Introduction to the Skills Framework for Tourism

By: Ivan Wong

Agenda

1) This presentation highlights **roles and usage of the Skills Framework (SFw) for Tourism to employees**. Addressed towards a marketer interested in entering the industry, it covers several areas including:
    a) **Roles and Usage** of Skills Framework to employees including:
    b) **Benefits of adopting** the Skills Framework to an employee (at least 2 benefits)
    c) **All components** of the Skills Framework (all components)
    d) **Various applications** of the Skills Framework
    e) **Common misconceptions** of the Skills Framework

Roles and Usage of the SFw for the Tourism Sector

What is the Skills Framework (SFw)?

The Skills Framework is an integral component of the Industry Transformation Maps and it is **co-created** by **Employers, Industry Associations, Education Institutions, Unions and Government** for the **Singapore workforce**.

The Skills Framework provides **key information** on **sector, career pathways, occupations/job roles, as well as existing and emerging skills** required for the **occupations/job roles**. It also provides a list of **training programmes** for **skills upgrading and mastery**.

The Skills Framework aims to create a **common skills language** for **individuals**, **employers** and **training providers**. This further helps to facilitate skills recognition and support the design of training programmes for skills and career development.

The Skills Framework is also developed with the objectives to **build deep skills** for a **lean workforce**, **enhance business competitiveness** and **support employment and employability**.

Why is it important for the tourism workforce?

- **Spells out the skills and competencies** needed for **mastery and mobility**. The Skills Framework identifies technical and generic skills and competencies that are needed to perform the work requirements of a job.

- **Provides up-to-date information** about the **tourism sector and jobs** to inform career and skills development. The Skills Framework covers the sector and employment information, including career pathways which are useful to inform career development and skills upgrading. The Skills Framework also captures emerging skills which are important to inform skills development for competitiveness.

- Provides information on **training programmes for skills acquisition**. The training programmes listed in the Skills Framework are aligned with industry-validated skills and competencies captured in the Skills Framework. The training providers are responsible for the quality and rigour of their training programmes.

Employee Benefits of Adopting the SFw

Benefits of adopting the Skills Framework for Tourism

- **Understand the Tourism sector** and the employment prospects as well as emerging jobs and skills in demand.
- **Understand** the **occupational/job scope, work context** and the **work attributes** which are demanded by the employers in the sector.
- Assess one's career aspiration and **make an informed decision** before settling on a **career choice** or switching career.
- **Appraise** the **length of the career pathway** and the **requirements** for one to **progress into the desired occupation/job role.**
- Find **suitable programmes** based on **skills and career needs.**

Benefits of adopting the Skills Framework

- Through the Sector and Employment Information, you will be able to gather a **broad understanding** of the **sector and employment prospects**.
- From the **Occupation/Job Role Descriptions**, you will be able to understand the **job scope**, the **work context** and the **attributes** which are required by employers, and gain a deeper understanding of the job and skills nature to inform your new career options.
- The **Career Map** will provide an assessment of the **career pathway** and potential **development prospects**.
- You can use the information to assess your career orientation and prepare application letters and job interviews if you are shortlisted for the positions you have applied for.

All SFw Components

Five Components of the SFw for Tourism

01	Sector Information	This component describes the **sector and employment landscapes** and it includes useful statistics on the sector's manpower and occupational/job requirements, in line with the Industry Transformation Map.
02	Career Pathways	This component shows how the **occupations/job roles** in the sector are **structured** progressively based on sector norm. From the Career Pathways, users can identify **vertical and lateral advancement opportunities**.
03	Job Roles	This component describes the **skills requirement**, **work context** and **expected profile** of the worker performing the **occupational/job role**. It provides an overall introduction to the occupation/job role.
04	Skill Description	Each **skill is carefully analysed** and written to capture both **occupational/job** and **personal domains** of the **skill** for holistic development. It summarizes the **performance expectations** of the **skills**.
05	Training Programmes	**Training Programmes** link the **skills** in the **occupations/job roles** to **programmes that are available** in the **market**. This includes apprenticeships, recognition of prior learning and any other skills-based programmes and manpower initiatives.

Five Components of the SFw for Tourism

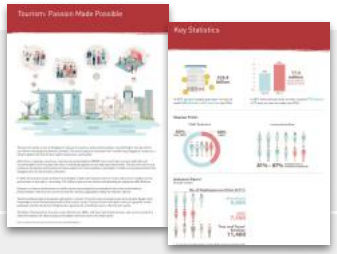
01 Sector Information

02 Career Pathways

03 Job Roles

04 Skill Description

05 Training Programmes



Which are the sectors supported?

