmental protection, air purification);</p> <p>the trends in the use of modern technologies such as artificial intelligence (AI), augmented reality (e.g., virtual reality – VR, augmented reality – AR, mixed reality – MR), the Internet of things (IoT) to distribute marketing messages</p>	
		analysing marketing communication channels	<p>the sources of data and statistics relating to the distribution channels of marketing messages, e.g., data warehouses, BI (Business Intelligence) tools, marketing automation tools;</p> <p>the types and specificity of the indicators relating to the distribution channels of marketing messages</p>	<p>the principles of interpreting data and statistics relating to the distribution channels of marketing messages, e.g., reach, viewership, number of views, target groups;</p> <p>the applicability and limitations of using the indicators relating to the distribution channels of marketing messages;</p> <p>the principles of how the tools operate and are used for the purpose of analysing data and indicators relating to the distribution channels of marketing messages</p>	<p>the methods of analysing basic data and indicators relating to the distribution channels of marketing messages;</p> <p>the application and principles of using artificial intelligence (AI) and machine learning (ML) tools to analyse data and indicators relating to the distribution channels of marketing messages</p>	<p>the methods of assessing the effectiveness of the distribution channels of marketing messages using big data analysis methods</p>	<p>the methods of assessing the effectiveness of the distribution channels of marketing messages using modern technologies such as artificial intelligence (AI), machine learning (ML)</p>	

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		KNOWS AND UNDERSTANDS:						
KNOWLEDGE	CHANNELS	purchase and payment of channels, media, marketing communication platforms	the types of costs associated with using the channels, media, platforms, etc. for distributing marketing messages	the principles of calculating the costs associated with using the channels, media, platforms, etc. for distributing marketing messages	the purchase and payment models associated with the channels, media, platforms, etc. used for distributing marketing messages	the mechanics and operation of automated models for buying and selling advertising space (e.g., RTB, Programmatic)	the methods of buying and selling advertising space using solutions based on modern technologies such as artificial intelligence (AI), machine learning (ML)	
		broadcasting marketing messages		the broadcasting rules of the channels, media, platforms, etc. used for distributing marketing messages; the content requirements, conditions and restrictions relating to broadcasting in the media, on platforms, etc. used for distributing marketing messages	the broadcasting models in the channels, media, platforms, etc. used for distributing marketing messages			
		mass media	the basic concepts relating to the mass media; the types of mass media	the division of mass media based on reach, audience groups, distribution channels, subject matter, etc.; the principles of publishing content in the mass media	the principles of cooperating with media representatives, including in the context of public relations, image-building and product placement activities			
		internet channels	the concepts relating to online communication channels; the concepts relating to internet development; the types and categories (paid, earned, owned) of communication channels in the internet; the formats of advertising in internet channels	the relationship between the categories of internet communication channels in the POEM (Paid Owned Earned Media) model; the possibilities, benefits, disadvantages of using internet channels, including e-commerce platforms, for distributing marketing messages	the principles of implementing marketing communication campaigns and activities in internet communication channels, including e-commerce platforms	the mechanisms of optimising and targeting advertisements in internet channels, including solutions using modern technologies such as artificial intelligence (AI)	the trends in using internet channels in marketing communications	the latest solutions in using internet technologies for distributing marketing messages

