Social Marketing

National Occupational Standards (NOS)

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Unit 3 Cherry Hall Road
North Kettering Business Park
Kettering, NN14 1UE
T: 01536 739 189
E: skills@instructus.org
www.instructus-skills.org

URN	NOS Title
INSSMA01	Develop, manage and evaluate social marketing research programmes
INSSMA02	Collect data on the knowledge, attitudes and behaviours of target groups
INSSMA03	Analyse, interpret and synthesise data and research findings to inform social marketing strategies
INSSMA04	Develop and define market segments within target groups to inform social marketing strategies
INSSMA05	Develop social marketing propositions and test their potential to influence the behaviour of target groups
INSSMA06	Establish strategies and action plans to meet the social marketing goals
INSSMA07	Evaluate and report performance and outcomes of social marketing strategies
INSSMA08	Develop communication strategies to support social marketing programmes
INSSMA09	Reflect on, develop and apply best practice principles in social marketing
INSSMA10	Develop a branding strategy for social marketing programmes
INSSMA11	Manage and maintain social marketing programmes
INSSMA12	Manage criticisms, complaints and respond to enquiries about social marketing programmes
INSSMA13	Provide products and services to support social marketing programmes
INSSMA14	Develop learning products and tools in social marketing practice
INSSMA15	Provide education, training and support for social marketing practice
INSSMA16	Develop and maintain working relationships with stakeholders in social marketing programmes
INSSMA17	Engage with policy and decision makers in government and organisations
INSSMA18	Review and interpret the results and wider implications of social marketing activities
INSSMA19	Promote effective practice in social marketing

Overview

This standard is about developing, managing and evaluating social marketing research programmes that seek to establish understanding and insight into the lifestyles, behaviours, attitudes and beliefs of target groups. The social marketing programme should be supported with relevant theories and existing evidence about the influencers on the behaviour of target groups and interventions that may influence the beneficial change.

The research aims to identify the issues to address, what might motivate the target groups' behaviours, what might prevent action and what interventions might achieve and sustain the change. This involves defining the problem, planning, allocation of resources and assets, value co-creation through collaboration and engagement, coordination and evaluation of research activities which will inform social marketing strategies.

This standard is for professionals in managerial roles who manage research programmes which inform social marketing strategies.

Develop, manage and evaluate social marketing research programmes

Performance criteria

You must be able to:

1. develop a project plan with purpose, scope, objectives and milestones for the research programme
2. identify and confirm the key questions to be answered by the research
3. research the scope and dimensions of the social problem at hand
4. agree the project plan with key stakeholders and allocate resources for the research
5. establish engagement with the target groups, partners and key stakeholders, ensuring vulnerable and hard-to-reach groups are included
6. establish the methods, tools and techniques to be used for the research and evaluate their suitability and reliability
7. carry out a risk assessment for your project and confirm the remedial actions to mitigate the risks
8. brief the researchers to ensure they understand the purpose, scope, their roles, responsibilities and methods for the research programme
9. describe social marketing to colleagues and other professionals and differentiate it from other approaches to influencing behaviours and social change
10. carry out a primary and secondary research to collate the relevant information for your programme
11. identify the range of factors which might influence the behaviours and the underpinning beliefs, values and attitudes of the defined target groups
12. identify the relevant evidence-based theories which may explain what motivates and inhibits specific behaviours amongst the target groups
13. evaluate the salience and relevance of different theories and evidence from interventions which informs social marketing strategy
14. identify any issues, gaps or deficiencies arising from the research programme and take action to address these
15. identify the relevant interventions and evaluate their effectiveness in influencing the behaviours of comparable target groups
16. monitor the progress of the research programme, providing any required guidance or support the researchers require to deliver the expected results

17. define the relevant evaluation methods and techniques to ensure the research is fit for purpose
18. reflect and evaluate your own practice in relation to the quality of research
19. apply ethical principles to the conduct of research, developing, implementing and evaluating a social marketing plan
20. deliver the outcomes of the research to key stakeholders in agreed format with detailed interpretation and explanation, respecting the confidentiality and sensitivity of the results
21. summarise the lessons learnt to define methodologies for further opportunities
22. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Develop, manage and evaluate social marketing research programmes

Knowledge and understanding

You need to know and understand:

1. how to develop a project plan to support the research programme
2. how to define the purpose, scope, objectives and resources for the research programme
3. the relevant methods and techniques of conducting the research to identify the scope of the social problem
4. how to set up measurable research objectives and ensure the researchers adhere to them
5. how to engage with the target groups, partners and key stakeholders, ensuring vulnerable and hard-to-reach groups are included
6. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
7. the relevant principles of project management in relation to social marketing research
8. the relevant methods and techniques of risk assessment and remedial actions to mitigate the risks
9. the relevant briefing and debriefing principles
10. the relevant research methodology used in primary and secondary research
11. the range of factors which might influence the behaviours and the underpinning beliefs, values and attitudes of the defined target groups
12. the current evidence of motivators and inhibitors in relation to targeted behaviours, including gaps and deficiencies
13. how to assess the salience and relevance of different theories and evidence from interventions which inform social marketing strategies
14. the relevant interventions influencing the behaviours of comparable target groups
15. the social marketing compatible marketing mix models
16. the importance of reflection and evaluation in improving your own practice
17. how to analyse the research outcomes and the relevant procedures for reporting these
18. the relevant quality assurance and evaluation methods of processing the information
19. the ethical principles for conducting the research, developing,

implementing and evaluating a social marketing plan
20. the lessons learned to follow on further research opportunities
21. the current and emerging trends and developments in the sector internationally, nationally and locally
22. the importance of engaging in continuous professional development (CPD) to include up to date information policies, procedures and best practice guidance
23. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Develop, manage and evaluate social marketing research programmes

Glossary	**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.
	Stakeholders
	This includes 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.
	Purpose
	This is the reason why the research programme is being carried out. The purpose can be discovered by asking the question: what are the decisions the research is designed to inform?
	Scope
	Includes both target group(s) and the behaviours to be addressed.
	Resources
	Includes: physical (premises, equipment, consumables, energy); financial; human (whether paid or unpaid, internal or external); information.
	Risk
	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 results become contaminated by changes in other environmental factors.
	Risk assessment
	Includes: assessing the risks; taking remedial action to avoid events that have negative consequences; contingency planning to minimise the negative consequences and maximise the opportunities in case if events do occur.
	Salience
	Means the relevance and importance of the evidence to the particular issue(s) to be addressed by the research programme.

External Links

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Collect data on the knowledge, attitudes and behaviours of target groups

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Overview

This standard is about collecting data on the knowledge, attitudes and behaviours of target groups. This is usually carried out as part of a social research or social marketing programme. When applied in a social marketing context, this activity may be carried out at any point during the social marketing programme:

- at the beginning to establish the scope and baseline data to develop the social marketing strategy;
- during the programme to monitor progress; or
- at the end to evaluate impact.

This standard is for researchers who directly collect data on the knowledge, attitudes and behaviours of target groups.

Collect data on the knowledge, attitudes and behaviours of target groups

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Performance criteria

You must be able to:

1. establish a steering group and involve the relevant stakeholders for collective input and feedback
2. establish and agree with key stakeholders the purpose, scope and resources for the research programme
3. agree on the time scale, volume and format of data to deliver the required level of statistical accuracy and confidence
4. develop the surveys or questionnaires to capture the knowledge, attitude and behaviour of target groups
5. assess the data quality and reliability in accordance with organisational procedures
6. establish the methods, tools and techniques for collecting data
7. liaise with colleagues who can facilitate access to the required data
8. collect data that relates to both overt and covert behaviours
9. store the data in accordance with organisational procedures
10. evaluate the data collected against the specified requirements
11. reflect and evaluate your own practice in relation to the quality of research
12. present the required data in the agreed format within time scales, respecting the confidentiality and sensitivity of information
13. check with stakeholders that the results and outcomes presented fully meet their requirements
14. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Collect data on the knowledge, attitudes and behaviours of target groups

Knowledge and understanding

You need to know and understand:

1. how to establish a steering group and involve the relevant stakeholders
2. the importance of regular communication and progress meetings with steering group and key stakeholders
3. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
4. how to define the purpose, scope and resources for data collection with key stakeholders
5. the time scale, volume and format of data to deliver the required level of statistical accuracy and confidence
6. how to develop the questionnaires or surveys to collate data on the knowledge, attitudes and behaviours of target groups
7. the current and emerging trends and developments in the sector internationally, nationally and locally
8. how to assess the data quality and reliability
9. the sources of the required data and the methods of checking the quality and reliability
10. the types of behaviours for collection and analysis
11. the social marketing principles, ethical principles, concepts, theories and techniques
12. how to analyse the research outcomes and the relevant procedures for reporting these
13. the relevant quality assurance and evaluation methods of the information collected against the requirements
14. the importance of reflection and evaluation in improving your own practice
15. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Collect data on the knowledge, attitudes and behaviours of target groups

Glossary

Purpose

These are the reason(s) why the data is being collected. The purposes can be discovered by asking the question: what is the data going to be used for?

Scope

Includes both the nature of the data (e.g. smokers) and the target group (e.g. Asian women).