ACCOUNTANCY	AIR TRANSPORT	AEROSPACE	BIOPHARMACEUTICALS MANUFACTURING
DESIGN	EARLY CHILDHOOD CARE & EDUCATION	ELECTRONICS	ENERGY AND CHEMICALS
ENERGY AND POWER	ENGINEERING SERVICES	ENVIRONMENTAL SERVICES	FOOD MANUFACTURING
FOOD SERVICES	HEALTHCARE	HOTEL & ACCOMMODATION SERVICES	HUMAN RESOURCE
INFOCOMM TECHNOLOGY	INTELLECTUAL PROPERTY	LANDSCAPE	LOGISTICS
MARINE AND OFFSHORE	MEDIA	PRECISION ENGINEERING	PUBLIC TRANSPORT
RETAIL	SEA TRANSPORT	SECURITY	SOCIAL SERVICE
TOURISM	TRAINING AND ADULT EDUCATION	WHOLESALE TRADE	WORKPLACE SAFETY AND HEALTH

Skills Framework templates are available for enterprises to populate Skills Framework content into editable HR templates based on the selected job roles for your further contextualisation. The enhancement for the rest of the sectors will be completed by Q3 2019.

Where can I get more details?

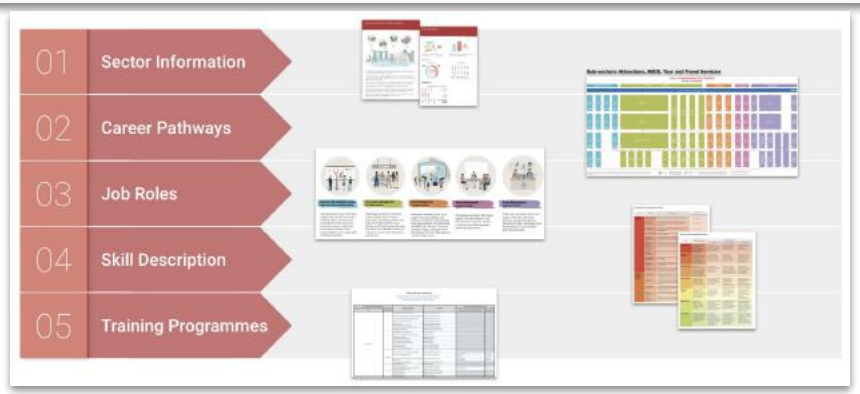
Full details here: https://skillsfuture.sg/skills-framework/tourism

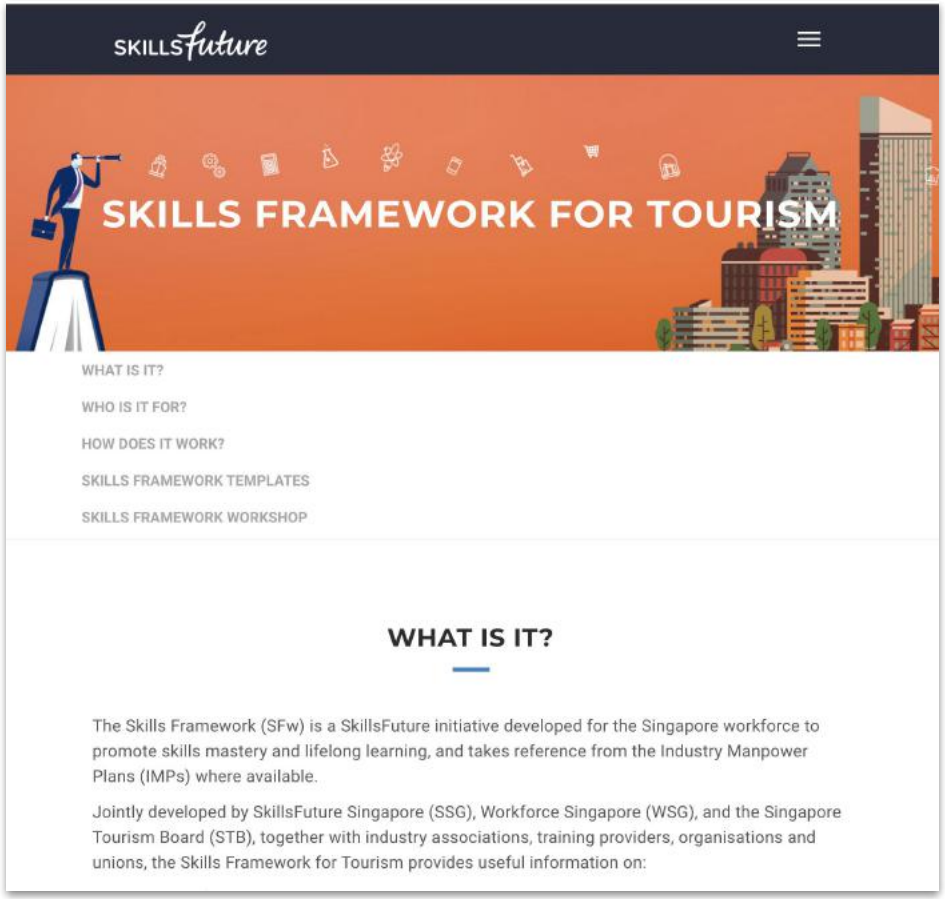
WHO IS IT FOR?