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		KNOWS AND UNDERSTANDS:						
KNOWLEDGE	CHANNELS	mobile marketing	<p>the concepts relating to mobile marketing;</p> <p>the types of mobile channels</p>	<p>the principles of geo-targeting, the possibilities of using geolocation and how it operates;</p> <p>the types of mobile devices and principles of their operation as well as the mobile applications used in marketing communications</p>	<p>the principles of implementing marketing communication campaigns and activities using mobile devices and applications;</p> <p>the possibilities of undertaking mobile marketing activities</p>	<p>the mechanisms for optimising and targeting messages in mobile channels, including solutions using modern technologies such as artificial intelligence (AI)</p>	<p>the trends in using mobile devices in marketing communications</p>	
		websites	<p>the concepts of constructing and optimising websites and managing the content posted on them;</p> <p>the types of websites, their use and basic functionalities;</p> <p>the principles and tools of managing the content of websites (e.g., CMS)</p>	<p>the possibilities of using different types of websites for marketing communication activities;</p> <p>the principles and tools of developing and maintaining websites;</p> <p>the principles and tools of ensuring website cybersecurity</p>	<p>the principles of optimising websites, including for different types of mobile devices and search engines</p>	<p>the methods of conducting research on the functionality and ergonomics of websites (e.g., user experience (UX) research)</p>	<p>the trends in website design, including in the areas of ergonomics, usability, conversion, effectiveness of lead/contact acquisition;</p> <p>the trends in using solutions based on modern technologies such as artificial intelligence (AI) and machine learning (ML) for studying the functionality and ergonomics of websites</p>	
		search engine positioning	<p>the concepts relating to website positioning and search engine operations</p>	<p>the principles of defining keywords;</p> <p>the principles of how search engines operate</p>	<p>the factors affecting website positioning;</p> <p>website positioning concepts, including on platforms and with retailers</p>	<p>website positioning mechanisms</p>		
		streaming	<p>the concepts relating to streaming platforms and video advertising;</p> <p>the types of video advertising, e.g., in-banner, in-stream, out-stream;</p> <p>video advertising formats, e.g., pre-roll, post-roll, mid-roll, in-text</p>	<p>the principles of how streaming platforms operate;</p> <p>the principles of posting content on streaming platforms</p>	<p>the methods of optimising the effectiveness of marketing communication activities on streaming platforms</p>	<p>the mechanisms of content positioning, display and playback on streaming platforms</p>	<p>the trends in using streaming platforms in marketing communications</p>	

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		KNOWS AND UNDERSTANDS:						
KNOWLEDGE	CHANNELS	social media	<p>the concepts relating to the functioning of social media, including concepts relating to social media advertising;</p> <p>the categories and types of social media platforms</p>	<p>the functionalities offered by social media and the possibilities of their use in marketing communications;</p> <p>the interactions taking place on social media;</p> <p>the principles of posting content on social media;</p> <p>the possibilities of using social media for marketing communication activities</p>	<p>the methods of building engagement on social media;</p> <p>the factors influencing the effectiveness of marketing communication activities on social media</p>	<p>the possibilities of using modern technology solutions on social media, such as artificial intelligence (AI), augmented reality (e.g., virtual reality – VR, augmented reality – AR, mixed reality – MR)</p>	<p>the trends in using social media in marketing communications</p>	
		outdoor	<p>the concepts relating to marketing communications in public spaces (outdoor marketing);</p> <p>the types of outdoor marketing message platforms</p>	<p>the principles of conducting marketing communications in public spaces;</p> <p>the possibilities of using outdoor platforms of marketing messages</p>	<p>the factors influencing the effectiveness of marketing communication activities conducted in public spaces</p>	<p>the possibilities of utilising interactive outdoor marketing message platforms using modern technologies such as artificial intelligence (AI), augmented reality (e.g., virtual reality – VR, augmented reality – AR, mixed reality – MR), the Internet of things (IoT)</p>	<p>the operating mechanisms of interactive outdoor marketing message platforms using modern technologies such as artificial intelligence (AI), augmented reality (e.g., virtual reality – VR, augmented reality – AR, mixed reality – MR), the Internet of things (IoT);</p> <p>the trends in using outdoor marketing message platforms</p>	
		events	<p>the types of events used in marketing communications</p>	<p>the principles of organising, preparing, coordinating and conducting the events used in marketing communications;</p> <p>the possibilities of organising events using remote communication technologies</p>	<p>the legal regulations on organising events, including mass events</p>	<p>the possibilities of using innovative communication solutions and technologies such as AI artificial intelligence (AI), augmented reality (e.g., virtual reality – VR, augmented reality – AR, mixed reality – MR), the internet of things (IoT) in organising events</p>	<p>the trends in using events in marketing communications</p>	

