

**SKILLS FRAMEWORK FOR AIR TRANSPORT  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Productivity and Innovation					
<b>TSC</b>	Innovation Management					
<b>TSC Description</b>	Create value and differentiation through new and improved processes, products and/or services					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
		<b>ATP-PIN-2002-1.1</b>	<b>ATP-PIN-3002-1.1</b>	<b>ATP-PIN-4002-1.1</b>	<b>ATP-PIN-5002-1.1</b>	<b>ATP-PIN-6002-1.1</b>
		Carry out innovation initiatives to seek improvement opportunities within one's scope of work	Implement innovation initiatives to improve performance of business functions	Develop innovation initiatives and strategies in business units to enhance operations, products or services	Formulate innovation strategies to develop new ways of pursuing business goals and operations	Drive innovation strategies to create competitive advantages for the organisation
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>• Concept of innovation</li> <li>• Innovation implementation processes</li> <li>• Project management techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Principles underpinning innovation</li> <li>• Market research techniques</li> <li>• Project management techniques</li> <li>• Potential risks during innovation processes</li> <li>• Indicators and measures of success of innovations</li> <li>• Operations of one's own business function</li> </ul>	<ul style="list-style-type: none"> <li>• Frameworks and processes of innovation management</li> <li>• Design thinking techniques</li> <li>• Techniques to assess the feasibility of innovation implementation</li> <li>• Internal barriers to innovation implementation</li> <li>• Operations of one's own business unit</li> </ul>	<ul style="list-style-type: none"> <li>• Tools of competitive assessment</li> <li>• Key trends in economy, industry, technology and society</li> <li>• Design thinking techniques</li> <li>• Internal barriers to innovation success</li> <li>• Business operations across the organisation</li> <li>• Impact and risks of innovation on business functions across the organisation</li> <li>• Organisational goals and objectives in relation to market practices</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive landscape of the organisation</li> <li>• Key trends in economy, industry, technology and society</li> <li>• Internal and external barriers to innovation success</li> <li>• Impact and risks of innovation on organisational goals, directions and stakeholder relationships</li> <li>• Techniques for managing and measuring innovation success</li> </ul>
<b>Abilities</b>		<ul style="list-style-type: none"> <li>• Execute innovation initiatives by following directions to ensure alignment with business goals</li> <li>• Apply project management techniques to carry out implementation steps</li> </ul>	<ul style="list-style-type: none"> <li>• Assess customer preferences through surveys and market research</li> <li>• Evaluate work systems and processes to identify opportunities for innovation</li> <li>• Implement innovation initiatives within business functions in</li> </ul>	<ul style="list-style-type: none"> <li>• Determine opportunities for innovation and improvement based on business unit performance and customer feedback</li> <li>• Provide solutions to mitigate risks and barriers to successful innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Analyse the competitive landscape of the organisation</li> <li>• Prioritise business functions which are in need for innovation</li> <li>• Develop innovation strategies across business functions</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the development of innovation strategies to align with long-term organisational goals and objectives</li> <li>• Drive the adoption of industry or market best practices in business operations</li> <li>• Build a culture of innovation by endorsing</li> </ul>

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			<p>accordance with innovation strategies of the organisation</p> <ul style="list-style-type: none"> <li>Identify and mitigate risks during implementation</li> </ul>	<p>implementation within business units</p> <ul style="list-style-type: none"> <li>Oversee the implementation of organisational innovation strategies</li> <li>Evaluate the effectiveness of innovative initiatives against the goals of business units</li> </ul>	<ul style="list-style-type: none"> <li>Define unstated customer needs and innovation opportunities</li> <li>Articulate the rationales for innovation and success measures for innovation initiatives</li> <li>Establish systems to support innovation within the organisation</li> <li>Evaluate the risks of innovation to business units across the organisation</li> </ul>	<p>creative risk-taking and acting as a sponsor for turning ideas into actions</p> <ul style="list-style-type: none"> <li>Drive the success and sustainability of long-term innovation strategies</li> </ul>
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