Resources

Include: physical (premises, equipment, consumables, energy); financial; human (whether paid or unpaid, internal or external); information.
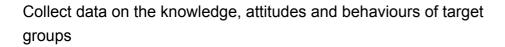
Data

This means raw facts which have not been interpreted in any way to give them meaning. The data can be on values, culture, beliefs, environmental issues, economics, etc.

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.

External Links

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Analyse, interpret and synthesise data and research findings to inform social marketing strategies

Overview

This standard is about analysing, interpreting and synthesising data and research findings in order to inform strategies in the context of social marketing. This activity may be carried out at any point during the social marketing programme:

- at the beginning to inform the definition of goals and strategic approaches;
- during the programme to monitor progress and inform changes to the strategy; or
- at the end to evaluate the results, identify and share lessons learned.

This standard is for researchers and managerial professionals who analyse, interpret and synthesise data and research findings in order to inform social marketing strategies.

Analyse, interpret and synthesise data and research findings to inform social marketing strategies

Performance criteria

You must be able to:

1. establish the purpose, scope and resources for the analysis interpretation and synthesis and agree these with the key stakeholders
2. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
3. confirm the time scale and the formats for the analysis and interpretations to be presented
4. identify the resources available for the analysis, interpretation and synthesis
5. identify and obtain the data and research findings that are relevant to the purpose of the analysis
6. identify the methods, tools and techniques for analysis, interpretation and synthesis and evaluate their suitability and reliability
7. use the relevant methods, tools and techniques to analyse the research findings to develop understanding of, and insights into, the areas of interest
8. provide interpretations of the analysis which capture the insights and areas where data research findings did not achieve an outcome
9. iterate between analysis and interpretations to develop deeper understanding and insight of the research outcomes
10. engage the target groups and key stakeholders to test your analysis and interpretations, ensuring the vulnerable and hard-to-reach groups are involved
11. design and conduct situational analysis and formative research, employing mixed methodologies
12. understand the current audience barriers and benefits, as well as competing behaviours and direct and indirect competition
13. compare your interpretations with what colleagues produced in similar areas of work
14. identify any issues in carrying out the analysis and take action to address these
15. record your analysis and interpretations in the format which facilitates the agreed purposes
16. reflect and evaluate your own practice in relation to the quality of research
17. assess the risks associated with assumptions underpinning your

analysis and interpretations
18. present your analysis and interpretations in the agreed format and the time scales, respecting the confidentiality and sensitivity of information
19. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Analyse, interpret and synthesise data and research findings to inform social marketing strategies

Knowledge and understanding

You need to know and understand:

1. the purpose, scope and resources for the analysis interpretation and synthesis of the research programme
2. the current and emerging trends and developments in the sector internationally, nationally and locally
3. the relevant formats and time scales for presentation of research analysis and interpretations
4. the relevant data resources for the analysis, interpretation and synthesis
5. the target groups, their diverse interests, needs, abilities and preferences
6. the principles, methods, tools and techniques for analysis, interpretations and synthesis of data and research findings
7. how to capture the insights from analysis and interpretations
8. the social marketing compatible marketing mix models
9. your organisation's procedures for dealing with difficulties in carrying out the synthesis, analysis or interpretation
10. why it is important to test the results or your analysis and interpretations through engagement with the target groups and key stakeholders
11. how to handle sensitive and confidential information and the organisations requirements for dealing with sensitive and confidential information
12. the risk assessment of assumptions underpinning your analysis and interpretations
13. the importance of reflection and evaluation in improving your own practice
14. the relevant verification and evaluation methods of interpretations against the programme requirements
15. how to ensure the research findings conform to the purpose and scope of the research programme
16. the relevant reporting procedures for research findings to inform the social marketing strategies
17. the social marketing principles, ethical principles, concepts, theories and techniques
18. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Analyse, interpret and synthesise data and research findings to inform social marketing strategies

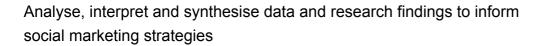|	
Glossary	**Data**
	This means raw facts which have not been interpreted in any way to give them meaning.
	Research findings
	This means the outcomes of research into theories and evidence about what motivates, inhibits and influences particular behaviours amongst defined target groups(s). As used 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.
	Research methods
	These can be qualitative (e.g., focus groups, interviews), quantitative (e.g., experiments, surveys), or these can be mixed designs that combine both qualitative and quantitative methods. Mixed method designs provide researchers with a rigorous approach to answering research questions.
	Purpose
	This is the reason why the research is being carried out. The purpose can be discovered by asking the question: what are the decisions the research is designed to inform?
	Scope
	This includes both target groups and the behaviours to be addressed.
	Resources
	This includes: physical (premises, equipment, consumables, energy); financial; human (whether paid or unpaid, internal or external); information
	Stakeholders
	These include all those involved in, or affected by, the social marketing strategy and the issues it is seeking to address.

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Develop and define market segments within target groups to inform social marketing strategies

Overview	This standard is about developing and defining market segments within the target groups that have recognisable characteristics to allow them to be accessed by, and potentially responsive to, the social marketing programmes and interventions. This activity is often carried out to inform the development of a social marketing strategy. However, it is important that the definition of segments is kept continuously under review and refined in response to the results of social marketing activities.

This standard is for professionals in managerial roles who develop and define segments within target groups in order to inform social marketing strategies. |

Performance criteria

You must be able to:

1. create an integrated social marketing mix strategy with consideration of all appropriate evidence-based tools and theory needed to influence a desired behaviour
2. establish and agree with key stakeholders the issues and behavioural challenges to be addressed in the context of social marketing programme
3. identify the behaviours of target groups, including their underpinning beliefs, values and attitudes to be influenced
4. identify and segment populations and select appropriate, high priority segments
5. define the segments and propose these as the basis for testing social marketing activities
6. compare the segments with what other colleagues produced in similar areas of work
7. identify segments within the target groups with similar characteristics to allow them to be accessed by, and potentially responsive to, the social marketing activities
8. identify the characteristics of each segment in terms of their salience and the factors which may influence their beliefs, values, attitudes and behaviours
9. collate the current interpretations of data and research findings to identify the characteristics which are common to, or distinguish between, members of the target groups
10. assess target groups' characteristics by the relevant methods to inform social marketing strategies
11. engage with the target groups and other key stakeholders to test the defined segments
12. review and update the definition of the segments in accordance with the results of social marketing programmes and interventions
13. identify and resolve any ethical issues arising from the segmentation to avoid omission of particular groups
14. apply ethical principles to the conduct of research, developing, implementing and evaluating a social marketing plan
15. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Develop and define market segments within target groups to inform
social marketing strategies

Knowledge and understanding

You need to know and understand:

1. the behaviours of specific target groups, including their interests, needs, preferences, beliefs, values and attitudes
2. how to engage with target groups and stakeholders, including vulnerable and hard-to-reach groups to test the defined segments
3. the social marketing compatible marketing mix models
4. the importance of market segmentation in relation to social marketing programmes and interventions
5. the range of factors which might influence the behaviours, and the underpinning beliefs, values and attitudes, of the target groups
6. the mix of activities that may be required to have a beneficial influence on the target groups' beliefs, values, attitudes and behaviours
7. the principles, methods, tools and techniques for developing and defining the segments within target groups
8. the defined segments for testing the social marketing activities
9. the issues and behavioural challenges of specific target groups to be addressed in the context of social marketing programme
10. the relevant psychological, anthropological and sociological theories
11. the current and emerging trends and developments in the sector internationally, nationally and locally
12. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
13. why it is important to review the definitions of segments
14. the ethical principles of conducting research, developing, implementing and evaluating a social marketing plan
15. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Develop and define market segments within target groups to inform
social marketing strategies

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
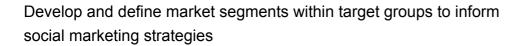
Characteristics

There may be many dimensions to these characteristics, including socio-demographic (age, gender, marital/family status, sexual orientation, ethnicity, education, income, social class, working status, geographic location, physical/health status, mobility); behavioural (activities and interests, media usage, behaviour usage,); psychographic (needs, motivations, benefits sought, attitudes, beliefs, influences); dynamic (past and current behaviour in respect of particular social marketing goals, propensity/readiness to change, barriers to change).

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Develop and define market segments within target groups to inform social marketing strategies

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Develop social marketing propositions and test their potential to influence the behaviour of target groups

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Overview

This standard is about developing social marketing propositions, testing them with representative samples of the defined target groups and evaluating their potential to influence their behaviours, including the underlying beliefs, values and attitudes. It covers a wide range of activities, such as presenting propositions to focus groups or piloting a mix of propositions in a geographical area.

This standard is for researchers and professionals in managerial roles who are responsible for developing social marketing propositions and testing their potential to influence the behaviour of target groups.

