

CFASMB1.1V3.0

SMB1.1 Identify and manage relationships with social marketing stakeholders



Overview

This unit is about identifying, prioritising and building practical relationships with those who may be involved in or affected by your social marketing activities, or who may be able to exert a positive or negative influence on them. These may include the target group, secondary target audiences, key intermediaries, competitors and media amongst others. Stakeholder relations may involve development of strategic partnerships with multiple goals, co- design of strategy, participation in delivery as intermediaries (eg as channels to reach the target group or enablers to support behaviour change) or risk management.

Who this unit is for This unit is for people in strategic or management roles who are responsible for identifying, analysing and prioritising stakeholders in social marketing activities and managing ongoing relationships with them.

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Performance criteria

- You must be able to:*
- P1 Plan how you will identify and manage stakeholders¹ from the beginning of the research phase of your social marketing programme
 - P2 Identify the full stakeholder universe: those individuals (including those within your own organisation or partnership), communities, groups and organisations who may be involved in, or affected by, your social marketing activities
 - P3 Segment stakeholders into potential roles:
 - P3.1 target audiences (primary and secondary)
 - P3.2 internal
 - P3.3 partners
 - P3.4 intermediaries
 - P3.5 competitors
 - P4 Analyse different stakeholders to identify
 - P4.1 the nature of their interest in your organisation/partnership and its activities
 - P4.2 how they might potentially benefit from, or be adversely affected by, your social marketing activities
 - P4.3 how they might be able to support or hinder the achievement of your social marketing objectives
 - P5 Prioritise stakeholders according to their potential to affect, or be affected by, your social marketing activities
 - P6 Engage with prioritised stakeholders as early as possible to determine their intention to collaborate and their potential role
 - P7 Involve partners and key stakeholders in the process of clearly defining your social marketing goals and strategy
 - P8 Develop and agree communications strategies and actions for building and managing good relationships with stakeholder groups and managing their expectations
 - P9 Develop and agree suitable competitor management strategies⁶ which minimise competitors' negative impact on your social marketing activities
 - P10 Monitor stakeholders' ongoing attitudes, expectations and involvement regarding your social marketing activities
 - P11 Periodically review the stakeholder universe and priorities in relation to your social marketing activities and take appropriate action.

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Knowledge and understanding

You need to know and understand:

You need to know and understand the following:

General Knowledge and Understanding

- K1 analytical principles, methods, tools and techniques
- K2 communication principles, methods, tools and techniques
- K3 consultation principles, methods, tools and techniques
- K4 decision-making principles, methods, tools and techniques
- K5 evaluation principles, methods, tools and techniques
- K6 influencing principles, methods, tools and techniques
- K7 legal and organisational/partnership requirements relevant to social marketing
- K8 monitoring principles, methods, tools and techniques
- K9 motivation principles, methods, tools and techniques
- K10 partnership working principles, methods, tools and techniques
- K11 planning principles, methods, tools and techniques
- K12 principles, methods, tools and techniques for engaging effectively with target groups and stakeholders, including vulnerable and hard-to-reach groups
- K13 prioritisation principles, methods, tools and techniques
- K14 segmentation principles, methods, tools and techniques
- K15 social marketing principles, methods, tools and techniques

Industry/Sector Specific Knowledge & Understanding

- K16 current and emerging trends and developments in the sector internationally, nationally and locally
- K17 industry/sector, organisational/partnership and professional codes of practice
- K18 legal, regulatory and ethical requirements in the industry/sector

Context Specific Knowledge & Understanding

- K19 codes of practice relevant to your role
- K20 competitors and competitor management strategies
- K21 organisational/partnership vision, mission and strategic objectives
- K22 sources of advice, guidance and support
- K23 sources of data, information and knowledge
- K24 stakeholders and their diverse interests, needs, abilities and preferences

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Additional Information

Behaviours

1. seize the opportunities presented by diversity
2. work to turn unexpected events into opportunities rather than threats
3. present information clearly, concisely, accurately and in ways that promote understanding
4. keep people informed of plans and developments
5. show empathy with others' needs, feelings and motivations and take an active interest in their concerns
6. show understanding and respect for the views and actions of others
7. protect own and others' work against negative impacts
8. seek to understand people's needs and motivations
9. deploy a range of legitimate strategies and tactics to influence people
10. identify and work with people and organisations who can provide support for own work
11. work to develop an atmosphere of professionalism and mutual support
12. ensure effective engagement with target groups, policy makers and other key stakeholders
13. show your commitment to a sustained relationship by taking time to build trust
14. show sensitivity to the needs and interests of all parties involved, and manage these effectively
15. demonstrate a clear understanding of the organisation's target and stakeholder groups and their

Glossary

Stakeholders

"Stakeholders" include all those involved in, or affected by, the social marketing strategy and the issues it is seeking to address. "Key stakeholders" are those with the greatest interest in or influence on the issues; they will always include the target groups or intended beneficiaries of the social marketing activity.

Social marketing programme

As used in the standards, "social marketing programme" encompasses longer-term (3 years) programmes, medium-term (1-3 years) campaigns and short-term (<1 year) targeted initiatives.

Partners

Partners are individuals or groups who can work with you in a reciprocal arrangement and who agree to help you achieve the objectives of your intervention

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Intermediaries

Intermediaries are individuals or groups who can act as effective channels to your target audience

Competitors

Competitors are individuals or groups who hinder your strategy or adversely influence your target group. A group which may appear as a competitor at first sight, may potentially be an ally, depending on perspective and approach, e.g. exploring common ground

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Suite Social Marketing

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