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8	
		KNOWS AND UNDERSTANDS:							
KNOWLEDGE	CHANNELS	direct marketing and email marketing	<p>the concepts relating to direct marketing and email marketing;</p> <p>the types of direct marketing activities;</p> <p>the types of direct mail platforms</p>	<p>the principles of developing and maintaining receiver databases, including the use of CRM (Customer Relationship Management) systems;</p> <p>the principles and methods of preparing and delivering direct marketing messages to receivers;</p> <p>the principles of providing receivers with direct service activities, e.g., via client service offices, hotlines, contact centres</p>	the factors influencing the effectiveness of direct and email marketing	the possibilities of using solutions based on modern technologies such as artificial intelligence (AI), augmented reality (e.g., virtual reality – VR, augmented reality – AR, mixed reality – MR), the Internet of things (IoT) for direct contact with receivers, e.g., chatbots, voice bots, virtual advisors			
		influencers, celebrities, experts, brand/product ambassadors	<p>the types of influencers and celebrities, their areas of activity and receiver groups;</p> <p>the types and principles of ambassador programmes</p>	<p>the principles and specificity of working with influencers, celebrities and experts;</p> <p>the possibilities of working with influencers, celebrities and experts in marketing communication activities</p>	the benefits and limitations of involving influencers, celebrities, experts and brand/product ambassadors in marketing communications	the principles, benefits and risks of implementing marketing communication activities with the use of characters created by artificial intelligence (AI) and machine learning (ML) technologies, e.g., virtual influencers	the trends in marketing communication activities involving influencers, celebrities, experts and brand/product ambassadors		
	MARKETING COMMUNICATION SERVICES	marketing communications	the areas of marketing communication activities, e.g., content marketing, public relations, event marketing, experience marketing, employer branding, personal branding	the aims of marketing communications	the importance of marketing communications in the activities of market entities and in shaping attitudes, values and promoting ideas	the dependencies and links between marketing communications and other areas of marketing;	the impact of marketing communications on phenomena, socio-economic processes as well as the attitudes and behaviours of receivers	the trends in communicating with receivers and building receiver experiences;	global developments in the marketing communications sector
		entities operating in the field of marketing communications	the types of entities implementing marketing communication activities	the functioning of marketing communication entities and the range of services they offer	the market structure of the entities forming the marketing communications sector (e.g., market of publishers, market of research firms)				

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		KNOWS AND UNDERSTANDS:						
KNOWLEDGE	MARKETING COMMUNICATION SERVICES	principles of cooperation	the principles of preparing documents for collaborative marketing communication activities, including briefs, orders, requests, contracts, elements of tender documentation	the stages and principles of working together with a client on marketing communication activities; the ways of commissioning marketing communication activities, including tendering models	models of collaboration in the marketing communications sector, e.g., in-house, agency, consumer service, mixed mode			
		marketing communication activities	the types of activities used in conducting marketing communications	the conditions for implementing different activities in marketing communications; the specificity of implementing different types of activities for various target groups	the factors influencing the effectiveness of different types of activities used in marketing communications; the interrelationship between the different activities used in marketing communications, the mutual impact of implementing different activities on their effectiveness; the methods of building engagement	the strategies and models of implementing marketing communication activities, e.g., inbound marketing, outbound marketing, content marketing, influencer marketing	the trends in the activities used in marketing communications; the trends in the implementation strategies of the activities used in marketing communication	
		corporate social responsibility (CSR)	the concepts relating to the idea of corporate social responsibility	the ethical principles of conducting marketing communications in the area of corporate social responsibility	the risks of conducting unreliable marketing communication activities in the area of corporate social responsibility	the impact of communicating activities in the area of corporate social responsibility on building a brand's market position, shaping receivers' attitudes and disseminating ideas and values		
		marketing communication strategies	the concepts relating to developing and implementing a marketing communication strategy; the types of campaigns (e.g., sales, image, social)	the stages of developing and implementing a marketing communication strategy and its elements	the principles of selecting activities to reflect the aims and assumptions of the marketing communication strategy	the concepts for defining marketing strategy objectives for various types of campaigns, e.g., sales, image, social	the trends in implementing marketing communication campaigns	

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		KNOWS AND UNDERSTANDS:						
KNOWLEDGE	MARKETING COMMUNICATION SERVICES	settling accounts	<p>the basic concepts of accounting for marketing communication activities and campaigns (e.g., licence costs, agency commissions, success fees);</p> <p>the types of costs in conducting marketing communication activities and campaigns</p>	the methods of remunerating persons and entities conducting marketing communication activities	the models for settling the accounts of marketing communication activities and campaigns			
		generating ideas and presenting data	the concepts of generating and presenting ideas, strategies, notions, research results, statistics, activity outcomes, etc.	the tools and techniques of presenting ideas and data, e.g., dashboard, moodboard, concept board, storyboard, shooting board	the techniques supporting creative thinking and the search for new ideas (design thinking, brainstorming, mind mapping, lateral thinking)			
	STANDARDS, NORMS, REGULATIONS	intellectual property	the types of open licences regulating the use of works	the principles of developing licence agreements, the typical provisions of licence agreements	the ethical principles and good practices of using intellectual property	the legal regulations on using intellectual property, e.g., using works, producing derivative works		
		data security and privacy protection	<p>the principles of targeting the marketing message to receivers (e.g., consent to send an offer, the principles of sending mail, spam);</p> <p>the principles of collecting and processing personal data and building databases;</p> <p>the principles of recording and using images, including those of public figures</p>	the ethical principles of using and respecting images and other personal data	the legal regulations on personal data protection			

