SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT



TSC Category	Business Development					
TSC	Business Relationship Building					
TSC Description	Formulate business partnership strategies and establish relevant networks of strategic partners that provide value to the organisation					
TSC Proficiency	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Description			Build day-to-day working relationships with partners to foster collaboration and mutual benefit	HAS-CFC-4031-1.1 Establish working relationships with business partners to support organisational priorities	HAS-CFC-5031-1.1 Formulate partnership strategies and networks to provide strategic value to the organisation	HAS-CFC-6031-1.1-1 Establish relations with potential business partners with strategic value to the organisation
Knowledge			 Definition of strategic partners Methods to build professional rapport with business partners Factors to consider when assessing strategic partner relationships Communication techniques Importance of trust in establishing strategic partner relationships 	 Factors to consider when assessing strategic partner relationships Methods of building trust and addressing gaps within professional business relationships Legal, regulatory, ethical and socio-cultural considerations related to maintaining strategic business partner relationships 	 Criteria for grouping strategic partners Types of contributions from strategic business partners Types of agreements between organisation and strategic business partners Legal, regulatory, ethical and socio-cultural considerations related to maintaining strategic business partner relationships 	 Methods to identify strategic partners Types of strategic business partners' and their issues of interest Types of strategic value potential business partners may offer to the organisation Types of agreements between organisation and strategic business partners Legal, regulatory, ethical and socio-cultural considerations related to maintaining strategic business partner relationships Global market trends and opportunities Factors for successful business partnerships Reasons for failures in business partnerships
Abilities			 Negotiate to resolve operational issues relating to day-to-day business collaborations Pursue collaborative opportunities that will support mutually-beneficial outcomes 	 Establish specific points of contact in partner organisations to facilitate collaborative efforts Assess the relationships between own organisation and different strategic 	 Evaluate strategic business partners' contributions to achieving organisational strategies and objectives Identify synergies in contributions by different partners 	 Identify strategic business partners who may contribute to organisational strategies and objectives Identify appropriate contact persons in partner organisations for

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