

Specification of Competency Standards
for the Banking Industry
Unit of Competency

Functional Area - 1. General Enterprise Banking Service Delivery
(Key Function – 1.1 Service Delivery Strategies and Management)

Title	Formulate service delivery strategies for enterprise banking
Code	109156L6
Range	Formulation of strategies for responsible areas of service delivery of enterprise banking. This applies to different kinds of enterprise banking service delivery including but not limited to cash management services, general loan and credit related services, investment and insurance services, trade finance related services, foreign exchange and money market services and general account services, etc.
Level	6
Credit	4 (For Reference Only)
Competency	<p>Performance Requirements</p> <p>1. Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the trends and development of service delivery in the local banking industry and global market to anticipate the outlook of different service delivery modes in enterprise banking; • Understand the business environment and critically analyse information which influences the formulation of service delivery strategies, such as: <ul style="list-style-type: none"> ○ Basic principles of different types of service delivery; ○ Common approach and tools in service delivery; ○ Strengths and shortcomings of the bank in different types of service delivery of the bank; ○ Values and business strategies of the bank. <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Determine the service culture of the bank and strike a balance between costs, service quality and rewards; • Establish governance to monitor different aspects of service delivery in order to develop a service culture; • Evaluate different approaches in formulating strategies of different lines of service delivery and their performance under different scenarios in order to choose an approach which is aligned with the bank’s overall business and operations strategies; • Formulate the service delivery strategies for enterprise banking based on the market trend, analytical results of business operations and service delivery and compliance requirements. <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Formulate and revise the responsible areas of service strategies timely and periodically to accommodate with the changing market environment and strategic direction of the bank; • Update the responsible areas of service strategies in accordance with changes in regulation and compliance requirements; • Develop service cultural campaigns / activities for employees to improve visibility and ownership of service delivery.

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Assessment Criteria	The integral outcome requirements of this UoC are: <ul style="list-style-type: none">• Formulation of the bank's service delivery strategies based on the research on market trends and future service delivery modes and strategies of the competitors;• Service delivery strategies developed are following external regulatory and internal compliance requirements;• Development of service culture enhancement campaigns / activities for employees.
Remark	