## TSC Category
General Management

## TSC
Strategy Development

### TSC Description
Develop organisational strategies and policies by analysing the impact of internal and external influencing factors and seeking consultation with relevant stakeholders

<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4 MAR-GMT-4013-1.1</th>
<th>Level 5 MAR-GMT-5013-1.1</th>
<th>Level 6 MAR-GMT-6013-1.1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Translate organisational strategies into specific action plans for business functions</td>
<td>Establish organisational strategies in alignment with organisational vision, mission and values</td>
<td>Lead the development of organisational strategies and policies that are forward-looking, anticipate risks and focus on bottom line results</td>
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### Knowledge
- Processes for monitoring effectiveness of business function operations
- Principles of manpower planning and management
- Advanced market research techniques
- Components of business strategies
- Stakeholder management
- Methods of negotiation and bargaining
- Organisation's products, policies and processes
- Organisation's vision, mission and values
- Relevant legislative and regulatory requirements
- Types of gap analysis procedures
- Methods of portfolio management
- Operating model management
- Strategic stakeholder management
- Industry best practices
- Operational risk management
- Financial planning
- Financial modelling
- Emerging industries
- Trends and innovations
- Advanced market research techniques
- Relevant Workplace Safety and Health regulatory requirements
- Industry standards in benchmarking of compliance to organisation strategies
- Feedback collection and interpretation
- Performance drivers of the organisation

### Abilities
- Design high-level action plans for the functional areas based on organisational strategies
- Define improvements to functional strategies to ensure they are aligned to action plans
- Analyse impact of internal and external factors influencing
- Determine potential internal and external impact of misalignment between functional and organisational strategies
- Evaluate impact of critical business functions on organisational performance
- Conduct situational analysis to identify
- Identify strategic needs of organisation to enhance organisational performance
- Develop organisational strategies aligned to organisational vision, mission and values
- Establish guidelines for organisational goals and targets
<table>
<thead>
<tr>
<th>Functional Strategies and Policies</th>
<th>Factors Affecting the Organisation</th>
<th>Strategies and Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and refine functional strategies and policies and present them to management for endorsement</td>
<td>Engage key stakeholders to endorse strategies</td>
<td>Transform the organisation’s competitive position and add value to its financial position</td>
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<tr>
<td>Identify risks and disruptions to operational workflows</td>
<td>Develop internal processes to monitor and ensure compliance to organisational strategies</td>
<td>Liaise with the board of directors and other senior executives of the organisation</td>
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<tr>
<td>Engage key stakeholders to endorse strategies</td>
<td>Refine organisational strategies to align with the changing organisational vision, mission and values</td>
<td>Transform corporate strategies and policies to appropriately anticipate risks and uncertainties to ensure that the organisation remains resilient and adaptive in times of instability</td>
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<td>Develop internal processes to monitor and ensure compliance to organisational strategies</td>
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