

COSCSMO18 SQA Unit Code H9A3 04

Manage marketing and customer service in construction management



Overview

This unit is about establishing and managing the marketing and customer service process to meet organisational and business objectives. You will need to develop and implement a marketing process that helps promote new business and opportunities to improve branding, corporate image and market share.

You will also need to demonstrate how you have selected new products or services and how these have been established to meet market needs and business objectives. Managing the customer service strategy is a key role at this level; you will need to demonstrate how you have developed a client customer service policy to meet customer expectations and improve customer satisfaction.

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Performance criteria

You must be able to:

Identify and resource the development of new products and services to meet market needs

- P1 review **the organisation's operations** and evaluate its **strengths and weaknesses** to compete in potential markets
- P2 identify appropriate and realistic market areas for the organisation and summarise the information accurately
- P3 **analyse** the demand for and type of new **products and services** within the identified market areas
- P4 identify opportunities to use new marketing technologies, materials and techniques to meet identified market needs
- P5 ensure that the **resources** needed are calculated accurately and that sufficient **resources** are allocated for the development of new **products and services**
- P6 negotiate additional **resources** in cases where existing **resources** are insufficient to meet development costs
- P7 select new and innovative **products and services** for development which are based on an accurate evaluation of the organisation's business policy

Develop and implement a marketing strategy

You must be able to:

- P8 evaluate the **present image and reputation of the organisation** with the target audience and identify the potential client base
- P9 develop an **information gathering system** to support the development of **marketing and promotion** strategies
- P10 identify and agree **potential new business opportunities**
- P11 evaluate **marketing and promotion** options and develop a clear and relevant strategy which is capable of making a significant impact on the target audience
- P12 choose methods, media and techniques for the **marketing and promotion** of the organisation which are consistent with the corporate image
- P13 negotiate, agree and implement a programme and budget to deliver the agreed **marketing and promotion** strategy
- P14 **monitor** the **marketing and promotion** strategy regularly, review the impact and make modifications which will improve market presence and penetration

Develop and maintain a policy to maximise client and customer satisfaction

You must be able to:

- P15 analyse market research to determine realistically the type and quality of services **clients and customers** will need
- P16 develop a clear and realistic **client and customer service policy** and

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agree it with decision makers

- P17 develop a **policy** for **client and customer service** which summarises the organisation's agreed **policy** and circulate it to all the workforce
- P18 develop and introduce an appropriate **client and customer service** system, which will meet the service needs
- P19 develop and introduce systems for obtaining **client and customer** feedback and monitor them regularly for both positive and negative feedback
- P20 summarise positive **client and customer** feedback and circulate it to decision makers
- P21 investigate and respond to negative **client and customer** feedback and individual complaints promptly and resolve cases
- P22 produce regular summaries of **client and customer** complaints and compliments, the action taken and recommendations for future action and circulate the summaries to decision makers

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Knowledge and understanding

You need to know and understand:

Identify and resource the development of new products and services to meet market needs

- K1 how and why to review **the organisation's operations** (analysis)
- K2 how and why to evaluate **the organisation's strengths and weaknesses** to compete in potential markets (evaluation)
- K3 what to identify as appropriate and realistic market areas for the organisation (understanding)
- K4 how to summarise the information on realistic market areas for the organisation (application)
- K5 how and why to **analyse** the demand for and type of new **products and services** within the identified market areas (analysis)
- K6 what to identify as opportunities to use new marketing technologies, materials and techniques to meet identified market needs (understanding)
- K7 how and why to ensure that the **resources** needed are calculated accurately and that sufficient **resources** are allocated for the development of new **products and services** (application)
- K8 how and why to negotiate additional **resources** in cases where existing **resources** are insufficient to meet development costs (synthesis)
- K9 how and why to select new and innovative **products and services** for development which are based on an accurate evaluation of the organisation's business policy (evaluation)

Develop and implement a marketing strategy

You need to know and understand:

- K10 how and why to evaluate the **present image and reputation of the organisation** with the target audience (evaluation)
- K11 what to identify as the potential client base (understanding)
- K12 how and why to develop an **information gathering system** to support the development of **marketing and promotion** strategies (synthesis)
- K13 what to identify as **potential new business opportunities** (understanding)
- K14 how and why to agree **potential new business opportunities** (evaluation)
- K15 how and why to evaluate **marketing and promotion** options (evaluation)
- K16 how and why to develop a clear and relevant strategy which is capable of making a significant impact on the target audience (evaluation)
- K17 how and why to choose methods, media and techniques for the

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marketing and promotion of the organisation which are consistent with the corporate image (evaluation)

- K18 how and why to negotiate a programme and budget to deliver the agreed **marketing and promotion** strategy (synthesis)
- K19 how and why to agree a programme and budget to deliver the agreed **marketing and promotion** strategy (evaluation)
- K20 how to implement a programme and budget to deliver the agreed **marketing and promotion** strategy (application)
- K21 how and why to **monitor** the **marketing and promotion** strategy regularly (analysis)
- K22 how and why to review the impact and make modifications which will improve market presence and penetration (analysis)

Develop and maintain a policy to maximise client and customer satisfaction

You need to know and understand:

- K23 how and why to analyse market research to determine realistically the type and quality of services clients and customers will need (analysis)
- K24 how and why to develop a clear and realistic **client and customer service policy** (evaluation)
- K25 how and why to agree a realistic **client and customer service policy** with decision makers (evaluation)
- K26 how and why to develop a **policy** for **client and customer service** which summarises the organisation's agreed **policy** (evaluation)
- K27 how to circulate the agreed **policy** for **client and customer service** to all the workforce (application)
- K28 how and why to develop an appropriate **client and customer service** system, which will meet the service needs (evaluation)
- K29 how and why to introduce an appropriate **client and customer service** system, which will meet the service needs (synthesis)
- K30 how and why to develop systems for obtaining **client and customer** feedback (evaluation)
- K31 how and why to introduce systems for obtaining **client and customer** feedback (synthesis)
- K32 how and why to monitor systems for obtaining **client and customer** feedback regularly for both positive and negative feedback (analysis)
- K33 how to summarise positive **client and customer** feedback (application)
- K34 how to circulate positive **client and customer** feedback to decision

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makers (application)

- K35 how and why to investigate negative **client and customer** feedback and individual complaints promptly (analysis)
- K36 how to respond to negative **client and customer** feedback and individual complaints promptly (application)
- K37 how to resolve cases of negative **client and customer** feedback and individual complaints promptly (synthesis)
- K38 how and why to produce regular summaries of **client and customer** complaints and compliments, the action taken and recommendations for future action (application)
- K39 how to circulate the summaries of **client and customer** complaints and compliments, the action taken and recommendations for future action to decision makers (application)

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Scope/range

Identify and resource the development of new products and services to meet market needs

- 1 The organisation's operations:
 - 1.1 new and innovative services, products and processes (benefits and features)
 - 1.2 information management systems
 - 1.3 customer requirements
 - 1.4 communications with potential customers and partners
 - 1.5 legal requirements and statutory legislation
 - 1.6 past and future negotiations
 - 1.7 specifications
 - 1.8 pricing strategy
 - 1.9 recording systems
 - 1.10 time schedules
 - 1.11 quality
 - 1.12 identification of competitors
 - 1.13 target markets
 - 1.14 training
- 2 Strengths and weaknesses:
 - 2.1 market share
 - 2.2 scope of products and services
 - 2.3 availability of resources
 - 2.4 working practices
 - 2.5 productivity
 - 2.6 profitability and cost factors
 - 2.7 corporate values
 - 2.8 environmental impact
 - 2.9 energy performance
 - 2.10 socio-economic factors
 - 2.11 ability to innovate
 - 2.12 efficiency of systems (including information technology)

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- 2.13 product life-cycle
- 2.14 understanding of client's needs
- 2.15 standardisation
- 2.16 competence of staff
- 3 Analysis - methods:
 - 3.1 feasibility studies
 - 3.2 SWOT (strengths, weaknesses, opportunities and threats) analyses
 - 3.3 feedback
- 4 Products and services:
 - 4.1 design
 - 4.2 finance
 - 4.3 build
 - 4.4 operate
 - 4.5 research, development and innovation
 - 4.6 technological
 - 4.7 consultation
 - 4.8 advisory
 - 4.9 project management
- 5 Resources:
 - 5.1 people (knowledge, training, competence)
 - 5.2 plant and equipment
 - 5.3 materials
 - 5.4 sub-contractors and suppliers
 - 5.5 partners
 - 5.6 external services
 - 5.7 financial resources
 - 5.8 accommodation

Develop and implement a marketing strategy

- 6 Present image and reputation of the organisation:

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- 6.1 market share
- 6.2 scope of products and services
- 6.3 availability of resources
- 6.4 working practices
- 6.5 productivity
- 6.6 profitability and cost factors
- 6.7 corporate values
- 6.8 environmental impact
- 6.9 socio-economic factors
- 7 Information gathering system:
 - 7.1 organisation sources
 - 7.2 external sources
 - 7.3 customer feedback
 - 7.4 specialists
 - 7.5 market research
- 8 Marketing and promotion:
 - 8.1 branding
 - 8.2 corporate image
 - 8.3 professional networks
 - 8.4 sponsorship
 - 8.5 publications
 - 8.6 samples
 - 8.7 relation with press and media
 - 8.8 advertising policies
 - 8.9 direct and indirect client and customer relations
 - 8.10 presentations
 - 8.11 e-commerce
 - 8.12 delivery
- 9 Potential new business opportunities:
 - 9.1 products and services

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9.2 developments and projects

9.3 customers and markets

10 Monitoring:

10.1 market share

10.2 levels of resource allocation

10.3 profitability

10.4 reputation

10.5 image

Develop and maintain a policy to maximise client and customer satisfaction

11 Clients and customers:

11.1 individuals

11.2 external organisations

11.3 departments or teams

12 Client and customer service:

12.1 quality

12.2 timescales

12.3 cost

12.4 communication and involvement in decision making

12.5 conduct

12.6 pre-contract

12.7 post-contract

12.8 after care

13 Policy:

13.1 relationships with clients

13.2 statutory rights and the organisational response

13.3 operational expectations and performance

13.4 policy regarding adherence to current norms of business ethics and practice

13.5 environmental concerns

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Developed by ConstructionSkills

Version number 2

Date Approved November 2014

Indicative review date November 2019

Validity Current

Status Original

Originating organisation ConstructionSkills

Original URN COSCSMO18

Relevant occupations Managers in construction

Suite Construction Senior Management

Keywords Customer service; marketing strategy; business needs