



FutureStaff

DIPLOMA IN FINANCIAL SERVICES (CREDIT UNION OR BUILDING SOCIETY DIRECTORSHIP)

DIRECTOR EVIDENCE WORKBOOK No.3

Strategic Planning & Marketing Module - 2006

This module is aligned with the following units of competence: subject to pre requisites:-

FNSICORG601B - Prepare Strategic plans

FNSICSAM505B - Assess market needs

FNSICGEN403B - Collect, assess and use information (*)

FNSICORG517B - Prepare financial forecasts and projections

(*) denotes the units of competence that can be attained through completion of DEW No. 3 whilst the other units are embedded across more than one Workbook.

Diploma in Financial Services (Credit Union or Building Society Directorship)

The Mutual ADI Directors' Diploma Course is aligned to the following national qualification: -

FNS50107 Diploma of Financial Services

And covers the following 14 units of competence.

Unit title	Unit code
Comply with financial services legislation, industry and professional codes of practice	FNSCOMP501B
Collect, assess and use information (*)	FNSICGEN403B
Manage a Budget	FNSICORG502B
Prepare financial forecasts and projections	FNSICORG517B
Analyse and comment on management reports	FNSICORG519B
Prepare Strategic plans	FNSICORG601B
Assess market needs	FNSICSAM505B
Participate as a member of an effective Board of an organisation	SRXGOV001B
Manage own professional development	FNSICORG510B
Monitor corporate governance activities	FNSACCT604B
Communicate in the Workplace	FNSICGEN301B
Use technology in the workplace	FNSICGEN302B
Apply Health and Safety Practices in the workplace	FNSICGEN304B
Apply principles of professional practice to work in the financial services industry	FNSICIND401B

DEW No. 3 addresses a total of four competency units (shaded above) – one of these units marked (*) can be completed whilst the other three units serve as prerequisites for completion in one or more of the other workbooks.

National Accreditation for Completion of the Diploma

In order for you to attain national accreditation for completion of the ***Diploma in Financial Services (Credit Union or Building Society Directorship)*** you will need to demonstrate competence in the aspects of directorship covered by this course through completing the following two components: -

1. Attendance and full participation in each of the four course weekend workshops (4 x 2 day weekends) covering the seven modules of learning.
2. Completion of all the requirements relating to the work activities detailed in the ***Director Evidence Workbook Nos. 1, 2, 3 & 4*** to be submitted to the AMInstitute Workplace Assessor for competency assessment, which now incorporate ***Projects 1 & 2.***

There are a total of seven work activities plus Project 2 (Marketing Awareness) to be completed within this ***Director Evidence Workbook No.3.***

Work Activity W3.1 is a pre course weekend workshop activity, which means that this activity should be completed as part of your preparation for the Strategic Planning & Marketing Course Weekend Workshop with the map brought along on the weekend for submission to the Workplace Assessor.

Work Activities W3.2 to W3.6 will be partly worked on during the course weekend workshop and then are to be completed after having the full benefit of the learning experience from the weekend workshop. Specific interactive sessions have been included in the two-day workshop to assist participants with preparing material for these seven work activities.

Work Activity W3.7 is a post course weekend workshop activity.

In addition to the seven work activities this workbook also includes the requirements for completing Project 2 (Market Awareness) involving five components Viz P2.1 to P2.5.

The key resource material supporting this workbook is: -

- Strategic Marketing for Mutual ADI Directors Manual (Version 2 – September 2003) published by AMInstitute Ltd.

Work involved in gathering and presenting material for all twelve work activities covered by this ***Director Evidence Workbook No.3*** will greatly enhance the learning outcomes for those participants vis a vis the other course participants not seeking to attain the units of competence making up the qualification.

Pre Course Work Activities

Activity (W3.1) Credit Union or Building Society Strategic Map	Comp Align	Did you complete	Assessor
Develop a strategic map of the Credit Union or Building Society: <ul style="list-style-type: none"> • Identify the clients of the CU/BS – what is the likely client profile? • On the map, list the resources you have within the organisation? • Identify the service allies of the Credit Union or Building Society • Identify the competitors of the Credit Union or Building Society 	FNSICS AM505B (1.1-1.4)		
Bring the map along to the workshop for sign-off by the Workplace Assessor			

Workshop Activities

Activity (W3.2) The Role of Strategic Planning	Comp Align	Did you complete	Assessor
<p>As a board member you have primary responsibility for developing, understanding and communicating the vision of the Mutual ADI. Based on the workshop information, identify ways in which the Mutual ADI should handle future strategic planning.</p> <ul style="list-style-type: none"> • Identify the reasons why the Credit Union or Building Society should prepare a plan and how you think the plan should be developed. • What outcomes will you identify for your next strategic planning session? • How does the Credit Union or Building Society ensure that the voice of the community and staff are heard in the planning process? 			

