

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

<b>TSC Category</b>	Planning and Implementation					
<b>TSC</b>	Organisational Strategy Formulation					
<b>TSC Description</b>	Develop and refine strategic directions, goals and business targets in alignment with organisation's vision, mission and value statements					
<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>RET-PNI-4007-1.1</b>	<b>RET-PNI-5007-1.1</b>	<b>RET-PNI-6007-1.1</b>
				Review internal and external influencing factors that impact organisational strategy, manage and evaluate organisational target setting to develop solutions, provide feedback and close gaps	Develop, evaluate and refine strategic directions, goals and business targets to achieve organisation's vision, mission and value statements	Identify, establish and endorse strategic directions, goals and business targets to ensure alignment with organisation's vision, mission and value statements
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>Processes to develop organisational strategies and policies</li> <li>Impact of internal and external influencing factors</li> <li>Environmental factors that affect business operations</li> <li>Strategic objectives of organisation</li> <li>Types of functional performance drivers</li> <li>Objectives of strategic plans</li> <li>Types of strategic risks</li> </ul>	<ul style="list-style-type: none"> <li>Processes to develop organisational strategies and policies</li> <li>Impact of internal and external influencing factors</li> <li>Environmental factors that affect business operations</li> <li>Strategic objectives of organisation</li> <li>Types of functional performance drivers</li> <li>Objectives of strategic plans</li> <li>Means of setting and cascading functional goals and targets</li> <li>Types of strategic risks</li> </ul>	<ul style="list-style-type: none"> <li>Processes to develop organisational strategies and policies</li> <li>Impact of internal and external influencing factors</li> <li>Environmental factors that affect business operations</li> <li>Strategic objectives of organisation</li> <li>Types of functional performance drivers</li> <li>Objectives of strategic plans</li> <li>Means of setting and cascading functional goals and targets</li> <li>Types of strategic risks</li> <li>Organisational objectives</li> <li>organisational vision, mission and values</li> </ul>
<b>Abilities</b>				<ul style="list-style-type: none"> <li>Monitor, examine and provide feedback on internal and external influencing factors to support organisational strategy formulation</li> <li>Identify strategic needs of organisation to enhance functional performance</li> <li>Align team targets with functional plans to</li> </ul>	<ul style="list-style-type: none"> <li>Develop organisational strategies aligned to organisational objectives and in consultation with relevant stakeholders</li> <li>Develop organisational policies aligned to organisational vision, mission and value statements and in consultation with relevant</li> </ul>	<ul style="list-style-type: none"> <li>Identify strategic needs of organisation to enhance organisational performance</li> <li>Evaluate the environmental factors that may affect the organisational strategies</li> <li>Evaluate technologies changes that may affect the organisational</li> </ul>

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				<p>support achievement of strategic needs of the organisation and functions</p> <ul style="list-style-type: none"> <li>• Develop solutions and plans to close gaps</li> <li>• Review and refine team targets for endorsement purposes</li> </ul>	<p>stakeholders</p> <ul style="list-style-type: none"> <li>• Analyse impact of internal and external influencing factors on organisational strategies and policies</li> <li>• Identify strategic needs of organisation to enhance functional performance</li> <li>• Establish functional plans that contribute to organisational strategies</li> <li>• Review and refine functional targets for endorsement purposes</li> </ul>	<p>strategies</p> <ul style="list-style-type: none"> <li>• Establish alignment of organisational strategies and targets with organisational vision, mission and values to support achievement of strategic needs of the organisation</li> <li>• Review and refine organisational strategies and targets for endorsement purposes</li> </ul>
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