

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

<b>TSC Category</b>	Investment and Financial Management					
<b>TSC</b>	Business Environment Analysis					
<b>TSC Description</b>	Analyse data pertaining to the business landscape and environment, including competitor-analysis, trends and developments in laws and regulations and the impact on 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-ACE-2001-1.1-1</b>	<b>FSE-ACE-3001-1.1-1</b>	<b>FSE-ACE-4001-1.1-1</b>	<b>FSE-ACE-5001-1.1-1</b>	<b>FSE-ACE-6001-1.1-1</b>
		Utilise a range of data sources to analyse information to derive business environmental patterns and produce reports to present findings	Utilise research instruments, quantitative and qualitative data to gather information on the business environment, evaluate data to draw out meaningful inferences that impact the organisation's market positioning and provide feedback to management	Monitor the influence of external and internal factors on the critical business functions, report findings and recommend responses to management	Monitor business environment to assess internal and external influencing factors that may impact strategy planning and operational plans and recommend response approaches to environmental changes	Devise business environment analysis frameworks, identify major risk factors that may affect the achievement of organisational goals in the short, medium and long terms and review recommendations to exploit key opportunities derived from environment analyses
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>Data collection methodologies and approaches</li> <li>Data confidentiality issues associated with presenting statistical results</li> <li>Data preparation techniques</li> <li>Industry, market and competitors' profiles and trends</li> </ul>	<ul style="list-style-type: none"> <li>Data collection methodologies and approaches</li> <li>Data confidentiality issues associated with presenting statistical results</li> <li>Means of identifying potential competitors and the likelihood of their entries into the market</li> <li>Competitor profiles</li> <li>Industry, market and competitors' trends and forces</li> <li>Segment analysis techniques</li> <li>Demand and supply for industry and organisation</li> <li>Strengths, weaknesses, opportunities and threats (SWOT) analysis techniques</li> </ul>	<ul style="list-style-type: none"> <li>Range of analytical techniques appropriate for environment analysis</li> <li>Key metrics to drive desired outcomes</li> <li>Microeconomic and macroeconomic principles</li> <li>Industry competitive forces evaluation methods</li> <li>Market segment differentiator strategies</li> <li>Business planning approaches</li> <li>Methods to calculate return on investment</li> </ul>	<ul style="list-style-type: none"> <li>Critical success factors of organisational and functional strategies</li> <li>Scope of the business environment analysis</li> <li>Market trends to prioritise key focus areas of the research efforts</li> <li>Techniques to synthesise patterns and trends</li> <li>Competition analysis frameworks</li> <li>Internal and external forces that shape organisation strategies</li> </ul>	<ul style="list-style-type: none"> <li>Objectives and scope of environment analysis</li> <li>Design principles of the environment analysis frameworks</li> <li>Market trends in providing directions of research efforts</li> <li>Trends across historical, political, cultural and economic references to determine potential impact on business activities</li> </ul>

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

			<ul style="list-style-type: none"> <li>Political, economic, social, technological, environmental, legal (PESTEL) analysis techniques</li> </ul>			
<b>Abilities</b>		<ul style="list-style-type: none"> <li>Consolidate information gathered through data collection processes</li> <li>Maintain integrity of data collected and prepare data for analyses</li> <li>Prepare graphical representations of data patterns</li> <li>Identify both current and potential competitors in accordance with business priorities</li> <li>Identify market trends locally and globally</li> <li>Support research initiatives for business environment evaluations</li> <li>Support analyses of data and information relating to business environment</li> <li>Maintain proper documentation of research information</li> </ul>	<ul style="list-style-type: none"> <li>Execute quantitative and qualitative analyses that translate data into actionable insights</li> <li>Assist with development of database to gather, store and manage research information effectively</li> <li>Describe types and longevity of impact of industry trends and competitive factors</li> <li>Evaluate impact of current and potential competitors towards organisation and market position</li> <li>Understand demand and supply in relation to how industry and organisation create value</li> <li>Describe assessment of future prospects based on analysis findings</li> </ul>	<ul style="list-style-type: none"> <li>Develop data collection approaches</li> <li>Review and provide recommendations based on research outcomes</li> <li>Communicate with stakeholders to understand and document research findings and implications</li> <li>Analyse local and global data and market trends, to identify opportunities and threats to business strategies</li> <li>Conduct basic financial analyses to understand impact of industry and market</li> <li>Forecast return of investment based on environment analyses and identified impact</li> <li>Propose business plans and strategies based on analyses and understanding of segment, market and industry</li> </ul>	<ul style="list-style-type: none"> <li>Draw inferences of business landscape and environment to assess implications</li> <li>Oversee competition analyses, as a part of business environment impact analyses to determine potential changes in organisational strategies</li> <li>Formulate the research methodologies, outcomes and strategies to leverage local and global market trends, opportunities and threats in driving key business decisions and growth strategies</li> <li>Monitor the research processes and results</li> <li>Establish procedures and guidelines for conducting business environment analyses</li> </ul>	<ul style="list-style-type: none"> <li>Promote business growth inferences gathered through environment analyses</li> <li>Lead in developing frameworks for data collection, assessing, understanding and integrating primary quantitative and qualitative local and global market trends, opportunities and threats</li> <li>Drive directions and key focus areas</li> <li>Evaluate the implications of developments in the, regulatory environment, technology sphere and client behaviours</li> <li>Lead improvement on service and product offerings</li> <li>Analyse implications of emerging or new laws and regulations.</li> <li>Advise management in order to navigate any adverse impact in the industry</li> </ul>