Activity (W3.3) Mutual ADI Philosophy and Values	Comp Align	Did you complete	Assessor
<p>A strategic plan should incorporate the philosophy, beliefs and values of the organisation:</p> <ul style="list-style-type: none"> • What is your Mutual ADI's organisational philosophy? • What are the values of the Credit Union or Building Society? • What are the endorsed mission and vision statements of your Credit Union or Building Society? 	<p>SRXGO V001B (1.1-1.4)</p>		

Regional/Utility Credit Union Case Study

Activity (W3.4) Development of Vision	Comp Align	Did you complete	Assessor
<p>As part of the case study activity you are preparing in groups, ensure that you develop answers and examples of the following:</p> <ul style="list-style-type: none"> • Develop a vision statement and ensure that all team members are satisfied with the result. • Describe the process your Credit Union or Building Society Board went through in endorsing your vision statement? Identify the parties (internal & external) that would be consulted in the process of developing the vision statement. Explain your selection. 	<p>FNSICO RG601B (3.1-3.6)</p> <p>FNSICG EN301A</p>		

Activity (W3.5) Strategic Goals & Objectives	Comp Align	Did you complete	Assessor
<p>As part of the case study activity you are preparing in groups, ensure that you develop answers and examples of the following:</p> <ul style="list-style-type: none"> • Develop objectives for the key aspects of the vision – how will you achieve the vision of your organisation? • What realistic outcome statements are identified in achieving this vision? • Ensure your team agrees with the objectives. 	<p>FBSICO RG601B (3.7)</p>		

Activity (W3.6) Strategies & Action Plans	Comp Align	Did you complete	Assessor
<p>As part of the case study activity you are preparing in groups, ensure that you develop answers and examples of the following:</p> <ul style="list-style-type: none"> • Develop overarching strategy (3-5 years) and the action plan for achievement • Identify those special factors that may affect success, including the positive and negative changes in the wider community • Develop strategies for each objective within the broader strategy • Ensure the strategies are agreed by your team and well documented. 	<p>FBSICOR G601B (4.1-4.6)</p>		

Post Workshop Activity

Activity (W3.7) Identifying Ways of Improving Your Mutual ADI's Strategic Planning Process	Comp Align	Did you complete	Assessor
<p>Now that you have completed the workshop, review your own Credit Union or Building Society's Strategic Planning process.</p> <ul style="list-style-type: none"> • Describe the strategic planning process that your Credit Union or Building Society has followed. • What ideas do you now have for the benefit of your Credit Union or Building Society – how could your Strategic Planning process be changed? • Review your own mutual ADI's vision, objectives, strategies and action plan – how could they be amended or improved upon in future activities? 	<p>FBSICO RG601B (4.1-4.6)</p>		

PROJECT 2

MARKET AWARENESS

The intent of this project is to enable you to monitor and assess market needs in order to position the organisation and to identify and exploit business opportunities.

PROJECT 2: MARKET AWARENESS

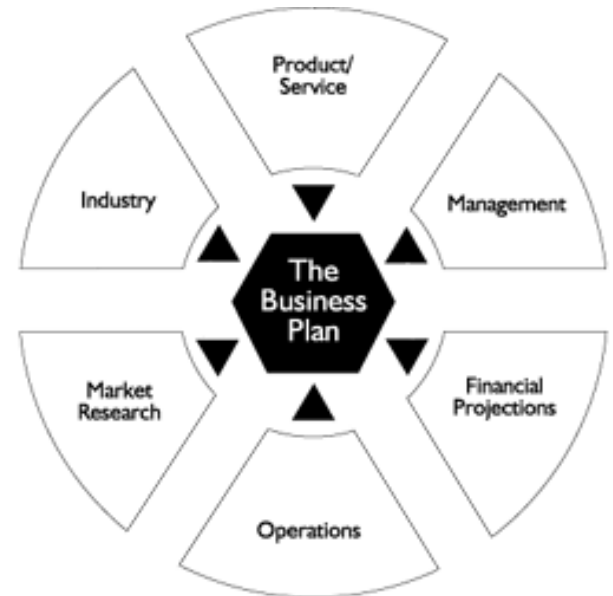
Background Information

A business plan is the cornerstone of an organisation's directional documents. Prepared by the owners and management to formally assess market needs and the competition; review the business' strengths and weaknesses; and to identify its critical success factors and what must be done to achieve profitable growth. It can be used to consider and reorganise internal financing and to agree and set targets for you and your management team. It should be reviewed regularly.

As you have worked through the AMInstitute Diploma Course program you have been exposing yourself to most of the facets of the standard business plan and developing a complete picture of the Mutual ADI's strategic, financial and compliance models but what of the external marketplace?

- How is your Credit Union or Building Society positioned in relation to the financial services competition?
- How do you know what products members need?
- What review and planning processes do you have in place for your Mutual ADI's product range?

In this project we are specifically going to focus on the market awareness angle of your Credit Union or Building Society's operations.



