

Phase 6: Implementation

This module describes phase 6 of the social marketing planning process, implementation. On average, it takes people 10-15 minutes to complete this module. The time you need will depend on your pace and how much you explore the resources and supplemental materials.

- Learning Objectives
- Introduction
- Develop Program Budget
- Develop Program Timeline
- Implementing in Phases
- Sustainability
- Summary
- Scenario 34

Learning Objectives

After completing this module, you will be able to

- Discuss the process for implementing an intervention.
- Develop a program budget and timeline.
- Discuss the importance of planning for sustainability.

Social Marketing for Nutrition and Physical Activity Web Course: Phase 6: Implementation
www.cdc.gov/nccdphp/dnpa/socialmarketing/training



Introduction

Phase 6 is where you get to put all of your planning into action. In this phase, you will implement both your intervention plan and your monitoring and evaluation plan.

While there is probably a lot of work that you'll need to do to ensure that implementation goes smoothly, there is less guidance in this module because what you should do depends on the marketing strategy you designed and the activities you developed. You will need to monitor the implementation process and make adjustment to your plan as needed. If at all possible, try to observe the program or intervention as it is going on. Is it how you imagined? Can you observe any issues with implementation? If so, then you should be positioned to correct them.

Tip

Keep notes on what you are learning as you move forward. This documentation will help you when you report progress to a planning committee or stakeholders, or could be useful for your evaluation.

Resources

- [CDCynergy: Social Marketing Edition](#)
Phase 6 of CDCynergy contains additional information about contracting out elements of your program, launching a program with the media, and publicizing your events.

Develop Program Budget

You may have needed to think about a budget before this phase, especially if you needed to hire a contractor to help with formative research. Even if you've spent money already, think through the rest of the budget at this time. You'll need to predict how much money each activity/component will cost and figure out where the money is coming from.

You may want to discuss the budget and/or make decisions with your partners and stakeholders. Including them in the discussion may smooth the way for financial contributions, or at least allow them to feel involved in the process. Developing a budget together can create a foundation of agreement about the program's priorities.

If your budget looks too small to accomplish all you have planned, explore other options for funding. Many foundations and other funding agencies are impressed if you approach them with a well-thought out plan that includes formative research to back up decisions. If your budget is broken down by activity, then a funding agency can come in to provide money for the activities that they are particularly interested in. This is also a good time to reassess partners. Are you missing an opportunity to engage a group who has resources you need?

If you cannot find additional funding for your program, and you can't complete it with your current resources, you'll need to scale back in some way. Try limiting the number of people you're trying to reach, decreasing the number of objectives you need to meet, or lowering your expectations. If this happens, be sure to go back to your logic model and adjust accordingly.

Develop Program Timeline

The program timeline is a way for you to keep track of what needs to be done with each activity. Keep the timeline as flexible as possible to allow for mid-course modifications that arise after you start implementing the program. As you develop the timeline, be realistic about

- All tasks and activities that will be involved with planning, implementing, and evaluating.
- Start and completion dates.
- Major deadlines and who is responsible for meeting deadlines.
- Any internal or external review processes that have to take place before you can move forward.

Implementing in Phases

Once you have developed your program, an evaluation plan, a budget, and a timeline, you may realize that you have overestimated what you are able to do with one program. You may want to consider implementing your plan in steps or phases so that you are able to concentrate on one piece at a time.

For example, if your target audience is made up of three distinct segments, the first phase of your program could be targeted to one segment. Each additional phase could then target a different audience segment. Or, you may wish to start your program in a particular geographic location (one school, one neighborhood, one county) and then add locations in subsequent phases. There are many ways to do a social marketing program in phases; use anything that works in your situation.

The benefit of doing a program in phases is that it gives you a chance to conduct process evaluation early without overwhelming yourself with too many things at once. You are then able to respond to feedback and make adjustments to improve the program.

You may also consider doing a pilot program. A pilot program would simply be a scaled-down version of your full program. Piloting a program offers many of the same benefits of offering a program in phases

- A chance to see how the process works.
- Ability to get early feedback from participants.
- Ability to make changes before implementing on a wide scale.

Sustainability

Another consideration when implementing a social marketing program is sustainability. There are two types of sustainability: sustainability of your program and sustainability of behavior.

Sustainability of Program

This type of sustainability refers to how likely it is that your program (or at least components of it) continues after you or your funding are no longer available. Is there someone who will take over management of the program if you get a different job? Is there money available to fund the program if your current source of funding is no longer available?

For example, if you are promoting the consumption of fruits and vegetables by offering coupons to farmers' markets – how likely is it that you will continually have coupons to encourage trips to the market?

Think about whether or not you can ask partners to take over certain pieces of your program, or if there are other funding sources you can explore. Refer back to the analysis of your stakeholders you completed in [phase 4](#). Identify any stakeholders or partners who share your goals and who may be in a position to support the program on a long-term basis.

Sustainability of Behavior

This type of sustainability is more concerned with how easy or difficult it will be for the target audience to continue their new behavior(s) once your program goes away. In the farmers' markets example, for instance, how likely is it that people are going to continue going to the farmer's market and consuming fruits and vegetables purchased there once there are no longer any coupons being offered?

Sustainability of behavior change is aided by developing environmental and policy changes that more permanently encourage or support the desired behaviors. Addressing multiple levels of the social ecological model may also help to sustain behavior change.

Need to review? See [Phase 3: Consider Policy and Environmental Changes](#).

Resources

- [Sustainability Toolkit](#)
Center for Civic Partnerships
- [Community Tool Box](#)
University of Kansas

Summary

You should now be able to

- Discuss the process for implementing an intervention.
- Develop a program budget and timeline.
- Discuss the importance of planning for sustainability.

Your goal should be to continually improve your program for the intended audience as well as to achieve the desired outcomes. This means that you will track how things are going and make adjustments as necessary. Feedback that you receive from the audience during implementation can be used as formative research for the next phase of your project. Continue to keep an audience focus and realistic expectations. Nothing will ever probably be perfect, but as long as you learn from and continually improve, you are completing the social marketing process!

Scenario 34



Rosa: "I'm thrilled to tell you that our grant application was a success and we're approved to begin implementing our program. We start tomorrow.

It was a lot of work and there were plenty of hurdles to get through, but I think it was all worthwhile. Dan's advice was invaluable and Bob sure has changed..."



Bob: "You know, I was hesitant about this whole thing in the beginning, but now I see how valuable it is to understand our audience. I was amazed that their opinions were so different from mine. The program we ended up developing is nothing like what I envisioned when we started but I wouldn't do it any other way now that I see how social marketing works."



Rosa: "It looks like Tiffany and I will be busy working on the evaluation, monitoring feedback, and making improvements in the program.

Thank you so much for all your help through this process. Good luck using social marketing to plan YOUR interventions."

Congratulations!

You have now completed the social marketing for nutrition and physical activity course. For additional resources, visit Division of Nutrition, Physical Activity and Obesity's [Social Marketing Resources](#).

To receive continuing education credit for this course, you must complete an evaluation. Please proceed to CDC's [Training and Continuing Education Online system](#) to receive your credit.

Enter the following verification code to access the course evaluation and a certificate of completion: SM1234.