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		KNOWS AND UNDERSTANDS:						
KNOWLEDGE	STANDARDS...	responsibility for the message	the types, tasks and scope of responsibility of supervisory and arbitration institutions in the marketing communications sector	the sanctions of not complying with marketing communication regulations	the legal regulations defining responsibility for published content (liability of, e.g., a publisher, agency, brand owner, influencers); the regulations defining the standards for published content, including those relating to accessibility (e.g., the WCAG standard)			
	STANDARDS, NORMS, REGULATIONS	principles of marketing communication activities		the principles relating to respect for values and personal interests (e.g., protection of reputation, good name, respect for symbols and values resulting from, among others, religion, ethnicity, race, identity and sexual orientation)	the regulations on consumer protection and the prevention of unfair competition; the legal regulations on the publication of content and the placement of content in the public domain, including press law			
		principles and regulations for specific products/groups	the receiver groups affected by restrictions on targeting marketing messages; the sectors and product groups subject to restrictions on advertising	the principles of addressing messages to specific groups of receivers (e.g., children) and advertising restricted products	the legal regulations on advertising restricted products (e.g., pharmaceuticals, alcohol, gambling); the legal regulations on directing messages to specific groups of receivers			
		self-regulation		the ethical standards on respecting personal values and goods (e.g., protection of reputation, good name, image, respect for religious beliefs)	the industry's own regulations on consumer protection and counteracting unfair competition, e.g., the Code of Ethics in Advertising			
		standards of cooperation among marketing communication entities	the principles of drafting orders, offers, contracts	the good practices of cooperation among the entities operating in the marketing communications sector; the specificity of cooperating with the people and entities performing creative tasks (creating content)	industry standards and self-regulations for conducting tenders and concluding contracts			

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		IS ABLE TO:						
SKILLS	RESEARCH, MEASUREMENT, DATA ANALYSIS	identifying receivers		identify the receivers of the brand/product	create personas; develop receiver profiles; describe receiver target groups by demographic, psychographic and behavioural criteria	identify and analyse market segments; identify specific and non-standard receiver groups		
		researching receivers' opinions and needs		identify receivers' needs; conduct research on receivers' opinions and needs	analyse the complex, diverse needs of receivers; develop the premises for conducting opinion polls and researching receivers' needs; develop the tools to conduct opinion polls and to research receivers' needs	identify insights		
		analysing receiver behaviour		conduct research on receivers' behaviour in relation to the brand/product	identify the factors influencing receiver behaviour (determinants of consumer behaviour); analyse receiver behaviour in relation to the brand/product	analyse the determinants of consumer behaviour; identify trends in receiver behaviour	forecast receiver behaviour using models of consumer behaviour; assess the sustainability of trends in receiver behaviour; develop models of consumer behaviour based on analyses of large data sets (big data)	
		analysing social, cultural and economic phenomena			identify the trends, social, cultural and economic phenomena shaping receiver behaviour and influencing brands/products and their marketing communication strategies	analyse and assess the impact of social, cultural and economic phenomena on receiver behaviour, brands/products and their marketing communication strategies	forecast the impact of social, cultural and economic phenomena on receiver behaviour, brands/products and their marketing communication strategies	

