

## UNIT B2      MAP THE ENVIRONMENT IN WHICH YOUR ORGANISATION OPERATES

### UNIT SUMMARY

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#### What is the unit about?

This unit is about making sure you have a clear and up-to-date picture of the environment in which your organisation operates and can produce information which could be used for planning and operational purposes. The 'environment' includes the 'external' operating environment – for example, customers and their needs, market trends, new technologies and methods, legislation, and the activities of competitors and partners. It also includes the 'internal' operating environment – for example, resources available to and the culture of the organisation.

For the purposes of this unit, an 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

#### Who is the unit for?

The unit is recommended for senior managers.

#### Links to other units

This unit is linked to units **B3. Develop a strategic business plan for your organisation** and **B4. Put the Strategic business plan into action** in the overall suite of National Occupational Standards for management and leadership.

If your organisation is a small firm, you should look at unit *A1 Review the business* which has been developed by the Small Firms Enterprise and Development Initiative (SFEDI) specifically for small firms and which **may** be more suitable to your needs. You can obtain information on the unit from SFEDI on tel. 0114 241 2155 or at the SFEDI website ([www.sfedi.co.uk](http://www.sfedi.co.uk)).

#### Skills

Listed below are the main generic 'skills' which need to be applied in mapping the environment in which your organisation operates. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Thinking strategically
- Networking
- Analysing
- Decision-making
- Communicating
- Consulting
- Monitoring
- Evaluating
- Scenario building
- Information management
- Presenting information

## **UNIT B2      MAP THE ENVIRONMENT IN WHICH YOUR ORGANISATION OPERATES**

### **Outcomes of effective performance**

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You must be able to do the following:

- 1 Obtain information on customers and competitors from a wide variety of sources and actively use the information to support planning and decision making.
- 2 Monitor and evaluate trends and developments inside and outside your organisation.
- 3 Identify and prioritise the strengths and weaknesses of your organisation and opportunities and threats in your organisation's external environment.
- 4 Explore and assess a range of future scenarios within the environment in which your organisation operates.
- 5 Consult with all relevant colleagues and other key stakeholders on future market and organisational development in order to inform and support organisational decisions.
- 6 Organise information and knowledge in a way that supports effective planning.

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### **Behaviours which underpin effective performance**

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- a    You recognise changes in circumstances promptly and adjust plans and activities accordingly.
- b    You analyse and structure information to develop knowledge that can be shared.
- c    You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.
- d    You identify strengths, weaknesses, opportunities and threats to current and future work.
- e    You identify systemic issues and trends and recognise their impact upon current and future work.
- f    You anticipate likely future scenarios based on realistic analysis of trends and developments.
- g    You articulate the assumptions made and risks involved in understanding a situation.

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### **Knowledge and understanding**

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You need to know and understand the following:

#### **General knowledge and understanding**

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- 1 Different sources of information on customers and competitors and how to use them effectively.
- 2 How to measure and review organisational performance.
- 3 How to analyse organisational culture.
- 4 How to undertake a strengths, weaknesses, opportunities and threats (SWOT) analysis.
- 5 How to undertake an analysis of the political, economic, social, technological, legal and environmental (PESTLE) factors in the external environment.
- 6 How to analyse stakeholder interests.
- 7 How to build future scenarios and assess their implications.

#### **Industry/sector specific knowledge and understanding**

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- 8 Sources of information on trends and developments in your sector, including those at a global level and how to access these.
- 9 Current and emerging trends and developments in your sector internationally, nationally and locally.
- 10 Legal, regulatory and ethical requirements in your sector.

#### **Context specific knowledge and understanding**

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- 11 Relevant factors in the international, national and local market in which your organisation works.
- 12 Your organisation's actual and potential customer base.
- 13 The needs and expectations of your actual and potential customers and other key stakeholders.
- 14 Your actual and potential competitors, including their activities and relative performance levels.
- 15 Your actual and potential partners, including their activities and relative performance levels.
- 16 Your organisation's structure.
- 17 Your organisation's culture.
- 18 Your organisation's performance and the factors that influence this.

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### Evidence requirements

Outcomes	Evidence of Outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
O1 O2 O5 O6	<b>Information on customers and competitors that you have collected, analysed and used in plans:</b>				
	<ul style="list-style-type: none"> <li>statistical analyses of sales and customer feedback data to calculate trends, seasonal fluctuations and other variation</li> </ul>	a, b, c, e, f, g	1, 2	1, 2	1, 2, 3, 4, 8
	<ul style="list-style-type: none"> <li>summaries or reports of feedback from and discussions with sales personnel, customer service staff and other colleagues</li> </ul>	a, b, c, e, f, g	1, 2	1, 2, 3	1, 2, 3, 4, 6, 8
	<ul style="list-style-type: none"> <li>reports on competitor activity</li> </ul>	a, b, c, e, f, g	1, 2	1, 2, 3	1, 2, 3, 4, 8
	<ul style="list-style-type: none"> <li>proposals for commissioning market research</li> </ul>	c	1, 2	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8
	<ul style="list-style-type: none"> <li>summaries or reports of market research and economic, market and industry analyses</li> </ul>	a, b, d, e, g	1, 2	1, 2, 3	1, 2, 3, 4, 8
O3 O4 O6	<ul style="list-style-type: none"> <li>sales forecasts, business or operational plans and budgets</li> </ul>	a, b, e, f, g	1, 2	1, 2, 3	1, 2, 3, 4, 8
	<b>Organisational and environmental strategic reviews, analyses and forecasts that you have participated in, evaluated and used in plans:</b>				
	<ul style="list-style-type: none"> <li>SWOT, PESTLE, BCG Matrix, Anzoff Matrix, 'what if' and other, similar, current and future scenario analyses</li> </ul>	b, d, e, f, g	1, 2, 3, 4, 5, 6, 7	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8
	<ul style="list-style-type: none"> <li>time series and regression analyses of quantitative data</li> </ul>	a, b, c, e, g	1, 2, 7	1, 2	1, 2, 3, 4, 8
	<ul style="list-style-type: none"> <li>sales forecasts, business or operational plans and budgets</li> </ul>	a, b, f, g	1, 2, 7	1, 2, 3	1, 2, 3, 4, 8
<ul style="list-style-type: none"> <li>benchmark and best practice studies</li> </ul>	b, c, g	1, 2, 3, 4, 6	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8	

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