

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

TSC Category	Business Management					
TSC	Strategy Implementation					
TSC Description	Execute and implement operational and tactical-level action plans in alignment with the organisation's business strategies					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		TOU-BIN-2057-1.1-1	TOU-BIN-3057-1.1-1	TOU-BIN-4057-1.1-1		
		Monitor strategy implementation progress to ensure plans are on track	Analyse strategies for critical business functions to ensure plans are within risk mitigation factors	Evaluate strategies for critical business functions to ensure plans are realistic and reflect health of business		
Knowledge		<ul style="list-style-type: none"> • Methods in key performance indicators management • Threats and risks of change 	<ul style="list-style-type: none"> • Business analysis • Financial analysis • Principles of risk assessment • Resource assessment • Project management tools 	<ul style="list-style-type: none"> • Situational analysis • Market analysis • Risk management • Resource management • Strategy implementation framework • Measures, targets and identifying initiatives 		
Abilities		<ul style="list-style-type: none"> • Identify potential resistance to change • Identify potential threats impeding strategy implementation • Prepare communication materials for distribution • Monitor status of milestones via key performance indicator monitoring • Prepare status update reports 	<ul style="list-style-type: none"> • Analyse external market factors and health of critical business functions • Analyse organisational capabilities to support strategy implementation • Propose refinements to business strategies • Analyse status update reports to determine risk areas • Maintain risk profiles of critical business functions 	<ul style="list-style-type: none"> • Review critical business function strategies and market impact • Review critical business function operations • Develop critical business function strategies • Evaluate risk impact based on internal factors and external conditions • Develop goals and metrics based on organisation strategies • Facilitate rewards strategies linked to performance targets and metrics • Facilitate communication of key components of business plans to relevant stakeholders 		

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