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		IS ABLE TO:						
SKILLS	RESEARCH, MEASUREMENT, DATA ANALYSIS	analysing client experience		<p>identify client/receiver interactions with the brand/product;</p> <p>identify client/receiver experiences relating to the brand/product</p>	<p>develop and analyse the client/receiver journey;</p> <p>identify factors that encourage or hold back the client/receiver at different stages of the journey;</p> <p>analyse the ways in which the brand/product communicates with the client/receiver at particular stages</p>	<p>analyse the factors affecting the client's/receiver's experience relating to the brand/product</p>		
		assessing brand/product image	<p>monitor information on a brand/product (e.g., in the media)</p>	<p>conduct research on the image, condition and awareness of a brand/product</p>	<p>assess the image, condition and awareness of a brand/product;</p> <p>identify the external and internal factors influencing the image, condition and awareness of a brand/product</p>	<p>analyse and assess the impact of external and internal factors on the image, condition and awareness of a brand/product</p>	<p>forecast the impact of external and internal factors on the image, condition and awareness of a brand/product</p>	
		analysing the market environment		<p>identify the market environment in which the brand/product operates;</p> <p>identify the competitive environment of the brand, including the identification of competing, complementary and other brands/products</p>	<p>analyse the market environment in the context of adopted communication strategies, receiver groups, different sales channels, brand communication opportunities, etc.;</p> <p>analyse the far and near competitive environments of the brand and their impact on sales and brand/product communication</p>	<p>analyse market trends in relation to the brand/product and the assumptions of the marketing communication strategy</p>	<p>assess the sustainability of market trends affecting brands/products and their marketing communication strategies;</p> <p>forecast the impact of market trends on brands/products and their marketing communication strategies</p>	
		measuring the effectiveness and efficiency of activities		<p>calculate the indicators of the effectiveness and efficiency of activities;</p> <p>interpret the indicators in the context of the objectives of the conducted activities</p>	<p>select the methods of measuring the indicators of goal achievement;</p> <p>assess the effectiveness of the activities undertaken on the basis of the adopted indicators and available reports and measurement data</p>	<p>analyse and assess the impact of marketing communication activities on business objectives and the lifetime value of the client</p>		

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		IS ABLE TO:						
SKILLS	RESEARCH, MEASUREMENT...	analysing data	<p>obtain the information and data necessary to conduct marketing communication activities;</p> <p>verify that data have been obtained legally, including in accordance with personal data protection laws, and that it has not been generated by robots (spam traffic);</p> <p>assess the credibility of the data obtained</p>	<p>select the data necessary for analysis;</p> <p>assess the relevance of the data to the research being conducted and assess the possibility of using the collected data to draw useful conclusions;</p> <p>systematise the collected data</p>	analyse single datasets	<p>analyse large data sets (big data) using analytical tools for marketing communications;</p> <p>analyse and verify the credibility of the results generated by algorithms using modern technologies such as artificial intelligence (AI) and machine learning (ML)</p>	perform forecasts based on analyses of large data sets (big data)	develop statistical models based on analyses of large data sets (big data)
	STRATEGY/PLANNING	analysing client needs	search for information about the client, e.g., in social media, industry portals, own information channels	identify the client's marketing communication needs	<p>analyse the client's business situation in the context of marketing communications;</p> <p>analyse the possibility of meeting the client's needs, including their prioritisation</p>	work with the client to identify his/her needs using facilitation techniques, design thinking and other methods	forecast the client's marketing communication needs based on information about marketing communication trends, market trends, anticipated socio-economic changes and other issues	
		setting objectives		<p>define the objectives for individual marketing communication activities;</p> <p>select the key performance indicators (KPIs) for individual marketing communication activities</p>	<p>identify the objectives of small, routine projects in marketing communications;</p> <p>select key performance indicators (KPIs) for small, routine projects in marketing communications</p>	<p>identify the objectives of large complex projects in marketing communications;</p> <p>select key performance indicators (KPIs) for large complex marketing communication projects</p>		
		developing marketing communication strategies		indicate the target groups for marketing communication activities and campaigns	<p>identify the receivers' needs to be met by the brand/product;</p> <p>identify the key points along the customer's journey requiring improvement to ameliorate his/her experience with the brand/product</p>	develop concepts to improve the receiver's experience of the brand/product, e.g., by removing barriers at the points of contact with the brand/product, enhancing the receiver's positive experience		

