

Bridging the Gap of Educational Outcomes and Industry Needs: Mapping Marketing Management Occupations Within Indonesian Qualification Framework (IQF)

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Abstract

This study aims to develop the first occupation map for Marketing Management aligned with the Indonesian Qualification Framework (IQF). It responds to the persistent gap between higher education outcomes and industry skill requirements, particularly in digital marketing, data analytics, and strategic innovation. Using the Rapid Assessment Process [A1] [A2] (RAP) through in-depth interviews, focus group discussions, and document analysis, the research identified 47 distinct occupations spanning from entry-level roles such as Retail Assistant to senior executive positions like Chief Marketing Officer. The findings reveal that most occupations have yet to be supported by competency standards, highlighting substantial misalignment between educational programs and workforce expectations. This gap underscores the urgency of embedding industry-driven competencies into curricula and developing flexible training and certification pathways. The occupation map provides a strategic framework for policymakers, educational institutions, and industry stakeholders to redesign curricula, guide recruitment, and shape professional development initiatives. By systematically integrating marketing occupations into the IQF, this research contributes a pioneering reference for Indonesia that strengthens graduate employability, supports workforce planning, and enhances global competitiveness in line with ASEAN Mutual Recognition Arrangements (MRA) and the World Economic Forum's call for future-ready skills.

Keywords: *Occupation Mapping, Marketing Management, Indonesian Qualification Framework, Education and Industry Gap.*

INTRODUCTION

Marketing management plays a pivotal role in business success as it drives revenue growth, aligns products and services with customer needs, strengthens brand identity, supports strategic decision-making, and ensures sustainability through effective market engagement and resource allocation. Recent studies highlight how customer-centric strategies and relationship-oriented approaches foster innovation and growth in global markets (Tuominen et al., 2023; Akbar, 2024). Similarly, the use of marketing metrics and structured planning is critical for aligning business goals with market demands and achieving long-term competitiveness (Melović et al., 2021; Malicha, 2022).

The transformation of the global economy, accelerated by digitalization, requires graduates to be equipped with both technical and soft skills that ensure job readiness (Teng, Ma, Pahlevansharif, & Turner, 2019). Essential competencies include communication, teamwork, problem-solving, adaptability, and technological literacy (Fajaryati et al., 2020). In Indonesia, initiatives such as the *Independent Learning-Independent Campus (MBKM)* program have sought to enhance employability by integrating internships, practical training, and soft skills development (Nugroho et al.,

2024). However, aligning higher education with dynamic labor market needs remains a challenge, as curriculum responsiveness, industry partnerships, and work-integrated learning opportunities are often limited (Alanazi & Benlaria, 2023; Nurjanah & Ana, 2022).

A national occupation map within the Indonesian Qualification Framework (IQF) is urgently needed to bridge this gap. Such a map provides structured guidance on competencies required at each career level, supporting curriculum development, workforce training, and competency assessment. Previous research underscores the importance of competency-based standards in ensuring graduates' preparedness for evolving industry demands (Mursalin et al., 2024). Furthermore, applying structured frameworks in both formal and informal sectors has proven effective in creating flexible and relevant pathways for professional development (Ramasamy & Pilz, 2019; Nur Mahmudah et al., 2021).

Nevertheless, the development of occupation maps often faces obstacles such as fragmented data, limited collaboration between academia and industry, and the absence of standardized frameworks for integration into national systems. Studies emphasize the need for stakeholder engagement, standardized tools, and cross-sectoral collaboration to ensure comprehensive and sustainable mapping initiatives (Cardoso & Hartmann, 2023; Chakraborty et al., 2023; Striković & Wittmann, 2022; Yu et al., 2024).

Previous research has emphasized the significance of competency-based frameworks in bridging higher education outcomes with labor market needs, yet gaps remain in sector-specific occupation mapping. Ramasamy and Pilz (2019) investigated competency standards in vocational education across Southeast Asia, finding that structured frameworks enhanced employability and workforce adaptability; however, their study focused largely on technical and vocational training, with limited attention to managerial or marketing-related competencies. Similarly, Striković and Wittmann (2022) examined European qualification frameworks and concluded that cross-sectoral collaboration was vital for effective occupation mapping, but the research lacked application in the Indonesian context, where higher education-industry collaboration is still fragmented. These studies highlight that while competency-based approaches are effective, there is a lack of occupation mapping tailored to marketing management within Indonesia's Qualification Framework (IQF).

Based on this background, mapping Marketing Management occupations within the IQF is crucial for aligning education with labor market expectations, addressing competency gaps, and enhancing the global competitiveness of Indonesia's workforce. The objective is to strengthen the relevance of higher education programs and support national policy in human capital development, while the benefit lies in offering practical recommendations for universities, industry stakeholders, and policymakers to collaboratively enhance employability, bridge competency gaps, and elevate Indonesia's workforce competitiveness in the global market.

