

## CFASMC2.2V3.0

# Manage complaints and criticisms about social marketing programmes



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### Overview

This unit is about managing individual complaints and/or public criticism about social marketing programmes<sup>1</sup>. Social marketing programmes, by definition, have ambitious goals of influencing individual and/or organisational behaviour in the long term. There may be members of the target groups who resent this influence or public figures or sections of the media which believe the goals of the social marketing programme, or the strategy and methods adopted, are inappropriate and decide to voice their objections through private complaints or public criticism. Careful planning and pre-emptive briefing of stakeholders can forestall many such complaints and criticisms, but it is also important to respond to them effectively when they arise.

This unit is for people in managerial roles who are responsible for managing individual complaints and/or public criticism about social marketing programmes.

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#### Performance criteria

- You must be able to:*
- P1 carry out a risk assessment to anticipate the types of complaints and criticism of the social marketing programme which may arise and agree with partners and other key stakeholders protocols for responding to them
  - P2 brief relevant media and public figures on the goals of the social marketing programme and the rationale for the strategy and selection of methods used, responding appropriately to their questions and seeking to gain their support for the social marketing programme
  - P3 provide relevant media and public figures with a point of contact to whom they can refer any questions or check out facts about the social marketing programme
  - P4 seek to correct any factual errors or misinformed assumptions about the social marketing programme promptly, politely and assertively
  - P5 respond clearly and promptly to anticipated complaints and criticism of the social marketing programme in line with agreed protocols
  - P6 consult with partners and key stakeholders on how to respond to unanticipated complaints and criticisms and deal with them clearly as soon as possible
  - P7 refer to senior management or specialists in the event of serious complaints or criticisms which cannot be effectively dealt with within agreed protocols or which are likely to result in serious collateral effects
  - P8 monitor the reactions of those raising the complaints or criticisms and make further responses, if required
  - P9 evaluate the complaints and criticism about the social marketing programme and how they were dealt with, including lessons to be learned, and report to partners and key stakeholders

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### Knowledge and understanding

*You need to know and understand:*

#### **General Knowledge and Understanding**

- K1 briefing and debriefing principles, methods, tools and techniques
- K2 communication principles, methods, tools and techniques
- K3 complaint handling principles, methods, tools and techniques
- K4 consultation principles, methods, tools and techniques
- K5 corrective or remedial action to take in case of contingencies or non-compliance
- K6 influencing principles, methods, tools and techniques
- K7 information management principles, methods, tools and techniques
- K8 legal and organisational/partnership requirements for the management of information
- K9 legal and organisational/partnership requirements relevant to social marketing
- K10 media relations principles, methods, tools and techniques
- K11 monitoring principles, methods, tools and techniques
- K12 partnership working principles, methods, tools and techniques
- K13 presentation principles, methods, tools and techniques
- K14 principles, methods, tools and techniques for engaging effectively with policy/decision makers
- K15 problem-solving principles, methods, tools and techniques
- K16 reporting principles, methods, tools and techniques
- K17 risk management principles, methods, tools and techniques
- K18 social marketing principles, methods, tools and techniques

#### **Industry/Sector Specific Knowledge & Understanding**

- K19 industry/sector, organisational/partnership and professional codes of practice
- K20 legal, regulatory and ethical requirements in the industry/sector

#### **Context Specific Knowledge & Understanding**

- K21 key political, economic, social, technological and legal factors relevant to the context
- K22 organisational/partnership policies and procedures relevant to the activity
- K23 organisational/partnership vision, mission and strategic objectives
- K24 sources of advice, guidance and support
- K25 stakeholders and their diverse interests, needs, abilities and preferences

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### Additional Information

#### Behaviours

1. work to turn unexpected events into opportunities rather than threats
2. respond quickly to crises and problems with a proposed course of action
3. identify people's information needs and preferred communication media and styles
4. listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding
5. present information clearly, concisely, accurately and in ways that promote understanding
6. present difficult ideas and problems in ways that promote understanding
7. keep people informed of plans and developments
8. show respect for the views and actions of others
9. state own position and views clearly in conflict situations
10. protect own and others' work against negative impacts
11. identify clearly the value and benefits to people of a proposed course of action
12. present information and arguments convincingly and in ways which gain the commitment and support of others
13. use factual evidence to support arguments
14. show sensitivity to internal and external politics that impact on your own area of work
15. demonstrate a clear understanding of the organisation's target and stakeholder groups and their requirements

#### 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

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

#### Key stakeholders

These 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 activities

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**Relevant occupations** Arts, Media and Publishing; Health, Public Services and Care; Health and Social Care; Public Services; Animal care and veterinary science; Environmental conservation; Retailing and wholesaling; Performing Arts; History, philosophy and theology; Social sciences; Sociology and social policy; Education and training; Accounting and finance; Business management; Marketing and sales; Health and Social Services Officers; Teaching Professionals; Health Associate Professionals; Protective Service Occupations; Government and Related Organisations; Finance; Communications; General; Personal Service Occupations; Sales and Customer Services Occupations; Business and Finance Associate Professionals

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**Suite** Social Marketing

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