

Unit Title	Social Marketing Strategy
Programme(s)/Course	BA Hons Marketing
Level	6/7
Semester	1/2
Ref No:	BBM-7-SSM
Credit Value	20 CAT Points
Student Study hours	Contact hours: 48 Student managed learning hours: 152
Pre-requisite learning	Marketing concepts and practice to level 3/4
Co-requisites	None
Excluded combinations	None
Unit Coordinator [Name + e mail address]	Peter Maple maplep@lsbu.ac.uk
Parent Department	Management
Parent Course	MSc Civil Society Management (Marketing and Fundraising)
Description [100 words max]	Social marketing is defined as the use of marketing principles to influence human behaviour in order to benefit society. This unit is therefore concerned with the role of marketing as a strategic tool for civil society organisations emphasising the importance of planning and control to achieve organisational sustainability and social benefit. The unit examines the important role of analysis in understanding 'stakeholders', competition, target audiences and evaluating strategies. Aimed at professionals within charities and social enterprises it has appeal for students wishing to extend their knowledge and expertise in not for profit marketing and possibly considering a career in Civil Society management
JACS Code	
Aims	<i>To introduce marketing students and practitioners to the strategic management aspects of social marketing.</i> The unit provides a critical understanding of: <ol style="list-style-type: none"> 1. The integral nature of the social marketing concept within charities, not for profits and social enterprises 2. Social marketing influences within a rapidly changing environment 3. The use of marketing within charities, not for profits and social enterprises as a means of achieving strategic corporate goals

	The crucial differences and similarities of applying the marketing concept to a civil society organisation (charities, not for profits, social enterprises, community groups) compared to that of commercial organisations.
Learning outcomes	<p>Knowledge and Understanding:</p> <ul style="list-style-type: none"> • Understand the relevant concepts and apply to the social marketing planning function; • Understand how the culture of charities and other not for profit organisations affects the marketing function and the value of marketing for Civil Society Organisations. <p>Intellectual Skills:</p> <ul style="list-style-type: none"> • Think strategically and be able to translate this into management and operational plans; • Obtain a contingency planning mentality to pre-empt and meet change effectively. <p>Practical Skills:</p> <ul style="list-style-type: none"> • Facilitate appraisal and understanding of the marketing problems faced by charities, not for profits and social enterprises; • Provide solutions to marketing problems in the light of current business practices; • Develop a coherent strategically oriented marketing plan; • Design an appropriate research plan for a civil society organisation utilising a range of research techniques; • Prepare a suitable agency brief outlining a promotional campaign; • Produce recommendations / suggestions for implementing and/or monitoring any marketing plan; • Assess the efficiency and effectiveness of any marketing initiative within a civil society organisation <p>Transferable Skills: The syllabus will be concentrated around the personal competencies required by students to perform effectively as managers and will address the underpinning knowledge, skills and understanding crucial to aspects of the Unit as related to students' own organisations as well as to explore best practice in a variety of settings civil society settings. Thus transferable skills will include:</p> <ol style="list-style-type: none"> 1. Specifying and conducting coherent research 2. Analysis and data manipulation and presentation 3. Information and data evaluation and interpretation 4. Presentation of oral and written information 5. Creative thinking and problem-solving methodologies 6. Presentation and Influencing skills
Employability	By the stage of successful unit completion students will be able to apply the skills and knowledge of social marketing strategy within an operational context. That is, they will be able to conduct an audit, develop and implement a coherent, integrated marketing strategy that

	will inform a civil society organisation's communications, fundraising and overall marketing position. This in turn will make successful students more valuable to existing employees and more attractive to potential employers seeking candidates with marketing expertise and an understanding of how to use that expertise in a civil society organisation.
Teaching & Learning Pattern	<p>24 sessions of two hours over two semesters.</p> <p>Teaching methods will be varied, including lectures, group exercises, case studies and work-related exercises. Lectures will be kept to a minimum, with discussions around case studies and practical applications of material to either to students' own organisations or an agreed case study organisation to be studied in depth, playing a major part in the delivery of the unit. Additionally, it is envisaged that some practitioner guest speakers will be involved in giving their views on important aspects of marketing based on experience within the Public and Third Sectors.</p> <p>During each session around one to one and a half hours will be allocated to the formal lecture, identifying key aspects of marketing or operations management relevant to the topic supported then with appropriate exercises some of which may be pre-prepared. A discussion forum ensures the facilitation of an interactive learning process (either individually or in groups). A range of multi-media will also be used wherever suitable. Case material, some of which will need to be pre-prepared, will be used to illustrate specific topics.</p> <p>The emphasis is on ensuring students are familiar with key issues and concepts, which are then explored in depth to assure a pragmatic approach to the subject. Thus the use of current charity/SE case studies will be essential to support the plenum lectures and initiate problem-solving exercises.</p>
Indicative content	<p><u>Clarifying the Jargon:</u> A history of marketing from Egyptian bricks to Service Dominant Logic including definitions and crucially an overview of marketing in the private, public and voluntary sectors (including social enterprises) together with a discussion of Civil Society, social marketing and a look at the dynamics of developing vision and moving to mission and strategic objectives. A look at how the strategic planning process both informs and impacts the business of marketing in the not for profit world.</p> <p><u>Stakeholder Analysis:</u> The complexity of the stakeholder profile in social marketing. The role of research, information for decision making and the reality of stakeholder needs</p> <p><u>Using strategic planning tools and techniques</u> Realising vision into mission and setting objectives; assumptions; strategies; allocating resources; risk analysis; programmes; contingencies; ethical policies. The impact of planning on service provision and stakeholder values.</p>