RESEARCH METHOD

This study employed the Rapid Assessment Process (RAP) developed by Beebe (2005), a qualitative approach [A1] designed to collect data quickly yet comprehensively through multiple techniques. Three main methods were applied. First, in-depth interviews were conducted with key stakeholders, including marketing managers, educators, and regulators, to capture insights into competency requirements and industry expectations. Second, focus group discussions (FGDs) were organized with marketing management professionals to explore their perceptions of training needs, skill gaps, and career pathways. Each FGD involved 6-10 participants representing diverse backgrounds, such as corporate practitioners, consultants, and academic experts. Third, document analysis was carried out to review existing curricula, job specifications, and relevant regulatory frameworks, providing a basis for triangulating findings.

To ensure validity, data from interviews, FGDs, and documents were cross-checked and compared. The analysis focused on mapping occupations within the *Indonesian Qualification Framework (IQF)*, identifying competency standards, and highlighting gaps between educational outcomes and industry needs. The combination of these methods allowed the research to generate a comprehensive and evidence-based occupation map for Marketing Management.

RESULTS AND DISCUSSION

This study successfully mapped occupations in the field of Marketing Management within the framework of the Indonesian Qualification Framework (IQF). The findings highlight a comprehensive list of roles across different levels, from entry-level to senior executive positions, each aligned with the qualification levels outlined in the IQF. The mapping provides not only the definition of each occupation but also specific tasks associated with each role, serving as a valuable reference for curriculum design in education and training programs.

1. Occupation Mapping Based on IQF Levels

Tables 1 through 10 present a detailed categorization of occupations across the nine IQF levels. Each level includes roles, job descriptions, and key responsibilities. For instance, Level IX positions such as Chief Marketing Officer (CMO) and Senior Marketing Consultant focus on strategic marketing planning, budget management, and cross-functional collaboration to achieve organizational objectives. Conversely, entry-level positions like Marketing Intern and Retail Assistant in Level I are oriented towards basic operational tasks.

Table 1 provides a structured mapping of Marketing Management occupations within the Indonesian Qualification Framework (IQF). The framework illustrates a clear career progression from entry-level roles at Level I, such as Retail Assistant, to senior executive positions at Level IX, such as Chief Marketing Officer. This progression reflects the increasing complexity of competencies, responsibilities, and decision-making authority across levels. By aligning job roles with qualification

standards, the mapping ensures stronger coherence between educational outcomes and industry expectations.

The occupation map serves not only as a descriptive tool but also as a strategic reference for curriculum design, workforce development, and the formulation of competency standards. Prior studies highlight the value of such mappings in guiding curriculum responsiveness to market dynamics (Dwiyama, 2021), establishing career trajectories and benchmarks through qualification frameworks (Allais, 2017), and clarifying progressive roles and responsibilities within the marketing domain (Septi Handayani et al., 2022). In this regard, the map presented in Table 1 is an important instrument to bridge education with labor market demands while enhancing the relevance of training and professional pathways.

Table 1. Map of Marketing Management Occupation within Indonesian Qualification Framework

IQF Level	Occupations (Revised)
IX	Chief Marketing Officer (CMO), Senior Marketing Consultant, Marketing Research Director, Chief Digital Marketing Strategist, Head of Digital Marketing Research
VIII	Digital Marketing Director, Senior Digital Marketing Consultant, Digital Marketing Strategist
VII	Marketing Director, Marketing Manager, Marketing Strategist, Brand Manager, Digital Marketing Manager, Content Marketing Manager, Sales Manager.
VI	Market Researcher, Digital Marketing Specialist, Performance Marketing Analyst, Marketing Coordinator.
V	Branch Manager, Business Developer, Product Manager, Brand Owner, Advertising Coordinator, Event Marketing Specialist, Social Media Specialist, Content Creator Specialist
IV	Market Analyst, Marketing Supervisor, Social Media Supervisor, Social Media Analyst, Digital Marketing Assistant, Marketing Assistant, Content Creator, Social Media Coordinator
III	Sales Representative, Customer Service Representative, Marketing Support Staff, Digital Marketing Support Staff, Content Assistant
II	Telemarketing Representative, Merchandising Assistant, Promotional Event Assistant, Social Media Assistant, Promotional Content Distributor
I	Retail Assistant, Flyer/Brochure Distributor

Table 2 presents the detailed mapping of occupations and competencies for Marketing Management roles at IQF Level 9, which represents the highest tier of strategic leadership. At this level, positions such as Chief Marketing Officer (CMO), Senior Marketing Consultant, and Chief Digital Marketing Strategist are responsible for defining company-wide strategies, fostering innovation, and ensuring alignment between organizational objectives and market demands. The roles emphasize advanced expertise in market analysis, strategic planning, digital integration, and cross-functional coordination.

Competencies at this level extend beyond technical skills to include visionary leadership, evidence-based decision-making, and the capacity to anticipate and

respond to global market shifts. By highlighting these capabilities, the mapping underscores how IQF Level 9 functions as the pinnacle of professional growth in marketing management, ensuring that executives not only guide organizational performance but also enhance competitiveness in rapidly evolving business environments.

Table 2. Occupation map and its competence in Marketing Management within IQF level 9.

