

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

TSC Category	Business Development and Strategy Management					
TSC	Business Needs Analysis					
TSC Description	Identify and scope business requirements and priorities of the internal organisation and/or customer's organisation, through rigorous information gathering and analyses as well as clarification of the solutions, initiatives and programmes to enable effective delivery. This also involves the development of a compelling and defensible business case and the articulation of the potential impact of the solution to the business					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			FSE-PMT-3019-1.1-1	FSE-PMT-4019-1.1-1	FSE-PMT-5019-1.1-1	
			Elicit and analyse business requirements from key stakeholders and assess relevant solutions and their potential impact	Investigate existing business processes, strategy, industry trends, and operations to evaluate internal organisation's or external customers' business requirements and define the scope for recommended solutions and programmes	Lead comprehensive analyses of business needs of internal organisation and/or external customers to understand underlying drivers and present compelling business cases for proposed solutions.	
Knowledge			<ul style="list-style-type: none"> Business requirements from key stakeholders and/or other information sources Business objectives and strategic direction Internal or external factors which may impact business requirements Relevant solutions, activities or programmes which can address simple and complex business requirements Types of business solutions Impact analysis techniques Information gathering techniques Business requirements mapping 	<ul style="list-style-type: none"> End-to-end requirement elicitation process Business process tools and techniques for priorities analysis Solution developing and structuring techniques Evaluation techniques or processes solutions and initiatives Business case elements 	<ul style="list-style-type: none"> Best practices in business requirement gathering methodologies Organisation's criteria to prioritise and address business needs Business modelling techniques and tools Projection tools and techniques Business case development Internal and external market trends Strategic and risk management needs of the organisation 	
Abilities			Elicit business requirements from management or other	Lead business requirements elicitation effort, conversations and	Design business needs analysis processes,	

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			<p>stakeholders using appropriate techniques</p> <ul style="list-style-type: none"> • Gather information from documented sources on business objectives and goals • Review documentation to verify accuracy and understanding of business needs • Analyse data gathered to identify the business problems, requirements and opportunities presented • Assist in analyses of stakeholder objectives and their underlying drivers • Explore relevant solutions or programmes, from an existing repertoire, that can address business needs • Develop or structure solutions to address business and stakeholders' needs • Present solution options for consideration • Explain how solutions will impact the business and address requirements 	<p>interactive processes with internal or external stakeholders</p> <ul style="list-style-type: none"> • Gather relevant information on industry, business strategies, operations and risk management activities • Source available market information to identify business requirements • Analyse existing business processes and information gathered to understand short to mid-term business requirements of varying complexity • Define scope and business priorities • Analyse requirements for alignment with business objectives and priorities • Evaluate potential options and recommend effective solutions and programmes that can be developed, combined or customised to address root of business needs • Seek feedback to validate identified business needs and proposed solutions • Present business cases for recommended solutions, defining potential benefits, options, associated risks and impact 	<p>guidelines and frameworks</p> <ul style="list-style-type: none"> • Lead complex and comprehensive analyses of business processes and inputs • Prioritise long-term business requirements and their driving factors • Facilitate scoping and business priority setting • Establish the contributions that proposed solutions can make to business objectives • Utilise in-depth analyses and business models to present strong, compelling business cases for proposed solutions • Project long-term costs and benefits, options, risks and impact to senior management 	
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