

Construction of Competency Model of Digital Marketing Talents

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Abstract: Recently, affected by the development of COVID-19, big data, artificial intelligence, and digital twin technology, digital transformation has become a hot spot. In this context, traditional marketing should also transition to digital marketing. Philip Kotler, the father of marketing, said at the 2019 Kotler Future Marketing Summit, "If a company does not turn to digital marketing, it is making mistakes." So, in the context of digitalization, what kind of competencies should marketers have to promote corporate marketing transformation? From the point of view that the essence of digital marketing business is connection proposed by Yuan Jun, CEO of Huxiao digital business school, this paper introduces four of the five Certification Evaluation Dimensions proposed by Ali mother in the model development of business digital marketing talents: "basic quality", "professional knowledge", "business skills", "willingness and attitude", and then use the literature research method to build a digital marketing talent competency model .

Keywords: Digital marketing; Competency model

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1. Introduction

Recently, affected by the new crown epidemic, the digital transformation of enterprises has become a hot topic of discussion. On March 8, the online high-end forum on "Responsibility of State-owned Enterprises and Digital Transformation under the New Crown Epidemic" was successfully held; On March 19, the second phase of "financial technology online lecture hall" sponsored by the financial big data research center of Financial Technology Research Institute of Tsinghua University, sponsored by weiyang.com and undertaken by Bairong yunchuang attracted the attention of many people. As a guest, Shen Jianguang, Vice President of JD.COM Group, Dean of JD.COM Digital Technology Research Institute, and Chief Economist, shared the relevant content of "The new crown pneumonia epidemic has triggered a new round of industrial digital transformation in China";^[2] April 16th, Economics The daily newspaper published an article titled "Alibaba uses comprehensive digital capabilities to support the fight against the epidemic and develop the economy", which once again triggered the thinking of digital transformation in various industries.

The transformation period first requires the transformation of people and teams, and new marketers and new marketing teams with the abilities of the times are needed to promote the transformation of corporate marketing. Traditional marketing models and methods are gradually failing, and these realities also force marketing talents to focus on the development of new capabilities. The core of this round of transformation is digitalization. Therefore, digital marketing talents have become the target of competition among major companies. And cultivating digital marketing talents has also become the focus of colleges and enterprises^[3].

2. Literature Review

2.1 Capability

The research of "competency" can be traced back to the American psychology professor David McClelland's "Testing for competence rather than for intelligence"-published in 1973. Competency refers to the potential deep-seated characteristics of an individual which can distinguish the excellent performance from the average performance in a certain job. It can be motivation, traits, self-image, attitude or values, knowledge in a certain field, cognitive or behavioral skills, etc. It refers to any

individual characteristic that can be reliably measured or counted and can distinguish outstanding performance from general performance.

2.2 Competency Model for Marketers

There have been many studies on the construction of traditional marketers' competency models at home and abroad. Lyle M. Spencer (1989) established a competency model including professional technicians, sales personnel, community service personnel, managers, and entrepreneurs^[4]; David Mayer and Heethert Greenberg (1998) believed that excellent salespeople should be perceptual, "Self-driving force", "confidence force", "challenging force"^[5]; Herb Greenberg and others (2002) surveyed 25,000 companies and evaluated more than 1 million sales personnel and conducted a thorough research on 20% of the salespersons, and discussed the essential characteristics of successful salespersons in 6 industries at a deeper level^[6]; Roert Mory believes that "a highly efficient salesperson" has its personality characteristics: A habitual pursuer, a person who has the goodwill and urgent need to win and seize others^[7]. In China, Yu Wenzhao (1994), Li Feng and others used the self-compiled "Marketer Psychological Quality Rating Scale" to analyze the 7 psychological qualities that successful marketers should possess: self-control, social adaptability, self-confidence, and achievement Motivation, sales skills, creativity and professional interest^[7]; The article "Quality of Marketing Personnel Most Valued by 500 Marketing Directors" collected on the China Human Resources website summarizes the opinions of more than 500 marketing directors on the qualities of excellent marketers; Hou Jin (2012) studied 24 elements and divided them into 4 dimensions to explore the competencies that higher vocational marketing professionals should have^[8]; Zhou Tisong (2016) divided 21 elements into achievement-oriented, self-confident and tenacious, and corporate identity Study the competency model of group insurance sales personnel in five dimensions: sense, knowledge and ability, and attitude^[9].