Occupation And Its Definition	Tasks
<p>1. Chief Marketing Officer (CMO): A senior executive responsible for defining and overseeing company-wide marketing strategies.</p>	<ul style="list-style-type: none"> • Develop and execute comprehensive marketing strategies. • Manage the marketing budget to optimize ROI. • Lead cross-functional teams to integrate marketing plans. • Oversee market research and competitor analysis. • Enhance brand image and customer engagement. • Collaborate with C-level executives to align marketing with organizational goals. • Conduct Business Environment Analysis • Create and Manage Product/Brand Portfolio Strategies • Develop and Implement Business Strategies • Manage Moments of Truth in Marketing • Design Marketing Blueprints • Develop Branded Services Based on Organizational Identity • Plan the Expansion of Marketing Services Internationally
<p>2. Senior Marketing Consultant: A highly experienced professional who provides strategic advice to improve marketing effectiveness and business growth.</p>	<ul style="list-style-type: none"> • Analyze client business needs and marketing challenges. • Design and implement targeted marketing plans. • Advise on optimizing marketing budgets. • Provide insights on emerging market trends. • Mentor and train marketing teams to enhance skills. • Monitor and evaluate the success of marketing initiatives.
<p>3. Marketing Research Director: A senior leader who designs and supervises research projects to provide actionable market insights for decision-making.</p>	<ul style="list-style-type: none"> • Plan and direct market research methodologies. • Lead a team to collect and analyses market data. • Interpret consumer behavior and competitor trends. • Develop research reports with strategic recommendations. • Collaborate with stakeholders to align research goals. • Identify opportunities for new products or services.
<p>4. Chief Digital Marketing Strategist: An executive responsible for creating and implementing strategies to drive business growth through digital marketing platforms.</p>	<ul style="list-style-type: none"> • Develop data-driven digital marketing strategies. • Oversee multi-channel digital campaigns (SEO, SEM, Social Media). • Evaluate and optimize campaign performance using analytics tools. • Explore emerging technologies for digital innovation. • Ensure alignment between traditional and digital marketing strategies. • Manage vendor relationships for digital platforms.
<p>5. Head of Digital Marketing Research: A senior</p>	<ul style="list-style-type: none"> • Design and implement research on digital platforms.

Occupation And Its Definition	Tasks
professional responsible for leading research focused on digital trends and consumer behaviors to inform marketing strategies.	<ul style="list-style-type: none"> Analyze consumer behavior through digital analytics tools. Provide insights to optimize digital campaigns. Identify trends in social media and e-commerce. Collaborate with marketing teams to target digital audiences. Innovate tools and methods for measuring digital performance.

Table 3 presents the Marketing Management occupations mapped to IQF Level 8, which emphasize advanced strategic responsibilities in the digital domain. At this level, roles such as Digital Marketing Strategist, Senior Digital Marketing Consultant, and Digital Marketing Director demand expertise in designing and executing integrated digital strategies, managing performance metrics, and overseeing multi-channel campaigns.

The competencies highlight not only technical mastery of tools such as SEO, SEM, and social media platforms but also innovation, audience segmentation, and the ability to collaborate effectively with creative and managerial teams. These roles reflect the growing need for leaders who can leverage digital transformation to sustain business growth, strengthen brand positioning, and secure long-term competitive advantage in rapidly evolving markets.

Table 3. Occupation map and its competence in Marketing Management within IQF level 8

Occupation And Its Definition	Tasks
<p>1. Digital Marketing Strategist: A professional responsible for developing and implementing digital strategies to improve a company's online presence and drive growth.</p>	<ul style="list-style-type: none"> Develop and implement digital marketing strategies. Analyze data to identify trends and optimize campaigns. Coordinate digital channels (social media, SEO, SEM, email). Conduct audience segmentation and targeting. Collaborate with creative teams to produce effective content. Measure and report campaign performance to stakeholders.
<p>2. Senior Digital Marketing Consultant: An experienced advisor who provides strategic insights and solutions to improve a company's digital marketing effectiveness.</p>	<ul style="list-style-type: none"> Evaluate and audit current digital marketing efforts. Design digital marketing plans to achieve client goals. Identify opportunities for digital innovation and growth. Train internal teams on digital tools and strategies. Monitor key performance metrics (KPIs) and ROI. Provide recommendations for improving digital presence.
<p>3. Digital Marketing Director: A senior-level leader who oversees the planning and execution of all digital marketing initiatives to align with organizational objectives.</p>	<ul style="list-style-type: none"> Lead the development of digital marketing strategies. Oversee multi-channel digital campaigns (SEO, PPC, social media). Manage budgets and allocate resources efficiently. Collaborate with internal departments to align goals.

Occupation And Its Definition	Tasks
	<ul style="list-style-type: none"> Analyze and report digital campaign results to stakeholders. Ensure digital tools and platforms are up to date with industry trends.

Table 4 presents the occupations classified under IQF Level 7, which represent advanced managerial and strategic positions in Marketing Management. At this stage, roles such as Marketing Strategist, Marketing Director, Marketing Manager, Brand Manager, and Digital Marketing Manager are expected to integrate analytical capabilities with leadership skills to drive organizational growth.

