

CFASMC2.1V3.0

Manage communications for social marketing programmes



Overview

This unit is about managing the communications activities for social marketing programmes¹. This 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 communications elements with key stakeholders in the light of monitoring their effectiveness).

This unit is for people in managerial roles who are responsible for managing the communications activities for social marketing programmes.

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Performance criteria

You must be able to:

- P1 develop a clear understanding of the objectives of the social marketing programme and how communications are expected to complement other activities in contributing to these objectives
- P2 ensure effective engagement with the target groups, partners and other key stakeholders about delivery of communications throughout all phases of the programme
- P3 evaluate the findings from research into motivators, inhibitors and interventions relevant to the target groups, current trends and developments and the potential impact of other contemporaneous programmes and other relevant activities
- P4 establish and agree the following communications elements with key stakeholders:
 - P4.1 the core values that underpin the programme
 - P4.2 how these core values are to be expressed through coherent branding
 - P4.3 the key messages to be understood by different target groups and how these are differentiated from competing messages
 - P4.4 the language to be used with different target groups
 - P4.5 the mix of methods of communication to be used with different target groups
 - P4.6 the design elements to be used
 - P4.7 expected communication flows
 - P4.8 the media or channels of communication to be used
 - P4.9 how these communications elements complement and reinforce each other and other elements of the social marketing mix
- P5 develop an evidence-based communications plan which:
 - P5.1 is cost-effective
 - P5.2 is measurable
 - P5.3 aligns with the objectives and resources of the social marketing programme
 - P5.4 aligns with corporate/partnership values and mission
 - P5.5 ensures that the various communications elements complement and reinforce each other and other elements of the social marketing mix
 - P5.6 provides sufficient detail to allow those involved to carry out their responsibilities effectively
 - P5.7 minimises any adverse impacts
- P6 implement the communications plan, agreeing the respective roles and responsibilities of partners, people in your own organisation and external agencies, as appropriate
- P7 coordinate the communications plan in relation to other elements of the

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- social marketing mix, providing any necessary support to those involved
- P8 monitor and continuously evaluate the communications plan and take prompt informed action:
 - P8.1 if agreed elements are not being adhered to
 - P8.2 if communications are not making their expected contribution to achievement of the objectives of the social marketing programme,
or
 - P8.3 in response to emerging opportunities or threats
- P9 report on the results of the communications activities and lessons learned to key stakeholders

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Knowledge and understanding

You need to know and understand:

General Knowledge and Understanding

- K1 advertising principles methods, tools and techniques
- K2 branding principles, methods, tools and techniques
- K3 communication principles, methods, tools and techniques
- K4 creative-thinking principles, methods, tools and techniques
- K5 decision-making principles, methods, tools and techniques
- K6 dissemination principles, methods, tools and techniques
- K7 evaluation principles, methods, tools and techniques
- K8 examples of effective and ineffective social marketing practice relevant to the activity
- K9 legal and organisational/partnership requirements for the management of information
- K10 legal and organisational/partnership requirements in relation to intellectual property
- K11 legal and organisational/partnership requirements relevant to social marketing
- K12 media relations principles, methods, tools and techniques
- K13 motivation principles, methods, tools and techniques
- K14 partnership working principles, methods, tools and techniques
- K15 pilot testing principles, methods, tools and techniques
- K16 principles, methods, tools and techniques for developing evidence-based proposals
- K17 principles, methods, tools and techniques for developing social marketing propositions
- K18 principles, methods, tools and techniques for engaging effectively with target groups and stakeholders, including vulnerable and hard-to-reach groups
- K19 project management principles, methods, tools and techniques
- K20 research findings relevant to the activity
- K21 segmentation principles, methods, tools and techniques
- K22 social marketing principles, methods, tools and techniques

Industry/Sector Specific Knowledge & Understanding

- K23 industry/sector, organisational/partnership and professional codes of practice
- K24 legal, regulatory and ethical requirements in the industry/sector

Context Specific Knowledge & Understanding

- K25 organisational/partnership culture, values and ethos
- K26 organisational/partnership policies and procedures relevant to the activity
- K27 organisational/partnership resources

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- K28 organisational/partnership vision, mission and strategic objectives
- K29 stakeholders and their diverse interests, needs, abilities and preferences
- K30 target groups, their diverse interests, needs, abilities and preferences

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Additional Information

Behaviours

1. generate and recognise imaginative and innovative solutions
2. identify people's information needs and preferred communication media and styles
3. present information clearly, concisely, accurately and in ways that promote understanding
4. keep people informed of plans and developments
5. modify communication in response to feedback
6. comply with, and ensure that others comply with, legal requirements, industry regulations, organisational policies and professional codes
7. identify and raise ethical concerns
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. monitor quality of work and progress against plans
11. ensure effective engagement with target groups, policy makers and other key stakeholders
12. show sensitivity to the needs and interests of all parties involved, and manage these effectively
13. demonstrate a clear understanding of the organisation's target and stakeholder groups and their requirements
14. identify the range of elements in a situation and how they relate to each other
15. encourage others to contribute ideas and to reach a consensus

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.

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

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

Language

This has two meanings here: formal language (such as English, Welsh, Urdu,

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etc) and informal language (ie appropriate vocabulary, syntax and figures of speech for use with a particular target group)

Methods of communication

These include: spoken word, printed word, audio, visual images, sign language, Braille etc.

Communication flows

Maybe to target groups, from target groups, between members of the same target group, between members of different target groups, to or from target groups and other individuals or organisations

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Suite Social Marketing

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