

**SKILLS FRAMEWORK FOR TOURISM  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE**

<b>TSC Category</b>	Business Development, Sales and Marketing					
<b>TSC</b>	Brand Portfolio Management					
<b>TSC Description</b>	Formulate brand portfolio strategies, define branding features as well as create brand differentiators to expand portfolio user base					
<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>TOU-SNM-2002-1.1-1</b>	<b>TOU-SNM-3002-1.1-1</b>	<b>TOU-SNM-4002-1.1-1</b>	<b>TOU-SNM-5002-1.1-1</b>	
		Support the consistent use of brand features as well as assist in brand-related research to strengthen market awareness of products and/or services	Provide inputs to strengthen the brand positioning of products and/or 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	Lead brand portfolio strategies 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>Principles of brand portfolio strategies</li> <li>Principles of brand culture and ethos</li> <li>Brand features</li> <li>Types of brand risks and/or threats</li> </ul>	<ul style="list-style-type: none"> <li>Products and product lines for brand fit</li> <li>Brand campaign implementation plans</li> <li>Components of business status reports</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>Processes for identifying and managing risks associated with implementation of brand portfolio strategies</li> <li>Factors to be considered when developing a brand portfolio strategy</li> </ul>	<ul style="list-style-type: none"> <li>Brand portfolio strategies</li> <li>Brand culture and ethos</li> <li>Factors to be considered when developing a brand portfolio strategy</li> <li>Process to develop the brand portfolio strategy in accordance with the identified brand strategy</li> <li>Criteria to evaluate brand portfolio strategies</li> <li>Types of brand architecture</li> <li>Risks associated with implementation of brand portfolio strategies</li> </ul>	
<b>Abilities</b>		<ul style="list-style-type: none"> <li>Communicate brand guidelines to internal stakeholders</li> <li>Assist in the development of branding collaterals to ensure consistency in branding features</li> <li>Support brand-related research about target</li> </ul>	<ul style="list-style-type: none"> <li>Support brand campaign implementation and brand activities in accordance with brand portfolio strategies</li> <li>Provide inputs to strengthen the brand positioning of products and/or 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>Develop research construct based on selected target markets</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate brand portfolio strategies to determine feasibility of implementation in identified markets and their impact on the organisation</li> <li>Develop brand and product lines role clarity</li> </ul>	

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		<p>markets, customer perceptions and preferences</p> <ul style="list-style-type: none"> <li>• Monitor possible risks and threats to brands or brand activities</li> </ul>	<ul style="list-style-type: none"> <li>• Identify target markets to assess customers' perceptions and preferences through research methods</li> <li>• Coordinate portfolio monthly business status reports for the management</li> </ul>	<ul style="list-style-type: none"> <li>• Create logos, key brand messages or taglines that resonate with the organisation's brand</li> <li>• Obtain data on performance metrics to measure effectiveness of brand equity</li> <li>• Develop effective portfolio strategies</li> <li>• Establish performance metrics to measure effectiveness of brand equity</li> </ul>	<p>across the portfolio based on deep consumer and category insights</p> <ul style="list-style-type: none"> <li>• Develop brand architecture</li> <li>• Define and determine brand guidelines</li> <li>• Identify target markets and define the market profiles</li> <li>• Evaluate brand performance against established metrics to increase effectiveness of brand equity</li> </ul>	
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