Web Marketer

1. Role Description

Profile title	Web Marketer	
Also known as		
Summary statement	The web marketer is in charge of interactive marketing.	
Mission	To contribute to the success of the enterprise, i.e. visibility, traffic and/or sales, through the website, web application or web campaign.	
Responsibility	Defines and takes charge of the promotion of a website, web application or manages a web campaign in view of making it successful, whether measured in commercial, social or other terms.	
Deliverables	**Accountable**	**Contributor**
	• Marketing campaigns. • Marketing analysis and reports.	• Marketing strategy / plan.
Main task/s	• Web Campaign Management - planning and executing online marketing campaigns. • Conversion Strategies - such as converting page-views to revenue. • Search Engine Optimisation - achieving optimal search engine results. • Web Analytics - providing detailed reports on the relative success of said campaigns. • Marketing data analysis.	
Environment	Usually works in a team alongside other marketing specialists and reports to a Marketing Coordinator.	
KPI's	• Number of new visitors. • Page views / visitor. • Old visitor return rate. • Average order value. • Bounce rate. • Cancellation rate. • Number of orders per customer per year.	

2. Role Profile

2.1 Profile Summary

Area	No.	Competence	Importance	Technical					Behavioural												Business				
		Web Marketer		T01	T02	T03	T04	T05	B01	B02	B03	B04	B05	B06	B07	B08	B09	B10	B11	B12	M01	M02	M03	M04	M05
Plan	A.1	IS and Business Strategy Alignment											x												
	A.2	Service Level Management																							
	A.3	Business Plan Development																			x	x			
	A.4	Product or Project Planning	x			x						x	x											x	
	A.5	Architecture Design																							
	A.6	Application Design	x		x	x				x											x				
	A.7	Technology and Market Watching	x									x							x	x			x	x	
	A.8	Sustainable Development																							
Build	B.1	Design and Development	x	x	x	x		x	x			x	x		x		x	x	x						x
	B.2	Systems Integration																						x	
	B.3	Testing																	x						
	B.4	Solution Deployment		x	x	x																			x	
	B.5	Documentation Production										x													
Run	C.1	User Support																							
	C.2	Change Support																							
	C.3	Service Delivery	x									x		x					x						
	C.4	Problem Management										x							x						
Enable	D.1	Information Security Strat. Development																							
	D.2	ICT Quality Strategy Development																							
	D.3	Education and Training Provision																							
	D.4	Purchasing				x																			
	D.5	Sales Proposal Development				x																			
	D.6	Channel Management	x	x	x	x		x	x	x	x	x	x			x						x	x	x	x	
	D.7	Sales Management				x																			
	D.8	Contract Management																						x	
	D.9	Personnel Development																							
	D.10	Information and Knowledge Management																							
Manage	E.1	Forecast Development	x			x												x						x	
	E.2	Project and Portfolio Management	x																		x	x			x
	E.3	Risk Management										x									x				
	E.4	Relationship Management	x			x					x		x	x	x		x								
	E.5	Process Improvement									x	x							x						
	E.6	ICT Quality Management																							
	E.7	Business Change Management																							
	E.8	Information Security Management																							
	E.9	IT Governance																							

Column legend:

- **T01** Has knowledge of netiquette, interactive virtual environments and social networks usage rules
- **T02** Has knowledge of online usability requirements
- **T03** Can promote and sell products or services online
- **T04** Can create media elements (audio, graphics, video)
- **T05** Can draft texts, clearly and concisely, with due regard for orthography and grammar
- **B01** Is creative, imaginative, artistic
- **B02** Is ethical
- **B03** Is precise and aware of details
- **B04** Is customer oriented
- **B05** Is committed to corporate strategy and aware of corporate culture
- **B06** Has good interpersonal skills
- **B07** Has presentation / moderation skills
- **B08** Can communicate effectively (also in foreign languages)
- **B09** Can work in a team
- **B10** Can seek, organize and synthesize
- **B11** Can analyse
- **B12** Can explain
- **M01** Has knowledge of project management principles
- **M02** Has knowledge of budgeting / estimating issues and practices
- **M03** Has knowledge of legal, environmental, labour, standards issues
- **M04** Has marketing knowledge
- **M05** Can lead a team

