



CERTIFIED MARKETING DIRECTOR

The CMD Admissions & Governing Committee, a representative panel of subject matter experts with global practice experience, oversees the periodical update of the CMD content specifications and CMD exam in compliance with industry standard psychometric practices and in accordance with the *Standards for Educational and Psychological Testing* published by the American Psychological Association, the American Educational Research Association, and the National Council on Measurement in Education. The composition of the CMD exam is guided by extensive industry research into the knowledge, skills and experience needed for a qualifying candidate to hold the CMD designation, thus providing a valid and defensible foundation of domains (and sub-domains if appropriate) to support the development of credentialing exams and related educational programming. This methodical and comprehensive investigation into the content that should be assessed resulted in the identification of 98 essential competency areas organized into nine knowledge domains with proportions (weights) for each that ensure the CMD exam is appropriately sampling the knowledge and skills necessary for a center, regional or corporate marketing professional to perform the role of a certified marketing director in the retail real estate industry.

CMD KNOWLEDGE DOMAINS

Domain 1. Creating and Evaluating Marketing and Business Plans (20%)

Domain 2. Asset Value Enhancement and Financial Management (10%)

Domain 3. Branding (10%)

Domain 4. Digital, Social and Traditional Media (15%)

Domain 5. Public and Community Relations (8%)

Domain 6. Driving Traffic/Footfall and Sales (12%)

Domain 7. Marketing Support, Leasing and Specialty Leasing (10%)

Domain 8. Retailing (8%)

Domain 9. Property Management, Accounting, Legal, Risk Management (7%)

CMD EXAM SPECIFICATIONS

Domain 1. Creating and Evaluating Marketing and Business Plans (20%)

1. Marketing and Business Plans
 - 1.1. Strategic Business Plan
 - 1.1.1. Short-term / Long-term
 - 1.1.2. Components (e.g. marketing, operations, leasing, development, capital, research)
 - 1.1.3. Owner Initiatives and Goals
 - 1.1.4. Forecasting and Vision
 - 1.2. Research and Analysis
 - 1.2.1. Methodology and Interpretation of Market Research (e.g., trade/catchment area, demographics, metropolitan statistical area [MSA])
 - 1.2.2. Methodology and Interpretation of Consumer Research (e.g., shoppers, non-shoppers, focus

- groups, intercept/exit studies, telephone, web-based, psychographic segmentation, relative draw index [RDI])
- 1.2.3. Competitive Analysis (e.g., ownership/management, sales performance, distance, number of stores, merchandising mix)
- 1.2.4. Sales/Turnover and Merchandise Analysis
- 1.2.5. Consumer Trend Analysis (e.g., e-commerce, boomers, generation Y)
- 1.2.6. Other Primary and Secondary Sources (e.g., global information systems [GIS], census, Google, chamber of commerce, tourism bureaus, digital and social media analytics)
- 1.2.7. Industry Benchmarks and Shopper Behavior (e.g., average shopping expenditures, direct mail response, number of stores visited)
- 1.3. Problems and Opportunities Identification (e.g., strengths, weaknesses, opportunities and threats [SWOT] analysis of center, competition, market and shopper)
- 1.4. Goals and Objectives
 - 1.4.1. Goal Setting Procedures (e.g., specific, measurable, achievable, realistic, timely)
- 1.5. Strategies
 - 1.5.1. Objective-based Strategy Development
- 1.6. Tactics
 - 1.6.1. Tactical Plan
- 1.7. Budgets
 - 1.7.1. Income
 - 1.7.2. Expenses
 - 1.7.3. Forecasting
- 1.8. Marketing Plan Results Evaluation

Domain 2. Asset Value Enhancement and Financial Management (10%)

