

**Functional Area: Customer Relationship Management  
(CRM Philosophy & Strategic Formulation)**

1. Title	Devise organisation structure and manpower requirements for delivery of CRM strategies	
2. Code	ITCSCR404A	
3. Range	This UoC applies to all considerations and actions associated with the formulation of the company's organisation structure and manpower resources for implementation of CRM strategies already developed. This step concludes the design phase and paves the foundation for execution of the company's CRM strategies / sub-strategies.	
4. Level	4	
5. Credit	3	
6. Competency	<p style="text-align: center;"><u>Performance Requirement</u></p> <p>6.1 Possess the knowledge in the subject area</p> <ul style="list-style-type: none"> <li>● Fully understand the fact that a suitable organisation structure together with proper manpower allocation is the foundation for successful operation of an organisation towards a particular target, and delivery of CRM strategies for an ICT company is of no exception</li> <li>● Grasp the key issue that the fundamental necessity in setting up an optimal organisation structure based on business requirements and growth needs, but at the same time must be subject to constraints like budget, etc</li> <li>● Fully aware that human resources is one of the most important resources, especially for labour intensive activities related to customer services management</li> <li>● Understand the importance of arranging the most suitable personnel to fill up different positions within an organisation structure, so as to yield the best output performance</li> <li>● Understand that individual employees have their own strength and weakness, and CRM activities usually demand for personnel with strong communication and soft skills</li> <li>● Be aware of the high employee mobility in Hong Kong , especially front line customer contact and sales personnel</li> <li>● Be aware of impacts to other service areas or operations of the company when additional personnel are re-deployed for say CRM strategies implementation roles</li> </ul> <p>6.2 Devise organisation structure and manpower requirements for delivery of CRM strategies</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>● Comprehend a thorough understanding and knowledge about the CRM strategies / sub-strategies established by management of the company</li> <li>● Exercise superior design skills to propose an organisation structure which can best respond to CRM requirements while at the same time can be implemented with the least resources</li> <li>● Exercise good estimation and evaluation skills to identify the optimal number of employees to fill up the different postings of the new organisation structure</li> <li>● Ensure that the required number of employees with suitable qualifications and skills will be available, say through recruitment, re-deployment, re-training, etc</li> <li>● Identify suitable outsourcers or agents to fulfill the additional manpower needs in case of necessity</li> </ul>	

	<ul style="list-style-type: none"> <li>● Influence and motivate staff members to fully exercise their communication and soft skills to handle CRM activities in their daily routine</li> <li>● Identify the training requirements of staff members in this respect and provide such trainings to them promptly</li> <li>● Establish an effective monitoring system to keep track of staff performance under the new / revised organisation structure, and propose amendments in case of necessity</li> </ul> <p>6.3 Exhibit professionalism</p> <ul style="list-style-type: none"> <li>● Always ensure all levels of staff members fully understand their roles in the propose organisation structure and contribute their best effort honestly in their daily duties</li> <li>● Always place the interest of customer in the highest priority, but at the same time strike a proper balance and cater for the interest of staff members</li> </ul>
7. Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <ol style="list-style-type: none"> <li>i. successfully devise the most suitable organisation structure which can cater for and implement the CRM strategies established</li> <li>ii. successfully arrange the optimal number of staff members with the required skill / qualifications to populate the proposed organisation structure</li> <li>iii. ensure the new structure will function properly and contribute towards the CRM targets and strategies established earlier</li> </ol>
Remark	