

# CFAMLF9 - SQA Unit Code DR41 04

## Build your organisation's understanding of its market and customers



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### Overview

This unit is about making sure that relevant and reliable information about the organisation's market and customers is constantly available and shared. The term 'customer' includes internal and external customers of the organisation or part of the organisation that the manager is responsible for.

The unit is recommended for middle managers and senior managers.

This unit is linked to units:

- F4 Develop and implement marketing plans for your area of responsibility.
- F10 Develop a customer-focused organisation .
- F16 Manage the development and marketing of products/services in your area of responsibility

in the overall suite of National Occupational Standards for Management and Leadership.

If your organisation is a small firm, you should look at unit:

- B1 Improve your sales and marketing, which has been developed by the Small Firms Enterprise and Development Initiative (SFEDI) specifically for small firms and which may be more suitable to your needs.

You can obtain information on the unit from SFEDI on tel. 0114 241 2155 or at the SFEDI website ([www.sfedico.uk](http://www.sfedico.uk)).

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#### Performance criteria

- You must be able to:*
- P1 identify your customers' current and future needs and expectations and predicted future demand levels
  - P2 identify the market for your products and/or services and any market segments
  - P3 identify and assess current and future developments in your sector, including competitors' activities
  - P4 identify and assess opportunities to expand into new markets and for innovations that meet customers' needs
  - P5 identify the reasons why customers use products and/ or services from your organisation rather than from your competitors
  - P6 identify and assess any threats to, and weaknesses in, your organisation's products and services
  - P7 make sure there is a shared understanding of your customers and your competitive position in the market across your organisation
  - P8 use information about customers and the market to help managers make decisions

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

- K1 where you can get information about your customers and the market and the advantages and disadvantages of different sources
- K2 how you can get information on competitors or similar organisations
- K3 how to assess sources of information about your customers and the market to see how suitable they are to use
- K4 sources of professional market-research expertise
- K5 methods of gaining customer feedback, and the costs and benefits associated with them
- K6 how to analyse, measure and assess data and turn it into information that is suitable for business purposes
- K7 awareness of how information software products can help you collect and analyse information
- K8 the legislative and ethical restrictions relating to the collecting, storing and sharing of information
- K9 the importance of checking users' understanding of the process for collecting information and their role supporting it
- K10 the principles of cost-benefit analysis
- K11 the principle that customers buy products and/or services for the benefits they give them
- K12 the principle of trying to secure competitive advantage so that more customers will prefer the products and/or services of your organisation
- K13 the principles of market segmentation and why this is important

*You need to know and understand:*

### Industry/sector specific knowledge and understanding

- K14 the sector and market in which your organisation works
- K15 legal and regulatory restrictions that may affect your products and/or services (or both)
- K16 sources of specific information about the market and about the customers

*You need to know and understand:*

### Context specific knowledge and understanding

- K17 your organisation's products, services, technologies and processes
- K18 opportunities for collecting existing and new information about the market and customers
- K19 the information about markets and customers that is available within your organisation, and the systems that are used for collecting and storing the information

### Additional Information

#### Behaviours

1. You analyse and structure information to develop knowledge that can be shared.
2. You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.
3. You recognise your own strengths and limitations, play to your strengths and use alternative strategies to minimise the impact of your limitations.
4. You anticipate likely future scenarios based on a realistic analysis of trends and developments.
5. You identify the implications or consequences of a situation.
6. You articulate the assumptions made and risks involved in understanding a situation.

#### Skills

Listed below are the main generic 'skills' that need to be applied in building your organisations understanding of its market and customers. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

Information management  
Communicating  
Analysing  
Assessing  
Thinking strategically  
Forecasting  
Innovating  
Networking  
Presenting information  
Decision-making  
Thinking with a focus on customers

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**Suite** Management and Leadership National Occupational Standards 2008

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