- 2. Asset Value Enhancement and Financial Management
 - 2.1. Alternative Revenue
 - 2.1.1. Sponsorship and Partnership (e.g., special events, naming rights, preferred provider, community, business to business, media)
 - 2.1.2. In-center Media (e.g., banners, directory, billboards, digital signage)
 - 2.1.3. Evaluating Sellable Assets and Pricing
 - 2.1.4. Impact of Marketing Budget on Net Operating Income [NOI] and Funds from Operations [FFO]
 - 2.1.5. Evaluation Methods for Fulfillment of Sponsor Objectives (e.g., duration, sales created, number of exposures)
 - 2.2. Operating Expense Reduction
 - 2.3. Center Valuation
 - 2.3.1. Center Financial Analysis (e.g., cash flow, center value, capital expenditures, financing)
 - 2.3.2. Forms of Valuation (e.g., cap rates)
 - 2.3.3. Rent Calculation (e.g., minimum, percentage and breakpoint)
 - 2.4. Development and Redevelopment (e.g., process, pro forma, renovation, expansion, repositioning, mixed-use, densification)

Domain 3. Branding (10%)

- 3. Branding
 - 3.1. Discovery (e.g., client, internal/external stakeholders, research, target market analysis, competitive analysis)
 - 3.2. Developing Brand Strategy (e.g., brand story, promise/proposition, essence, positioning, brand architecture)
 - 3.3. Visual and Verbal Brand Expression
 - 3.4. Brand Execution and Monitoring
 - 3.4.1. Internal (e.g., staff, tenants)
 - 3.4.2. External (e.g., consumer, media)
 - 3.5. Creating Brand Ambassadors

Domain 4. Digital, Social and Traditional Media (15%)

- 4. Digital, Social and Traditional Media
 - 4.1. Media Strategy
 - 4.1.1. Media Plan and Buying Principles (e.g., target audience, cost per thousand [CPM], reach and frequency)

- 4.1.2. Metrics (e.g., analytics, cost per click [CPC], return on investment [ROI])
- 4.2. Digital and Social Media
 - 4.2.1. Types and Uses (e.g., mobile, text messaging, Facebook, Twitter, e-blasts, websites)
 - 4.2.2. Key Terms (e.g., geofencing, search engine optimization [SEO], digital wallets, data mining, heat map)
- 4.3. Traditional Media
 - 4.3.1. On-Property Media (e.g., property signage, point of purchase, promotional materials)
 - 4.3.2. Media and Application (e.g., print, broadcast, outdoor, direct mail)
- 4.4. Customer Relations Management [CRM]
 - 4.4.1. Customer Loyalty Programs (e.g., mobile apps, database management, web presence, incentives)
- 4.5. Evaluation Methods for Advertising Effectiveness (e.g., campaign pre/post awareness testing, sales/turnover and traffic/footfall)

Domain 5. Public and Community Relations (8%)

- 5. Public and Community Relations
 - 5.1. Public Relations Campaign Elements
 - 5.2. Media Relations (e.g., news release procedures, public service announcements, publicity plan, publicity evaluation)
 - 5.3. Employing Social and Digital Media Techniques
 - 5.4. Community Relations (e.g., communications with business, government, civic, and community groups)
 - 5.5. Elements of Crisis Management, Communications Plans and Procedures (e.g., viral response strategy)
 - 5.6. Evaluation Methods for Publicity (e.g., space measurement, broadcast minutes, impressions, website analytics, word count, click-through rates, open rates, engagement analytics)

Domain 6. Driving Traffic/Footfall and Sales (12%)

- 6. Driving Traffic/Footfall and Sales/Turnover
 - 6.1. Sales Promotions (e.g., gift with purchase [GWP], discounts, purchase with purchase [PWP], couponing)
 - 6.1.1. Evaluation Methods for Sales Promotions (e.g., computation of reach and return on investment, cost of sales, buyer conversion, sales/turnover, effect on center value)
 - 6.2. Special Events
 - 6.3. Analyzing Sales/Turnover Reports (e.g., comparable and total sales, occupancy cost-to-sales / health ratio / effort ratio, category, merchandise price points, sales potential, general merchandise, apparel, furniture and other [GAFO], and market share)
 - 6.4. Merchandise Analysis (e.g., occupancy, productivity)

