

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

<b>TSC Category</b>	Data Analytics and Information Technology Management					
<b>TSC</b>	Emerging Technology Synthesis					
<b>TSC Description</b>	Monitor, gather data and identify emerging technology trends, developments, products, services and techniques for integration. In addition, perform cost-benefit analysis and evaluation of their relevance, viability, sustainability and potential value add to the business.					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
			<b>FSE-SNA-3011-1.1-1</b>	<b>FSE-SNA-4011-1.1-1</b>	<b>FSE-SNA-5011-1.1-1</b>	<b>FSE-SNA-6011-1.1-1</b>
			Conduct research and identify opportunities for new and emerging technology to support the business	Evaluate new and emerging technology and trends against the organisational needs and processes	Establish internal structures and processes to guide the exploration, evaluation and integration of new technologies	Establish an emerging technology strategy and spearhead organisational culture to synthesise and leverage new technologies and trends to propel business growth
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Emerging technology trends relevant to the industry</li> <li>Market scanning and research techniques for emerging technology</li> <li>Similar or relevant industries</li> <li>New technologies and IT products and services in the market</li> <li>Typical business process flows within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Current industry and technology information sources</li> <li>Industry-accepted hardware and software products</li> <li>Emerging trends in technological products and services in the industry</li> <li>Cost-benefit analysis and evaluation methods for assessing new technologies</li> <li>Business process flows and interdependencies</li> </ul>	<ul style="list-style-type: none"> <li>Key sources of information on new technologies in adjacent, competing or relevant industries</li> <li>Emerging technological products and services in the industry</li> <li>Risk analysis of the new technologies, and implications on legal, ethical or security dimensions of the business</li> <li>Change management and implementation considerations relating to introduction of new technologies</li> <li>Business objectives, priorities, planning, value chain and key processes</li> <li>Current and future impact analysis</li> </ul>	<ul style="list-style-type: none"> <li>Emerging technology blueprint mapping methodologies</li> <li>Strategic direction setting approaches</li> <li>Short and long term impact of new and emerging technologies</li> <li>Trends and developments in adjacent industries</li> <li>Emerging trends in technological products and services in the industry</li> <li>Potential impact and disruptions to process norms in the industry or field</li> <li>Strategic partnership and alliance development</li> <li>Business objectives, priorities and strategic direction</li> </ul>

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<p><b>Abilities</b></p>			<ul style="list-style-type: none"> <li>• Explore relevance of technologies or IT processes in use and under development in other industry sectors</li> <li>• Conduct research on new technologies</li> <li>• Assess potential of emerging technologies to address challenges or enhance processes within the organisation</li> <li>• Identify processes that will be improved by the application of new and emerging technologies and approaches</li> <li>• Put forth recommendations or options of technology models that offer process improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Determine the suitable sources and relevant sectors or industries to explore new technologies in detail</li> <li>• Monitor the market to keep abreast of new technologies that will impact the financial services industry</li> <li>• Evaluate emerging technologies against existing business needs and infrastructure</li> <li>• Review market research and validate the new technologies against the organisational needs</li> <li>• Provide recommendations with strong rationale for the outcome of the evaluation</li> <li>• Communicate with external partners to obtain and explore the suitability of emerging technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the identification and evaluation of new and emerging technologies, techniques and models</li> <li>• Decipher impact of new and emerging technologies on business operations</li> <li>• Experiment with the integration of new and emerging technology into the existing business context</li> <li>• Establish internal processes and guidelines to facilitate the research on and evaluation of new technologies</li> <li>• Establish organisational need and selection criteria for new technologies</li> <li>• Articulate business considerations and parameters relating to the adoption and integration of new technologies into the organisation's current practices</li> <li>• Manage collaborations with external partners to gain access to and explore emerging technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an emerging technology strategy and blueprint</li> <li>• Harness new technologies and trends in moulding business strategy</li> <li>• Decipher the impact of emerging technology on the industry</li> <li>• Establish organisational criteria for evaluating how emerging technologies can be of value and/or be integrated into the organisation's current practices</li> <li>• Synthesise different emerging technologies and trends into initiatives or products that propel business growth</li> <li>• Establish alliances to facilitate emerging technology exploration across organisations</li> <li>• Build strategic partnerships with organisations and suppliers to optimise access to new and emerging technology</li> <li>• Create thought leadership around emerging technologies and their impact</li> </ul>
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