Develop social marketing propositions and test their potential to influence the behaviour of target groups

Performance criteria

You must be able to:

1. identify and engage with the target groups, partners and key stakeholders for developing and testing social marketing propositions
2. establish the purpose, scope, criteria, formats and timeframe for social marketing propositions and testing and agree these with the key stakeholders
3. allocate the resources available for the development of propositions and test
4. carry out a risk assessment for the development of propositions and test and allocate the mitigation measures
5. develop propositions to be tested, based on the evidence from research and analysis of information
6. select the methodologies and systems for measuring the potential of the propositions to influence the behaviour of the target groups
7. cooperate with target groups, partners and key stakeholders who can assist with facilitation of the test
8. identify and select a representative sample of the target groups and provide them with the required data
9. identify any ethical considerations or sensitive issues with the test and agree how these can be resolved and handled with the key stakeholders
10. implement the test through the relevant resources and responsibilities
11. monitor the progress of the test, recording any risks, ethical considerations or sensitive issues
12. adapt the test in response to problems or opportunities arising with the agreement of target groups, partners and key stakeholders
13. discontinue the test if emerging data indicates that the propositions are having a negative impact on the behaviour or other aspects of the target group such as their mental health
14. verify the data from the test, taking the relevant action to deal with unreliable, incomplete or ambiguous data
15. evaluate the tested propositions against the agreed criteria and assess how they influence the behaviour of the target groups
16. critically reflect and test the effectiveness, acceptability, and ethics of potential social marketing strategies with representatives

of target audiences and stakeholders, and adapt as necessary

17. report the test results in the agreed format at the agreed time, detailing the evidence and assumptions made about the results

18. check with the target groups, partners and key stakeholders that the test results meet their requirements

19. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Develop social marketing propositions and test their potential to influence the behaviour of target groups

Knowledge and understanding

You need to know and understand:

1. the relevant principles, methods, tools and techniques for engaging with partners, key stakeholders and target groups, including vulnerable and hard-to-reach groups
2. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
3. the purpose, scope, criteria, formats and timeframe for developing the propositions and testing
4. how to mitigate the risks associated with the test
5. the social marketing compatible marketing mix models
6. how to develop the social marketing propositions for testing the influences on the target groups' behaviours
7. the methodologies and systems for measuring the potential of the propositions to influence the behaviour of the target groups
8. the partnership agreements for facilitating the test
9. how to sample the required target groups and provide the required data for testing
10. the requirement to tailor the test depending on the opportunities or problems arising
11. your duty of care towards target groups, partners and key stakeholders
12. how to resolve the ethical considerations or sensitive issues arising from testing the propositions
13. briefing and debriefing principles, methods, tools and techniques
14. the relevant principles, methods, tools and techniques of running the test with aim to influence the behaviour of target groups
15. how to deal with unreliable, incomplete or ambiguous data
16. how to assess the impact and influence of the test on the target groups' behaviour
17. the evaluation validation and verification principles, methods, tools and techniques
18. the reporting procedures for the results, supporting evidence, assumptions made
19. how to check with the target groups, partners and key stakeholders that the test results meet their requirements
20. the legal, organisational, code of practice requirements and

policies relevant to your role, your organisation and the activities being carried out

Develop social marketing propositions and test their potential to influence the behaviour of target groups

Glossary	**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.
	Purpose
	This is the reason why the test is being carried out. The purpose can be discovered by asking the question: what are the decisions the results of the test are designed to inform?
	Scope
	This includes both target groups and the behaviours to be addressed. The scope of the test may be far more limited than the scope of the overall social marketing goals (for example, it may be carried out in a defined geographical area and with a small sample of the target group).
	Resources
	These include: physical (premises, equipment, consumables, energy); financial; human (whether paid or unpaid, internal or external); information.
	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 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.
	Proposition
	This means an offer to the target segment that provides a reward or benefit that outweighs the cost of the behaviour change proposed. A proposition may be encapsulated in a message, but may also be expressed in the form of a new service offering, such as more convenient opening times for a social service.
	As used in the standards, "social marketing programme" encompasses

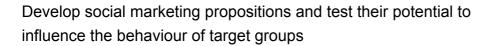Develop social marketing propositions and test their potential to influence the behaviour of target groups

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longer-term (3 years) programmes, medium-term (1-3 years) campaigns and short-term (<1 year) targeted initiatives.

External Links
Academic Competencies in Social Marketing developed and approved by International Social Marketing Association (iSMA), European Social Marketing Association (ESMA), Australian Association of Social Marketing (AASM). https://socialmarketing.blogs.com/r_craiig_lefebvres_social/2014/09/academic-competencies-for-social-marketing.html

Social Marketing Statement of Ethics: https://www.instructus-skills.org/documents/SM%20statement%20of%20ethics%20FINAL%2006032020.pdf

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Develop social marketing propositions and test their potential to influence the behaviour of target groups

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Suite	Social Marketing
Keywords	social marketing research, CSR, data collection, behaviours, research, social marketing propositions, behaviour, target groups, target marketing

Establish strategies and action plans to meet the social marketing goals

| **Overview** | This standard is about establishing strategies and action plans to meet the social marketing goals. This is a cyclical activity with many iterative loops, so the performance criteria are not necessarily in chronological order. For example, it may be necessary to review and evaluate existing strategies, before creating new ones.
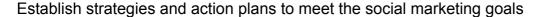
This standard is for professionals in managerial roles who take the lead on behalf of an organisation or partnership for defining and gaining agreement on social marketing goals and the strategies for achieving them. |

Establish strategies and action plans to meet the social marketing goals

Performance criteria

You must be able to:

1. select and apply relevant social marketing, behavioural, exchange and social science theories, models, frameworks and research to inform development of a social marketing strategic plan
2. identify and analyse the strategic issues, policy objectives and behavioural challenges to be addressed by the social marketing programmes
3. apply ethical principles to the conduct of research, developing, implementing and evaluating a social marketing plan
4. identify and engage stakeholders and their interests in relation to the issues, policy objectives and behavioural challenges
5. develop social marketing goals and agree these with key stakeholders
6. establish engagement with key stakeholders and target groups, affected by the issues and behavioural challenges
7. agree with key stakeholders the core values underpinning the social marketing strategies and how these values are to be expressed through a coherent brand
8. design and implement an evaluation plan, including a monitoring system to assure programs are on track to achieve goals and meet agreed quality and efficiency standards
9. create evidence-based strategies and action plans to support the social marketing goals
10. gain support and approval from key stakeholders for social marketing strategies and action plans
11. carry out risk assessment of your strategies to minimise any adverse impacts and take account of potential effects
12. identify and access the resources required for the social marketing strategies and action plans
13. allocate responsibilities and resources, coordinating and monitoring activities in order to implement the strategies
14. identify and define the primary and secondary target audiences
15. review the strategy to identify factors which may impact on or compete with social marketing goals
16. evaluate the evidence from social marketing research relevant to the target groups, interventions or other relevant activities
17. identify any legal, organisational and professional constraints which may guide, modify or limit the formulation of social marketing goals

18. consider and resolve with key stakeholders any ethical considerations relating to social marketing goals
19. monitor and evaluate the strategies against the social marketing goals
20. pilot and review the social marketing strategies and action plans
21. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Establish strategies and action plans to meet the social marketing goals

Knowledge and understanding

You need to know and understand:

1. the relevant social marketing, behavioural, exchange and social science theories, models, frameworks and research which inform social marketing strategic plan development
2. the strategic issues, policy objectives and behavioural challenges to be addressed by the social marketing programme
3. the ethical principles of conducting research, developing, implementing and evaluating social marketing plans
4. the current and emerging trends and developments in the sector internationally, nationally and locally
5. the relevant principles, methods, tools and techniques for engaging with key stakeholders and target groups, including vulnerable and hard-to-reach groups
6. the development methods of social marketing goals
7. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
8. how to develop core values for the social strategy and express them through the coherent brand
9. the monitoring and evaluation techniques for the strategy against the marketing goals
10. the evidence-based strategies and action plans supporting the social marketing goals
11. the social marketing compatible marketing mix models
12. how to obtain the stakeholders' support and approval for the social marketing strategies and the action plans
13. the principles of risk assessment and relevant mitigation strategies to minimise any adverse impacts
14. the resources required for the social marketing strategies and action plans
15. how to coordinate and monitor social marketing activities to implement the strategies
16. the sources of primary and secondary target audiences
17. the factors potentially affecting the social marketing goals
18. how to evaluate the evidence from social marketing research and the potential impact of interventions, programmes and other activities
19. the legal, organisational and professional constraints that influence or impact on the social marketing goals

20. the relevant considerations relating to social marketing goals and how to resolve these with key stakeholders
21. why it is important to review the social marketing strategies and action plans
22. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Glossary	**Resources**
	These include physical (premises, equipment, consumables, energy); financial; human (whether paid or unpaid, internal or external); information plans.
	Stakeholders
	These include all those involved in, or affected by, the social marketing strategy and the issues it is seeking to address.
	Partnership
	It is recognised that a social marketing strategy usually involves a number of organisations working in collaboration or as a "partnership".
	Review of social marketing goals
	This may be done using PESTLE (analysis of Political, Economic, Social, Technological, Legal and Environmental factors), SWOT (analysis of Strengths, Weaknesses, Opportunities or Threats) or similar techniques.

