

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

TSC Category	Business Development and Strategy Management					
TSC	Strategy Planning					
TSC Description	Develop organisational strategies and policies by analysing the impact of internal and external influencing factors and seeking consultation from relevant stakeholders					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				FSE-BIN-4049-1.1	FSE-BIN-5049-1.1	FSE-BIN-6049-1.1
				Develop resource allocation plans and implement strategies and policies	Formulate the strategies and policies that are forward-looking and focuses on bottom line results	Build actionable organisation strategy plans and policies that are forward looking, anticipate strategic risks and focus on bottom line results
Knowledge				<ul style="list-style-type: none"> Types of resources Outcomes of effective resource allocation Relevant stakeholders Relevant organisational strategies, objectives, processes Tools and methodologies to review systems and processes 	<ul style="list-style-type: none"> Processes to develop organisational strategies and policies Impact of internal and external influencing factors Various organisational systems and processes Types of critical business functions Types of key performance indicators Outcomes of functional analysis 	<ul style="list-style-type: none"> Competitor analysis Customer analysis Strategic objectives of the organisation Objectives of strategic plans Methods of setting organisational goals and targets Types of strategic risks Types of organisational analysis Objectives of organisational analysis Implications of organisational analysis on organisation
Abilities				<ul style="list-style-type: none"> Determine resource needs to ensure successful implementation of business function strategy Develop resource management allocation plans to determine sufficiency and optimal 	<ul style="list-style-type: none"> Drive effective resource allocation to the best investment of the organisation Drive the organisation's strategic plans to consider various life-cycles and trends Devise corporate strategy and policy that anticipate risk, ensuring 	<ul style="list-style-type: none"> Transform the organisation's competitive position and add value to its financial position Synergise resource allocation to the best investment opportunities to drive performance Transform the organisation' strategy

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				<p>utilisation of the organisation</p> <ul style="list-style-type: none"> • Monitor and review resource usage to determine sufficiency and optimal utilisation of resources • Review the organisation's strategic plans to consider various life-cycles and ongoing trends • Propose organisational strategies and policies and present to management for endorsement • Propose solutions to gaps and areas of improvement to further enhance organisational systems and processes 	<p>that the organisation remains resilient and adaptive in times of instability</p> <ul style="list-style-type: none"> • Set key performance indicators to assess operational plans • Analyse impact of internal and external influencing factors on organisational strategies and policies • Review and refine strategies and policies and present to management for endorsement • Report operational plans to relevant stakeholders for endorsement purposes. • Determine need for functional analysis • Determine components of and evaluate critical business functions of the organisation based on existing information 	<p>plans to consider long cycles and macro-trends</p> <ul style="list-style-type: none"> • Transform the corporate strategy and policy to appropriately anticipate risk, uncertainty, ensuring that the organisation remains resilient and adaptive in times of instability • Identify strategic needs of organisation to enhance organisational performance • Set organisational directions, organisational goals and targets to contribute to organisational strategies • Review and evaluate findings to determine implications on the organisation
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