Compared with traditional marketing, domestic and foreign research on the competency model of digital marketing talents is relatively lacking. Scholars have only put forward some of their views and have not succeeded in constructing a competency model for digital marketing talents. It is still in the exploratory stage. In 2010, some domestic scholars proposed that a qualified digital marketing talent needs to have the ability to innovate, the rigorous thinking skills required by public relations personnel, outstanding project coordination and manage-

ment capabilities, and a rich knowledge system and social science system; In 2015, Marcede Swaan Arons, Chief Marketing Officer of Millward Brown Vermeer, in an interview with the Chinese version of Harvard Business Review, pointed out that the digital age requires three types of marketing talents: "thinking" marketing talents, "experiencing" marketing talents, and "action-oriented" talents. Responsible for data analysis, interacting with consumers, writing content, designing and leading the production process^[10]. They are respectively responsible for data analysis, interacting with consumers, writing content, designing, and leading the production process. He also emphasized that learning ability is the most important necessary skill for chief marketing officers. In 2019, Bao Yuezhong, a well-known FMCG, new retail expert, and FMCG B2B industry expert, proposed that digital marketing talents should improve their digital cognition and digital technology capabilities^[11]; in February 2020, Alimama and "Alibaba Certification" jointly launched "Commercial Digital Marketing Professional Certification", he invited leading service providers in the marketing ecology to participate in the research and development of commercial digital marketing talent models, from "basic quality", "professional knowledge", "business skills", "service experience" and "willing attitude" Five latitudes for certification evaluation.

Based on domestic and foreign research, we can find that there is a lack of research on the construction of the competency model of digital marketing talents, and in the existing research, the digital ability is the competency feature that scholars focus on. Therefore, this article intends to define the competency characteristics based on the current era background and the needs of corporate digital transformation, and build a competency model for digital marketing talents.

3. Construction of the Competency Model of Digital Marketing Talents

This article intends to introduce three of the five certification evaluation latitudes proposed by Alimama in the research and development of the commercial digital marketing talent model from the viewpoint that the essence of digital marketing business proposed by the CEO of Huxiao Digital Business School Yuan Jun: "Basic Quality", "professional knowledge", "business skills", "willing attitude", and then use the literature research method to build a digital marketing talent competency model.

3.1 Concept of Digital Marketing

Digital marketing is the practice of using digital

communication channels to promote products and services, so as to communicate with consumers in a timely, relevant, customized and cost-saving manner^[12]. Huxiao Digital Business School CEO Jun Yuan emphasized that the essence of digital marketing business is connection, connecting things that have not yet been connected, and changing the original connection better. How to connect and how to make the original connection better are issues that digital marketing talents need to consider.

3.2 Competency Analysis

3.2.1 Professional Knowledge

The essence of digital marketing business is connection. Then the means of connection is the key professional knowledge that digital marketing talents need to master-market knowledge. Throughout the decade of digital marketing in China, there are mainly the following methods to connect users and products: social media marketing, search engine marketing, video marketing, mobile Internet marketing, e-commerce marketing, content marketing, scene marketing, and big data marketing, artificial intelligence marketing. The founder of Zhimeng Consulting Agency emphasized the three major trends that digital marketing should pay attention to at the 10th Metal Label International Digital Marketing Festival held in Beijing on May 15, 2019: digital marketing enters the 5G era; brand user data Capitalization; holographic organization reconstruction based on digital drive^[13]. It can be analyzed from this that the relevant computer professional knowledge and statistical knowledge are also necessary for digital marketers to master.

