



Social Marketing Functional Map

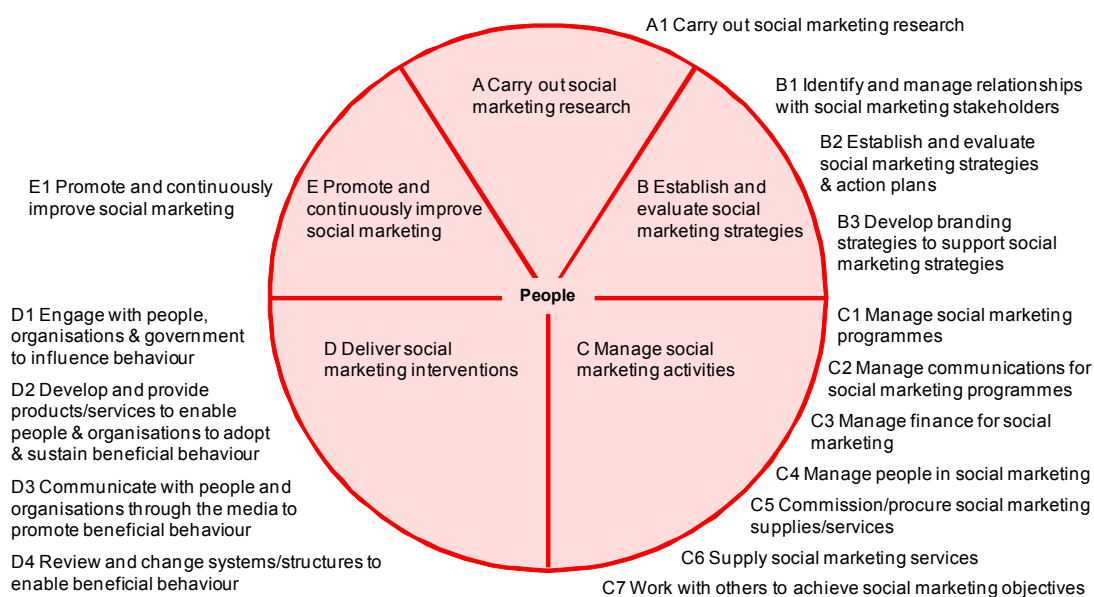
Introduction

The Social Marketing Functional Map has been developed by creating, first of all, a "Key Purpose" for social marketing that answers the question – *what is it that everyone involved in Social Marketing is working to achieve?* Through a process of consultation and negotiation with numerous groups of social marketing experts and practitioners, the *draft* Key Purpose for Social Marketing has been defined as:

apply marketing alongside other concepts and techniques in order to influence individuals, organisations, policy-makers and decision-makers to adopt and sustain behaviour which improves people's lives

Having defined the Key Purpose, we have developed the rest of the Functional Map through the Functional Analysis methodology. We asked the question over and over again: *what has to happen to achieve this key purpose? ...what else has to happen? ...and what else?*

We carried on this process of questioning at a number of levels, creating "Key Areas" and "Areas of Competence" until we identified discrete functions that can be carried out by an individual, for example: *Plan, manage and evaluate social marketing research programmes, Engage with individuals, communities and organisations to influence their behaviour* or, more prosaically, *Manage a marketing budget*. These discrete functions are now covered by "Units of National Occupational Standards".



Key Areas and Areas of Competence for Social Marketing

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There are already units of National Occupational Standards for Marketing and Sales, developed by the Marketing and Sales Standards Setting Body¹, and other National Occupational Standards (such as those for Management & Leadership) which adequately describe the performance of someone involved in social marketing when they are carrying out particular functions. Where appropriate units exist (units presented in the Functional Map with grey shading – from Marketing NOS, unless otherwise stated), these can be used by those involved in social marketing. Where no appropriate units exist (units presented in the Functional Map with no shading), these have been developed specifically for Social Marketing as part of the current project.

CAVEAT: It is important to understand that, although the Social Marketing Functional Map is presented in a linear, hierarchical format, there is no intention to suggest that functions nearer the top of the hierarchy are more important than those at the bottom. Likewise, there is no intention to suggest that functions must happen as a process; sometimes they do, but, more often than not, many functions happen simultaneously and there are lots of feedback loops.

Many of the functions identified are not exclusive to Social Marketing, but, if they are required to achieve the Key Purpose of Social Marketing (eg *Recruit, select and keep marketing colleagues* or *Work with other organisations to achieve common or complementary objectives*), they must appear in the Functional Map. Not all the functions listed may apply to an organisation – and certainly any individual worker will only require a small sub-set of the proposed units – but, again, if they are required to achieve the Key Purpose, they must be included.

¹ The Marketing and Sales Standards Setting Body (MSSSB) is recognised by Government as the body responsible for developing UK National Occupational Standards (NOS) in the Marketing and Sales areas. It is responsible for developing National Occupational Standards for Social Marketing. For further information, go to <http://www.msssb.org>. The Marketing NOS can be viewed on http://www.ukstandards.org/Find_Occupational_Standards.aspx?NosFindID=4&SuiteID=789.