Individuals who wish to join or progress within the Tourism sector, to assess their career interest, identify relevant training programmes to upgrade their skills and prepare for the desired job roles.

Employers will be able to recognise these skills and invest in training their employees for career development and skills upgrading.

Training can gain insights on sector trends, existing and emerging skills that are in demand, and design programmes to address the industry needs accordingly.





1. Sector Information

Sector Overview - Tourism

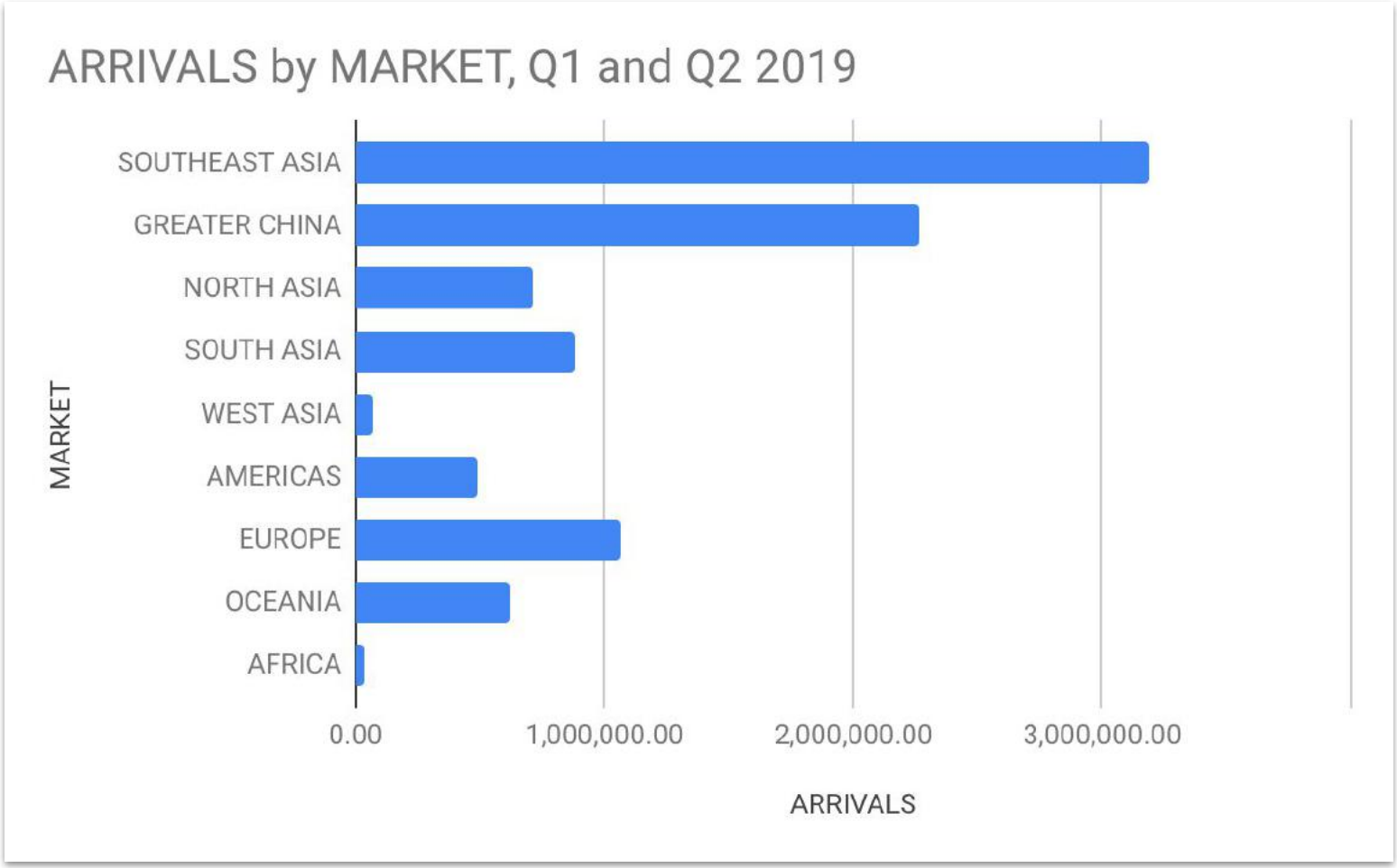
- The **tourism sector** is one of **Singapore's key service sectors** and **economic pillars**, contributing approximately **four percent** of our nation's annual **gross domestic product**. The sector plays an essential role in reinforcing Singapore's status as a vibrant, global city that attracts talent, businesses, and capital.

