



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **CPPCMN8002A Identify and develop business opportunities**

**Release: 1**

## **CPPCMN8002A Identify and develop business opportunities**

### **Modification History**

New unit

### **Unit Descriptor**

This unit of competency specifies the outcomes required to identify and develop business opportunities. This involves developing a marketing strategy, which includes the identification of the market segment in which the business operates; developing strategies for branding the enterprise; selling professional services; and managing clients.

The capacity to respond to tenders and win business is also addressed.

### **Application of the Unit**

This unit of competency supports senior managers and business owners who market the organisation and build business opportunities.

### **Licensing/Regulatory Information**

Work in this area must be completed according to relevant legislative, industry and organisational requirements, including occupational health and safety (OHS) policies and procedures.

Different states and territories may have regulatory mechanisms that apply to this unit. Candidates are advised to check for regulatory limitations.

### **Pre-Requisites**

Not applicable.

### **Employability Skills Information**

This unit contains employability skills.

## Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

## Elements and Performance Criteria

- |   |                                                                 |     |                                                                                                                                            |
|---|-----------------------------------------------------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Analyse the business environment in which organisation operates | 1.1 | <b>Research</b> is conducted to determine and analyse the competitive business environment in which organisation operates.                 |
|   |                                                                 | 1.2 | Data on industry trends is accessed and analysed to provide relevant knowledge about future opportunities and directions for the business. |
|   |                                                                 | 1.3 | <b>Risks and opportunities</b> from within the internal and external environments are identified.                                          |
| 2 | Identify and scope development opportunities                    | 2.1 | <b>Position</b> of the organisation within its market is analysed and specified.                                                           |
|   |                                                                 | 2.2 | Gaps in the market that will provide opportunities for growth are analysed and identified.                                                 |
|   |                                                                 | 2.3 | Demographic and trend data is identified, collected and analysed to provide profiling information about the organisation's market.         |
|   |                                                                 | 2.4 | Industry intelligence relating to competitors is collected and analysed.                                                                   |
|   |                                                                 | 2.5 | Key strengths, weaknesses, opportunities and threats (SWOT) that affect new business opportunities are identified.                         |
| 3 | Prepare a marketing plan                                        | 3.1 | Marketing goals and objectives for the organisation are developed in consultation with relevant stakeholders.                              |
|   |                                                                 | 3.2 | Market segments to be addressed are analysed, quantified and developed.                                                                    |

- 3.3 Products and services to be offered to market are analysed and specified.
  - 3.4 Marketing options are analysed and **marketing strategy** is developed in consultation with relevant stakeholders.
  - 3.5 Resourcing and budgeting to implement the plan are determined.
- 4 Win new business
- 4.1 Business relationships that may assist in identifying and winning new business are identified and cultivated.
  - 4.2 Opportunities to respond to tenders are identified.
  - 4.3 External expertise is sought as required to prepare tenders and business proposals.
  - 4.4 Tenders and business proposals are developed and submitted that meet prospective client requirements.
  - 4.5 Presentations and pitches are made that communicate the strengths and benefits of the proposal and organisation.
  - 4.6 Contracts are negotiated with client to finalise the successful tender or business proposal process.

## Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

### Required skills

- administration and management skills to:
  - manage documents
  - manage time, including planning and prioritising work
- analytical and problem-solving skills to:
  - identify market gaps and opportunities
  - determine internal strengths and weakness
  - identify appropriate external expertise and subcontractors
- budgeting and financial management skills
- interpersonal skills to:
  - interact with clients and relevant professionals
  - network to identify and build business and client relationships
- language, literacy and numeracy skills to:
  - communicate at a project management level with clients, colleagues and contacts, including:
    - making presentations
    - writing reports
  - interpret and apply complex information, including contracts, legislation, regulations, and codes and standards
- marketing skills to cultivate new business relationships and support new business proposals
- negotiation skills to conclude contracts
- technology skills to use information technology and relevant software

### Required knowledge

- business operating requirements, including:
  - financial
  - legal
  - licensing
- contractual requirements and implications for the business
- key components of and process for business costings
- organisational resource requirements to build a business
- marketing planning processes, including:

- 4Ps: product, price, place and promotion
- 6Ps: people, product, price, place, promotion and performance
- processes relevant to developing business opportunities
- risk management processes

## Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

|                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Critical aspects for assessment and evidence required to demonstrate competency in this unit | <p>A person should demonstrate the ability to:</p> <ul style="list-style-type: none"> <li>• analyse the market and its users, products and services</li> <li>• identify a strategically sound position for the organisation following in-depth analysis of: <ul style="list-style-type: none"> <li>• competitors</li> <li>• strengths, weaknesses, opportunities and threats within the market and organisation</li> <li>• demographic and other trends within the marketplace</li> <li>• niche opportunities</li> </ul> </li> <li>• develop a marketing strategy</li> <li>• identify and secure new business requiring: <ul style="list-style-type: none"> <li>• communication and personal skills to develop effective business relationships</li> <li>• tender preparation</li> <li>• sophisticated presentation skills to secure business</li> <li>• contract negotiation and finalisation.</li> </ul> </li> </ul> |
| Context of and specific resources for assessment                                             | <p>Assessment of this unit:</p> <ul style="list-style-type: none"> <li>• must be in the context of the work environment</li> <li>• may be conducted in an off-site context, provided it is realistic and sufficiently rigorous to cover all aspects of workplace performance, including task skills, task management skills, contingency management skills and job role environment skills</li> <li>• must meet relevant compliance requirements.</li> </ul> <p>Resource implications for assessment include:</p> <ul style="list-style-type: none"> <li>• access to: <ul style="list-style-type: none"> <li>• suitable assessment venue and equipment</li> <li>• suitable simulated or real opportunities and resources to</li> </ul> </li> </ul>                                                                                                                                                                     |

|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                     | <p>demonstrate competence</p> <ul style="list-style-type: none"> <li>assessment instruments.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Method of assessment                | <p>Assessment for this unit must verify the practical application of the required skills and knowledge, using one or more of the following methods:</p> <ul style="list-style-type: none"> <li>written and/or oral assessment of the candidates required knowledge for the unit</li> <li>observed, documented and/or firsthand testimonial evidence of the candidates</li> <li>implementation of appropriate procedures and techniques for the safe, effective and efficient achievement of the required outcomes</li> <li>identification of the relevant information and scope of the work required to meet the required outcomes</li> <li>identification of viable options and the selection of options that best meet the required outcomes</li> <li>consistently achieving the required outcomes.</li> </ul> |
| Guidance information for assessment | <p>This unit could be assessed on its own or in combination with other units relevant to the job function.</p> <p>Where applicable, physical resources should include equipment modified for people with disabilities.</p> <p>Access must be provided to appropriate learning and/or assessment support when required.</p> <p>Assessment processes and techniques must be culturally appropriate, and appropriate to the language and literacy capacity of the candidate and the work being performed.</p>                                                                                                                                                                                                                                                                                                       |

## Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

|                                     |                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><i>Research may include:</i></b> | <ul style="list-style-type: none"> <li>commissioned market research</li> <li>data available from industry associations</li> <li>information gained through industry networks</li> <li>desk-based research, such as internet search</li> <li>published reports on industry composition</li> <li>search of publicly available annual reports for listed</li> </ul> |
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|                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                | companies <ul style="list-style-type: none"> <li>search of publicly available business records.</li> </ul>                                                                                                                                                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li><b><i>Risks and opportunities may include:</i></b></li> </ul>           | <ul style="list-style-type: none"> <li>changes to technology within the industry</li> <li>cyclical economic changes</li> <li>funding constraints</li> <li>increased buying power of clients</li> <li>increased internal costs</li> <li>labour shortages</li> <li>long-term economic changes within the market</li> <li>new and emerging markets</li> <li>new competition</li> <li>skill shortages</li> <li>strong competition.</li> </ul> |
| <ul style="list-style-type: none"> <li><b><i>Position within the market may include:</i></b></li> </ul>        | <ul style="list-style-type: none"> <li>'full service' operator</li> <li>aggressive cost competitor</li> <li>geographic coverage</li> <li>high service and higher cost competitor</li> <li>niche or boutique operator.</li> </ul>                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li><b><i>Marketing strategy may include development of:</i></b></li> </ul> | <ul style="list-style-type: none"> <li>4Ps:             <ul style="list-style-type: none"> <li>product</li> <li>price</li> <li>place (channel)</li> <li>promotion (communications, advertising and selling)</li> </ul> </li> <li>budget and resourcing</li> <li>environmental analysis</li> <li>competitor analysis.</li> </ul>                                                                                                           |

## Unit Sector(s)

Common

## Custom Content Section

Not applicable.