

# Lithuanian Marketing Association (LiMA)

## Competencies Framework

*As approved at the LiMA Board on the 3<sup>rd</sup> of June, 2025*

LiMA Competencies framework is based on the EMC framework with minor amendments<sup>1</sup>.

### Layers:

- ✓ **Core competencies** refer to the universal marketing capabilities that every marketing professional must possess and apply in an integrated manner, regardless of their hierarchical level. While the complexity and impact of decisions associated with these competencies may vary across levels—from specialist to Chief Marketing Officer— marketters must consistently reflect (or align with) strategic direction and thinking, a strong customer orientation, the ability to apply insights, collect and analyze consumer data to propose business model, product, service or process innovations, derive value propositions, execute marketing activities that drive competitive advantage for a company.
- ✓ **Field competencies** refer to skills and knowledge within specific areas of marketing. Marketing professionals typically develop expertise in a selected number of these domains. While a strong foundation in marketing requires a general understanding across various domains and functions, a focused

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<sup>1</sup> EMC Framework in detail <https://www.emc.be/uploads/international-marketing-competencies-january-2023-206e3.pdf>

specialization in a few interrelated areas is sufficient for effective professional practice in the field.

- ✓ **Behaviours & Personal Skills** represent a set of competencies and behavioural attributes that define an individual's principles of action at both professional and personal levels. These qualities serve to ensure that marketing practices are responsible, sustainable, inclusive of diverse societal interests, and oriented toward long-term growth. Not all professionals are expected to embody every behaviour or skill from the outset fully: some of them emerge and develop progressively as individuals advance in their careers and take greater levels of responsibility and influence.

The competencies—or their combinations—should be adaptable to a wide range of marketing contexts or objects, including (but not limited to) Business-to-Consumer (B2C), Business-to-Business (B2B), services marketing, international marketing, startup marketing, NGO and public sector marketing, destination marketing, and industry- or category-specific fields. Experience in these areas contributes to a marketer's unique knowledge base and may influence an employer's or client's assessment of the marketer's fit for particular companies or roles. However, such experience does not inherently imply superiority over other backgrounds, nor does it negate the broader relevance of core marketing competencies.

## Detailization of layers

### Core competencies

- ✓ Strategy
- ✓ Customer focus
- ✓ Research and insights

### Field competencies

- ✓ Brand and reputation
- ✓ Integrated marketing communication
- ✓ Sales and promo activations
- ✓ Digital marketing

- ✓ Product/service innovation and development
- ✓ Measurement and analytics
- ✓ Customer experience
- ✓ Distribution and sales channels
- ✓ Pricing

- ✓ Technology application and innovation
- ✓ Risk and legal compliance
- ✓ Financial Literacy

## Behaviours & Personal Skills

- ✓ People Management
- ✓ Continuous Improvement
- ✓ Leadership
- ✓ Influencing
- ✓ Agility

- ✓ Project Management
- ✓ Ethical Awareness
- ✓ Collaboration
- ✓ Commercial Awareness

# List within competencies

## Core competencies

### Strategy

- ✓ Market analysis
- ✓ Segmentation
- ✓ Targeting
- ✓ Positioning
- ✓ Value proposition
- ✓ Customer acquisition
- ✓ Customer retention
- ✓ Market opportunities and threats
- ✓ Competitor analysis
- ✓ Competitive advantage
- ✓ Market share
- ✓ Market development
- ✓ Financial analysis
- ✓ Marketing objectives
- ✓ Marketing audit
- ✓ Planning
- ✓ Growth strategies
- ✓ Product development and innovation strategy
- ✓ Product portfolio strategy
- ✓ Content strategies
- ✓ Distribution strategy
- ✓ Pricing strategy
- ✓ Media strategy
- ✓ Digital strategy
- ✓ Sustainability & ESG strategy
- ✓ Evaluation and selection of strategies
- ✓ Business model
- ✓ Go-to-market model
- ✓ Strategic resource alignment
- ✓ Cross-functional alignment
- ✓ Strategy execution

### Consumer focus

- ✓ Customer orientation
- ✓ Customer-focused processes
- ✓ Consumer knowledge
- ✓ Internal marketing
- ✓ Internal communication
- ✓ Organizational culture
- ✓ Organizational values
- ✓ Cross-functional collaboration
- ✓ Stakeholder relationships
- ✓ Change management
- ✓ Customer funnel
- ✓ Complaints and suggestions
- ✓ Retention
- ✓ Voice of the customer (VoC) programs
- ✓ CRM systems
- ✓ Personalization and customization