The competencies required at this level include strategic planning, market and competitor analysis, brand development, customer relationship management, and the optimization of digital campaigns. Professionals are also responsible for designing service blueprints, managing product and brand portfolios, and expanding organizational presence in international markets. By combining technical expertise with strategic leadership, IQF Level 7 ensures alignment between marketing operations and broader business objectives, bridging the gap between tactical execution and long-term organizational vision.

Table 4. Occupation map and its competence in Marketing Management within IQF level 7

Occupation And Its Definition	Tasks
<p>1. Marketing Strategist: A professional responsible for creating data-driven marketing plans to achieve business objectives and optimize market positioning.</p>	<ul style="list-style-type: none"> Conduct Business Environment Analysis. Develop and Manage Marketing Elements. Develop and Manage Product/Brand Portfolio Strategies. Develop and Implement Business Strategies. Manage "Moments of Truth" in Service Delivery. Design Service Blueprint. Create Branded Services Tailored to Organizational Identity. Plan the Expansion of Services Internationally. Build Customer Relationships and Business Networking.
<p>2. Marketing Director: A senior leader who oversees the development and execution of marketing strategies to drive business growth and brand awareness.</p>	<ul style="list-style-type: none"> Conducting business environment analysis. Developing organizational marketing elements. Developing and managing product/brand portfolio strategies. Developing and implementing business strategies. Managing moments of truth in service or customer interactions. Designing service blueprints. Creating unique services aligned with brand identity. Planning service expansion to international markets. Building customer relationships and business networks.

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Occupation And Its Definition	Tasks
<p>3. Marketing Manager: A professional who manages marketing teams and campaigns to promote products/services and achieve business goals.</p>	<ul style="list-style-type: none"> • Plan and implement marketing initiatives. • Lead marketing teams to execute campaigns. • Conduct market research to identify consumer needs. • Develop pricing strategies and promotional plans. • Monitor campaign effectiveness and adjust strategies. • Conducting Business Environment Analysis. • Developing and Implementing Business Strategies. • Building Customer Relations and Business Networks.
<p>4. Brand Manager: A specialist who develops and maintains a brand's identity, ensuring it aligns with customer expectations and business goals.</p>	<ul style="list-style-type: none"> • Develop brand strategies and campaigns. • Manage brand positioning and messaging. • Analyze brand performance and customer perception. • Collaborate with creative teams to maintain brand consistency. • Monitor competitors and market trends.
<p>5. Digital Marketing Manager: A professional who oversees digital marketing campaigns to improve online presence, engagement, and revenue.</p>	<ul style="list-style-type: none"> • Plan and implement digital marketing campaigns. • Manage SEO, SEM, social media, and email strategies. • Track and analyses digital campaign performance. • Oversee content creation for digital platforms. • Optimize campaigns for customer engagement and ROI.
<p>6. Content Marketing Manager: A professional who creates and manages content strategies to attract and retain target audiences.</p>	<ul style="list-style-type: none"> • Develop content strategies aligned with brand goals. • Oversee the creation of blogs, videos, and social media content. • Optimize content for SEO and audience engagement. • Analyze content performance metrics. • Collaborate with marketing teams to align content with campaigns.
<p>7. Sales Manager: A leader responsible for managing sales teams and achieving revenue targets through strategic sales planning.</p>	<ul style="list-style-type: none"> • Develop and implement sales strategies. • Lead and train sales teams to meet targets. • Analyze sales performance and market trends. • Manage client relationships and resolve issues. • Collaborate with marketing for lead generation and conversions.

Table 5 outlines the Marketing Management occupations classified under IQF Level 6, which represent mid-level managerial and specialist positions. Roles such as Market Researcher, Marketing Associate, Marketing Coordinator, Digital Marketing Specialist, and Performance Marketing Analyst serve as a bridge between strategic direction and day to day execution. Professionals at this level plan and coordinate marketing initiatives, manage workflows and teams, monitor performance, and ensure alignment with organizational objectives.

The required competencies combine technical expertise in market research, SEO, SEM, and performance analytics with interpersonal skills including collaboration, communication, and customer relationship management. By integrating

these abilities, IQF Level 6 plays a pivotal role in maintaining operational efficiency while supporting organizational growth and preparing individuals for higher levels of strategic responsibility.

Table 5. Occupation map and its competence in Marketing Management within IQF level 6

