

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

TSC Category	Analytical, Conceptual and Evaluative					
TSC	Business Environment Analysis					
TSC Description	Analyse data pertaining to the business landscape and environment, including competitor-analysis					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		RET-ACE-2001-1.1	RET-ACE-3001-1.1	RET-ACE-4001-1.1	RET-ACE-5001-1.1	RET-ACE-6001-1.1
		Utilise a range of data sources, 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 the environment analysis framework, 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 analysis
Knowledge		<ul style="list-style-type: none"> Data collection methodologies and approaches Data confidentiality issues associated with presenting statistical results Competitor profiles Industry, market and competitors trends 	<ul style="list-style-type: none"> Data collection methodologies and approaches Data confidentiality issues associated with presenting statistical results Means of identifying potential competitors and the likelihood of their entries into the market Competitor profiles Industry, market and competitors trends 	<ul style="list-style-type: none"> Range of analytical techniques appropriate for environment analysis Key metrics to drive desired outcomes Means of identifying potential competitors and the likelihood of their entries into the market Competitor profiles Industry, market and competitors trends 	<ul style="list-style-type: none"> Critical success factors of organisational and functional strategies Scope of environment analysis Market trends to prioritise key focus areas of the research efforts Techniques to synthesise patterns and trends Competition analysis frameworks Industry, market and competitors trends 	<ul style="list-style-type: none"> Critical success factors of organisational and functional strategies Objectives and scope of environment analysis Design principles of the environment analysis frameworks Market trends in providing directions of research efforts Competition analysis frameworks Industry, market and competitors trends Cultural, historical, political, economic and general knowledge of international events that may impact business activities
Abilities		<ul style="list-style-type: none"> Consolidate information gathered through data collection process Maintain integrity of data collected Prepare graphical representation of data patterns based on geographic locations Identify both current and 	<ul style="list-style-type: none"> Execute quantitative and qualitative analyses that translate data into actionable insights Assist with development of database to gather, store and manage research information effectively Analyse research data 	<ul style="list-style-type: none"> Develop data collection approaches Review and provide recommendations based on research outcomes Communicate with stakeholders to understand and document research findings and implications 	<ul style="list-style-type: none"> Draw inferences of business landscape and environment to assess implications Oversee competition analysis, as a part of business environment impact analysis to determine potential changes in organisational 	<ul style="list-style-type: none"> Promote business growth inferences gathered through environment analysis Lead in developing frameworks for data collection, assessing, understanding and integrating primary quantitative and

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		<p>potential competitors in accordance with chosen dimensions</p> <ul style="list-style-type: none"> • Identify market trends locally and globally • Support research information for business environment to improve and/or ensure a more efficient and effective design environment. • Support analysis of data and information relating to business environment • Maintain proper documentation of research information 	<p>and synthesise raw information into insights and recommendations</p> <ul style="list-style-type: none"> • Prepare presentations and communicate findings clearly • Evaluate both current and potential competitors in accordance with chosen dimensions 	<ul style="list-style-type: none"> • Analyse findings or reports of local and global market trends, opportunities, threats and technology development on impact on business strategies or business operations strategies 	<p>strategies</p> <ul style="list-style-type: none"> • 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 • Monitor the research processes and results • Establish procedures and guidelines for conducting business environment analysis 	<p>qualitative local and global market trends, opportunities and threats</p> <ul style="list-style-type: none"> • Drive directions and key focus areas
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