Background Information

For a complete market analysis as part of a business plan you would normally need to consider each of the following points in relation to your market:

- Define your market and explain in what industry sector your company operates. What is the size of the whole market in terms of value, number of customers or number of products sold annually? What is its geographical operating area, influences and scope? What are the prospects for this market? How developed is the market as a whole, ie developing, growing, mature, declining?
- How does your company fit within this market? Explain how your product/service compares with the competition (current and potential) in terms of quality, costs, margins, price, etc. Who are your competitors? How many are there? What proportion of the market do they account for? What are their strategic positioning, strengths and weaknesses? What are the barriers to new entrants? Explain the historic problems the business and its products or services have faced in the market and how they were overcome, or why they are no longer relevant. Address the current issues, concerns and risks affecting your business and the industry in which it operates.
- Who are your customers? How many are there? What is their value to the company now? Where are they located?
- What are your projections for the company and the market? Assess future potential problems and how they will be tackled, minimised or avoided.
- Outline your marketing strategy. Explain your plans for the development of the business and how you are going to achieve those goals. Avoid using generalised extrapolations from overall market statistics. Assess your marketing methods and materials and explain how you plan to maintain or improve your competitive edge.
- Explain how you plan to maintain or improve your competitive edge.

YOU DO NOT NEED TO DO THIS FOR THIS PROJECT.

However it is a valuable guide to those of you who want to expand your project to incorporate a full market analysis.

Project Activity

Prepare a report on your Credit Union or Building Society and Board’s practices in relation to growing and maintaining Market Awareness. Include answers and examples of your practices for each of the following.

P2.1 Business Environment monitoring	Comp Align	Did you complete	Assessor
<ul style="list-style-type: none"> • What tools does the Mutual ADI use to monitor the external business environment? • How do you ensure this information is consistently current and reliable? • What sources of information are utilised in this process? • What sort of network of relevant contacts is established and maintained to ensure access to business information? • How do you ensure that you canvas the widest source of information available? • Highlight those sources that are genuinely independent of the Credit Union or Building Society movement. • Prepare a list of stakeholders who will find this information useful. • Based on this information, define your Credit Union or Building Society market. What industry sector does it operate in? • Is it your view that there is any gap in the Credit Union or Building Society’s process in this area? 	<p>FNSICORG601B (1.1, 1.2, 2.1)</p> <p>FNSICORG517B (4.3)</p> <p>FNSICSAM505B (3.1-3.3)</p>		

P2.2 Information Management	Comp Align	Did you complete	Assessor
<ul style="list-style-type: none"> • One of the dangers of modern business is information overload. What sort of rules and parameters are set for the identification of information that is genuinely relevant to business objectives? • What sorts of categorisations are applied to the information to enable meaningful, logical analysis to take place? Perhaps information is structured along potential product/service lines or some other division and fed to specific roles within the Mutual ADI. • What are the timelines for collection and presentation of this information? • What sort of information management system is used to add value to this information? Perhaps the Credit Union / Building Society has a database system, which facilitates data analysis and provides ease of access. If so, what sort and how is it used? • Is it your view that there is any gap in the mutual ADI's process in this area? 	<p>FNSICGEN403B (1.1, 1.2, 2.2-2.4)</p> <p>FNSICSAM505B (3.1-3.3)</p>		

P2.3 Data Analysis	Comp Align	Did you complete	Assessor
<ul style="list-style-type: none"> • How do you ensure that the data presented for analysis is accurate and reliable? • Review the market analysis reports that management prepares for the Board. Are they easily understood? Are they in a format that is acceptable, professional and meaningful? Do they enable comprehensive examination of trends and analysis of results? • Identify the source of the information presented in this report. Was the report prepared and presented as per the scheduled timelines? • Is it your view that there is any gap in the Credit Union or Building Society's process in this area? 	<p>FNSICGEN 403B (2.1,3.1 – 3.3, 4.1-4.3)</p> <p>FNSICOR G601B (2.1)</p>		

Submit copies of these Board reports along with this project for signoff by the Workplace Assessor

P2.4 Identify opportunities	Comp Align	Did you complete	Assessor
<ul style="list-style-type: none"> • What sort of analysis is applied to the raw data to determine viable course(s) of action? Are any statistical treatments applied etc? • Provide an example of the raw data that the Credit Union or Building Society has recently gathered. • Based on the data presented – what sort of options exist and what sort of initial recommendations might you make about the Credit Union or Building Society’s market and competitive environment? • Do you think the conclusions drawn from the data are accurate? What are the most significant pieces of information and why? In the Credit Union or Building Society, who are the designated personnel responsible for discussing such issues? 	<p>FNSICORG601B (2.2-2.4)</p> <p>FNSICSAM505B (4.1,4.2 6.1)</p>		

P2.5 Determine viability of identified opportunities	Comp Align	Did you complete	Assessor
<ul style="list-style-type: none"> • Review your initial recommendations against existing product/service lines and the historical experience of the mutual ADI. What things are you recommending to change about the mutual ADI’s products/services? • Perform a cost benefit analysis on the initial recommendations you proposed. • Prepare a viability test on your recommendations by testing them against alternative scenarios (a “what if” analysis). • Assess the organisation’s capacity and ability to deliver these recommendations. • Are these recommendations able to be implemented within company guidelines and relevant legislation? • Having reviewed the options more fully – what decision will you recommend as the most profitable and viable? 	<p>FNSICORG601B (2.2-2.4)</p> <p>FNSICSAM505B (5.1-5.3)</p>		
<p>Submit a report that includes responses to each of these items for signoff by the Workplace Assessor</p>			