Occupation And Its Definition	Tasks
<p>1. Market Researcher: A professional responsible for gathering and analyzing data to understand market conditions, customer behavior, and competitor trends.</p>	<ul style="list-style-type: none"> • Conduct Business Writing • Plan Research on a Product and/or Brand • Process Research Data • Conduct Business Environment Analysis • Identify Marketing Organization Elements • Develop Marketing Organization Elements (No prerequisites). • Use Social Media and Online Tools • Conduct Analysis in Social Media and Digital Business Media • Develop Critical and Creative Thinking
<p>2. Marketing Associate: An entry-level professional supporting marketing teams in planning and executing campaigns.</p>	<ul style="list-style-type: none"> • Conduct Business Environment Analysis • Prepare Organizational Marketing Elements • Develop and Manage Product/Brand Portfolio Strategies • Develop and Implement Business Strategies • Manage the Moment of Truth • Design Service Blueprints • Develop Branded Services • Plan Service Expansion to International Markets • Build Customer Relationships and Business Networks
<p>3. Marketing Coordinator: A professional responsible for coordinating and supporting marketing projects and activities.</p>	<ul style="list-style-type: none"> • Plan and coordinate marketing campaigns. • Monitor project timelines and deliverables. • Support event planning and promotional efforts. • Analyze and report campaign performance metrics. • Manage communication between teams and vendors.
<p>4. Digital Marketing Specialist: A professional focused on implementing and optimizing digital marketing strategies to increase online presence.</p>	<ul style="list-style-type: none"> • Develop and execute SEO, SEM, and PPC campaigns. • Manage social media and email marketing campaigns. • Analyze digital campaign data to optimize performance. • Create and optimize content for digital platforms. • Report on ROI and digital marketing KPIs.
<p>5. Performance Marketing Analyst: A specialist who focuses on analyzing and optimizing campaign performance to maximize ROI.</p>	<ul style="list-style-type: none"> • Monitor and analyses campaign performance data. • Identify opportunities for campaign optimization. • Create reports to evaluate performance against KPIs. • Test and implement performance marketing strategies. • Collaborate with teams to improve campaign results.

Table 6 presents Marketing Management occupations at IQF Level 5, which represent intermediate positions that balance strategic direction with operational execution. Roles such as Branch Manager, Business Developer, Product Manager,

Brand Owner, Advertising Coordinator, Event Marketing Specialist, Social Media Specialist, and Content Creator Specialist demonstrate the need for professionals who can translate marketing strategies into effective programs and campaigns.

Competencies at this level include conducting market research, managing product and brand portfolios, coordinating promotional initiatives, and fostering customer engagement across both traditional and digital platforms. Professionals are also expected to oversee advertising campaigns, organize events, and create innovative content to strengthen brand visibility. By combining technical expertise with operational leadership, IQF Level 5 ensures that marketing initiatives are implemented effectively while maintaining adaptability to dynamic market demands.

Table 6. Occupation map and its competence in Marketing Management within IQF level 5

Occupation And Its Definition	Tasks
<p>1. Branch Manager: A professional responsible for overseeing the operations and performance of a company branch.</p>	<ul style="list-style-type: none"> • Conducting Business Environment Analysis. • Developing and Implementing Business Strategies. • Structuring Marketing Organization Elements. • Conducting Marketing Audits. • Measuring Marketing Effectiveness. • Planning Research for a Product or Brand. • Managing and Organizing Product or Brand Portfolio Strategies. • Managing the Service Environment. • Building Customer Relationships and Business Networking.
<p>2. Business Developer: A specialist responsible for identifying opportunities to grow the business and build strategic partnerships.</p>	<ul style="list-style-type: none"> • Conduct Business Environment Analysis • Develop and Implement Business Strategies • Develop Organizational Marketing Elements • Conduct Marketing Audit • Measure Marketing Effectiveness • Plan Research on a Product or Brand • Develop and Manage Product/Brand Portfolio Strategies • Build Customer Relations and Business Networks
<p>3. Product Manager: A professional responsible for managing the development, launch, and lifecycle of products to meet customer needs.</p>	<ul style="list-style-type: none"> • Conducting Business Environment Analysis. • Developing and Implementing Business Strategies • Organizing Marketing Elements • Conducting Marketing Audits • Measuring Marketing Effectiveness • Conducting Research on Products or Brands, and Analyzing Research Data. • Planning Research for Products or Brands • Developing and Managing Product or Brand Portfolio Strategies • Managing Moments of Truth • Designing Service Blueprints • Building Customer Relations and Business Networks
<p>4. Brand Owner: An individual</p>	<ul style="list-style-type: none"> • Conducting Business Environment Analysis • Developing and Implementing Business Strategies

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Occupation And Its Definition	Tasks
responsible for creating and maintaining a brand's identity and ensuring its market presence.	<ul style="list-style-type: none"> • Organizing Marketing Elements • Conducting Marketing Audit • Planning Research for a Product/Brand and Processing Research Data • Measuring Marketing Effectiveness • Planning Research for a Product/Brand • Developing and Managing Product/Brand Portfolio Strategies • Building Customer Relationships and Business Networks.
<p>5. Advertising Coordinator: A professional who manages and oversees advertising campaigns to ensure timely and effective execution.</p>	<ul style="list-style-type: none"> • Plan and coordinate advertising campaigns. • Work with creative teams to develop ads. • Track campaign budgets and timelines. • Analyze advertising performance metrics. • Collaborate with vendors and agencies.
<p>6. Event Marketing Specialist: A professional responsible for planning and executing events to promote products or services.</p>	<ul style="list-style-type: none"> • Plan and manage promotional events and trade shows. • Develop event marketing strategies and objectives. • Coordinate with vendors, venues, and teams. • Track event budgets and ROI. • Engage target audiences through event marketing.
<p>7. Social Media Specialist: A professional focused on managing and growing a brand's presence on social media platforms.</p>	<ul style="list-style-type: none"> • Create and schedule engaging social media content. • Monitor and analyze social media performance. • Engage with followers and respond to inquiries. • Develop social media strategies for growth. • Collaborate with marketing teams for campaigns.
<p>8. Content Creator Specialist: A professional who develops creative content for various platforms to attract and</p>	<ul style="list-style-type: none"> • Create high-quality written, visual, and video content. • Optimize content for SEO and user engagement. • Collaborate with teams to align content with campaigns. • Track content performance and make improvements. • Stay updated with trends to produce innovative content.

