

**SKILLS FRAMEWORK FOR FINANCIAL SERVICES  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Customer Relationship and Stakeholder Management					
<b>TSC</b>	Customer Relationship Management					
<b>TSC Description</b>	Establish strategies and practices to manage customer interactions through the customer lifecycle with the goal of improving business relationships with customers, assisting in customer retention and driving sales growth					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
		<b>FSE-DAT-2001-1.1-1</b>	<b>FSE-DAT-3001-1.1-1</b>	<b>FSE-DAT-4001-1.1-1</b>	<b>FSE-DAT-5001-1.1-1</b>	
		Execute activities as part of the implementation plans for adoption of Customer Relationship Management (CRM) capabilities	Engage with customers and execute implementation plans for adoption of Customer Relationship Management (CRM) capabilities	Manage customer plans and develop implementation plans to drive adoption of new Customer Relationship Management (CRM) capabilities	Initiate and drive customer relationships and formulate Customer Relationship Management (CRM) strategies to improve business relationships with customers	
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>• CRM strategies</li> <li>• Limitations of CRM</li> <li>• Opportunities of CRM</li> <li>• Types of CRM technologies and tools</li> <li>• Processes involved in managing workflows</li> <li>• Methods for locating and entering leads in CRM tools</li> <li>• Methods to identify customers' preferences and needs on products and/or services</li> <li>• Methods used to communicate with customers to identify their preferences and needs</li> <li>• Processes to maintain record keeping systems</li> <li>• Various methods of monitoring customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Types of CRM technologies and tools</li> <li>• Methods for identifying customers' preferences and needs for products and/or services</li> <li>• Methods to identify potential warm leads</li> <li>• Customer relationship management frameworks</li> <li>• Techniques to build positive relationships with customers</li> <li>• Ways to solicit feedback on products and/or services</li> <li>• Methods for tracking customer metrics and historical customer engagements</li> <li>• Data sources for customer information</li> <li>• Data collection methods for different touchpoints along the customer journey</li> </ul>	<ul style="list-style-type: none"> <li>• Criteria for recommending investments in CRM tools and technologies deployment and improving existing practices</li> <li>• Processes involved in monitoring optimisation of CRM tools and technologies</li> <li>• Methods for drawing and communicating insights from CRM data</li> <li>• Criteria for reviewing research findings related to CRM</li> <li>• Conversion processes for warm leads</li> <li>• Communication strategies to maintain positive relationships with customers</li> <li>• Techniques to quantify the profitability of customer relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Business benefits of CRM</li> <li>• Current and emerging trends and technologies in CRM</li> <li>• Competitive landscape in terms of CRM</li> <li>• Customer expectations in terms of CRM</li> <li>• Principles for evaluating investments in CRM technologies and tools</li> <li>• Principles for evaluating effectiveness of CRM technologies and tools</li> <li>• Customer acquisition, retention, loyalty and conversion</li> <li>• Techniques for evaluating the revenue potential of customers</li> <li>• Criteria for identifying key stakeholders involved in purchasing decisions</li> <li>• Types of customer-centric strategies</li> </ul>	

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				<ul style="list-style-type: none"> <li>Procedures in developing and maintaining positive relationships with customer</li> </ul>		
<b>Abilities</b>		<ul style="list-style-type: none"> <li>Perform tasks related to implementation of new CRM capabilities deployment strategies</li> <li>Input data into CRM tools to facilitate downstream tracking of prospective customers, manage accounts and opportunities</li> <li>Use CRM tools to track calls, emails, to-do lists or create email templates</li> <li>Locate and enter leads in CRM tools</li> <li>Add products to leads and opportunities</li> <li>Use reports to track customer accounts that are at risk</li> <li>Maintain records and documentation relating to customer relationships</li> <li>Adapt to any special needs and diversity of customers</li> <li>Monitor customer satisfaction</li> <li>Maintain effective regular communication with customers, collect and check customer information with existing records</li> </ul>	<ul style="list-style-type: none"> <li>Execute plans for implementation of new CRM capabilities deployment strategies</li> <li>Use CRM tools to track prospective customers, manage accounts and opportunities</li> <li>Generate reports on customers' buying history and behaviour</li> <li>Monitor customer metrics and historical customer engagements</li> <li>Engage customers to ensure products and services meet customers' needs</li> <li>Identify opportunities for cross-selling through customer engagement</li> <li>Analyse marketing efforts and their impact on customer relationships</li> </ul>	<ul style="list-style-type: none"> <li>Develop and manage plans for implementing new CRM capabilities</li> <li>Manage and monitor optimisation of CRM tools and technologies</li> <li>Draw and communicate insights from CRM data to fine-tune sales processes</li> <li>Develop customer journeys</li> <li>Convert qualified leads to accounts, contacts and opportunities</li> <li>Review existing CRM programmes</li> <li>Develop CRM plans</li> <li>Manage dissatisfied customers or deviant requests</li> <li>Evaluate returns on investment (ROIs) of customer relationships, and marketing and communication strategies, to develop appropriate customer account plans</li> <li>Provide insights into desired marketing mixes to build customer relationships</li> </ul>	<ul style="list-style-type: none"> <li>Define the applications of CRM technologies, tools and practices in the organisation</li> <li>Lead identification of current and emerging trends, technologies, competitive landscape and customer expectations in terms of CRM</li> <li>Assess and recommend investments in CRM capability areas</li> <li>Drive optimisation of CRM tools and technologies to achieve customer acquisition, engagement, retention, loyalty and conversion across all channels and platforms</li> <li>Formulate CRM objectives and strategies</li> <li>Guide operational plan development to support achievement of customer relationship management strategies</li> <li>Set key performance indicators to evaluate CRM</li> <li>Build relationships with identified key contacts involved in purchasing decisions</li> <li>Evaluate customer expectations</li> </ul>	

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