

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

<b>TSC Category</b>	Business Management					
<b>TSC</b>	Strategy Planning					
<b>TSC Description</b>	Develop organisational strategies and policies by analysing the impact of internal and external influencing factors and seeking consultation from relevant stakeholders					
<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-BIN-4049-1.1</b>	<b>TOU-BIN-5049-1.1</b>	<b>TOU-BIN-6049-1.1</b>
				Develop resource allocation plans and implementation of strategies and policies	Formulate the strategies and policies that are forward-looking and focus on bottom-line results	Build actionable organisation strategy plans and policies that are forward-looking, anticipate strategic risks and focus on bottom-line results
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>Types of relevant resources</li> <li>Outcomes of effective resource allocation</li> <li>Relevant stakeholders</li> <li>Relevant organisational strategies, objectives and processes</li> <li>Tools and methodologies to review systems and processes</li> </ul>	<ul style="list-style-type: none"> <li>Processes to develop organisational strategies and policies</li> <li>Impact of internal and external influencing factors</li> <li>Various organisational systems and processes</li> <li>Types of critical business functions</li> <li>Types of key performance indicators</li> <li>Outcomes of functional analysis</li> </ul>	<ul style="list-style-type: none"> <li>Competitor analysis</li> <li>Customer analysis</li> <li>Strategic objectives of the organisation</li> <li>Performance drivers of the organisation</li> <li>Objectives of strategic plans</li> <li>Means of setting organisational goals and targets</li> <li>Types of strategic risks</li> <li>Types of organisational analysis</li> <li>Objectives of organisational analysis</li> <li>Implications of organisational analysis on organisation</li> </ul>
<b>Abilities</b>				<ul style="list-style-type: none"> <li>Determine resource needs to ensure successful implementation of business function strategies</li> <li>Develop resource management allocation plans to the right</li> </ul>	<ul style="list-style-type: none"> <li>Drive effective resource allocation to the best investment of the organisation</li> <li>Drive the organisation's strategic plans to consider various life-cycles and trends</li> </ul>	<ul style="list-style-type: none"> <li>Transform the organisation's competitive position and add value to its financial position</li> <li>Synergise resource allocation to the best investment opportunities to drive performance</li> </ul>

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				<p>investment opportunities of the organisation</p> <ul style="list-style-type: none"> <li>• Monitor and review resource usage to determine sufficiency and optimal utilisation of resources</li> <li>• Review the organisation's strategic plans to consider various life-cycles and ongoing trends</li> <li>• Propose organisational strategies and policies and present to management for endorsement</li> <li>• Propose solutions to gaps and areas of improvement to further enhance organisational systems and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Devise corporate strategies and policies that anticipate risk, ensuring that the organisation remains resilient and adaptive in times of instability</li> <li>• Set key performance indicators to assess operational plans</li> <li>• Analyse impact of internal and external influencing factors on organisational strategies and policies</li> <li>• Review and refine strategies and policies and present to management for endorsement</li> <li>• Report operational plans to relevant stakeholders for endorsement purposes</li> <li>• Determine need for functional analysis</li> <li>• Determine components of and evaluate critical business functions of the organisation based on existing information</li> </ul>	<ul style="list-style-type: none"> <li>• Transform the organisation's strategy plans to consider long cycles and macro-trends</li> <li>• Transform the corporate strategies and policies to appropriately anticipate risk, uncertainty, ensuring that the organisation remains resilient and adaptive in times of instability</li> <li>• Identify strategic needs of organisation to enhance organisational performance</li> <li>• Set organisational directions, organisational goals and targets to contribute to organisational strategies</li> <li>• Review and evaluate findings to determine implications on the organisation</li> </ul>
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