

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

TSC Category	Business Management					
TSC	Business Planning					
TSC Description	Develop business plans by reviewing existing resources to identify growth opportunities to achieve sustainable competitive advantage leading to a high exit valuation					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				FSS-PNI-4001-1.1	FSS-PNI-5001-1.1	FSS-PNI-6001-1.1
				Develop the outline and objectives of a business plan, identifying and extracting necessary information to draft the business plan, as well as presenting the draft business plan to relevant stakeholders for endorsement	Drive business opportunities identification, analysing impact of business environment, as well as potential profitability and sustainability of business opportunities for development of a business plan	Synergise the identification and evaluation of business opportunities locally and internationally to capitalise, review and refine business opportunities
Knowledge				<ul style="list-style-type: none"> Organisational objectives Relevant stakeholders to consider when drafting business plans Linkages between strategic needs of the organisation and business planning 	<ul style="list-style-type: none"> Value of business opportunities to the organisation Linkages between strategic needs of the organisation and business planning Implications of changes in business environment Own role in analysis of business opportunities Evaluation criteria for evaluating business opportunities 	<ul style="list-style-type: none"> Business environment Considerations for business opportunities Legal, regulatory, ethical and socio-cultural constraints Organisational business skills related to business opportunities Develop business opportunities for relevant stakeholders
Abilities				<ul style="list-style-type: none"> Develop business plan outline and objectives of business plan Identify and extract necessary information from relevant sources for inputs into business plan Draft business plan in consultation with key stakeholders to ensure alignment with organisational objectives Present draft business plan to relevant 	<ul style="list-style-type: none"> Identify business opportunities in accordance with strategic needs of the organisation Analyse how the impact of the business environment on business opportunities Analyse the potential profitability and sustainability of business opportunities in consultation with relevant stakeholders 	<ul style="list-style-type: none"> Identify and evaluate business opportunities locally and internationally to determine business viability Capitalise on business opportunities to support the achievement of organisational goals and organisational strategies Review and refine business opportunities to prevent and/or mitigate business risks

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				stakeholders for endorsement	<ul style="list-style-type: none">Develop a draft business plan outline based on analysis findings	
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