

CFAM7.4.2

Work with other business functions



Overview

This unit is about working effectively with other business functions within the organisation towards realising your marketing goals and objectives, and promoting marketing as central to overall business strategy. It includes managing the interface with other functions, establishing shared business goals and the capabilities, roles, responsibilities, rights and expectations of each function. It also includes monitoring performance against mutual expectations and evaluating the effectiveness of the working relationships in achieving share goals.

This unit is recommended for marketing managers whose responsibilities include working closely with functions across an organisation to achieve overall marketing aims and objectives.

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Performance criteria

You must be able to:

- P1 identify the business functions, and key stakeholders within these, and establish their interest and understanding, relevant to achieving the organisation's marketing aims and
- P2 recognise and respect the roles, responsibilities, interests and concerns of the stakeholders in other business functions
- P3 promote the importance of ensuring that all functions consider the organisation's consumers as central to all organisational activities, supporting this with a reasoned and valid rationale
- P4 discuss and consult with stakeholders in relation to key decisions and activities important towards promoting a focus upon delivering value to target customers, and take account of their views, including their priorities, expectations and attitudes
- P5 identify and sort out conflicts of interest and disagreements with stakeholders, in ways that minimise damage to work and activities, and to the individuals involved and the organisation
- P6 monitor and review the effectiveness of working relationships with stakeholders in other business functions, seeking and providing feedback, in order to identify areas for improvement
- P7 fulfil agreements made with colleagues and stakeholders and let them know, advising them promptly of any difficulties, or where it will be impossible to fulfil agreements
- P8 monitor the effectiveness of the cooperation across business functions in achieving the organisation's marketing aims and objectives, and identify and communicate where this is effective, and address any areas of concern with those involved

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The different business functions and their roles and responsibilities in achieving the organisation's overall aims
- K2 the importance of putting the consumer at the centre of an organisation's thinking and planning
- K3 the reasons why there may be conflicts and misunderstandings between business functions, for example, regarding which publics/stakeholders and activities are the most important
- K4 the marketing function's role in integrating the activities of an organisation towards achieving consumer satisfaction
- K5 why it is important to identify key colleagues and stakeholders within the different business functions
- K6 principles of effective communication and how to apply them in order to communicate effectively with colleagues and stakeholders
- K7 why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders
- K8 how to identify and meet the information needs of colleagues and stakeholders
- K9 what information it is appropriate to provide to colleagues and stakeholders and the factors that need to be taken into consideration
- K10 how to consult with colleagues and stakeholders in relation to key decisions and activities
- K11 the importance of taking account and being seen to take account, of the views of colleagues and stakeholders, particularly in relation to their priorities, expectations and attitudes towards the role of the marketing function
- K12 why communication with colleagues and stakeholders on fulfilment of agreements or any problems affecting or preventing fulfilment is important
- K13 how to identify conflicts of interest with colleagues and stakeholders and the techniques that can be used to manage or remove them
- K14 how to recognise and take account of political issues when dealing with colleagues and stakeholders

Industry/sector specific knowledge and understanding

- K15 current and emerging political, economic, social, technological, environmental and legal developments in the industry or sector
- K16 sector specific legislation, regulations, guidelines and codes of practice
- K17 the culture of the industry or sector
- K18 developments, issues and concerns of importance to stakeholders in the industry or sector

You need to know and understand:

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You need to know and understand:

Context specific knowledge and understanding

- K19 the vision, values, objectives, plans, structure and culture of the organisation
- K20 relevant colleagues/stakeholders, their work roles and responsibilities
- K21 the identified information needs of colleagues and stakeholders
- K22 mechanisms for consulting with colleagues and stakeholders on key decisions and activities
- K23 the organisation's planning and decision making processes
- K24 power, influence and politics within the organisation
- K25 mechanisms for monitoring and reviewing the effectiveness of working relationships with colleagues and stakeholders

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Additional Information

Behaviours

1. you present information clearly, concisely, accurately and in ways that promote
2. you show respect for the views and actions of others
3. you seek to understand people's needs and motivations
4. you create a sense of common purpose
5. you work towards win-win solutions
6. you show sensitivity to internal and external politics that impact on your area of work
7. you keep promises and honour commitments
8. you consider the impact of your own actions on others
9. you use communication styles that are appropriate to different people and situations
10. you work to develop an atmosphere of professionalism and mutual support

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