External Links

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Establish strategies and action plans to meet the social marketing goals

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Suite	Social Marketing
Keywords	social marketing strategies; corporate social responsibility strategies

Evaluate and report performance and outcomes of social marketing strategies

Overview	This standard is about evaluating and reporting performance and outcomes of an organisation's or partnership's social marketing strategies. 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 and evaluate existing strategies, before creating new ones.
	This standard is for professionals in strategic roles who evaluate and report on the performance and outcomes of social marketing strategies.

Performance criteria

You must be able to:

1. design and implement an evaluation strategy and plan, including a monitoring system to assure programs are on track to achieve goals and meet agreed quality and efficiency standards
2. agree with partners and key stakeholders a monitoring and evaluation framework for the social marketing strategies
3. identify and agree with partners and key stakeholders the objectives, budget and resources for evaluation of social marketing programme
4. identify the key performance indicators (KPIs) for monitoring progress and impact
5. develop the process evaluation mechanisms to monitor activities and results against the objectives
6. identify the methods, tools and techniques for collecting and analysing data and information
7. evaluate suitability and reliability of the research findings
8. conduct statistical and qualitative analysis of data and findings using the relevant methods
9. monitor the progress and impact of the social marketing programme against the research findings
10. provide feedback to help project management and delivery staff decide how to capitalise on the findings
11. develop the relevant methods of influencing the target groups and reinforcing beneficial behaviours
12. monitor the strategy to determine further activities or discontinuation of these
13. measure the impact of your strategy, identifying the contribution of the social marketing programme
14. critically reflect and test the effectiveness, acceptability, and ethics of potential social marketing strategies with partners and stakeholders, and adapt as necessary
15. document and communicate the results of social marketing initiatives to target groups, with partners and stakeholders
16. seek feedback on content and format of the report from relevant stakeholders and make changes where appropriate
17. apply ethical principles to the conduct of research, developing, implementing and evaluating a social marketing plan
18. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation

and the activities being carried out

Evaluate and report performance and outcomes of social marketing strategies

Knowledge and understanding

You need to know and understand:

1. the monitoring and evaluation framework for the social marketing strategies and plans
2. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
3. the relevant objectives and key performance indicators (KPIs) for monitoring progress and impact of social marketing strategies
4. the current and emerging trends and developments in the sector internationally, nationally and locally
5. the social marketing compatible marketing mix models
6. the methods, tools and techniques for collecting, analysing and evaluating data and information
7. how to evaluate suitability and reliability of the research findings
8. the relevant methods of statistical and qualitative analysis
9. briefing and debriefing principles on the findings for further actions
10. the relevant methods of influencing the target groups and reinforcing beneficial behaviour
11. the decisions and actions arising from the outcomes of the strategies
12. the impact measuring principles of your strategy to identify the contribution of the social marketing programme
13. the importance of reflection and evaluation in improving your own practice
14. the methods of engagement with partners and key stakeholders to get their feedback on the research findings
15. the relevant reporting formats and procedures
16. how to action the feedback on the performance and outcomes of social marketing strategies
17. the ethical principles of conducting a research, developing, implementing and evaluating a social marketing plan
18. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Glossary

Stakeholders

These include all those involved in, or affected by, the social marketing strategy and the issues it is seeking to address.
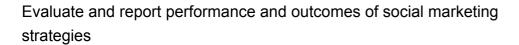
As used in the standards, "social marketing programme" encompasses longer-term (3 years) programmes, medium-term (1-3 years) campaigns and short-term (<1 year) targeted initiatives.

External Links

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Suite	Social Marketing
Keywords	social marketing strategies; corporate social responsibility strategies

Develop communication and other marketing strategies to support social marketing programmes

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Overview

This standard is about developing the communication and other marketing strategies through relevant activities to support social marketing programmes. This is a cyclical activity, with many iterative loops, so the performance criteria are not necessarily in chronological order. For example, it may be necessary to review all intervention elements with target groups, partners and key stakeholders in the light of monitoring their effectiveness.

This standard is for professionals in managerial roles who are responsible for managing the activities in relation to developing communication and other relevant marketing strategies to support social marketing programmes.

Performance criteria

You must be able to:

1. create an integrated social marketing mix strategy with consideration of all appropriate evidence-based tools and theories to influence a desired behaviour
2. develop the communication and all other strategies in accordance with objectives of the social marketing programme
3. ensure the relevant communication and other activities are carried out in accordance with the programme's values and objectives
4. implement the communication and other relevant strategies, agreeing the respective roles and responsibilities of target groups, partners and key stakeholders
5. engage with the target groups, partners and key stakeholders through communication and other relevant activities defined by the social marketing programme
6. develop the variety of communication and other relevant methods, that will facilitate engagement with different target groups, partners and key stakeholders
7. identify the key messages for different target groups, partners and key stakeholders
8. ensure the relevant staff carry out their responsibilities in accordance with communication elements and other relevant implementation tactics
9. coordinate the communication and other relevant activities as part of the social marketing strategy
10. monitor and evaluate the communication and other relevant strategies on a regular basis
11. manage the direct and indirect communication and other relevant interventions through informal conversations, consultation activities and specially organised events
12. take action if agreed communication and other relevant marketing elements are not being adhered to or the objectives are not met
13. identify and respond to the emerging opportunities
14. report on the results of the communications and other relevant activities and lessons learned to the target groups, partners and key stakeholders
15. critically reflect and test the effectiveness, acceptability, and ethics of potential social marketing strategies with target groups, partners and key stakeholders, and adapt as necessary
16. ensure compliance with the legal, organisational, code of practice

requirements and policies relevant to your role, your organisation and the activities being carried out

Develop communication and other marketing strategies to support social marketing programmes

Knowledge and understanding

You need to know and understand:

1. the integrated social marketing mix strategy with consideration of all appropriate evidence-based tools and theories to influence a desired behaviour
2. the relevant communication and other relevant activities and associated objectives in relation to the social marketing strategies
3. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
4. the relevant principles, methods, tools and techniques for engaging with key stakeholders and target groups, including vulnerable and hard-to-reach groups
5. the current and emerging trends and developments in the sector internationally, nationally and locally
6. how to develop the communications and other relevant strategies to inform the social marketing programme
7. the variety of communication and other methods, style and language that can be used with different target groups, partners and stakeholders
8. the relevant social media channels advertising and communication with target groups, partners and key stakeholders
9. the roles and responsibilities' allocation in relation to communication and other relevant strategies
10. the relevant monitoring and evaluation techniques for communication elements and other relevant
11. the direct and indirect communication through informal conversations, consultation activities and specially organised events
12. what actions to take if the programme objectives are not met or communication elements and other relevant are not adhered to
13. the relevant reporting procedures for results of communication activities and other relevant and lessons learned
14. how to identify and collate the emerging opportunities
15. how to critically reflect and test the effectiveness, acceptability, and ethics of potential social marketing strategies with target groups, partners and key stakeholders
16. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Develop communication and other marketing strategies to support social marketing programmes

Glossary

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.

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.

Language

This has two meanings here: formal language (such as English, Welsh, Urdu, etc) and informal language (i.e. appropriate vocabulary, syntax and figures of speech for use with a particular target group).
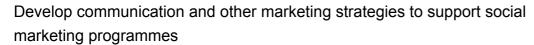
Methods of communication

These include: spoken word, printed word, audio, visual images, social media platforms and channels, sign language, Braille etc.

External Links

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Develop communication and other marketing strategies to support social marketing programmes

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Suite	Social Marketing
Keywords	social marketing; social marketing programmes; social marketing communications; corporate social responsibility

Overview

This standard is about reflecting on, developing and applying best practice principles in social marketing through your knowledge of core marketing principles, theories and techniques to review and improve on your own practice in the sector.

This standard is aimed at your professional practice throughout planning, development, delivery, evaluation stages and variety of other social marketing activities. It is important to follow the ethical code that addresses such important aspects as impartiality, respect, inclusivity, diversity, fairness, transparency, duty and care and serve for the public good.

This standard is for practitioners and professionals in managerial roles who are reflecting on their practice, developing their knowledge and skills, and applying best practice principles to their work.