Occupation And Its Definition	Tasks
engage audiences.	

Table 7 presents Marketing Management occupations at IQF Level 4, which cover operational and supervisory roles bridging support functions and managerial responsibilities. Positions such as Market Analyst, Marketing Supervisor, Social Media Supervisor, and Marketing Assistant illustrate the growing demand for professionals capable of combining technical tasks with oversight functions.

At this level, key competencies include conducting market research, processing and analyzing data, managing social media platforms, creating marketing content, and supporting campaign execution. Professionals are also expected to coordinate team activities, supervise the implementation of marketing initiatives, and ensure that organizational objectives are supported through effective communication and digital engagement. IQF Level 4 therefore emphasizes the practical application of skills while preparing individuals for greater leadership responsibilities within the marketing function.

Table 7. Occupation map and its competence in Marketing Management within IQF level 4

Occupation And Its Definition	Tasks
<p>1. Market Analyst: A professional who interprets data to identify market opportunities and assist in strategic planning.</p>	<ul style="list-style-type: none"> • Conduct Business Writing • Plan Research on a Product or Brand • Process Research Data. • Conduct Business Environment Analysis • Identify Marketing Organizational Elements. • Develop Marketing Organizational Elements. • Utilize Social Media and Online Tools. • Perform Social Media and Digital Business Media Analysis • Develop Critical and Creative Thinking Skills.
<p>2. Marketing Supervisor: A professional responsible for overseeing marketing operations and ensuring campaigns are executed efficiently.</p>	<ul style="list-style-type: none"> • Conduct Business Writing • Plan Research on a Product or Brand • Process Research Data • Conduct Business Environment Analysis • Identify Marketing Organizational Elements • Develop Marketing Organizational Elements • Utilize Social Media and Online Tools • Perform Social Media and Digital Business Media Analysis • Develop Critical and Creative Thinking Skills
<p>3. Social Media Supervisor: A professional overseeing the planning and implementation of</p>	<ul style="list-style-type: none"> • Conduct Business Writing. • Plan Research on a Product or Brand. • Process Research Data. • Use Social Media and Online Tools. • Perform Social Media and Digital Business Media Analysis • Develop Critical and Creative Thinking.

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Occupation And Its Definition	Tasks
social media strategies to meet brand goals.	
<p>4. Social Media Analyst: A professional responsible for analyzing social media data to optimize content strategies and audience engagement.</p>	<ul style="list-style-type: none"> • Conduct Business Writing. • Plan Research on a Product or Brand. • Process Research Data. • Conduct Business Environment Analysis. • Identify Marketing Organizational Elements. • Develop Marketing Organizational Elements. • Utilize Social Media and Online Tools. • Perform Social Media and Digital Media Analysis • Develop Critical and Creative Thinking.
<p>5. Social Media Coordinator: A professional who coordinates content posting and manages daily operations of social media accounts.</p>	<ul style="list-style-type: none"> • Schedule and manage content posting calendars. • Coordinate with teams to align social media activities. • Respond to social media interactions and inquiries. • Monitor audience feedback and campaign success. • Assist in reporting metrics to management.
<p>6. Marketing Assistant: A professional providing administrative and operational support to marketing teams.</p>	<ul style="list-style-type: none"> • Support marketing teams in executing campaigns. • Assist in creating marketing materials and content. • Conduct basic market research and competitor analysis. • Manage marketing-related administrative tasks. • Help coordinate meetings, events, and reports.
<p>7. Content Creator: A professional focused on producing engaging and relevant content for marketing purposes.</p>	<ul style="list-style-type: none"> • Develop visual, written, and multimedia content. • Align content creation with brand messaging. • Edit and optimize content for social media and SEO. • Track content performance and audience engagement. • Research trending topics to maintain relevance.
<p>8. Digital Marketing Assistant: A professional supporting the implementation of digital marketing strategies and campaigns.</p>	<ul style="list-style-type: none"> • Assist in executing digital advertising campaigns (SEO, SEM). • Support content creation for online platforms. • Monitor and analyses basic digital performance metrics. • Manage email marketing campaigns and newsletters. • Assist in tracking digital marketing budgets.
<p>9. Social Media Coordinator: A professional managing the scheduling and coordination of social media activities to increase brand engagement.</p>	<ul style="list-style-type: none"> • Plan and schedule posts across social media platforms. • Collaborate with teams to produce engaging content. • Track and report social media performance. • Interact with audiences to build community engagement. • Stay updated on social media trends and tools.

Table 8 presents Marketing Management occupations at IQF Level 3, which consist of entry-level roles that provide essential operational and customer support.

Positions such as Marketing Support Staff, Sales Representative, Customer Service Representative, Digital Marketing Support Staff, and Content Assistant focus on practical tasks that sustain daily marketing operations and ensure customer engagement.