Key Area A: Carry out social marketing research

Areas of Competence	Units
A1 Carry out social marketing research	SMA1.1 Plan, manage and evaluate social marketing research programmes
	SMA1.2 Collect data on the knowledge, attitudes and behaviours of target groups
	SMA1.3 Develop understanding of theories and evidence about what might influence the behaviour of target groups
	SMA1.4 Analyse, interpret and synthesise data and research findings to inform social marketing strategy
	SMA1.5 Develop and define segments within target groups
	SMA1.6 Develop propositions and test their potential to influence the behaviour of target groups

Key Area B: Establish and evaluate social marketing strategies

Areas of Competence	Units
B1 Identify and manage relationships with social marketing stakeholders	SMB1.1 Identify and manage relationships with social marketing stakeholders
B2 Establish and evaluate social marketing strategies and action plans	SMB2.1 Establish social marketing strategies and action plans
	SMB2.2 Evaluate and report on social marketing strategies
B3 Develop branding strategies to support social marketing strategies	SMB3.1 Develop a branding strategy to support your social marketing strategy

Key Area C: Manage social marketing activities

Areas of Competence	Units
C1 Manage social marketing programmes	SMC1.1 Manage social marketing programmes
C2 Manage communications for social marketing programmes	SMC2.1 Manage communications for social marketing programmes
	SMC2.2 Manage complaints and criticism about social marketing programmes
C3 Manage finance for social marketing	E3 Obtain additional finance for the organisation (<i>from Management & Leadership NOS</i>)
	6.3.1 Manage finance for an area of marketing operations
	6.3.2 Manage a marketing budget
C4 Manage people in social marketing	8.2.1 Manage your own resources and professional development
	8.1.2 Plan the marketing workforce
	8.1.1 Recruit, select and keep marketing colleagues
	8.1.4 Provide learning opportunities for marketing colleagues
	8.1.3 Allocate and monitor work within marketing
C5 Commission/procure social marketing supplies/services	7.2.3 Identify third party suppliers of marketing/marketing communications services
	7.2.4 Brief and work with third party suppliers of marketing/marketing communications services
C6 Supply social marketing services	5.1 Develop sales proposals and quotations (<i>Sales NOS</i>)
	7.3.1 Provide marketing/marketing communications services to clients
C7 Work with others to achieve social marketing objectives	D17 Work with other organisations to achieve common or complementary objectives (<i>Management & Leadership NOS</i>)
	7.4.2 Work with other business functions

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	7.4.1 Develop productive working relationships with colleagues
	7.4.3 Develop personal networks

Key Area D: Deliver social marketing interventions

Areas of Competence	Units
D1 Engage with people, organisations and government to influence behaviour	SMD1.1 Engage with individuals, communities and organisations to influence their behaviour
	SMD1.2 Engage with policy and decision-makers in government and organisations to influence policy decisions
D2 Develop and provide products/services to enable people and organisations to adopt and sustain beneficial behaviour	SMD2.1 Develop and provide products to enable people and organisations to adopt and sustain beneficial behaviour
	SMD2.2 Develop and provide services to enable people and organisations to adopt and sustain beneficial behaviour
D3 Communicate with people and organisations through the media to promote beneficial behaviour	4.2.1 Develop advertising strategy
	4.2.2 Develop the creative product within advertising
	4.2.3 Develop a media plan for advertising products/services
	4.2.4 Develop an advertising campaign
	4.2.5 Negotiate and buy media space
	4.2.6 Evaluate advertising
	4.3.1 Create a direct marketing strategy and plan
	4.3.2 Develop direct marketing plans
	4.3.3 Implement door-drop marketing campaigns
	4.3.4 Market to customers using media-inserts
	4.3.5 Implement a direct-mailing marketing programme
	4.3.6 Develop and implement direct-response tools within advertising

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Areas of Competence	Units
	4.3.7 Execute direct mailing processes
	4.3.8 Market to target customers using digital / electronic media
	4.4.4 Co-ordinate communications functions and the dissemination of the organisation's communications
	4.4.7 Manage internal and external issues and risks, and meet organisational communications challenges
	4.4.8 Develop and implement proactive and reactive PR strategies and tactics
	4.4.9 Develop public relations strategies and tactics to promote products/services
	4.6.1 Develop a field marketing strategy
	4.6.2 Prepare an outline project plan for a field marketing activity
	4.6.3 Implement a field marketing activity
D4 Review and change systems/ structures to enable beneficial behaviour	SMD4.1 Review and change systems/structures to enable beneficial behaviour

Key Area E: Promote and continuously improve social marketing

Areas of Competence	Units
E1 Promote and continuously improve social marketing	SME1.1 Review and interpret the results of social marketing activities and their wider implications
	SME1.2 Disseminate and promote effective practice in social marketing
	SME1.3 Promote understanding and benefits of social marketing amongst policy and decision makers
	SME1.4 Provide learning products and tools to develop effective practice in social marketing
	SME1.5 Provide education, training and support for effective practice in social marketing
	8.1.5 Encourage innovation