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		IS ABLE TO:						
SKILLS	STRATEGY/PLANNING	designing the receiver's experience		indicate the target groups for marketing communication activities and campaigns	identify the receivers' needs to be met by the brand/product; identify the key points along the customer's journey requiring improvement to ameliorate his/her experience with the brand/product	develop concepts to improve the receiver's experience of the brand/product, e.g., by removing barriers at the points of contact with the brand/product, enhancing the receiver's positive experience		
		selecting tools		indicate the tools and actions adequate to the objectives and strategy adopted, the specific nature of the target groups, the brand/product in question, etc.	select the tools and activities in accordance with business and marketing objectives as well as target group characteristics	develop plans for using marketing communication tools and content emission plans	develop plans and strategies for implementing marketing communication activities	
		selecting channels		identify the communication channels adequate to the objectives and strategy adopted, the specific nature of the target groups, the brand/product in question, etc.	analyse the advantages, disadvantages and effectiveness of individual communication channels in relation to the chosen objectives, strategy, receiver groups, specific brand/product concerned, etc.	identify the possibilities of using diverse technologies, platforms, solutions and activities to distribute marketing messages; adapt a variety of technologies, solutions and activities implemented in different sectors for marketing communications	develop customised solutions for the use of marketing message platforms	develop innovative concepts for the distribution of marketing messages

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		IS ABLE TO:						
SKILLS	STRATEGY/PLANNING	planning tasks and projects	plan one's own work and set priorities for one's tasks	<p>plan the resources necessary for implementing tasks in marketing communications;</p> <p>develop a plan for implementing individual tasks in marketing communications</p>	<p>plan the resources necessary to implement routine projects in marketing communications;</p> <p>develop a plan to implement routine projects in marketing communications, including delegating tasks, setting a schedule of activities, defining milestones, assessing risks and determining monitoring indicators;</p> <p>define the structure of the team implementing the marketing communication project, including competence requirements;</p> <p>choose the methodology for managing the marketing communication project</p>	<p>plan the resources necessary to implement non-routine projects in marketing communications;</p> <p>develop a plan to implement non-routine projects in marketing communications, including delegating tasks, setting a schedule of activities, defining milestones, assessing risks and determining monitoring indicators</p>	<p>develop an implementation strategy for a portfolio of marketing communication projects</p>	
		budgeting activities and campaigns	identify the cost components of marketing communication activities	estimate the costs of individual marketing communication activities	develop a campaign budget for marketing communications	develop long-term budgets for implementing a marketing communication strategy	develop long-term plans for financing activities in marketing communications	
	IMPLEMENTING ACTIVITIES	cooperating in the sector		<p>prepare the premises for working together with other entities, including agencies, subcontractors, influencers, celebrities, experts, brand/product ambassadors;</p> <p>prepare the documents necessary for selecting a contractor and concluding a contract in marketing communications</p>	<p>identify possible areas of cooperation with other entities, including agencies, subcontractors, influencers, celebrities, experts and brand/product ambassadors;</p> <p>conduct proceedings aimed at selecting a provider of marketing communication services in accordance with the law, good practices and industry standards (e.g., the White Book of Marketing Communications)</p>	negotiate schedules, remuneration and the manner in which activities are to be performed by entities involved in implementing marketing communication activities		

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		IS ABLE TO:						
SKILLS	IMPLEMENTING ACTIVITIES	monitoring the implementation of tasks and projects	assess the quality and timeliness of tasks performed in marketing communications and solve problems that arise during their implementation	monitor the extent and quality of project implementation in marketing communications	<p>identify irregularities in the process of implementing a marketing communications project and assess their impact on achieving the set objectives;</p> <p>select corrective actions when irregularities occur in the process of implementing a marketing communications project</p>			
		creating content		<p>modify, adapt existing content, e.g., for different content distribution channels as well as for the needs of different receiver groups;</p> <p>develop simple content in accordance with current principles and canons (e.g., short texts, single logos, simple graphics, social media posts)</p>	develop complex content in accordance with applicable principles and canons (e.g., specialist texts, visual identification systems, films, podcasts)	develop non-routine or rarely used types of marketing communication content in accordance with applicable principles and canons	develop unconventional content using one's own ideas inspired by current trends	develop innovative content using one's own ideas that inspires others to develop creative solutions in marketing communications
		distributing content	perform simple activities relating to content distribution in accordance with instructions, plans or guidelines, e.g., prepare materials for shipping, distribute materials, place posts on social media, place content on websites	<p>perform tasks relating to content distribution, e.g., order and settle payments for advertising space, airtime, prepare printed materials, manage content on a website;</p> <p>monitor the content distribution process</p>	identify irregularities and indicate corrective actions in the content distribution process	coordinate the activities of subcontractors, individuals and teams performing tasks relating to content distribution		