At this level, key competencies include basic communication, data organization, content support, and relationship building. Individuals are expected to assist in preparing marketing materials, conduct simple market research, support digital campaigns, and interact with customers to address their needs. IQF Level 3 thus functions as a foundational stage in the marketing career pathway, equipping individuals with the fundamental skills necessary to advance into supervisory and managerial roles.

Table 8. Occupation map and its competence in Marketing Management within IQF level 3

Occupation And Its Definition	Tasks
<p>1. Marketing Support Staff: Entry-level staff who assist marketing teams with basic tasks and operational support.</p>	<ul style="list-style-type: none"> • Help prepare marketing materials (brochures, posters). • Assist in organizing marketing events. • Conduct basic market research and data collection. • Update and organize marketing databases. • Support daily administrative tasks.
<p>2. Sales Representative: A professional who promotes and sells products or services to customers.</p>	<ul style="list-style-type: none"> • Identify and approach potential customers. • Explain product features and benefits. • Support customers in completing purchases. • Maintain basic sales records and documentation. • Provide after-sales support and assistance.
<p>3. Customer Service Representative: An individual responsible for addressing customer inquiries and ensuring customer satisfaction.</p>	<ul style="list-style-type: none"> • Answer basic inquiries about products or services. • Assist in resolving common customer complaints. • Direct customer issues to relevant departments. • Update customer records and input data into systems. • Support customer loyalty through positive engagement.
<p>4. Digital Marketing Support Staff: Entry-level personnel who assist in implementing digital marketing tasks.</p>	<ul style="list-style-type: none"> • Support posting content on digital platforms (social media, websites). • Assist in tracking basic performance metrics. • Help manage email marketing campaigns. • Upload and update digital content as needed. • Conduct online research for market trends.
<p>5. Content Assistant: A staff member who supports the creation and management of simple content for campaigns.</p>	<ul style="list-style-type: none"> • Assist in creating text, image, or video content. • Organize and schedule content for publishing. • Conduct research on trending topics. • Support editing and proofreading of content. • Help manage content libraries and archives.

Table 9 outlines entry-level occupations at IQF Level 2, which primarily support promotional and operational activities in marketing. Positions such as Promotional Event Assistant, Merchandising Assistant, Telemarketing Representative, Social

Media Assistant, and Promotional Content Distributor focus on practical tasks that ensure the smooth execution of marketing initiatives.

Key responsibilities at this level include assisting in the organization of promotional events, arranging product displays, engaging with customers through telemarketing, managing routine social media postings, and distributing promotional materials across various channels. The competencies emphasize teamwork, communication, and basic organizational skills, enabling individuals to contribute effectively to marketing operations. IQF Level 2 thus serves as a foundational stage that prepares workers to handle essential marketing tasks while supporting broader organizational objectives.

Table 9. Occupation map and its competence in Marketing Management within IQF level 2

Occupation And Its Definition	Tasks
<p>1. Promotional Event Assistant: An entry-level professional who supports the planning and execution of promotional events.</p>	<ul style="list-style-type: none"> • Assist in setting up and organizing event venues. • Distribute promotional materials to participants. • Support event staff in coordinating activities. • Help manage crowd control during events. • Collect feedback and data from attendees.
<p>2. Merchandising Assistant: A professional who assists in arranging and displaying products to optimize sales.</p>	<ul style="list-style-type: none"> • Organize and display products on shelves or displays. • Track inventory levels and report shortages. • Assist in labelling and pricing merchandise. • Maintain cleanliness and organization of store areas. • Provide support for promotional setups.
<p>3. Telemarketing Representative: An entry-level professional responsible for promoting products or services via telephone.</p>	<ul style="list-style-type: none"> • Make outbound calls to potential or existing customers. • Introduce products, services, and promotions. • Record customer information and feedback. • Follow scripts to engage with customers effectively. • Assist in achieving call-based sales targets.
<p>4. Social Media Assistant: A professional who supports the daily management of social media platforms.</p>	<ul style="list-style-type: none"> • Assist in scheduling and posting content. • Monitor social media interactions and reply to inquiries. • Collect basic data on post-performance and engagement. • Help with content brainstorming and curation. • Support the coordination of social media campaigns.
<p>5. Promotional Content Distributor: A professional responsible for delivering promotional content across targeted channels.</p>	<ul style="list-style-type: none"> • Distribute flyers, posters, and promotional materials. • Upload and share promotional content online. • Assist in content placement in designated areas. • Monitor the effectiveness of content distribution. • Report any issues or feedback regarding content placement.

Table 10 presents the Marketing Management occupations categorized under IQF Level 1, which represent foundational roles such as Retail Assistant and Flyer/Brochure Distributor. These positions focus on basic yet essential tasks, including supporting retail operations, assisting customers, and distributing promotional materials to target audiences.

Competencies at this level emphasize simple organizational skills, clear communication, and the ability to perform routine operational duties. Although limited in scope, these roles provide valuable exposure to marketing activities and serve as an entry point for individuals beginning their careers. IQF Level 1 thus functions as the initial stepping stone in the marketing pathway, laying the groundwork for professional development and progression to higher levels of responsibility.