2.2 Detailed Profile

A. PLAN

A.1. IS and Business Strategy Alignment

Dimension 2: e-Competences: Title + generic description	The web marketer is aware of long term business requirements and is able to make input to the upper management on the development of the Information System model from a web marketing point of view. He is able to report incoherencies in the implementation of strategic web marketing policy of the enterprise to the upper management.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Is aware of long term requirements and can make input to the upper management on web marketing decisions. Can report incoherencies to the upper management.
	Level 3	
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B05: Is committed to corporate strategy and aware of corporate culture	

A.3. Business Plan Development

Dimension 2: e-Competences: Title + generic description	The web marketer is responsible for the design and structure of a web marketing plan (an important component of the business plan). He is able to analyse the market environment. He ensures the strategic application of technology for business benefit by developing information architectures and processes. He communicates and sells this web marketing plan to relevant stakeholders.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to provide analysis of market environment etc.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ M01: Has knowledge of project management principles ✓ M02: Has knowledge of budgeting/estimating issues and practices ✓ B11: Can analyse	

A.4. Product/Project Planning

Dimension 2: e-Competences: Title + generic description	In analysing and defining the current and target status of a web marketing campaign, the web marketer acts systematically in estimating cost effectiveness and design decision templates. He maintains a project diary and exploits specialist knowledge in the specification development to create and maintain standard and complex documents of the web marketing project (such as structure plans, timescales, milestone descriptions).	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Acts systematically to document standard and simple elements of project.
	Level 3	Exploits specialist knowledge in specification development to create and maintain complex documents of the project.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T03: Can promote and sell products or services online ✓ B04: Is customer-oriented ✓ B05: Is committed to corporate strategy and aware of corporate culture	

	✓ M04: Has marketing knowledge

A.6. Application Design

Dimension 2: e-Competences: Title + generic description	During the planning and specification process of the web marketing plan, the web marketer organises the overall planning of the design of the plan in accordance with ICT policy and user or customer needs. He estimates costs of development, installation, deployment and maintenance and selects technical options for building the plan. He validates the models with representative users. He ensures that the plan is correctly integrated within a complex environment.

Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Organises the overall planning of the design of the application.
	Level 3	Accounts for own and others actions in ensuring that the application is correctly integrated within a complex environment.
	Level 4	
	Level 5	

Dimension 4: Knowledge and Skills	✓ T02: Has knowledge of online usability requirements ✓ T03: Can promote and sell products or services online ✓ B02: Is creative, imaginative, artistic ✓ M01: Has knowledge of project management principles

A.7. Technology & Market Trends Watching

Dimension 2: e-Competences: Title + generic description	The web marketer is aware of technology improvements and market trends in his field of competence and is able to integrate them into specification of the marketing plan. He therefore contributes added value by making steps towards improvements in sales effectiveness, productivity quality or competitiveness of the website or web application. He is able to identify the articulations between emerging technologies and market requirements in accordance with long term business strategy.

Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Is aware of technology improvements in his field of competence and is able to integrate them, if necessary, in his production in accordance with specifications.
	Level 3	Is actively looking out for new technology improvements in his field of competence. Can identify the articulations between emerging technologies and business requirements in accordance with long term strategy.
	Level 4	
	Level 5	

Dimension 4: Knowledge and Skills	✓ B04: Is customer oriented ✓ B11: Can analyse ✓ B12: Can explain ✓ M03: Has knowledge of legal, environmental, labour, standards issues ✓ M04: Has marketing knowledge

B. BUILD

B.1. Design and Development

Dimension 2: e-Competences: Title + generic description	The web marketer acts systematically and creatively to develop, design, engineer and integrate online marketing modules and components into a website or web application. He always considers the required specifications. He tests singular units and the whole system to ensure that all functional and performance criteria are met. He develops standard procedures and architectures to handle complexity.

Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Systematically develops small components or modules.
	Level 3	Acts creatively to develop and integrate components into a larger product.

