

Specification of Competency Standards
for the Retail Industry
Unit of Competency

Functional Area - Customer Services

Title	Formulate customer service management strategies
Code	111343L6
Range	This unit of competency (UoC) is applicable to staff responsible for policy formulation in the retail industry. Practitioners have the ability to formulate effective customer service management (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> <p>1. Understand the knowledge of customer service strategies</p> <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 <p>2. Formulate CSM strategies</p> <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 organisation <ul style="list-style-type: none"> ▪ Strategies to change the organisational structure or system (e.g. recruitment, training, reward and penalty, staff commitment) ▪ Master the scope of customer service audits (e.g. customers, staff, the management, the public) ○ 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

Specification of Competency Standards
for the Retail Industry
Unit of Competency

Functional Area - Customer Services

	<ul style="list-style-type: none"> ▪ Centralised or district diversification strategy ○ Franchise ○ Customer service strategy for Mainland China or overseas <p>3. Exhibit professionalism</p> <ul style="list-style-type: none"> • Formulate CSM strategies for the benefit of both the organisation and the customers • Consider and formulate CSM strategies according to the Personal Data (Privacy) Ordinance
Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <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 organisation in the long run.
Remark	This UoC is adopted from 105087L6. The UoC title is revised.