

Specification of Competency Standards of the Retail Industry

Unit of Competency

Functional Area: Customer Services

Title	Formulate customer service management (CSM) strategies
Code	105087L6
Range	This unit of competency (UoC) is applicable to staff responsible for policy formulation in the retail industry. It requires critical analysis and evaluation, and covers the abilities to formulate effective CSM strategies according to corporate mission and objectives, in order to meet customer needs and enhance corporate image and retail business development.
Level	6
Credit	6 (for reference only)
Competency	<p>Performance Requirements</p> <ol style="list-style-type: none"> 1. Knowledge of customer service strategies <ul style="list-style-type: none"> • Understand the importance of formulating customer service strategies • Understand CSM theory, such as: <ul style="list-style-type: none"> • Total customer service package • Concept of service market e.g. market opportunity • Strategies of service operation e.g. resources allocation analysis • Delivery of Total Service Package • Identifying target customers • Customer service and communication management matrix • Service demand and supply strategy • Measurement of service quality • Understand the service level/standard of competitors/the industry in order to make a comparison 2. Formulate CSM strategies <ul style="list-style-type: none"> • Apply professional CRM knowledge to formulate effective customer service market matrix strategy according to corporate objectives <ul style="list-style-type: none"> • Formulate CRM plans, such as: <ul style="list-style-type: none"> • Service management operation • Services Process Matrix • Content, package, quality and pricing of service • Customer service promotion strategy • Electronic and internet service strategy • Customer service communication matrix strategy • Formulate external and internal service management logic strategies to change the service culture of the organization <ul style="list-style-type: none"> • Strategies to change the organizational structure or system, e.g. recruitment, training, reward and penalty, staff commitment, etc. • Master the scope of customer service audits, e.g. customers, staff, the management, the public, etc. • Identify shortcomings of service according to the service quality benchmarks, and formulate structural quality improvement strategies to put forward the customer service quality assurance • Audit the investment in customer service and anticipate the short-term and long-term returns in order to formulate customer service strategies • Formulate long-term customer service development and global customer service strategies, e.g.: <ul style="list-style-type: none"> • Develop local customer service strategies <ul style="list-style-type: none"> • Single / diversified products strategy • Centralized or district diversification strategy • Franchise • Customer service strategy for Mainland China or overseas 3. Exhibit professionalism <ul style="list-style-type: none"> • Formulate CSM strategies for the benefit of both the organization and the customers • Consider and formulate CSM strategies in a professional manner according to the Personal Data (Privacy) Ordinance

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Assessment Criteria	The integrated outcome requirements of this UoC are the abilities to: <ul style="list-style-type: none">• Formulate effective CSM strategies according to corporate mission and objectives in order to meet customer needs; and• Formulate effective CSM strategies to enhance corporate brand image, profits and business development, which benefits the development of the organization in the long run.
Remark	