- ✓ Customer impact in decision-making

## Research and insights

- ✓ Marketing information
- ✓ Research methods
- ✓ Interpreting data
- ✓ Agency selection
- ✓ Research process
- ✓ Data sources
- ✓ Bias, reliability and validity
- ✓ Customer feedback
- ✓ Forecasting
- ✓ Applying insight
- ✓ Primary research
- ✓ Secondary research
- ✓ Qualitative data
- ✓ Quantitative data
- ✓ Surveys
- ✓ Experiments
- ✓ Observation
- ✓ In-depth interviews
- ✓ Focus groups
- ✓ Neuro research
- ✓ Research process automation
- ✓ Internal data
- ✓ Continuous enquiry
- ✓ Recommending information improvements
- ✓ AI in research (e.g. synthetic panelists, data analysis and reporting, insights)

## Field competencies

### Brand and reputation

- ✓ Brand strategy
- ✓ Brand guidelines
- ✓ Brand essence
- ✓ Brand metrics
- ✓ Brand health
- ✓ Brand positioning
- ✓ Brand values
- ✓ Brand advocacy
- ✓ Brand communications
- ✓ Tone of voice
- ✓ Brand planning
- ✓ Brand characteristics
- ✓ Brand coding
- ✓ Brand tracking
- ✓ Brand dashboard
- ✓ Corporate reputation
- ✓ Brand reputation
- ✓ Corporate identity
- ✓ Online reputation management

## Risk and Legal Compliance

- ✓ Environmental policies
- ✓ Ethics
- ✓ Triple bottom line
- ✓ Data protection
- ✓ Regulatory constraints
- ✓ Legislation
- ✓ Corporate governance
- ✓ Product safety
- ✓ Social responsibility
- ✓ Risk management
- ✓ Compliance

## Communication and Campaigns

- ✓ Communication strategy
- ✓ Communication goals and objectives
- ✓ Communication mix
- ✓ Communication objectives
- ✓ Communications planning
- ✓ Media
- ✓ Media planning
- ✓ Integrated communication
- ✓ AIDA (Attention, Interest, Desire, Action) model
- ✓ Awareness/image campaigns
- ✓ Involvement campaigns
- ✓ Lead generation campaigns
- ✓ Promo campaigns
- ✓ Communications budgets
- ✓ Communications agencies
- ✓ Campaign execution
- ✓ Advertising
- ✓ Public relations
- ✓ Sales promotion
- ✓ Personal selling
- ✓ Direct marketing
- ✓ Market/message/media mix
- ✓ ATL (Above the line), BTL (Below the line), TTL (Through the line) media alignment
- ✓ Online and offline media alignment
- ✓ Campaign metrics and evaluation

## Digital

- ✓ Digital marketing audit
- ✓ Online behavior
- ✓ Digital customer journey
- ✓ Digital funnel
- ✓ Digital advertising
- ✓ Multichannel marketing
- ✓ Social media
- ✓ Digital capability

- ✓ Digital disruption
- ✓ Data integration and security
- ✓ Digital channels
- ✓ Digital strategy
- ✓ Digital campaigns
- ✓ Web analytics
- ✓ Conversion rate optimization (CRO)
- ✓ Online content marketing campaigns
- ✓ Pay-per-click (PPC) campaigns
- ✓ Affiliate and influencer management
- ✓ Third-party integration
- ✓ Digital control methods
- ✓ Digital metrics, ROAS and ROI
- ✓ Integrating digital and traditional techniques
- ✓ Automation and personalization
- ✓ Digital budget optimization
- ✓ Attribution models
- ✓ Consent and compliance controls

### Product/service innovation and development

- ✓ Product/market fit
- ✓ Product portfolio management
- ✓ Product development
- ✓ Product management
- ✓ Product/service innovation
- ✓ Product life cycle
- ✓ New product development (NPD) process
- ✓ Differentiation
- ✓ Value proposition characteristics
- ✓ New product or category adopters

### Distribution and sales channels

- ✓ Global distribution
- ✓ Indirect distribution (via intermediaries)
- ✓ Direct distribution (D2C)
- ✓ Sales channel strategy
- ✓ Sales channel partners
- ✓ Online distribution
- ✓ Drop shipping
- ✓ Franchising
- ✓ Sales/distribution channel performance
- ✓ Sales/distribution channel conflict
- ✓ Push strategy
- ✓ Sales/distribution channel metrics
- ✓ Vertical channel integration
- ✓ Horizontal channel integration
- ✓ Disintermediation
- ✓ Platformization and platforms

