

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

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| TSC Category | Business Management | | | | | |
| TSC | Organisational Vision, Mission and Values Formulation | | | | | |
| TSC Description | Formulate and refine organisational vision, mission and values through assessing internal capabilities, external environment and industry landscape | | | | | |
| TSC Proficiency Description | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
| | | | | TOU-LPM-4001-1.1 | TOU-LPM-5001-1.1 | TOU-LPM-6001-1.1 |
| | | | | Review organisational values to support the vision and mission statements, for strategic planning processes from all stakeholders | Contribute to the formulation of organisation's vision, mission and values and monitor internal capabilities, external environment and industry landscape to support refinement of organisational statements | Formulate organisation's vision, mission and values through the assessment of internal capabilities, external environment and industry landscape |
| Knowledge | | | | <ul style="list-style-type: none"> • Communication methods to cascade organisational vision, mission and values to teams • Characteristics of an effective vision statement • Characteristics of an effective mission statement • Importance of internalising the organisational vision, mission, values and leading by example • Objectives of cascading organisational vision, mission and values through the organisation • Stakeholders relationships management | <ul style="list-style-type: none"> • Organisational vision, mission and values • Communication methods and plans • Objectives of cascading organisational vision, mission and values through the organisation • Characteristics of an effective vision statement • Characteristics of an effective mission statement • Relevant stakeholders in communication • Importance of internalising the organisational vision, mission, values and leading by example | <ul style="list-style-type: none"> • Qualitative analysis methods to obtain information on organisational vision, mission and values • Primary and secondary organisational research information • Research techniques for benchmarking • Characteristics of an effective vision statement • Characteristics of an effective mission statement • Objectives of cascading organisational vision, mission and values • Relevant stakeholders in formulating and communicating organisational vision, mission and values • Communication platforms and channels to disseminate vision, |

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| | | | | | | mission and values information |
| Abilities | | | | <ul style="list-style-type: none"> • Consult with relevant stakeholders effectively to confirm or revise the organisation's mission, vision and values • Review findings of research and analysis to redefine organisational vision, mission and values • Develop communication plans and messages • Obtain inputs of strategic plans to enhance communication of organisational vision, mission and values • Implement plans and activities to reinforce organisational vision, mission and values | <ul style="list-style-type: none"> • Contribute to the formulation of organisational vision, mission and values in consultation with senior management • Cascade organisational vision, mission and values in accordance with communication strategies • Evaluate outcomes of communication and effectiveness of communication platforms and channels in disseminating messages • Refine communication strategies to enhance communication of organisational vision, mission and values | <ul style="list-style-type: none"> • Assess organisational capabilities and review environmental scan findings to determine organisational brand and competitive positioning in consultation with stakeholders • Benchmark organisational capabilities against industry counterparts to determine sources of competitive advantage • Review organisational strategic directions and ensure alignment to strategic needs of the organisation • Formulate organisational vision, mission and values taking into consideration organisational research information • Articulate organisational vision, mission and values through individual actions to garner buy-in from the organisation • Refine organisational vision, mission and values on a regular basis to cascade throughout the organisation |