	<p><u>Strategic Formulation in Civil Society Organisations</u> Overview of the dynamics of a strategic audit and analysis and the business of the marketing environment. A look at inputs into strategy development (industry & competitive analysis, critical success factors). The framework of a strategic plan in depth. Techniques and tools to help determine the current environment and dynamics. Vital importance of consultation and research.</p> <p><u>Integrating strategic change: How do we get there?</u> The marketing plan and how it all fits together into a marketing oriented civil society organisation (including a discussion of ethics and social responsibility). Managing the impact of change on service provision and stakeholder values.</p> <p><u>Pursuing communication</u> within the marketing context of a civil society organisation. The vital importance of internal communications. External vs internal priorities and agendas. Policy issues, campaigns and campaigning. Integrating the mix and putting together a complete communications plan.</p> <p><u>Measuring and Using Social Impact:</u> A detailed look at social return on investment, the social bond, evaluating programmes and campaigns to report the results effectively. Plus, clarifying the role of policy and research and how campaigns, if planned effectively, can drive communications and enhance the organisation's ability to function more effectively.</p> <p><u>The role of the specialist charity marketer:</u> Including an overview of how chief executives use marketing and how to use consultants effectively in providing services to charities, social enterprises and other civil society organisations.</p>
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Assessment method (Please give details – elements, weightings, sequence of elements, final component)	<p>There are two coursework components to assessment:</p> <p>50% of the final course grade is based on the initial assignment The first <u>coursework</u> assignment will consist of a 2500 word maximum (excluding appendices) report based on developing a case study (either from students' own organisations or an agreed charity or social enterprise selected). Students will need to conduct a marketing audit, analysing and discussing in the light of good and bad practice within the charity environment. Clear observations and indicative conclusions are expected. The assignment must be submitted by the end of week 12.</p> <p>50% of the final course grade is based on a second assignment The second <u>coursework</u> assignment will consist of a 15 minute (maximum) presentation in Photostory 3 building on the initial audit and presenting to the trust board a marketing plan for the same organisation (or by agreement a specific marketing area that can be developed effectively). Students will need to analyse and synthesise in the light of good and bad practice within the civil society environment. A practical plan with conclusions and strategic recommendations is expected. The assignment must be submitted by the end of week 12 in semester two. For students only completing the strategic elements of the course an alternative shorter audit and outline plan can be agreed and completed to the same 15 minute limit.</p> <p>The full coursework assignment briefs and their assessment criteria are provided in Appendix 1 of this unit guide and will be discussed at each of the week one sessions. Students must obtain a minimum of 40% in each element assessed and 50% overall.</p>
Indicative Reading	<p>CORE READING:</p> <ol style="list-style-type: none"> 1. Sargeant, Adrian 2009 <i>Marketing Management for Nonprofit Organisations</i>, Oxford: Oxford University Press 2. Maple, Peter 2003 <i>Marketing Strategy for Effective Fundraising</i>, London: Directory of Social Change 3. Bruce, I 2005 <i>Successful Charity Marketing meeting need</i>, London: ICSA Publishing <p>OPTIONAL READING:</p> <ol style="list-style-type: none"> 1. Adkins, Sue, 2000 Cause related marketing: who cares wins, Oxford: Butterworth-Heinemann 2. Courtney, Roger, 2002 <i>Strategic Management for Voluntary Non-Profit Organisations</i> 3. Davies, Adrian, 1995 <i>The Strategic Role of Marketing</i> Maidenhead: McGraw-Hill 4. Donaldson B & O'Toole, T 2007 <i>Strategic market relationships</i>, Chichester: Wiley 5. Drummond, G, Ensor, J, Ashford, R, 2008 <i>Strategic marketing: planning and control</i> London: Butterworth-Heinemann 6. Druce, R, & Carter S, <i>The Marketing Handbook: A Guide for Voluntary and Non-Profit Making Organisations</i>, Cambridge: NEC 7. Gummesson, E, 2008 <i>Total Relationship Marketing: Marketing management, relationship strategy</i> London: Butterworth-

	<p>Heinemann</p> <p>8. Hammack, D, & Young, D, 1993 <i>Nonprofit organisations in a market economy</i>: San Francisco: Jossey-Bass</p> <p>9. Kotler, P, & Lee, N, 2008 <i>Social Marketing: influencing behaviour for good</i>, London: Sage</p> <p>10. Moore, K, & Pareek, N, 2010 <i>Marketing – the basics</i>, Abingdon: Routledge</p>
Other Learning Resource:	<p>The Charity Commission: http://www.charity-commission.gov.uk</p> <p>The Marketing Society: http://www.marketing-society.org.uk/checker.cfm</p> <p>Chartered Institute of Marketing: http://www.cim.co.uk/</p> <p>Institute of Fundraising: http://www.institute-of-fundraising.org.uk</p> <p>Institute for Brand Leadership: http://www.instituteforbrandleadership.org</p> <p>Sun Tzu Strategy: http://www.sonshi.com/daily.html</p> <p>Direct Marketing Association: http://www.dma.org.uk/content/home.asp</p> <p>Fundraising UK: http://www.fundraising.co.uk</p> <p>Not for profit synergy: http://www.nfpsynergy.net</p> <p>Marketing Week: http://www.marketingweek.co.uk</p> <p>Charities Aid Foundation: http://www.cafonline.org/</p>