Reflect on, develop and apply best practice principles in social marketing

Performance criteria

You must be able to:

1. define the purpose and benefits of social marketing in relation to influencing behaviours and social change
2. identify the relevant core concepts, principles, theories and research methods in relation to influencing social change
3. develop your understanding of core concepts and principles of social marketing and apply these in the context of social marketing programmes
4. identify the current and emerging trends, developments and evidence-based practice in social marketing
5. adopt the relevant approach in accordance with social marketing best practice
6. use evidence-based tools to create social marketing mix strategies to influence behavioural change
7. collate evidence-based recommendations and use them to inform the social marketing practice
8. apply ethical principles to the conduct of research, development, implementation and evaluation of social marketing programmes
9. apply knowledge, skills and best practice principles in relation to social marketing activities
10. identify and critically reflect on your own knowledge, skills and social marketing practice
11. access development opportunities required to keep your own knowledge, skills and practice up to date
12. assess how effective the development opportunities have been in enhancing your practice
13. continually reflect on and review your practice based on development in theories, concepts, models and evidence-based tools
14. share evidence of effective practice with other practitioners and professionals in social marketing
15. seek feedback from colleagues, partners or stakeholders to reflect on and evaluate your own performance
16. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Reflect on, develop and apply best practice principles in social marketing

Knowledge and understanding

You need to know and understand:

1. the purpose and benefits of social marketing in relation to influencing behaviours and social change
2. the core concepts, principles and theories of social marketing
3. the current and emerging trends, developments and evidence-based practice in social marketing
4. how to adopt the relevant approach in accordance with social marketing best practice
5. the variety of evidence-based tools for creating social marketing mix strategy to influence behavioural changes
6. the evidence-based recommendations for informing the social marketing practice
7. the ethical principles, concepts, theories and techniques in relation to research, development, implementation and evaluation of social marketing programmes
8. the relevant knowledge, skills and best practice principles in relation to social marketing activities
9. how to identify and critically reflect on your own knowledge, skills and social marketing practice
10. how to assess the development opportunities to enhance your practice, knowledge and skills
11. how to share evidence of effective practice with other practitioners and professionals
12. how to keep your own knowledge, skills and practice up to date
13. the importance of continuous reflection and review of your practice based on development in theories, concepts, models and evidence-based tools
14. your own performance evaluation techniques and methods of obtaining feedback on it
15. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out
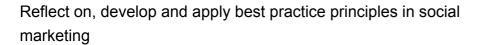
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Suite	Social Marketing
Keywords	beneficial behaviour; review; change; social marketing review; sustainability; CSR; corporate social responsibility; beneficial behaviour; social marketing programme; good practice, social marketing mix

Develop a branding strategy for social marketing programmes

Overview   This standard is about creating, developing and maintaining a branding
                     strategy for a social marketing programme. The brand and its
                     characteristics underpin the desired relationship with the target groups,
                     partners and key stakeholders. This standard is not intended to cover
                     the design of possible symbols to represent the brand. Developing a
                     brand strategy is a cyclical activity, with many iterative loops, so the
                     performance criteria are not necessarily in chronological order.

                     This standard is for professionals in strategic or managerial roles
                     involved in creation and development of branding strategies to support
                     social marketing programme. These marketers may be employed
                     directly by the organisation, or work for an agency, consultancy.

Develop a branding strategy for social marketing programmes

Performance criteria

You must be able to:

1. establish the business case for developing a brand for the social marketing programme
2. develop and present your rationale to support the brand development
3. determine and agree with target groups, partners and key stakeholders the objectives and strategy for the branding
4. engage with the target groups, partners and key stakeholders throughout the development and realisation of the brand
5. develop and implement the strategies for ensuring the brand values are delivered to the relevant audiences
6. develop and implement a management plan to ensure that the brand maintains a solid reputation and image
7. interpret the evidence and results gained from the research to set out the concept of the brand and its values
8. review current brands to establish whether a similar brand already exists
9. develop brand name and design its options in accordance with the strategic objectives
10. confirm that the brand name does not breach the copyright or is not confused with other brands
11. confirm with the target groups, partners and key stakeholders that your brand is recognisable and memorable
12. pre-test the brand to ensure target groups, partners and key stakeholders accept it
13. arrange registration of trademarks, where necessary
14. ensure that all necessary components of the marketing mix are in place to deliver the brand values
15. develop and implement a brand evaluation mechanism to monitor its image, relevance, trust and loyalty
16. review and develop the brand in response to feedback from monitoring and evaluation procedures
17. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Develop a branding strategy for social marketing programmes

Knowledge and understanding

You need to know and understand:

1. the business case for developing a brand for the social marketing programme
2. the rationale for supporting the brand development
3. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
4. the current and emerging trends and developments in the sector internationally, nationally and locally
5. the social marketing compatible marketing mix models
6. how to seek the target groups', partners' and key stakeholders' approval of the branding objectives and strategies
7. the relevant principles, methods, tools and techniques for engaging with partners, key stakeholders and target groups, including vulnerable and hard-to-reach groups
8. the relevant techniques for ensuring the brand maintains a solid reputation and image
9. the principles of setting up the concept of the brand, its values and its promise
10. the connection of the brand with the target groups, partners and key stakeholders
11. how to check that there is no duplication with another brand or copyright breach
12. the principles of ensuring the brand design is consistent and aligned with its meaning and objectives
13. how to pre-test the brand to ensure it is acceptable and recognisable
14. the process and procedures for trademark registration
15. the marketing mix components for the brand
16. the engagement with target groups, partners and key stakeholders for delivery of the brand
17. the relevant brand evaluation mechanisms to monitor its image, relevance, trust and loyalty
18. the importance of keeping up to date with evidence based best practice guidance and ethics
19. the relevant monitoring procedures following the feedback received target groups, partners and key stakeholders
20. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities

being carried out

Develop a branding strategy for social marketing programmes

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

External Links

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Develop a branding strategy for social marketing programmes

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Suite	Social Marketing
Keywords	social marketing strategies; corporate social responsibility strategies; branding strategy

Manage and maintain social marketing programmes

Overview

This standard is about planning, implementing, managing and maintaining social marketing programmes. This is a cyclical activity, with many iterative loops, so the performance criteria 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 on-going and evaluation procedures that may progress to the next phase, rather than being the end point of the programme.

This standard is for professionals in managerial roles who responsible for managing and maintaining social marketing programmes.

Manage and maintain social marketing programmes

Performance criteria

You must be able to:

1. engage with the target groups, partners and key stakeholders throughout all phases of the social marketing programme
2. develop a project plan for the social marketing programme
3. establish and agree with target groups, partners and key stakeholders on measurable objectives, milestones and timelines
4. create an integrated social marketing mix strategy with consideration of all appropriate evidence-based tools and theory needed to influence a desired behaviour
5. collate the evidence from research into motivators, inhibitors and interventions
6. reflect and evaluate your own practice in relation to the quality of research
7. evaluate the current trends, developments and the potential impact of other programmes and interventions
8. agree the roles and responsibilities of the relevant staff and allocate resources according to the project plan
9. provide all relevant information and support to the staff to allow them carry out their responsibilities according to the project plan
10. pilot the social marketing programme and evaluate it against agreed objectives
11. carry out a risk assessment and develop mitigation strategy to manage any potential adverse effects
12. identify and resolve any potential issues regarding the social marketing programme
13. monitor and evaluate the programme against the planned activities, objectives, budget and identified risks
14. take the relevant action in response to emerging opportunities, threats or if the objectives are not met
15. monitor the programme, adapting and reviewing it in agreement with the target groups, partners and key stakeholders
16. evaluate the results of the programme and report to the target groups, partners and key stakeholders
17. collate and communicate the lessons learned for recommendation of future activities
18. identify the opportunities for sustaining the impact beyond the lifetime of the programme
19. pursue further opportunities from established relationships
20. ensure compliance with the legal, organisational, code of practice

requirements and policies relevant to your role, your organisation
and the activities being carried out

Manage and maintain social marketing programmes

Knowledge and understanding

You need to know and understand:

1. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
2. the current and emerging trends and developments in the sector internationally, nationally and locally
3. the social marketing compatible marketing mix models
4. how to create the project plan with measurable objectives, milestones and timelines
5. the relevant evidence from research into motivators, inhibitors and interventions
6. the importance of reflection and evaluation in improving your own practice
7. how to pilot the evidence-based social marketing programme against the agreed objectives
8. the defined values and mission for the social marketing programme
9. the roles and responsibilities of the relevant staff and allocation of resources against the project plan
10. the relevant briefing and debriefing principles, methods, tools and techniques
11. the risk assessment and the risk mitigation strategies
12. the potential issues regarding the social marketing programme
13. the relevant monitoring and evaluation principles and techniques for the social marketing programme
14. what actions to take in response to emerging opportunities, threats or if the objectives are not met
15. the methods of maintaining the programme's sustainability
16. the relevant reporting procedures for reporting the results
17. the lessons learned and how to develop further opportunities from these
18. the opportunities for sustaining the impact beyond the lifetime of the programme
19. how to review and adapt the social marketing programme
20. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Manage and maintain social marketing programmes

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.

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 results become contaminated by changes in other environmental factors.

Risk management

This includes assessing the risks; taking remedial 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.

External Links

Academic Competencies in Social Marketing developed and approved by International Social Marketing Association (iSMA), European Social Marketing Association (ESMA), Australian Association of Social Marketing (AASM). https://socialmarketing.blogs.com/r_craiig_lefebvres_social/2014/09/academic-competencies-for-social-marketing.html

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Manage and maintain social marketing programmes

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Relevant Occupations	Public Service and Other Associate Professionals; Health and Social Services Officers; Sociology and social policy; Education and training; Teaching Professionals; Government and Related Organisations; Social policy organisations
Suite	Social Marketing
Keywords	social marketing; social marketing programmes; social marketing management; corporate social responsibility management

Manage criticisms, complaints and respond to enquiries about social marketing programmes

Overview	This standard is about managing criticisms, complaints and responding to enquiries about social marketing programmes. Social marketing programmes set ambitious goals of influencing individual and organisational behaviours. There may be individuals who resent this influence, because they may feel the goals of the social marketing programmes, strategies and methods are inappropriate. They may voice their objections through private complaints or public criticisms. Careful planning and pre-emptive briefing of members of staff, partners and key stakeholders can forestall many such complaints and criticisms, but it is also important to respond to enquiries in a timely manner when they arise.
	This standard is for professionals in managerial roles who are responsible for managing individual complaints or public criticisms about social marketing programmes.

