

SKILLS FRAMEWORK FOR TOURISM
SKILLS MAP - CHIEF EXECUTIVE OFFICER/MANAGING DIRECTOR/GENERAL MANAGER

Sector	Tourism	
Sub-Sector	Attractions/Meetings, Incentives, Conferences and Exhibitions/Tour and Travel Services	
Track	-	
Occupation	Chief Executive Officer	
Job Role	Chief Executive Officer/Managing Director/General Manager	
Job Role Description	<p>The Chief Executive Officer/General Manager/Managing Director sets the overall vision and strategic direction for the organisation. For museums and galleries, this position may also be known as Museum or Gallery Director.</p> <p>As the leader of the organisation, he/she drives business growth strategies while maintaining the organisation's financial sustainability and profitability. He is also in charge of enterprise risk management and raising risk awareness within the organisation. As the business environment is constantly changing, he inspires innovation and leads client service excellence for the organisation to achieve success.</p> <p>Analytical and forward-thinking, he is able to make calculated risk-related decisions and perform effectively within a dynamic environment. He is also responsible for championing service excellence within the organisation and fostering strategic relationships with key stakeholders. He serves as a mentor to direct reports and provides strategic guidance on all aspects of the organisation.</p> <p>He may commute frequently to maintain strategic local and regional networks. He also stays abreast of international trends in the tourism industry by attending relevant key international events and conventions.</p>	
Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Drive organisational business strategies	Develop organisation's vision, mission and values
		Define organisation's target customer and market segmentation
		Leverage relationships with key internal and external stakeholders to identify growth opportunities
		Drive development and implementation of business development, sales and marketing strategies
		Drive resource management to maximise growth for the organisation
		Drive negotiations and management of mergers, acquisitions, alliances and partnerships
	Manage financial sustainability and profitability	Drive organisation's financial risk management and mitigation plans
		Lead organisational financial budgeting
		Lead partnerships and sponsorship management
		Provide strategic guidance on pricing of products and services
		Review major procurement activities for the organisation
	Manage enterprise business risks	Drive organisation's enterprise risk management and mitigation plans
		Lead governance and compliance to corporate governance regulations
		Lead development of business continuity strategies, policies and guidelines
		Spearhead workplace safety and health culture within the organisation
		Lead brand responsibility and reputation management within the organisation to reduce reputational risk
Lead communication and understanding of risk management policies and procedures within the organisation		
Lead innovation and corporate social responsibility efforts	Stay abreast of relevant emerging trends to the organisation	

	Spearhead innovation culture in products and services within the organisation				
	Spearhead technology adoption within the organisation				
	Set change management milestones and plans for the organisation				
	Spearhead corporate social responsibility efforts within the organisation				
	Lead client service and team excellence	Inspire a service excellence mindset within the organisation			
		Spearhead end-to-end customer experience development			
		Lead improvements to product and service offerings based on client and market trends			
		Drive cross function collaborations within the organisation to maximise synergies for the clients			
		Spearhead employee engagement and development in alignment with desired organisational culture			
		Lead engagement with key business stakeholders, clients and partners to enhance client service and business excellence			
Skills and Competencies	Technical Skills and Competencies		Generic Skills and Competencies (Top 5)		
	Business Continuity Planning	Level 6	Global Mindset	Advanced	
	Business Negotiation	Level 6	Leadership	Advanced	
	Business Performance Management	Level 6	Communication	Advanced	
	Business Planning	Level 6	Decision Making	Advanced	
	Change Management	Level 6	Developing People	Advanced	
	Continuous Improvement Management	Level 6			
	Corporate Governance	Level 6			
	Employee and Labour Relations	Level 6			
	Financial Management	Level 6			
	Innovation Management	Level 6			
	Networking	Level 6			
	Organisational Vision, Mission and Values Formulation	Level 6			
	Product, Content and Experience Performance Management	Level 6			
	Risk Management and Administration	Level 5			
	Service Excellence	Level 6			
	Stakeholder Management	Level 6			
	Strategy Planning	Level 6			
	Succession Planning	Level 6			
	Technology Scanning	Level 6			
Tourism and Economic Development	Level 5				
Programme Listing	For a list of Training Programmes available for the Tourism sector, please visit www.skillsfuture.sg/skills-framework/tourism				

The information contained in this document serves as a guide.