

CFASMC1.1V3.0

Manage social marketing programmes



Overview

This unit is about planning, implementing, coordinating, monitoring and reviewing social marketing programmes¹. It is a cyclical activity, with many iterative loops, so the performance standards are not necessarily in chronological order (for example, it may be necessary to review your plans with key stakeholders in the light of monitoring the results). Furthermore, social marketing programmes are often ongoing and evaluation may become the springboard for the next phase, rather than being the end point of the programme.

This unit is for people in managerial roles who responsible for managing social marketing programmes.

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Performance criteria

- You must be able to:*
- P1 ensure effective engagement with the target groups, partners and other key stakeholders throughout all phases of the programme
 - P2 establish and agree with key stakeholders measurable quantitative and qualitative objectives with milestones for the social marketing programme
 - P3 evaluate the evidence from research into motivators, inhibitors and interventions relevant to the target groups, current trends and developments and the potential impact of other contemporaneous programmes, interventions and other relevant activities
 - P4 plan and pilot test an evidence-based social marketing programme which:
 - P4.1 is capable of meeting agreed objectives
 - P4.2 aligns with corporate/partnership values and mission
 - P4.3 provides sufficient level of detail to allow those involved to carry out their responsibilities effectively
 - P4.4 minimises any negative impacts
 - P5 identify and resolve with key stakeholders any ethical issues regarding the social marketing programme
 - P6 identify any risks to the programme and determine how these risks are to be managed
 - P7 identify and obtain the resources required for the programme
 - P8 implement the programme, agreeing the respective roles of partners and allocating resources and responsibilities to competent people
 - P9 coordinate the programme, providing necessary support to those involved and taking account of other relevant programmes, campaigns, interventions or activities
 - P10 monitor and continuously evaluate the programme against planned activities, target groups, objectives and budget, paying particular attention to risks
 - P11 take prompt informed action¹ if the objectives are not being achieved or in response to emerging opportunities or threats
 - P12 sustain the programme over its lifetime, adapting and refreshing it in agreement with the target groups, partners and other key stakeholders
 - P13 evaluate the results of the programme and report to key stakeholders on
 - P13.1 the extent to which objectives were achieved
 - P13.2 the reasons for any over- or under-achievement of objectives
 - P13.3 the lessons learned, both positive and negative
 - P13.4 opportunities for sustaining the impact beyond the lifetime of the

¹ action may include aborting the programme in response to negative results

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programme

P13.5 opportunities for building on the relationships developed

P13.6 recommendations for future activity

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Knowledge and understanding

You need to know and understand:

General Knowledge and Understanding

- K1 briefing and debriefing principles, methods, tools and techniques
- K2 budgeting principles, methods, tools and techniques
- K3 communication principles, methods, tools and techniques
- K4 corrective or remedial action to take in case of contingencies or non-compliance
- K5 creative-thinking principles, methods, tools and techniques
- K6 decision-making principles, methods, tools and techniques
- K7 examples of effective and ineffective social marketing practice relevant to the activity
- K8 leadership principles, methods, styles and techniques
- K9 legal and organisational/partnership requirements relevant to social marketing
- K10 motivation principles, methods, tools and techniques
- K11 partnership working principles, methods, tools and techniques
- K12 pilot testing principles, methods, tools and techniques
- K13 principles, methods, tools and techniques for addressing ethical issues
- K14 principles, methods, tools and techniques for developing evidence-based proposals
- K15 principles, methods, tools and techniques for developing social marketing propositions
- K16 principles, methods, tools and techniques for engaging effectively with target groups and stakeholders, including vulnerable and hard-to-reach groups
- K17 project management principles, methods, tools and techniques
- K18 research findings relevant to the activity
- K19 risk management principles, methods, tools and techniques
- K20 segmentation principles, methods, tools and techniques
- K21 social marketing principles, methods, tools and techniques

Industry/Sector Specific Knowledge & Understanding

- K22 industry/sector, organisational/partnership and professional codes of practice
- K23 legal, regulatory and ethical requirements in the industry/sector

Context Specific Knowledge & Understanding

- K24 competitors and competitor management strategies
- K25 organisational/partnership policies and procedures relevant to the activity
- K26 organisational/partnership resources
- K27 organisational/partnership vision, mission and strategic objectives
- K28 stakeholders and their diverse interests, needs, abilities and preferences

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K29 target groups, their diverse interests, needs, abilities and preferences

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Additional Information

Behaviours

1. recognise changes in circumstances promptly and adjust plans and activities accordingly
2. generate and recognise imaginative and innovative solutions
3. keep people informed of plans and developments
4. design, develop and monitor processes, strategies, products and/or services that are sustainable over the medium and long term
5. comply with, and ensure that others comply with, legal requirements, industry regulations, organisational policies and professional codes
6. identify and raise ethical concerns
7. set demanding but achievable objectives for self and others
8. prioritise objectives and schedule work to make the best use of time and resources
9. establish and agree with key stakeholders measurable objectives
10. accurately calculate risks, and make provision so that unexpected events do not impede the achievement of objectives
11. monitor quality of work and progress against plans
12. identify and work with people and organisations who can provide support for own work
13. ensure effective engagement with target groups, policy makers and other key stakeholders
14. demonstrate a clear understanding of the organisation's target and stakeholder groups and their requirements
15. produce and test a variety of solutions before taking a decision

Glossary

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

Stakeholders

These include all those involved in, or affected by, the social marketing strategy and the issues it is seeking to address

Key stakeholders

These 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

Risk

This means the chances of an event happening and the seriousness of the consequences of that event. "Risk" does not of itself have a negative connotation; there can be both positive and negative consequences of an event. One of the key risks in carrying out a test marketing activity is that the

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results become contaminated by changes in other environmental factors

Risk management

This includes: assessing the risks; taking action to avoid events that have negative consequences; planning to minimise the negative consequences and maximise the opportunities if events do occur

Resources

This includes physical (premises, equipment, consumables, energy); financial; human (whether paid or unpaid, internal or external); information

It is recognised that social marketing programmes usually involve a number of "partner" organisations working together in close collaboration

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Suite Social Marketing

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