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		IS ABLE TO:						
SKILLS	IMPLEMENTING ACTIVITIES	presenting information	collect and compile information necessary to prepare reports, presentations and other materials	prepare reports and other materials presenting the effects of performed activities; discuss the results of one's own work or that of the team, present one's own ideas and those of the team	prepare multimedia presentations as well as those based on techniques supporting data visualization, trends, ideas and others. (e.g., dashboard, moodboard, trendboard); discuss the strengths and weaknesses of a developed idea, clarify doubts, formulate and present arguments to convince listeners about a developed idea			
		assessing ideas and work results	formulate and assertively communicate opinions on ideas and implementation	define criteria for assessing ideas and implementation	analyse ideas and implementations in terms of their adequacy to the adopted assumptions, guidelines regarding client and receiver needs	analyse ideas and implementations in the context of their impact on receivers and the environment	assess the novelty of ideas and their impact on the development of creative thought in the context of national and world achievements	
		supporting the work of the creative team		organise the space for creative work	prepare and lead a creative ideation session with the use of tools supporting the generation of ideas	plan and moderate the work of creative teams using techniques and tools that support creativity	modify the techniques and tools that support creativity and generate ideas to overcome difficulties in the work of a creative team	develop new techniques and tools to support creativity and the generation of ideas
		monitoring campaigns		monitor a communication marketing campaign's quality and timeliness of implemented activities as well as the extent of having achieved its objectives; monitor the implementation of a communication marketing campaign budget	identify irregularities in the implementation of marketing communication campaigns; analyse threats to the implementation of campaign objectives; take corrective actions in situations threatening the achievement of the adopted objectives	coordinate the work of internal and external partners involved in implementing marketing communication campaigns; modify the parameters of the activities implemented and optimise the effectiveness of the campaign in real time; manage the budget of marketing communication activities and campaigns		

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		IS READY TO:						
SOCIAL COMPETENCE	OPENNESS TO PEOPLE	relationships in the industry community		take into account the expectations and needs of clients, subcontractors and business partners in activities	maintain relationships based on trust and respect with the clients, subcontractors, business partners and media implementing marketing communication activities	take care of the image of the represented entity	establish and maintain relationships with representatives of companies, organisations and institutions in order to support activities for the development of the marketing communications sector	build a positive image of the marketing communications sector, its entities and the people working in it
		cooperation		undertake activities in teams, e.g., design, creative, analytical teams	maintain proper relations with people and teams conducting marketing communication activities	maintain proper relations with influencers, celebrities and experts engaged in marketing communication activities	establish principles and an atmosphere of cooperation conducive to creativity, allowing for mistakes, accepting a diversity of views and opinions	
		communication	communicate clearly, adapt how information is communicated to the receiver and avoid the excessive use of jargon	demonstrate assertiveness and resistance to pressure	apply ethical principles when formulating persuasive messages	promote ethical principles relating to communication, including the formulation of persuasive messages		
		critically assessing one's own work and the work of others	formulate opinions on ideas, proposals for solutions and work results	provide and receive feedback on ideas, proposed solutions and work results; accept a critical assessment of one's own ideas and the effects of one's work by others	objectively assess the ideas and work results of other representatives of the sector; promote the principles of the objective assessment of ideas and work results	engage in the work of panels, commissions and juries in competitions assessing the projects, ideas and work results of representatives of the marketing communications sector		

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		IS READY TO:						
SOCIAL COMPETENCE	OPENNESS TO IDEAS AND CONCEPTS	creativity		demonstrate persistence in finding a solution to a problem	seek information, new ideas, non-routine solutions; exhibit an open attitude to novelties, unconventional solutions	implement novel, unconventional ideas and solutions	create non-routine ideas, propose novel, unconventional solutions	set trends in the marketing communications sector
		openness to diversity		look at phenomena and processes from the perspectives of different people and groups	present an open attitude to other value systems, ideas and behaviours	implement activities that promote the ideas of equality and non-discrimination	initiate and take action to promote the rights of minorities and disadvantaged groups	shape the ideas of equality, non-discrimination and tolerance in the industry community
		openness to novelties		adapt to changes resulting from trends, the technologies used and organisational solutions	promote openness to novelties in the professional community and the need to adapt to change resulting from trends, the technologies used and organisational solutions	participate in events aimed at exchanging experiences and developing one's own competence	initiate events to develop the competence of industry representatives; promote attitudes of sharing experiences and making recommendations to improve the quality of implemented activities	shape the concept of lifelong learning in the industry community
	RESPONSIBILITY	taking responsibility for activities and messages in marketing communications	take responsibility for the quality, reliability and correctness of marketing messages	take responsibility for the impact of marketing messages on receivers	take responsibility for the impact of marketing communications on shaping the attitudes and behaviour of receivers	promote ethical principles relating to responsibly influencing the receivers of marketing communications		
		taking responsibility when operating under variable conditions		act under variable conditions, in ambiguous situations and under pressure	take responsibility for the effects of marketing communication activities	take the risk of adopting novel, unconventional, previously unknown or as yet unused solutions	make decisions in ambiguous situations, with high uncertainty as to the final result and of high risk, e.g., financial, image decisions	