Performance criteria

You must be able to:

1. carry out a risk assessment to anticipate the types of criticisms, complaints and enquiries about social marketing programme
2. evaluate the complaints and criticisms about the social marketing programme and the relevant procedures of dealing with these
3. establish your organisation's procedures for responding to criticisms, complaints and enquiries
4. brief the relevant members of staff on the social marketing programme's goals and ensure the procedures are followed in response to criticisms, complaints and enquiries
5. ensure the relevant contacts for referral to any questions or queries are in place
6. correct any factual errors or misinformed assumptions about the social marketing programme in a professional manner
7. ensure that complaints, criticism and enquiries are responded to within agreed timelines and in accordance with organisational procedures
8. consult with partners and key stakeholders on how to respond to unanticipated criticisms, complaints and enquiries
9. refer to senior management or specialists in the event of serious criticisms, complaints and enquiries which cannot be dealt with within agreed procedures or are likely to result in serious effects
10. monitor the criticisms, complaints and enquiries and take appropriate action in response to these
11. report any informed decisions and lessons learned to partners and key stakeholders for further strategies and potential actions
12. critically reflect and test the effectiveness, acceptability, and ethics of potential social marketing strategies with target groups, partners and key stakeholders, and adapt as necessary
13. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Manage criticisms, complaints and respond to enquiries about social marketing programmes

Knowledge and understanding

You need to know and understand:

1. the principles of carrying out a risk assessment in relation to the criticisms, complaints and enquiries about social marketing programmes
2. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
3. the potential types of complaints and criticisms that may arise from reactions to the social marketing programmes
4. your organisation's procedures for dealing with criticisms, complaints and enquiries
5. the relevant principles of briefing and debriefing the members of staff involved in dealing with criticisms, complaints and enquiries
6. how to respond to anticipated criticisms, complaints and enquiries
7. the corrective or remedial actions in case of factual errors or misinformed assumptions
8. how to escalate serious complaints or criticisms that were not resolved and the relevant members of staff or specialists for dealing with these
9. how to monitor and evaluate the feedback and reactions received in response to the social marketing programmes
10. the relevant evaluation techniques for dealing with complaints and criticisms
11. the reporting procedures for lessons learned from the types of criticisms, complaints and enquiries
12. the importance of keeping up to date with evidence based best practice guidance
13. how to critically reflect and test the effectiveness, acceptability, and ethics of potential social marketing strategies with target groups, partners and key stakeholders
14. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

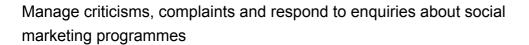| Glossary	**Social marketing programme**
	As used in the standards, "social marketing programme" encompasses longer-term (3 years) programmes, medium-term (1-3 years) campaigns and short-term (<1 year) targeted initiatives.
	It is recognised that social marketing programmes usually involve a number 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.

External Links

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Relevant Occupations	Public Service and Other Associate Professionals; Health and Social Care; Sociology and social policy; Education and training; Teaching Professionals; Government and Related Organisations; Social policy organisations
Suite	Social Marketing
Keywords	social marketing programmes; complaints; criticisms; social marketing; corporate social responsibility; CSR issues

Provide products, services and systems to support social marketing programmes

Overview

This standard is about providing products, services and systems to support social marketing programmes. Products and services form only part of the social marketing mix required to deliver the full benefit from behavioural change.

This standard is for professionals in managerial roles who are responsible for providing products, services and systems to support target groups and organisations to adopt and sustain beneficial behaviour as part of the social marketing programme.

Performance criteria

You must be able to:

1. identify products services and systems that can support the social marketing programmes
2. identify the characteristics of products, services and systems required
3. identify products, services and systems to meet the needs of the target groups
4. review products, services and systems in accordance with organisational policies and procedures
5. establish and agree with key stakeholders the targets and the relevant key performance indicators (KPIs) of the products, services and systems
6. identify the need for provision of products, services and systems
7. ensure the products and services are compliant with legislative and organisational requirements
8. monitor and evaluate products, services and systems to ensure they meet the requirements and objectives of the social marketing programme
9. seek advice from key stakeholders in response to the feedback from target groups
10. take action in response to any emerging opportunities, threats or complaints with the products, services and systems
11. describe social marketing to colleagues and other professionals and differentiate it from other approaches to influencing behaviours and social change
12. document and communicate the results of social marketing initiatives to colleagues, stakeholders, communities and other relevant organisations and groups
13. report to the key stakeholders on the outcomes of the products, services and systems performance as part of the social marketing programme
14. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Provide products, services and systems to support social marketing programmes

Knowledge and understanding

You need to know and understand:

1. the range of products and services that support social marketing programmes
2. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
3. the underpinning characteristics for the products and services
4. the identified needs of the target groups in relation to provision of products, services and systems
5. the relevant principles, methods, tools and techniques for engaging with key stakeholders and target groups, including vulnerable and hard-to-reach groups
6. the products, services and systems compliance with legislative and organisational requirements
7. how to collate the feedback from the users of products, services and systems
8. the relevant principles and techniques of monitoring and evaluation of products, services and systems
9. the expected targets and key performance indicators (KPIs) for provision of products, services and systems
10. the required specifications, users' expectations and target satisfaction levels in relation to products, services and systems
11. the relevant actions in response to emerging opportunities, threats or problems with the products, services and systems
12. how to document and communicate the results of social marketing initiatives to colleagues, stakeholders, communities and other relevant organisations and groups
13. the benefits of social marketing in relation to influencing behaviours and social change
14. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

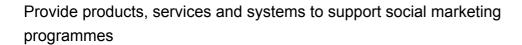| **Glossary**	**Beneficial behaviour**
	This means behaviour where the balance of evidence shows has the potential to improve people's lives.
	Social marketing programme
	As used in the standards, "social marketing programme" encompasses longer-term (3 years) programmes, medium-term (1-3 years) campaigns and short-term (<1 year) targeted initiatives
	Stakeholders
	These include all those involved in, or affected by, the social marketing strategy and the issues it is seeking to address.
	Partners
	It is recognised that social marketing programmes usually involve a number of "partner" organisations working together in close collaboration.
External Links	Academic Competencies in Social Marketing developed and approved by International Social Marketing Association (iSMA), European Social Marketing Association (ESMA), Australian Association of Social Marketing (AASM). https://socialmarketing.blogs.com/r_craiig_lefebvres_social/2014/09/academic-competencies-for-social-marketing.html
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Suite	Social Marketing
Keywords	beneficial behaviour; sustainability; CSR; corporate social responsibility; beneficial behaviour; social marketing programme; adoption

Develop learning products and tools in social marketing practice

Overview   This standard is about developing learning products and tools to help
                      social marketing professionals, partner organisations and key
                      stakeholders to support their working practice. Examples of such
                      products and tools may include publications, videos, examples of
                      benchmarks, web sites, learning resources, case studies, career
                      frameworks, accreditation schemes, model job descriptions and etc.

                      This standard is for professionals in managerial and operational roles
                      who are responsible for development of learning products and tools to
                      support working practice in social marketing.

Performance criteria

You must be able to:

1. collect information and evidence to identify areas for developing learning products and tools in social marketing working practice
2. engage with professionals, partner organisations and key stakeholders to seek their views on the products and tools required
3. agree with social marketing practitioners, partners and key stakeholders the products and tools for development
4. collate specifications for the products and tools required
5. identify and obtain the resources required to provide the products and tools
6. identify and evaluate the potential contribution of products and tools to advise the practice in social marketing
7. commission the products and tools in accordance with the specifications
8. ensure that products and tools comply with legislative, branding and safety requirements
9. pilot the products and tools and make informed decisions of their use
10. provide the required products and tools to professionals, partner organisations and key stakeholders, taking account of their needs, abilities and preferences
11. seek feedback from users of the products and tools in relation to their practice
12. evaluate products and tools to ensure that they meet the required specifications
13. adapt products and tools to the needs, abilities and preferences of professionals, partner organisations and key stakeholders, where required
14. monitor the expected contributions of products and tools to improving the practice of social marketing practitioners
15. take appropriate action in response to feedback and information from your monitoring and evaluation activities
16. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Develop learning products and tools in social marketing practice

Knowledge and understanding

You need to know and understand:

1. the information and evidence required for development of learning products and tools
2. the methods of engagement with current and potential professionals, partner organisations and key stakeholders
3. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
4. the products and tools for development in relation to specific social marketing practices
5. how to collate the specifications for the products and tools to ensure these are fit for purpose
6. the relevant principles for commissioning the development of products and tools
7. the resources for provisions of products and tools development
8. the principles of compliance with legislative, branding and safety requirements for products and tools
9. how to pilot products and tools to inform the decisions of their use
10. how to provide the required products and tools to the professionals, partner organisations and key stakeholders
11. the methods of collecting the feedback on the products and tools
12. how to evaluate products and tools in terms of meeting the required specifications
13. how to adapt products and tools to the needs, abilities and preferences of the professionals, partner organisations and key stakeholders
14. the relevant actions in response to feedback and information from monitoring and evaluation activities
15. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

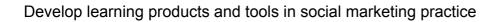|	
Glossary	**Stakeholders**
	These include all those with an interest in improving the effectiveness of social marketing.
	Social marketing professional
	This includes everyone who carries out any function that contributes to the social marketing key purpose of "applying marketing alongside other concepts and techniques in order to influence individuals, organisations, policy- makers and decision-makers to adopt and sustain behaviour which improve people's lives ". Some social marketing professionals may only be carrying out social marketing functions as a small part of a much broader role.
External Links	Academic Competencies in Social Marketing developed and approved by International Social Marketing Association (iSMA), European Social Marketing Association (ESMA), Australian Association of Social Marketing (AASM). https://socialmarketing.blogs.com/r_craiig_lefebvres_social/2014/09/academic-competencies-for-social-marketing.html
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Develop learning products and tools in social marketing practice

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Suite	Social Marketing
Keywords	social marketing activities; practice; social marketing promotion; social marketing importance; CSR; corporate social responsibility

Provide education, training and support for social marketing practice

Overview

This standard is about providing education, training and support for social marketing practice. The support may include conferences, helplines, advice, guidance, consultancy services.

