

## **ASP Certification Program: Business Acumen Areas**

Professional planners must have a high degree of business acumen and technical/content knowledge about the industry and sector in which they are working. However, this business acumen is not a simple and universal set of standards common to every organization, industry, and sector (public—private—non-profit—international—etc).

Therefore, ASP has elected NOT to attempt to build a common set of business acumen standards, but rather to have a section of the Qualifying Application deal with this important factor in the Applicant’s work life and career experiences.

To help Applicant understand and address Business Acumen (Section #6 of the Qualifying Application), an illustrative list of ASP Business Acumen Areas can be found in the ASP Self Assessment Workbooks, in the BOK Overview and Development document, in the revised Qualifying Application, and in the Application and Handbook pages of the ASP website.

The business acumen areas identified by ASP are illustrative and include but are not limited to the following:

### **I. Executive Presence**

- Professionalism
- Confidence with CEOs
- Communication Skills—oral and written

### **II. Customer**

- Sales/Pricing
- Marketing
- Merchandising/Placement
- Advertising/Promotion
- Customer Service/Complaints
- Information/Data
- Branding

### **III. Finances**

- Financial Analysis/reading Financial Statements
- Accounting
- Budgeting
- Treasury/Cash Management
- Capital Financing
- Regulatory Compliance
- Global Finance

- Consumer Finance
- Mortgage Banking
- Insurance
- Investment Banking

### **IV. Technology**

- Computers and IT
- Telecommunications
- Other Technology
- Knowledge Management
- Information Management
- Research and Development

### **V. Products and Services**

- Engineering
- Design of Products/Life Cycle
- Product and Service Knowledge
- Manufacturing
- Innovation and New Product Service/Development

### **VI. Delivery/Logistics/Process**

- Supply-Chain Management
- Purchasing

- Distribution/Warehousing
- Delivery Channels
- Process Management
- Operations
- Outsourcing
- Benchmarking

#### **VII. Administration**

- Legal Matters
- Safety
- Administration
- Facilities
- Regulatory Compliance

#### **VIII. Human Resources**

- Talent Management
- Recruiting/Selection
- High Performance Development/Improvement
- Compensation/Benefits
- Labor/Union Relations
- Cultural Influence/Issues
- Development and Succession/Training
- Ethics Management
- Regulatory Compliance

#### **IX. Environmental Scanning**

- Business and Competitor Scanning and Intelligence
- Global Marketplace
- Suppliers/Venders
- Sector Dynamics
- Competition/Substitutes
- Customers
- Industry Dynamics
- Strategic Alliances
- Trend Tracking/Research

#### **X. Research Methods**

- Knowledge about Databases
- Internet Research
- Source Evaluation and Verification
- Use of Competitor Intelligence

#### **XI. Society Acumen**

- Citizenship and Governance
- Community Actions/Leadership
- Political Campaigns
- Government Agencies
- Social Responsibility
- Peacemaking
- Environmentalist
- Special Interest Groups
- Government Planning
- Content Production
- Course Development

#### **XII. Thought Leadership**

- Use of Competitor Intelligence
- Think Tank Activity

#### **XIII. Cross-Cultural Communications**

- Second Language Fluency
- Multi-year Residence in more than one country
- Multi-Country Business Experience
- Implementation of Cross-Cultural Change Management
- Sensitivity and Knowledge of Cultural Custom