	Level 4	Handles complexity by developing standard procedures and architectures in support of cohesive product development.
	Level 5	
Dimension 4: Knowledge and Skills	✓ T01: Has knowledge of netiquette, interactive virtual environments and social networks usage rules ✓ T02: Has knowledge of online usability requirements ✓ T03: Can promote and sell products or services online ✓ T05: Can draft texts, clearly & concisely, with due regard for orthography and grammar ✓ B01: Is creative, imaginative, artistic ✓ B03: Is precise and aware of details ✓ B04: Is customer oriented ✓ B06: Has good interpersonal skills ✓ B08: Can communicate (including in foreign languages if useful) ✓ B09: Can work in a team ✓ B10: Can seek, organize and synthesize ✓ B12: Can explain ✓ M04: Has marketing knowledge	

B.2. Systems Integration

Dimension 2: e-Competences: Title + generic description	The web marketer installs the web marketing modules into an existing or proposed system. To ensure interoperability and integrity of the overall system functionality and reliability he complies with established processes and procedures. He considers the specification, capacity and compatibility of existing and new modules.
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Accounts for own and others actions in the integration process. Complies with appropriate standards and change control procedures to maintain integrity of the overall system functionality and reliability.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ M03: Has knowledge of legal, environmental, labour, standards issues	

B.3. Testing

Dimension 2: e-Competences: Title + generic description	He has specialist knowledge to organise complex testing programmes for web marketing modules and customer usability requirements. These tests ensure that all internal, external, national and international standards are met and that the performance of the new or revised components conforms to the expectation. By documenting and reporting the tests and results he provides an important input to all involved persons like designers, users or maintainers and to evidence certification requirements.
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Organises test programmes and builds scripts to stress test likely vulnerabilities. Records and reports outcomes providing analysis of results.
	Level 3	Exploits specialist knowledge to supervise complex testing programmes. Ensures tests and results are documented to provide input to subsequent process owners such as designers, users or maintainers. Accountable for compliance with testing procedures including a documented audit trail.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B11: Can analyse ✓ B03: Is precise and aware of details	

B.4. Solution Deployment

Dimension 2: e-Competences: Title + generic description	He constructs solutions and communicates with the client. His field of activity includes the configuration (i.e. installation, upgrade, decommission) of software to ensure the interoperability of system components. He follows predefined general standards of practice. He builds or deconstructs web marketing elements in a complex environment. He identifies non performing components and establishes root cause of failure within the overall solution. The user gets a fully operational solution from him. He completes the documentation by recording all relevant information including configuration and performance data. He supports his less experienced colleagues and gives advice on aligning work processes and procedures with software upgrades. But if required he also engages specialist resources.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Acts systematically to build or deconstruct web marketing elements in a complex environment. Identifies non performing components and establishes root cause of failure within the overall solution. Provides support to less experienced colleagues.
	Level 3	Accounts for own and others actions within solution provision activities including comprehensive communications with client. Exploits specialist knowledge to influence solution construction. Gives advice on aligning work processes and procedures with software upgrades.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T01: Has knowledge of netiquette, interactive virtual environments and social networks usage rules ✓ T02: Has knowledge of online usability requirements ✓ T03: Can promote and sell products or services online ✓ M04: Has marketing knowledge	

B.5. Technical Publications Development

Dimension 2: e-Competences: Title + generic description	He takes input from technical authors to organise the production of different documents according to the requirement of the project or application. He prepares the presentation by selecting the appropriate style and media and by describing the different function and features. The web marketer is also responsible for the document-management system and the update and validation of the existing documentation relative to web marketing.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Organises the production of documents taking input from technical authors.
	Level 3	
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B03: Is precise and aware of details ✓ T05: Can draft texts, clearly & concisely, with due regard for orthography and grammar ✓ B10: Can seek, organize and synthesize	

C. RUN

C.3. Service Delivery

Dimension 2: e-Competences: Title + generic description	The web marketer acts systematically to analyse performance data and communicates these findings to his senior colleagues. He handles monitoring and management tools such as Scripts and Procedures. He updates the operational document library and logs all operational events. He ensures a stable and secure web marketing application and infrastructure by escalating potential service level failures and recommending actions for service improvement.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Acts systematically to analyse performance data and communicate findings to senior colleagues. Escalates potential service level failures and recommends actions to improve service performance.
	Level 3	

Dimension 4: Knowledge and	✓ B03: Is precise and aware of details
	✓ B05: Is committed to corporate strategy and aware of corporate culture
	✓ B11: Can analyse

