

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

TSC Category	Product, Sales and Market Management					
TSC	Product Management					
TSC Description	Create and manage product or solution roadmaps that involves ideating, planning, forecasting, marketing and management of a product or a suite of products throughout stages of its lifecycle, from its conceptualisation to market entrance and eventual phasing-out. This includes the creation of new product ideas or concepts and definition of the product strategy based on a projection of its potential benefits to the customer as well as the review of product performance against milestones and targets set.					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			FSE-SNA-3018-1.1-1	FSE-SNA-4018-1.1-1	FSE-SNA-5018-1.1-1	FSE-SNA-6018-1.1-1
			Identify competitor, consumer and technology trends impacting the products, and manage the product lifecycle and performance	Conceptualise ideas and develop business model prototypes and incubation plans for new products, and create plans to bring the products to market and enhance its performance	Anticipate future industry trends, and define product incubation strategies and business models	Re-define thinking and inspire the conceptualisation of new and innovative products that create significant industry impact
Knowledge			<ul style="list-style-type: none"> Competitor, consumer and technology trends End-to-end processes in product management Product lifecycle Product performance analysis Components of a product roadmap 	<ul style="list-style-type: none"> Emerging trends, market gaps and opportunities Market conditions and needs Types of digital disruptors Customer segments and potential needs Business model prototyping and evaluation Key elements of product or idea incubation plan Principles of product positioning and roadmapping Go-to-market product roadmap Financial modelling techniques 	<ul style="list-style-type: none"> Key elements of a product or idea incubation strategy Full process from product conceptualisation to roll-out Policy and regulatory parameters related to the product Technological constraints and risks Competitive advantage identification and definition Future industry trends and developments Impact of digital disruptors on product strategies 	<ul style="list-style-type: none"> Macro trends and demographic shifts that impact market and user demands Societal evolution and changes in user needs and psyche Long-term evolution of products and industry trends Potential technological and policy shifts Principles of core asset management Principles of digital investment management
Abilities			<ul style="list-style-type: none"> Develop product requirements documents, according to a set direction and guidelines 	<ul style="list-style-type: none"> Explore emerging market trends to identify new opportunities to capitalise on Collaborate with other experts and innovators 	<ul style="list-style-type: none"> Define product or idea incubation strategies taking into account technological and regulatory parameters, anticipated risks, costs 	<ul style="list-style-type: none"> Chart new directions for product creation and development within or beyond an organisation Lead the conceptualisation of new

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			<ul style="list-style-type: none"> Analyse product lifecycle stages Track consumer responses to products Identify competitor, consumer and technology trends in relation to the products Facilitate phase-in and phase-out of products to ensure smooth transition Support sales and marketing activities for the products, in line with product strategies Analyse trends in product performance Propose improvements to the products or branding to enhance product performance 	<p>to conceptualise bespoke ideas</p> <ul style="list-style-type: none"> Specify a product to address market conditions, in providing direction on the content of a product requirements document Develop business model prototypes for new products and assess suitability of different models Develop feasibility and incubation plans for new products or ideas Translate product strategies into roadmaps of actionable steps to bring the products to market Outline new ideas for a range of products Consolidate competitor, consumer and technology trends, and their impact on the products Forecast future product performance and requirements using models to simulate their performance under various business and financial market scenarios Recommend strategies to sustain or enhance product performance 	<p>and opportunities</p> <ul style="list-style-type: none"> Plan seamless processes from conceptualisation to roll-out of new products, considering legal viability and policy and regulatory constraints Build new product ideas and concepts to address market conditions Identify competitive advantage and target consumers for ideated products Formulate effective business models for products Anticipate future consumer, competitor and technological trends to improve product definition strategies Recommend investments in products, based on forecasts and market demand analyses Set high-level targets and milestones for the products Prioritise product mix according to market demand and business priorities 	<p>and innovative products to generate consumer interest and demand</p> <ul style="list-style-type: none"> Re-define the mission or vision of the organisation to align with key, defining products Prioritise areas for future investment on products Envision how products will evolve over time in order to anticipate consumer demands Forecast new product trends in the industry Anticipate technological, policy and other external market shifts, and their potential impact on the products
Range of Application			<p>Types of Financial Services products may include but are not limited to:</p> <ul style="list-style-type: none"> Alternatives Derivatives 			

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			<ul style="list-style-type: none">• Equity• Fixed Income• Private Equity• Foreign Exchange• Futures and Forwards• Trust products• Wealth Management products• Retail Banking products• Private Banking products• Corporate Banking products• Insurance products• Asset Management products• Financial and Capital Markets products
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