CATEGORY	DETERMINANTS	COMPETENCE SERIES	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8
		IS READY TO:						
SOCIAL COMPETENCE	RESPONSIBILITY	ethics	act in accordance with the regulations, laws and self-regulations applicable in the marketing communications sector	conduct marketing communication activities in accordance with ethical standards and rules, respecting values and personal rights	promote the principles of the ethical performance of marketing communication activities among colleagues, clients and business partners	promote the standards, codes and self-regulations developed and applied in the sector to ensure the ethical conduct of entities and persons	require the compliance of co-workers, subordinates and business partners with the principles of the ethical conduct of marketing communication activities	develop standards, codes and self-regulations to ensure the ethical operation of entities and persons in the marketing communications sector
		maintaining confidentiality and a culture of competition	comply with regulations on the protection of information security, including the protection of personal data and image	comply with the principles of confidentiality, professional secrecy and business confidentiality	conduct communication activities in a manner that ensures information security, including the protection of personal data and image	respect copyright law and act in a manner that does not violate the principles of fair competition	require that colleagues, subordinates and business partners comply with copyright law and act in a manner that does not violate the principles of fair competition	develop principles relating to the culture of cooperation and the culture of competition in the marketing communications sector

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ANNEX

Figure 1. Dynamics of change in the number of business entities in the marketing communications sector registered in the REGON register by PKD section between 2017 and 2021

	2017	2018	2019	2020	2021
advertising, market research and opinion polling	53060	54616	57171	59139	61195
publishing activities	14375	13004	12979	12922	12823
film production, video recording, television programming, sound and music recording activities	14138	1499	16211	17252	19433
free-to-air and subscription broadcasting	875	729	716	688	673
total:	82448	69848	87077	90001	94124

Figure 2. Dynamics of change in the number of business entities in the marketing communications sector registered in the REGON register by PKD section between 2016 and 2020

	2016	2017	2018	2019	2020
advertising, market research and opinion polling	72804	73172	79092	77531	78003
publishing activities	40108	40457	37122	37457	36348
film production, video recording, television programming, sound and music recording activities	14092	14054	13338	13714	14601
free-to-air and subscription broadcasting	15045	16668	16570	16827	15875
total:	142049	144351	146122	145529	144827

Figure 3. Regional differences in the number of people working in the marketing communications sector in Poland in 2017

Voivodeship:	
mazowieckie	45.6%
małopolskie	9.2%
wielkopolskie	8.0%
śląskie	7.6%
dolnośląskie	7.0%
pomorskie	3.9%
łódzkie	3.8%
podkarpackie	2.8%
lubelskie	2.5%
kujawsko-pomorskie	2.3%
zachodniopomorskie	2.1%
świętokrzyskie	1.2%
warmińsko-mazurskie	1.2%
podlaskie	1.1%
lubuskie	1.0%
opolskie	0.9%

Figure 4. Age distribution of people employed in the marketing communications sector in 2015

25 years or less	8%
26–30 years	24%
31–35 years	20%
36–40 years	14%
41–45 years	10%
46–50 years	7%
over 50 years	16%

The Sectoral Qualifications Framework for Marketing Communications was developed by a team of experts and is a valuable resource for anyone who wants to effectively navigate the meanders of the marketing communications industry. The authors used in-depth analyses to give readers practical tips on better understanding the market and efficiently navigating it. The publication serves as a specific guide to understanding the rules and laws governing this remarkable industry.

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