## Customer Experience

- ✓ Customer experience
- ✓ Customer satisfaction
- ✓ Customer expectations and perceived quality
- ✓ Customer journey mapping
- ✓ Consumer feelings, thoughts, and actions across the purchase journey
- ✓ Brand touchpoints
- ✓ Personas
- ✓ Moments of truth
- ✓ Frustration points
- ✓ Customer loyalty
- ✓ Relationship marketing
- ✓ Service characteristics
- ✓ Service standards
- ✓ Service quality
- ✓ Customer service
- ✓ Customer Lifetime Value (CLV)
- ✓ Use cases
- ✓ Omnichannel experience
- ✓ Feedback loops & surveys
- ✓ Community management
- ✓ Online reviews and reputation monitoring
- ✓ Customer advocacy programs
- ✓ Customer success management
- ✓ First-contact resolution
- ✓ Net Promoter Score (NPS)
- ✓ Customer satisfaction (CSAT)
- ✓ Customer effort score (CES)
- ✓ Customer experience (CX)
- ✓ User experience (UX)
- ✓ User interface (UI)
- ✓ Product experience (PX)
- ✓ Customer-centric KPIs
- ✓ Customer-centric incentives
- ✓ Customer-centric internal structures

## Measurement & Analytics

- ✓ Types of metrics
- ✓ Financial measurements
- ✓ Market analysis
- ✓ Monitoring marketing performance
- ✓ Measuring marketing performance
- ✓ Social media monitoring
- ✓ Social listening
- ✓ Scorecards
- ✓ Dashboards
- ✓ Analytics
- ✓ Segment and cohorts' behaviour analysis
- ✓ Identifying improvements

## Sales and promo activations

- ✓ Promotional tools
- ✓ Promotion channels
- ✓ Discount campaign
- ✓ Incentives
- ✓ Coupons and codes
- ✓ Point of sale materials
- ✓ Heuristics to induce purchase (authority, scarcity, limited availability, etc.)
- ✓ Promo communication
- ✓ Seasonal campaigns
- ✓ Sales materials
- ✓ Sales events
- ✓ Promo campaign ROI
- ✓ Retention

### Pricing

- ✓ Price/value relationship
- ✓ Pricing strategy
- ✓ Portfolio pricing
- ✓ Price setting
- ✓ Price architecture (good/better/best tiers)
- ✓ Price sensitivity
- ✓ Price elasticity
- ✓ Price research
- ✓ Price discrimination
- ✓ Value pricing
- ✓ Dynamic pricing
- ✓ Pricing automation and personalization
- ✓ Pricing legislation and ethics
- ✓ Break-even point
- ✓ Discounts, bundling
- ✓ Trade terms and negotiations
- ✓ Cost-to-serve analysis
- ✓ Retailer pricing collaboration
- ✓ Promotional pricing optimization
- ✓ Market-entry pricing models
- ✓ Omnichannel pricing alignment
- ✓ Competitive price tracking tools
- ✓ Margins, scale and profitability
- ✓ Pricing contribution to ROI and capital efficiency

### Financial literacy

- ✓ Commercial awareness
- ✓ Business case
- ✓ Scenario planning and commercial risk mitigation
- ✓ Revenue growth management (RGM)
- ✓ Return on investment (ROI)
- ✓ Profit and loss analysis (P&L)
- ✓ Profit and profitability analysis
- ✓ Margin and scale effects on financial results
- ✓ Capital efficiency analysis

## Technology application and innovation

- ✓ Technology Enablement
- ✓ Process automation
- ✓ Personalization
- ✓ Artificial intelligence
- ✓ Content development with AI
- ✓ Customer reach automation
- ✓ Customer journey orchestration
- ✓ Personalized content delivery
- ✓ Lead management automation
- ✓ CRM & data synchronization
- ✓ Campaign planning & execution
- ✓ Content management & publishing
- ✓ Automated analytics & reporting
- ✓ A/B testing automation
- ✓ Chatbots & conversational flows
- ✓ Customer feedback & surveys automation
- ✓ Marketing resources and asset management
- ✓ Alerts and anomaly detection systems
- ✓ Service level agreement (SLA) execution and tracking in customer service systems