Table 10. Occupation map and its competence in Finance Management within IQF level 1

Occupation And Its Definition	Tasks
1. Retail Assistant: A professional responsible for assisting customers and maintaining retail store operations.	<ul style="list-style-type: none"> • Greet customers and assist with product inquiries. • Restock shelves and maintain product displays. • Handle simple sales transactions and billing. • Ensure the cleanliness and organization of store areas. • Assist with inventory checks and updates.
2. Flyer/Brochure Distributor: A professional responsible for disseminating promotional materials to target audiences.	<ul style="list-style-type: none"> • Deliver flyers and brochures in designated locations. • Engage with individuals to promote campaigns. • Track and document distribution areas. • Provide visibility feedback to the marketing team. • Ensure materials are distributed efficiently and professionally.

2. Relevance to Industry Needs

The occupation map provides clear competency guidelines required at each level to meet current market demands, particularly in the rapidly evolving field of digital marketing. Roles such as Digital Marketing Strategist and Social Media Specialist emphasize critical competencies including data analytics, digital strategy, and the effective use of technology driven marketing tools. This highlights the necessity of adapting to the demands of digital transformation within the marketing domain. Neuvonen & Pecoraro, (2024) underscore the fast paced evolution of digital marketing and identify essential competencies for these roles, ensuring alignment with industry expectations. Similarly, Kovacs, (2021) supports the significance of occupation mapping in aligning educational and professional competencies with market needs. Sharabati et al., (2024) further validate the importance of mapping competencies to address the challenges posed by market changes and the growing impact of digital transformation.

From a curriculum perspective, these findings imply the urgency of embedding digital marketing competencies such as analytics, content strategy, and omni channel campaign management into higher education and vocational training programs. For educational institutions, the occupation map provides a structured reference to redesign curricula, integrate industry based projects, and foster employability focused learning outcomes. For industry stakeholders, the map serves as a tool to guide recruitment, upskilling, and certification initiatives, ensuring that professionals are equipped with competencies relevant to digital transformation. Ultimately, the integration of this occupation map into curriculum planning, institutional strategy, and

industry practices will help close the education and industry gap and strengthen workforce readiness in the digital era.

3. Gaps Between Education and Industry

The study identified 47 distinct occupations within the field of Marketing Management, ranging from entry-level positions such as Retail Assistant to senior executive roles such as Chief Marketing Officer. Despite this comprehensive mapping, the analysis shows that most of these occupations have yet to be supported by established competency standards. This absence reflects a significant gap in the formalization of professional requirements across the marketing domain, leaving educational institutions and industry stakeholders without clear guidelines for competency development and assessment.

The findings also reveal considerable misalignment between educational outcomes and industry needs, particularly in areas related to digital marketing, analytical skills, and strategic innovation. Graduates often lack proficiency in technology-driven tools and data-based decision-making, while employers increasingly demand specialized expertise in digital strategy, content management, and customer engagement. Neuvonen & Pecoraro, (2024) emphasize the urgency of curriculum reform to address these shortcomings, while Dobslaw et al., (2023) highlight the need for greater emphasis on tools and technologies prioritized by employers. Bone et al., (2024) further stress that employers are shifting focus from formal degrees toward specific competencies, reinforcing the importance of competency-based education and training.

From a curriculum perspective, the absence of established standards implies the need to embed digital marketing and analytical competencies into both higher education and vocational training programs. For educational institutions, the occupation map can serve as a framework to redesign curricula, integrate work-based learning, and foster closer collaboration with industry to ensure relevance. For industry stakeholders, the map provides a foundation for shaping recruitment, training, and certification practices that reflect real market demands. Closing these gaps requires a coordinated approach among policymakers, educational institutions, and businesses to accelerate the development of competency standards and ensure that the workforce is prepared for both current and future challenges in the marketing sector.

CONCLUSION

This study developed the first comprehensive occupation map for Marketing Management aligned with the *Indonesian Qualification Framework (IQF)*, identifying 47 occupations across all qualification levels, from entry-level to senior executive positions. This mapping provides clarity on career pathways and offers a structured framework for linking competencies with industry requirements, making it a pioneering reference for both educational and industry stakeholders in Indonesia. The findings highlight critical

gaps between educational outcomes and labor market needs, particularly in digital marketing, data analytics, and strategic innovation, stressing the urgent need for competency standard development and stronger alignment between curricula and industry demands to prepare graduates for digital transformation and global competition. Recommendations include accelerating the formulation of competency standards by government bodies and industry associations, harmonizing them with regional agreements like the *ASEAN Mutual Recognition Arrangement* (MRA), redesigning curricula by universities and vocational institutions to integrate the occupation map and work-based learning, and using the map for recruitment, upskilling, and certification by industry players. The integration of this occupation map into curriculum development, institutional strategies, and workforce planning will bridge the education–industry gap and enhance the global competitiveness of Indonesia's workforce, aligning with the World Economic Forum's call for future-ready skills and positioning Indonesia to play a stronger role in the regional and global marketing arena.

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