With the in-depth development of big data marketing in the future, privacy issues will also become an issue of great concern to people. Therefore, a qualified digital marketing talent must also master relevant legal expertise. In addition, no matter how the marketing methods will evolve in the future, marketers cannot avoid communicating with customers. It is essential to master certain scientific and cultural knowledge. In summary, digital marketing talents should master five types of professional knowledge: market knowledge-9 marketing methods, computer knowledge, statistical knowledge, legal knowledge, and certain scientific and cultural knowledge.

3.2.2 Business Skills

In terms of business skills, most companies focus on “data analysis capabilities.” So what is digital analysis capability?

Digital analysis ability is the qualitative and quantitative use of various dimensions and indicators to discover, explain and solve problems. Internet digital marketing

expert Hermes Ma once concretized this vague concept. He proposed that digital analysis capabilities are driven by three horse-drawn carriages, namely data capture capabilities, data processing capabilities, and data understanding capabilities. He pointed out that the ability to capture data is the fundamental difference between digital marketing and traditional media marketing, including the understanding of website and APP technology and the ability to use analytical tools; while the ability to process data refers to the ability to use various Web Analytics tools and third parties. Data source and Excel are proficient in operation; data understanding ability is the ability that talents with marketing background should master most, because the author never believes in the data itself, but only believes in people who can present the data and explain the problem.

In addition to data analysis capabilities, keywords that appear frequently in job postings also include business insight and rapid response capabilities. This is determined by the characteristics of the market: the market is ever-changing, and if there is no keen market insight and rapid response capability, opportunities are fleeting.

Therefore, after a comprehensive analysis, a preliminary conclusion can be drawn: there are about five business skills that digital marketers need to master: data capture ability, data processing ability, data understanding ability, business insight, and quick response ability.

3.2.3 Basic Quality

I prefer to understand basic qualities as general abilities that I need to possess. Wu Jun, a senior expert consultant on corporate digital transformation, once cited a list of common capabilities, compared to his list of capabilities, combined with the recruitment announcements issued by 50 companies that I collected from Liepin for digital marketing talents, and used keyword extraction methods. I found the 10 most common abilities: communication ability; teamwork ability; innovation ability; self-driving ability; professional learning ability; stress resistance; logical judgment; oral expression ability; document writing ability; office tool use ability.

3.2.4 Willing Attitude

Attitude is everything, and ability can be cultivated. For marketers, this sentence is very applicable. Attitude is very important when doing marketing work. Punctuality and focus are the most basic attitudes; sincerity and enthusiasm are essential elements when facing customers; recognition and enjoyment of your own work process is the key to promoting the continued marketing work. Therefore, in terms of willingness and attitude^[1], I be-

lieve that punctuality, focus, sincerity, enthusiasm, recognition and enjoyment are what digital marketing talents must have.

Through the above analysis, a digital marketing talent competency model as shown in Figure 1 has been constructed.

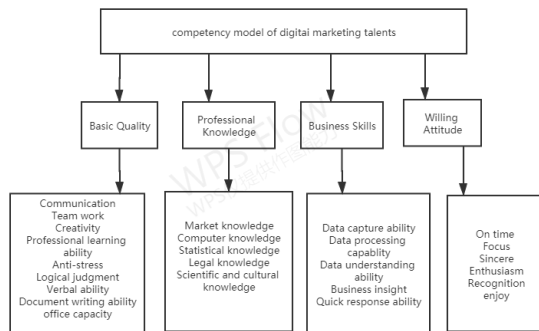


Figure 1. Competency model of digital marketing talents

4. Conclusions

In the context of the digital age, the traditional competency model of markets cannot meet the development needs of enterprises' digital transformation. This research starts from the essential concept of digital marketing and the certification evaluation latitude proposed by Alimama in the research and development of the commercial digital marketing talent model, and builds a digital marketing talent competency model through literature research and keyword refinement.

Compared with the traditional marketer competency model, the digital marketing talent competency model has data capture capabilities, data processing capabilities, data understanding capabilities, and richer market knowledge

requirements covering nine marketing strategies. Digital marketing talents must grasp the new requirements of society for digital transformation of enterprises and the new challenges posed to marketing talents, improve their own competence, and become a digital marketing talent that meets the requirements of the digital age.

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