

**SKILLS FRAMEWORK FOR FOOD MANUFACTURING  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Business-to-Consumer Management					
<b>TSC</b>	Brand Portfolio Management					
<b>TSC Description</b>	Formulate brand portfolio strategies, branding features and differentiators					
<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>FMF-SNM-3002-1.1</b>	<b>FMF-SNM-4002-1.1</b>	<b>FMF-SNM-5002-1.1</b>	
			Strengthen the brand positioning of products and services to develop consumer awareness and portfolio base	Manage and execute branding features to create impactful point of differentiation for a brand and activate key levers for consumer awareness in growing portfolio user base	Devise a brand portfolio strategy aligned with business strategies, identify categories within a brand portfolio, conceptualise initiatives to create brand differentiators and initiate brand extension opportunities	
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>• Brand portfolio strategy</li> <li>• Brand culture and ethos</li> <li>• Products and product line for brand fit</li> <li>• Brand differentiation implementation</li> <li>• Factors to be considered when developing a brand portfolio strategy</li> <li>• Risks associated with implementation of brand portfolio strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Brand portfolio strategy</li> <li>• Brand culture and ethos</li> <li>• Brand differentiation implementation</li> <li>• Process of identifying and managing risks associated with implementation of brand portfolio strategy</li> <li>• Risks associated with implementation of brand portfolio strategy</li> <li>• Factors to be considered when developing a brand portfolio strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Brand portfolio strategy</li> <li>• Brand culture and ethos</li> <li>• Factors to be considered when developing a brand portfolio strategy</li> <li>• Brand differentiation development</li> <li>• Process to develop the brand portfolio strategy in accordance with the identified brand strategy</li> <li>• Criteria to evaluate brand portfolio strategy</li> <li>• Risks associated with implementation of brand portfolio strategy</li> </ul>	
<b>Abilities</b>			<ul style="list-style-type: none"> <li>• Implement brand campaigns and brand activities, in accordance with brand portfolio strategy</li> <li>• Assess customers' perceptions and preferences within specific target markets</li> <li>• Provide inputs to strengthen the brand positioning of products and services</li> </ul>	<ul style="list-style-type: none"> <li>• Develop brand portfolio implementation plans</li> <li>• Communicate differentiation of brands to key stakeholders</li> <li>• Coordinate portfolio monthly business status reports for the management</li> <li>• Develop research constructs, based on selected target markets</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an effective portfolio strategy</li> <li>• Develop brand and product lines role clarity across the portfolio based on deep consumer and category insights</li> <li>• Develop brand architecture</li> <li>• Evaluate brand portfolio strategy to determine feasibility of implementation in</li> </ul>	

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				<ul style="list-style-type: none"> <li>• Create logos, key brand messages or taglines that resonate with the organisation's brand</li> <li>• Communicate to stakeholders on brand guidelines</li> <li>• Obtain data on performance metrics to measure effectiveness of brand equity</li> </ul>	<p>identified market and its impact on the organisation</p> <ul style="list-style-type: none"> <li>• Define and determine brand guidelines</li> <li>• Identify target market and define the market profile</li> <li>• Establish performance metrics to measure effectiveness of brand equity</li> </ul>	
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