

TSC Category	Business and Organisational Management					
TSC	Business Planning Management					
TSC Description	Develop business plans by analysing growth opportunities, evaluating the business environment and upkeeping sustainable competitive advantages					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
					ECM-BIN-5004-1.1	ECM-BIN-6004-1.1
					Formulate the development of business plans by identifying business opportunities, analysing impact of the business environment and the potential profitability and sustainability of new business opportunities	Drive business growth by evaluating opportunities locally and internationally to ensure profitability and sustainability of businesses
Knowledge					<ul style="list-style-type: none"> • Business planning principles and practices • Methods of reviewing market growth opportunities • Marketing principles and practices • Change management principles and practices • Business planning tools • Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis methods • Ethics and corporate social responsibility principles • Principles of developing entrepreneurial skills • Anti-bribery and corruption principles • Business decision making theories and concepts 	<ul style="list-style-type: none"> • Strategic business planning processes, tools and techniques • Business environment mapping, monitoring and evaluation techniques • Legal, regulatory, ethical and socio-cultural constraints • Methods of linking business plans, financial plans and budgets • Methods of identifying funding requirements in financial planning including profit and loss (P&L) and cash flow forecast development • Methods of financial risk management • Competitive advantage theories and strategies • Stakeholder management methods

<p>Abilities</p>					<ul style="list-style-type: none"> • Identify business opportunities in accordance with strategic needs of the organisation • Analyse how the external and internal business environment will impact business growth opportunities • Analyse potential profitability and sustainability of business opportunities in consultation with relevant stakeholders • Develop business plans with relevant internal and external stakeholders and communicate these plans across all levels of the organisation • Implement business action plans and monitor business performance against organisational targets and goals 	<ul style="list-style-type: none"> • Drive the development of structured strategic business plans • Evaluate business opportunities locally and internationally to determine business competitive advantage strategies • Review and refine business plans to prevent or mitigate business risks and liabilities • Communicate business plan objectives and goals to key stakeholders
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