This standard is for professionals in managerial roles who are responsible for providing education, training and support for social marketing practice.

Provide education, training and support for social marketing practice

Performance criteria

You must be able to:

1. update your knowledge and understanding of social marketing theories and practices for their application to education, training and support services
2. review the research evidence and engage with professionals, partner organisations and key stakeholders
3. identify the areas of priority for providing education, training or support services
4. identify and evaluate the potential contribution of education, training and support for the social marketing practice
5. agree with professionals, partner organisations and key stakeholders the requirements in providing education, training or support
6. create specifications for the education, training or support you are to provide for professionals, partner organisations and key stakeholders
7. ensure the specifications provide the required detail for education, training or support to be commissioned and evaluated
8. identify and allocate the resources required to provide the education, training or support
9. commission the education, training or support in accordance with the specifications and your organisation's policies and with due regard for ethical and sustainability issues
10. ensure that education, training or support is based on current practice evidence in social marketing
11. pilot education, training or support and make informed decisions on utilising these
12. provide education training or support which meets the required specifications
13. encourage the social marketing professionals to provide feedback on the education, training or support provided and its effect on practice
14. monitor and evaluate education, training or support to ensure that it meets the required specifications
15. take the action in response to feedback from your monitoring and evaluation activities
16. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Provide education, training and support for social marketing practice

Knowledge and understanding

You need to know and understand:

1. the relevant social marketing theories and practices for their application to education, training and support services
2. the methods of engagement with current and potential professionals, partner organisations and key stakeholders
3. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
4. the potential contribution of education, training and support to improve the social marketing practice
5. the social marketing practitioners', partners' and key stakeholders' requirements in providing education, training or support
6. how to develop specifications for education, training and support
7. the scope of detail required for education, training or support to be commissioned and evaluated
8. how to commission the education, training or support in accordance with the relevant specifications and your organisation's policies
9. the current practice evidence in social marketing in relation to education, training or support
10. how to pilot education, training or support services to ensure they meet the requirements
11. the relevant principles of collating the feedback on education, training or support services
12. the requirements, abilities and preferences of social marketing professionals
13. how to adapt the education, training or support to the requirements, abilities and preferences of social marketing professionals
14. the evaluation and monitoring techniques for measuring the performance of education, training or support
15. the relevant actions in response to feedback from your monitoring and evaluation activities
16. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Glossary

Social marketing professional

This includes everyone who carries out any function that contributes to the social marketing key purpose of "applying marketing alongside other concepts and techniques in order to influence individuals, organisations, policy- makers and decision-makers to adopt and sustain behaviours which improve people's lives". Some social marketing professionals may only be carrying out social marketing functions as a small part of a much broader role.

Stakeholders

These include all those with an interest in improving the effectiveness of social marketing.

Support

This may include conferences, helplines, advice, guidance, consultancy services.

Products and tools

These may include publications, videos, standards, benchmarks, web sites, learning resources.

Commissioning

Products and services may be "commissioned" from people in your own team (including yourself) or department, from other departments or partners or from external suppliers which are specialists in the products or services.

Sustainability

Here it is used in the sense of using resources in ways which are sustainable and minimise any adverse impacts on the environment. Tailor the education, training or other support to the needs, abilities and preferences of individual social marketing practitioners, highlighting any requirements which cannot be met.

External Links

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Suite	Social Marketing
Keywords	social marketing activities; practice; social marketing promotion; social marketing importance; CSR; corporate social responsibility

Develop and maintain working relationships with stakeholders in social marketing programmes

| Overview | This standard addresses the strategic (upstream) issues of social marketing where developing and maintaining working relationships with target groups, communities and relevant stakeholders may be involved or affected by the relevant programmes. |

The range of activities may involve multiple goals, such as co- design of strategy, participation in delivery as intermediaries (e.g. through channels to reach the target group to influence their behaviour change), or risk management. These engagement activities should remain flexible and responsive to emerging activities.

This standard is for professionals in strategic or managerial roles who are responsible for identifying, analysing and maintaining working relationships with stakeholders, target groups, communities involved in or affected by the social marketing programmes.
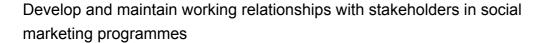
Performance criteria

You must be able to:

1. work with colleagues and stakeholders to identify community, national, regional, and/or international priorities, and identify those for which a social marketing approach may be appropriate
2. describe social marketing to colleagues and other professionals and differentiate it from other approaches to influencing behaviours and social change
3. engage with the target groups, communities and relevant stakeholders to determine their intention to collaborate and their potential roles and contributions
4. plan how you will identify and manage target groups, communities and relevant stakeholders for your social marketing programmes
5. segment the target groups, communities and relevant stakeholders who are involved in or affected by the social marketing activities
6. identify the needs of the target groups, communities and relevant stakeholders for further engagement
7. identify how engagement with the target groups, communities and relevant stakeholders is expected to complement the range of activities
8. identify and develop plans to mitigate any risks to engagement with the target groups, communities and relevant stakeholders and determine how these risks are to be mitigated
9. analyse the target groups, communities and relevant stakeholders to identify the nature of their involvement with your organisation
10. identify the methods, tools and techniques of engagement with target groups, communities and relevant stakeholders
11. identify the primary and secondary roles within target groups, communities and relevant stakeholders in relation to social marketing programmes
12. develop and sustain working relationship with the target groups, communities and relevant stakeholders
13. develop and agree communication strategies and other actions for managing the target groups, communities and relevant stakeholders
14. engage with the target groups, communities and relevant stakeholders through means of social networks and other related media
15. document and communicate the results of social marketing

initiatives to target groups, communities and relevant stakeholders
16. monitor target groups', communities and relevant stakeholders'
involvement in relation to your social marketing activities
17. review and evaluate your relationships with the target groups,
communities and relevant stakeholders on a regular basis
18. ensure compliance with the legal, organisational, code of practice
requirements and policies relevant to your role, your organisation
and the activities being carried out

Develop and maintain working relationships with stakeholders in social marketing programmes

Knowledge and understanding

You need to know and understand:

1. how to identify and manage target groups, communities and relevant stakeholders for your social marketing programmes
2. the segmentation methods of target groups, communities and relevant stakeholders in relation to the social marketing activities
3. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
4. the methods, tools and techniques of engagement with target groups, communities and relevant stakeholders
5. the range of activities in which the target groups, communities and relevant stakeholders may be involved
6. the social marketing compatible marketing mix models
7. the risks to engagement with target groups, communities and relevant stakeholders and the mitigation strategies to minimise these
8. how to assess and identify the nature of involvement of target groups, communities and relevant stakeholders for your organisation
9. the roles within the target groups, communities and relevant stakeholders in relation to the social marketing programmes
10. the relevant techniques of developing and maintaining working relationships with the target groups, communities and other stakeholders
11. the relevant channels of communication and engagement
12. the communication and other strategies and actions for managing the target groups, communities and relevant stakeholders
13. how to document and communicate the results of social marketing initiatives to colleagues, stakeholders, communities and other relevant organisations and groups
14. the monitoring techniques of target groups', communities and relevant stakeholders' involvement in relation to your social marketing activities
15. why it is important to review the relationships with target groups, communities and relevant stakeholders on a regular basis
16. the social marketing principles, ethical principles, concepts, theories and techniques
17. the importance of keeping up to date with evidence based best practice guidance

18. the legal, organisational, code of practice requirements and
policies relevant to your role, your organisation and the activities
being carried out

Glossary

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.

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 results become contaminated by changes in other environmental factors.
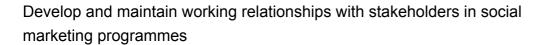
Risk management

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.

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

External Links

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Develop and maintain working relationships with stakeholders in social marketing programmes

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Suite	Social Marketing
Keywords	social marketing; social marketing stakeholders; relationship management; relationship building; stakeholder management

Overview

This standard addresses the strategic (upstream) issues of social marketing where engaging and supporting policy and decision makers are involved. The engagement activities aim at informing and assisting with policy decisions and developing further understanding of social marketing programmes.

