

**Specification of Competency Standards**  
**for the Automotive Industry**  
**Unit of Competency**

Functional Area - Common Competency

Title	Formulate customer service management strategy
Code	108798L6
Range	This unit of competency is applicable in workplaces relevant to the customer service management of vehicle sales and after-sales services. Practitioners should be able to formulate customer service management strategy in accordance with organisational mission and objectives to fulfill customer needs and facilitate the enhancement of organisational brands and business expansion.
Level	6
Credit	9 (For Reference Only)
Competency	<p>Performance Requirements</p> <p>1. Knowledge (Customer service management)</p> <ul style="list-style-type: none"> <li>• Master the significance of customer service management strategy to the reputation, achievements and profits of the entire organisation.</li> <li>• Master the theory of customer service management strategy, such as: <ul style="list-style-type: none"> <li>○ Comprehensive customer service package</li> <li>○ The concept of service market e.g. market opportunity</li> <li>○ Service operation strategy e.g. analysis of the allocation of resources</li> <li>○ Delivery Total Service Package</li> <li>○ Identify target customers</li> <li>○ Customer services and communication management portfolio</li> </ul> </li> <li>• Good understanding of service needs and supply strategy.</li> <li>• Good understanding of the measurement of service quality.</li> <li>• Good understanding of different customer service management strategies.</li> </ul> <p>2. Performance (Formulate customer service management strategy)</p> <ul style="list-style-type: none"> <li>• Master the theory of customer service management along with the knowledge on the characteristics of customers in the vehicle market to formulate effective strategy of customer service market portfolio: <ul style="list-style-type: none"> <li>○ Guide subordinate staff to formulate overall customer service management plan, budgets and other supporting requirements, such as: <ul style="list-style-type: none"> <li>▪ service management operation</li> <li>▪ customer service hardware management</li> <li>▪ customer service education</li> <li>▪ promotion of customer service, e.g. set up vehicle fan club</li> <li>▪ coordination between the sales And service departments</li> <li>▪ internal staff training</li> <li>▪ allocation of and human resources and associated hardware</li> <li>▪ guide subordinate staff to formulate logical strategy for external and internal service management to change the service culture of the organisation</li> <li>▪ change the strategies of organisational structure or systems e.g. recruitment, training, punishment and reward and staff commitment.</li> <li>▪ customer service communication portfolio, including electronic and networking services</li> <li>▪ guide subordinate staff to determine the scope of customer services audit, e.g. customers, staff, management level, external stake holders</li> </ul> </li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>• Guide subordinate staff to set the yardstick of service quality, find out the deficiencies in customer services, formulate policies to work for structural quality improvement so as to establish customer service quality assurance system.</li> <li>• Instruct subordinate staff to formulate plans for recruiting public relations agency to cope with extra demands e.g. organise large-scale vehicle exhibition</li> <li>• Instruct subordinate staff to formulate customer services budget.</li> <li>• Examine the overall resources of the organisation and allocate appropriate resources support.</li> <li>• Assess the effectiveness of customer service operation and its impact on the entire organisation from information on the submitted reports and data.</li> </ul>
Assessment Criteria	<p>The integrated outcome requirement of this unit of competency is that the practitioner being assessed shall prove that he/she is:</p> <ul style="list-style-type: none"> <li>• Capable of instructing subordinate staff to formulate effective customer service management strategy in accordance with organisational mission and objectives so as to fulfill customer needs, protect organisational reputation and safeguard its achievements and profits.</li> </ul>
Remark	