C.4. Problem Management

Dimension 2: e-Competences: Title + generic description	He has specialist marketing related knowledge and understands the IT infrastructure and problem management process. He is able to identify failures and the root cause of incidents within the web marketing campaign or strategy rapidly, to resolve (i.e. repair, replace or reconfigure) them with minimum outage and to prevent a recurrence of them by documenting these problems for future analysis.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist marketing related knowledge and in depth understanding of the IT infrastructure and problem management process to identify failures and resolve with minimum outage. Makes sound decisions in emotionally charged environments on appropriate action required to minimise business impact. Rapidly identifies failing component, selects alternatives such as repair, replace or reconfigure.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B03: Is precise and aware of details	
	✓ B11: Can analyse	

D. ENABLE

D.4. Purchasing

Dimension 2: e-Competences: Title + generic description	He ensures a consistent procurement procedure that adds to the market impact of the organisation. That means that he is responsible for specification requirements, supplier identification, proposal analysis, contract negotiation, supplier selection and contract placement. He evaluates the performance, cost, timeliness and quality of different suppliers, products and services and then he selects the best. [Note: buys space, links, visibility, etc.]	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to deploy the purchasing process, ensuring positive commercial relationships with suppliers. Selects suppliers, products and services by evaluating performance, cost, timeliness and quality. Decides contract placement and complies with organisational policies.
	Level 4	
	Level 5	
Dimension 4: Knowledge and	✓ T03: Can promote and sell products or services online	

D.5. Sales Proposal Development

Dimension 2: e-Competences: Title + generic description	The web marketer is responsible for the organisations capacity to deliver and the development of online marketing proposals to meet customer solution requirements. He integrates these solutions in a complex technical environment and ensures feasibility and technical validity.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	

	Level 3	Acts creatively to develop proposal incorporating a complex solution. Customises solution in a complex technical environment and ensures feasibility and technical validity of customer offer.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T03: Can promote and sell products or services online ✓	

D.6. Channel Management

Dimension 2: e-Competences: Title + generic description	The web marketer develops the strategy for managing online sales outlets. He ensures optimum commercial performance of the online sales channels through the provision of a coherent business and marketing strategy. Defines the targets for volume, geographic coverage and the industry sector for online sales engagements and structures incentive programmes to achieve complimentary sales results.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Acts creatively to influence the establishment of a online sales network. Manages the identification and assessment of potential online sales channels and sets up support procedures. Manages online sales channels to maximise business performance.
	Level 4	Exploits wide ranging skills in marketing and sales to create the organisation's online sales channels strategy. Establishes the processes by which online sales channels will be managed to maximise business performance.
	Level 5	
Dimension 4: Knowledge and Skills	✓ T01: Has knowledge of netiquette, interactive virtual environments and social networks usage rules ✓ T02: Has knowledge of online usability requirements ✓ T03: Can promote and sell products or services online ✓ T05: Can draft texts, clearly and concisely, with due regard for orthography and grammar ✓ B01: Is creative, imaginative, artistic ✓ B02: Is ethical ✓ B03: Is precise and aware of details ✓ B04: Is customer oriented ✓ B05: Is committed to corporate strategy and aware of corporate culture ✓ B08: Can communicate (including in foreign languages if useful) ✓ M01: Has knowledge of project management principles ✓ M02: Has knowledge of budgeting / estimating issues and practices ✓ M03: Has knowledge of legal, environmental, labour, standards issues ✓ M04: Has marketing knowledge	

D.7. Sales Management

Dimension 2: e-Competences: Title + generic description	Drives the achievement of sales results through the establishment of a sales strategy. Demonstrates the added value of the organisations products and services to new or existing customers and prospects. Establishes a sales support procedure providing efficient response to sales enquiries, consistent with company strategy and policy. Works closely with the sales team in defining and achieving the sales strategy, including understanding client needs, forecasting, prospect evaluation, negotiation tactics and sales closure.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Contributes to the sales process by effectively presenting products or services to clients.
	Level 4	Assesses and estimates appropriate sales strategies to deliver company results. Decides and allocates annual sales targets and adjusts incentives to

		meet market conditions.
	Level 5	
Dimension 4: Knowledge and Skills	✓ T03: Can promote and sell products or services online	

D.8. Contract Management

Dimension 2: e-Competences: Title + generic description	The performance of the online marketing channels and the regular communication with the supplier are his fields of responsibility. He provides and negotiates a contract in accordance with organisational processes and ensures the adherence to it (e.g. quality standards, time of delivery). He also maintains budget integrity and checks that the supplier complies with legal and health and safety standards.

Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Evaluates supplier contract performance by monitoring performance indicators. Assures performance of the complete online marketing channels. Influences the terms of contract renewal.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ M03: Has knowledge of legal, environmental, labour, standards issues	

E. MANAGE

E.1. Forecast Development

Dimension 2: e-Competences: Title + generic description	He uses market inputs (e.g. market needs, acceptance of products/services) and assesses the organisations production and selling capabilities to make short and medium-term forecasts. He applies relevant metrics to support different departments (e.g. production, marketing, sales and distribution) in the decision-making process.

Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits skills to provide short and medium-term forecast using market inputs and assessing the organisations selling capabilities.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T03: Can promote and sell products or services online ✓ B10: Can seek, organize and synthesize ✓ M04: Has marketing knowledge	

E.2. Project and Portfolio Management

Dimension 2: e-Competences: Title + generic description	He understands and applies the principles of project management. That means that he defines activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget. He is able to apply methodologies, tools and processes. He is able to meet identified business needs by implementing new, internal or external defined processes. He makes choices, gives instructions and bears responsibility for a team (i.e. relationship within the team, team objectives). Sometimes he takes the overall responsibility for an online marketing project (i.e. outcomes, finance, resource management, time management). He also creates and maintains documents to facilitate the monitoring of project progress.

Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects.
	Level 3	Accounts for own and others activities, working within the project boundary, making choices and giving instructions; manages and supervises relationships

		within the team; plans and establishes team objectives and outputs and documents results.
	Level 4	Exploits wide ranging skills in project management to work beyond project boundary; manages complex projects or programmes, including interaction with others; influences project strategy by proposing new or alternative solutions; takes overall responsibility for project outcomes, including finance and resource management; is empowered to revise rules and choose standards.
	Level 5	
Dimension 4: Knowledge and Skills	✓ M01: Has knowledge of project management principles ✓ M02: Has knowledge of budgeting / estimating issues and practices ✓ M05: Can lead a team	

E.3. Risk Management

Dimension 2: e-Competences: Title + generic description	He implements the risk management with regard to online marketing and the application of the enterprise defined risk management policy and procedure. He understands and applies the principles of risk management (i.e. assesses risk, documents potential risk and containment plans) and is able to investigate solutions to mitigate identified risks. He evaluates, manages and ensures the validation of exceptions and audits online marketing processes and environment.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Understands and applies the principles of risk management and investigates ~~ICT~~ solutions to mitigate identified risks.
	Level 3	Decides on appropriate actions required to adapt security and address risk exposure. Evaluates, manages and ensures validation of exceptions; audits online marketing processes and environment.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B05: Is committed to corporate strategy and aware of corporate culture ✓ M01: Has knowledge of project management principles	

E.4. Relationship Management

Dimension 2: e-Competences: Title + generic description	He is responsible for a positive business relationship between the client and the internal or external provider deploying and complying with organisational processes. He maintains a regular communication with them and he is familiar with their environment. He ensures that all the needs, concerns and also complaints of the client, partner and supplier are understood and addressed in accordance with organisational policy. He accounts for his own and others actions in managing a limited client base.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Accounts for own and others actions in managing a limited client base.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ T03: Can promote and sell products or services online ✓ B02: Is ethical ✓ B05: Is committed to corporate strategy and aware of corporate culture ✓ B06: Has good interpersonal skills concerns ✓ B07: Has presentation/moderation skills ✓ B09: Can work in a team	

E.5. Process improvement

Dimension 2: e-Competences: Title + generic	The web marketer researches and benchmarks existing online marketing processes and solutions in order to define possible innovations. He evaluates, designs and implements process or technology changes systematically for measurable business benefit. He measures the	

description	effectiveness of existing online marketing processes and makes reasoned recommendations.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to research existing ICT processes and solutions in order to define possible innovations. Makes recommendations based on reasoned arguments.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills	✓ B04: Is customer oriented ✓ B05: Is committed to corporate strategy and aware of corporate culture ✓ B11: Can analyse	