Domain 7. Marketing Support, Leasing and Specialty Leasing (10%)

- 7. Marketing Support, Leasing and Specialty Leasing
 - 7.1. Long-term Leasing
 - 7.1.1. Leasing Fundamentals (e.g., terms and concepts, research analysis, impact on center productivity, strategies)
 - 7.1.2. Lease Provisions (e.g., use clause, restrictive covenants, prohibitive use of the common area, co-tenancy)
 - 7.1.3. Application of Research/Sales Data to Merchandising/Leasing Support Development and Center Positioning (e.g., trends, defining target merchandise mix and supporting leasing strategies)
 - 7.1.4. Rent Structures and Recoveries (e.g., marketing fund, fixed common area maintenance [CAM], triple net, effective rent, gross rent, percentage rent, tenant allowance, occupancy costs, base rents, consumer price index [CPI])
 - 7.2. Short-term Leasing
 - 7.2.1. Specialty/Temporary Leasing (e.g., terms and concepts)
 - 7.2.2. Revenue Generating Sources (e.g. retail merchandising unit [RMU], kiosk, in-line, storage)
 - 7.2.3. License Agreements Provisions (e.g., right to relocate, right to terminate, license fees, parties: licensee/licensor)
 - 7.3. Marketing Support of Leasing (e.g., customer requests, target retailers, leasing package, collateral development, trade expositions, research interpretation)

Domain 8. Retailing (8%)

- 8. Retailing
 - 8.1. Retailer Relations
 - 8.1.1. Communication Methods (e.g., written, verbal, electronic)
 - 8.1.2. Retailer Training and Development (e.g., secret shopper, selling, visual merchandising, loss prevention)
 - 8.1.3. Retailer Marketing Support (e.g., new stores, percentage rent, distressed)
 - 8.2. Omni-channel Retailing (e.g., showrooming, bricks-and-mortar stores, e-commerce, m-commerce)
 - 8.3. Retailer Analysis (e.g., merchandise presentation, customer service, advertising, sales promotion, profit and loss)
 - 8.4. Fundamental Concepts (e.g., markup, markdown, margins, trade discount, cash discount, inventory stock turn)
 - 8.5. Terms and Definitions (e.g., loss leader, pop-up retail, shrinkage, buyer conversion, average unit retail [AUR], stock-keeping unit [SKU], average transaction, point of sale [POS], radio frequency identification [RFID], open to buy)

Domain 9. Property Management, Accounting, Legal, Risk Management (7%)

- 9. Property Management, Accounting, Legal and Risk Management
 - 9.1. Center Operations
 - 9.1.1. Basic Operational Practices and Standards (e.g., housekeeping, security, repair and maintenance, potential liabilities, cost efficiencies)
 - 9.1.2. Customer Experience (e.g., guest services, amenities, access and transportation, hours of operation, restrooms, seating areas, Wi-Fi, directories, parking)
 - 9.1.3. Sustainability (e.g., waste diversion/recycling, renewable resources, charging stations, corporate social responsibility)
 - 9.2. Accounting
 - 9.2.1. Basic Accounting Terms and Principles (accrual v. cash basis)
 - 9.2.2. Monitoring Income and Expense Relative to Impact on Property Budget
 - 9.3. Human Resource Management Policies and Procedures
 - 9.4. Legal
 - 9.4.1. Contracts (e.g., terminology, media contracts, lease v. license agreements)
 - 9.4.2. Public Access Policies
 - 9.4.3. Potential Impact of Reciprocal Easement Agreements [REAs], Municipal Ordinances, Sponsorship Opportunities
 - 9.4.4. Contests and Sweepstakes Rules and Regulations (e.g., contest winner affidavits, lottery laws, photo release, tax implications)
 - 9.5. Insurance and Risk Management (e.g., types of basic coverage, certificates of insurance, indemnification)