

CFAM6.1.5

Lead and manage marketing projects



Overview

This is about leading and managing a marketing project or programme for which you have been given responsibility. This includes working with multi-disciplinary teams in developing and agreeing a plan for the project, and leading, monitoring and controlling implementation of the plan and any changes. It also involves ensuring that the project achieves its key objectives and is completed to the satisfaction of the project sponsor(s) and any key stakeholders.

For the purposes of this unit, 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

This unit is recommended for first line and middle marketing managers. Such marketers might be employed within 'client-side' organisations, or within agencies/consultancies offering marketing services to clients.

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Performance criteria

- You must be able to:*
- P1 discuss and agree the key objectives and scope of the proposed project and the available resources with the project sponsor(s) and any key stakeholders
 - P2 identify how the proposed project fits with the overall marketing objectives and plans of the organisation and any programmes of work or other projects being undertaken
 - P3 develop, in consultation with relevant people, a realistic and thorough plan for undertaking the project and achieving the key objectives
 - P4 discuss and agree the project plan with the project sponsor(s) and any key stakeholders, making changes where necessary
 - P5 brief project team members on the project plan and their roles and responsibilities, and provide ongoing support, encouragement and information
 - P6 put processes and resources in place to manage potential risks arising from the project and deal with contingencies
 - P7 implement the project plan, selecting and applying a range of basic project management tools and techniques to monitor, control and review progress
 - P8 communicate progress to the project sponsor(s), any key stakeholders and any project team members on a regular basis
 - P9 identify, in the light of progress and any problems encountered and wider developments, any required changes to the project plan, obtaining agreement from project sponsors and any key stakeholders where necessary
 - P10 achieve project objectives using the agreed level of resources
 - P11 confirm satisfactory completion of the project with the project sponsor(s) and any key stakeholders
 - P12 evaluate the success of the project, identifying what lessons can be learned and recognise the contributions of project team members

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 the fundamental characteristics of projects, as opposed to routine management function/activities
- K2 the role and key responsibilities of a project manager
- K3 key stages in the project lifecycle
- K4 the importance of the relationship between the project manager and the project sponsor(s) and any key stakeholders, and the importance of effective customer service
- K5 why it is important to discuss and agree the key objectives and scope of a proposed project with the project sponsor(s) and any key stakeholders before detailed planning commences
- K6 the type of information needed for effective marketing project planning
- K7 why it is important to be able to identify and understand how a project fits with the overall marketing objectives and plans of the organisation, and any related programmes of work or other projects being undertaken
- K8 why it is important to consult with relevant people in developing a project plan and how to do this effectively
- K9 what should be included in a marketing project plan, particularly activities, required resources and timescales, and why the plan needs to be discussed and agreed with the project sponsor(s) and any key stakeholders
- K10 why it is important that any project team members are briefed on the project plan, their roles and responsibilities and how to do so effectively
- K11 ways of providing ongoing support, encouragement and information to any project team members
- K12 ways of identifying and managing potential risks in relation to the project
- K13 the importance of contingency planning and how to do so effectively
- K14 effective ways of communicating with project sponsor(s) and any key stakeholders during a marketing project
- K15 how to cost and monitor activities against defined aims and objectives
- K16 the importance of agreeing changes to the marketing project plan with the project sponsor(s) and any key stakeholders
- K17 the type of changes that might need to be made to a project plan during implementation to address changing needs and external factors
- K18 why it is important to confirm satisfactory completion of the project with the project sponsor(s) and any key stakeholders and how to do so effectively
- K19 how to establish effective systems for evaluating the success of marketing projects and identifying lessons for the future
- K20 the importance of recognising the contributions of project team members to the success of projects and different ways of doing so

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You need to know and understand:

Industry/sector specific knowledge and understanding

K21 industry/sector specific legislation, regulations, guidelines and codes of practice

You need to know and understand:

Context specific knowledge and understanding

K22 the organisation's relevant products/services and its actual and potential customers

K23 the project sponsor(s) – the individual or group for whom the project is being undertaken

K24 key stakeholders – the individuals or groups who have a vested interest in the success of the marketing project and the organisation

K25 the agreed key objectives and scope of the proposed project and the available resources

K26 the overall marketing objectives and plans of the organisation and any other relevant programmes of work or other projects being undertaken

K27 mechanisms for consulting on the development of the project plan and the views/thoughts received from relevant people in relation to proposals

K28 the agreed marketing project plan

K29 the roles and responsibilities of project team members

K30 methods used for briefing, supporting, encouraging and providing information to project team members

K31 processes and resources put in place to manage potential risks and deal with contingencies

K32 type and nature of potential risks identified and contingencies encountered

K33 specific project management tools and techniques used to monitor, control and review progress

K34 processes in place for communicating information on progress of the project to the project sponsor(s), any key stakeholders and project team members

K35 processes in place for identifying and agreeing changes to the project plan

K36 processes for confirming satisfactory completion of the project with the project sponsor(s) and any key stakeholders

K37 processes for evaluating the success of the project, including sources of relevant information and any lessons which have been learned from undertaking the project

K38 methods for recognising the contributions of project team members to successful marketing projects

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Additional Information

Behaviours

1. You recognises changes in circumstances promptly and adjust plans and activities accordingly
2. You find practical ways to overcome barriers
3. You present information clearly, concisely, accurately and in ways that promote

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