

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

TSC Category	Analytical, Conceptual and Evaluative					
TSC	Functional Analysis					
TSC Description	Analyse impact of internal and external influencing factors on the business to formulate business function strategies					
TSC Proficiency Description	Level 1	Level 2	Level 3 RET-ACE-3003-1.1	Level 4 RET-ACE-4003-1.1	Level 5 RET-ACE-5003-1.1	Level 6
			Support analysis activities and review documentation of business function programs, projects and related activities	Manage functional analysis to determine both internal and external factors that impact on the business	Evaluate impact of internal and external influencing factors on the business to formulate functional strategies and review and refine strategies to align with organisational objectives	
Knowledge			<ul style="list-style-type: none"> • Range of appropriate analysis methods • Critical business functions • Outcomes of functional analysis 	<ul style="list-style-type: none"> • Objectives of functional strategies • Critical business functions • Various organisational systems and processes • Organisational resource requirements • Outcomes of functional analysis 	<ul style="list-style-type: none"> • Objectives of functional strategies • Critical business functions • Various organisational systems and processes • Organisational resource requirements • Outcomes of functional analysis • Organisational objectives and business strategies • Global market trends, opportunities and threats 	
Abilities			<ul style="list-style-type: none"> • Support activities allocated to established functions using appropriate analysis methods • Analyse impact of internal and external influencing factors of the business • Review documentation of programs, projects and supporting activities allocated to established functions 	<ul style="list-style-type: none"> • Conduct functional analysis to identify internal and external influencing factors to support development of functional strategies • Report findings and recommendations to management in accordance with organisational procedures 	<ul style="list-style-type: none"> • Determine need for functional analysis • Determine components of and evaluate critical business functions of the organisation based on existing information • Report findings and possible recommendations to relevant stakeholders for review and decision-making 	