Even if rigorous research has been carried out, it is impossible to predict fully the results of engagement with policy and decision makers. Engagement activities need to remain flexible and responsive to emerging results. The policy and decision makers may either be in government departments, authorities or agencies or within organisations which use, or could use social marketing to help achieve their objectives.

This standard is for professionals in managerial or operational roles who engage directly and indirectly with policy and decision makers in government and organisations to inform and assist with policy decisions as part of the social marketing programme.

Performance criteria

You must be able to:

1. identify the range of policy and decision makers for potential collaboration in social marketing programmes
2. establish policy and decision makers' current roles and positions in relation to objectives of the programme
3. engage with policy and decision makers to develop their understanding of social marketing and its potential in achieving their policy objectives
4. evaluate the policy and decision makers' suitability and reliability
5. identify any risks to engagement with policy and decision makers and determine how these risks are to be mitigated
6. address and resolve any issues, misconceptions and impressions policy and decision makers may have about social marketing
7. monitor and review the methods of promoting the benefits of social marketing amongst policy and decision makers
8. provide support to policy and decision makers in the development of their social marketing strategies
9. monitor the policy and decision makers' social marketing strategies and activities and provide expert advice where required
10. collate public opinions through community actions and consultation events to assist with further engagement with policy and decision makers
11. collate the evidence, factors and arguments that have the potential to inform and assist with policies and decisions
12. prioritise and select measurable behaviours of individuals, organisations or policy makers to influence
13. develop the interventions required to inform and assist with policy decisions and policies
14. adjust your approach to engagement with policy and decision makers and use the lessons learned to inform future opportunities for collaboration
15. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Knowledge and understanding

You need to know and understand:

1. how to identify the relevant policy and decision makers in relation to social marketing programmes
2. how to prioritise and select measurable behaviours of individuals, organisations or policy makers to influence
3. the range of roles and positions of policy and decision makers in relation to objectives of the programme
4. the methods, tools and techniques of engagement with policy and decision makers
5. how to evaluate the policy and decision makers' suitability and reliability
6. the risks to engagement with policy and decision makers and the mitigation strategies to minimise these
7. the types of issues, misconceptions and impressions policy and decision makers may have about social marketing
8. the methods of promoting the benefits of social marketing amongst policy and decision makers
9. the policy and decision makers' social marketing strategies and activities
10. how to collate public opinions through community actions and consultation events
11. the evidence, factors and arguments that have the potential to inform and assist with policy decisions
12. the relevant interventions aimed at informing and assisting with the policy decisions and policies
13. the methods of monitoring the engagement activities and the outcomes of the social marketing programme
14. the importance of keeping up to date with evidence based best practice guidance
15. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Glossary

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.

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 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.
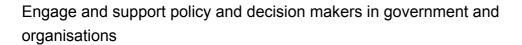
Policy and decision makers

A distinction is made between policy makers (i.e. those who formulate policy) and decision makers (i.e. those who decide whether formulated policies should be implemented). In some contexts these may be the same person, but in government contexts the policy maker may be a civil servant or local government officer, while the decision maker may be a minister or elected member (or a group of ministers or elected members – e.g. cabinet, parliament or council).

External Links

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Engage and support policy and decision makers in government and organisations

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Suite	Social Marketing
Keywords	social marketing policy; decision makers; CSR policy; sustainability policy

Review and interpret the results and wider implications of social marketing activities

Overview

This standard is about reviewing social marketing activities, analysing and interpreting the results and their wider implications. For example, how the learning from the results of one social marketing programme could be transferred to other contexts and issues. The scope may focus on the social marketing activities of a specific organisation or may involve a broader remit for monitoring and interpreting the results of social marketing activities across a range of organisations, contexts or issues.

This standard is for professionals in managerial roles who are responsible for reviewing and interpreting the results of social marketing activities and their wider implications.

Review and interpret the results and wider implications of social marketing activities

Performance criteria

You must be able to:

1. establish the scope of the social marketing activities to be reviewed
2. obtain all data and information relating to the social marketing activities
3. verify the validity and reliability of the data and information, undertaking further investigations where necessary
4. evaluate the effectiveness of the social marketing activities, making comparisons with alternative strategies
5. use the relevant methods to interpret the data and information, forming hypotheses about what works, what does not work and why
6. analyse and evaluate the results achieved, including the full range of factors which may have affected the results
7. compare your own interpretations with similar areas of work for corroboration or contradiction
8. encourage the target groups, partners and key stakeholders to provide feedback on your interpretations
9. amend your interpretations as necessary in accordance with feedback and recommendations
10. specify any remaining areas of uncertainty in your interpretations
11. consider the wider implications of the results and reflect on the learning which could be transferred to other contexts or issues
12. communicate the results of social marketing activities and disseminate the learning
13. assess how the learning confirms or contradicts the theories and paradigms underpinning social marketing
14. collate the lessons learned to advise the social marketing programmes
15. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Review and interpret the results and wider implications of social
marketing activities

Knowledge and understanding

You need to know and understand:

1. the scope of the social marketing activities for review
2. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
3. how to obtain data and information contained on the social marketing activities
4. the social marketing compatible marketing mix models
5. the methods of evaluating the information
6. the comparison methods for the social marketing activities and strategies
7. how to form the hypotheses on the outcomes of the social marketing activities
8. how to analyse and evaluate the results achieved
9. the methods of collating the feedback on the interpretations from the target groups, partners and key stakeholders
10. how to implement the feedback and recommendations to review your interpretations
11. the wider implications of the results of social marketing activities
12. the theories and paradigms underpinning social marketing
13. the relevant reporting procedures for recording the interpretations that can be applied to other contexts and issues
14. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Glossary

Scope

This may focus on the social marketing activities of a specific organisation/partnership or may involve a broader remit for monitoring and interpreting the results of social marketing activities more generally across a range of organisations/ partnerships, contexts and/or issues
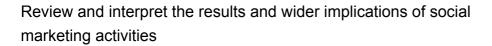
Stakeholders

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

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Suite	Social Marketing
Keywords	social marketing activities; social marketing promotion; social marketing importance; CSR; corporate social responsibility; review

Promote effective practice in social marketing

Overview

This standard is about promoting the evidence of effective practice in social marketing and encouraging the target groups to apply these principles to their own contexts and issues. The promotion may take place by various means, such as electronic or paper publications; events and presentations in person or via social media; inclusion of the evidence in other learning materials or educational programmes.

This standard is for professionals in managerial or operational roles who are responsible for promoting the evidence of effective practice in social marketing and encouraging its application to diverse contexts and issues.

Promote effective practice in social marketing

Performance criteria

You must be able to:

1. establish the evidence of social marketing practice and assess its effectiveness, validity and reliability
2. consult with key stakeholders to identify the target groups to whom the evidence may be salient
3. engage with target groups and key stakeholders to identify their characteristics, interests, needs, abilities and preferences
4. establish how the target groups might benefit from an understanding of the social marketing evidence
5. collate examples of evidence-based practice and present it in the relevant format and language appropriate for the target group
6. establish the channels of communication with the target groups
7. encourage and support the target groups to test and apply the evidence-based practice in social marketing
8. adapt your approach to disseminating and promoting the evidence-based practice in social marketing in response to feedback or emerging problems or opportunities
9. disseminate the information and evidence of effective social marketing practice
10. evaluate your approach to dissemination of evidence and its salience
11. review the application of evidence-based practice in social marketing
12. ensure compliance with the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Promote effective practice in social marketing

Knowledge and understanding

You need to know and understand:

1. the evidence of effective social marketing practice
2. the methods of assessing the validity and reliability of the evidence
3. the methods of identifying the target groups and key stakeholders to whom the evidence may be salient
4. the relevant stakeholders, target groups, their diverse interests, needs, abilities and preferences
5. the principles, methods, tools and techniques for engaging with stakeholders and target groups, including vulnerable and hard-to-reach groups
6. the methods of disseminating the evidence to the relevant target groups and key stakeholders
7. the range of communication channels and social media platforms which can be used in the dissemination of information
8. the relevant examples and practical activities for the target groups
9. how to disseminate and promote the effective practice in social marketing
10. the methods of collating the feedback of dissemination activities
11. the relevant actions in response to emerging problems or opportunities
12. the evaluation methods of your approach in making target groups understand the evidence and its salience
13. why it is important to review the application of evidence-based practices
14. the legal, organisational, code of practice requirements and policies relevant to your role, your organisation and the activities being carried out

Glossary	**Evidence**
	The evidence can be qualitative and/or quantitative and can arise from the formal evaluation of the impact (short-term gain) and outcome (ultimate benefit) of social marketing programmes.
	Stakeholders
	These include all those interested in, involved in, or affected by, the evidence of effective and ineffective practice in social marketing.
	Salient
	This means relevant and significant to the target groups' interests.
	Means
	This may include: electronic or paper publications; events and presentations in person or via social media; inclusion of the evidence in other learning materials or educational programmes.
	Methods of communication
	These include: spoken word, printed word, electronic communication, social media posts, visual images, sign language, Braille etc.
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Suite	Social Marketing
Keywords	social marketing activities; practice; social marketing promotion; social marketing importance; CSR; corporate social responsibility