- **Attractions, meetings, incentives, conferences and exhibitions (MICE)**, **tours** and **travel services and hotel and accommodation services** play vital roles in making **Singapore an exciting travel destination**. The tourism sector also enhances the quality and diversity of leisure options for local residents, and helps to create a living environment that Singaporeans can be proud to call home.

Q1 2019 Tourism Visitor Highlights

- In the first quarter of 2019 (Q1), IVA grew 1.0 per cent year-on-year to reach **4.7 million visitors**. **TR totalled $6.5 billion**, a 4.8 per cent decline over the same period last year.

- Gazetted **hotel room revenue** for Q1 2019 came in at an estimated **S$1.0 billion**, a 4.3 per cent year-on-year increase.



IVA - International visitor arrivals
TR - Tourism Receipts

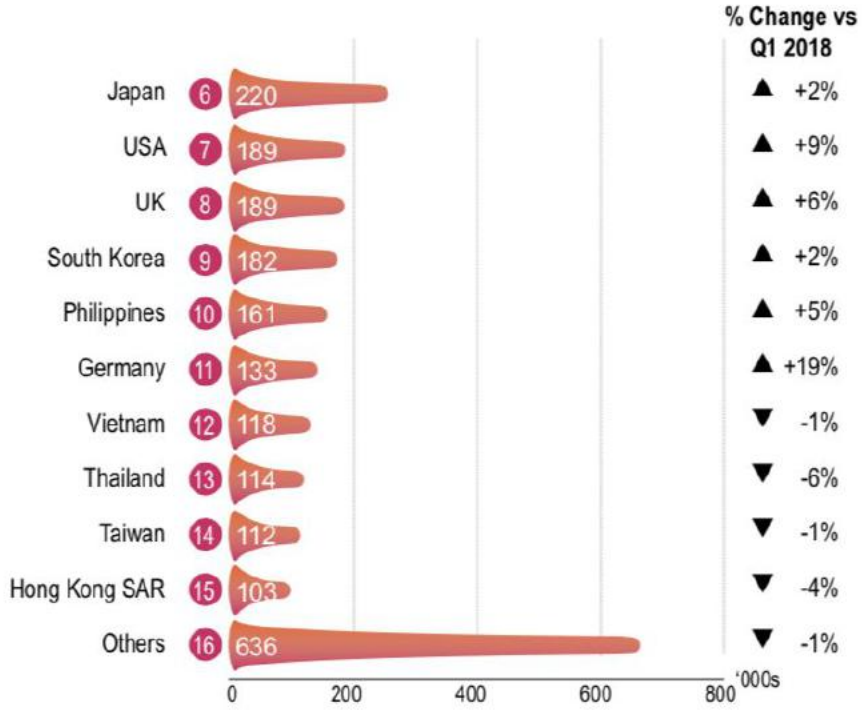
IVA for Top 15 Markets, Q1 2019

IVA, TOP 15 MARKETS

JAN-MAR 2019: 4.7 MILLION (+1.0% VS JAN-MAR 2018)

1	CHINA	▲+3%	960,000
2	INDONESIA	▼-3%	725,000
3	INDIA	▲+2%	300,000
4	MALAYSIA	0%	283,000
5	AUSTRALIA	▼-1%	263,000

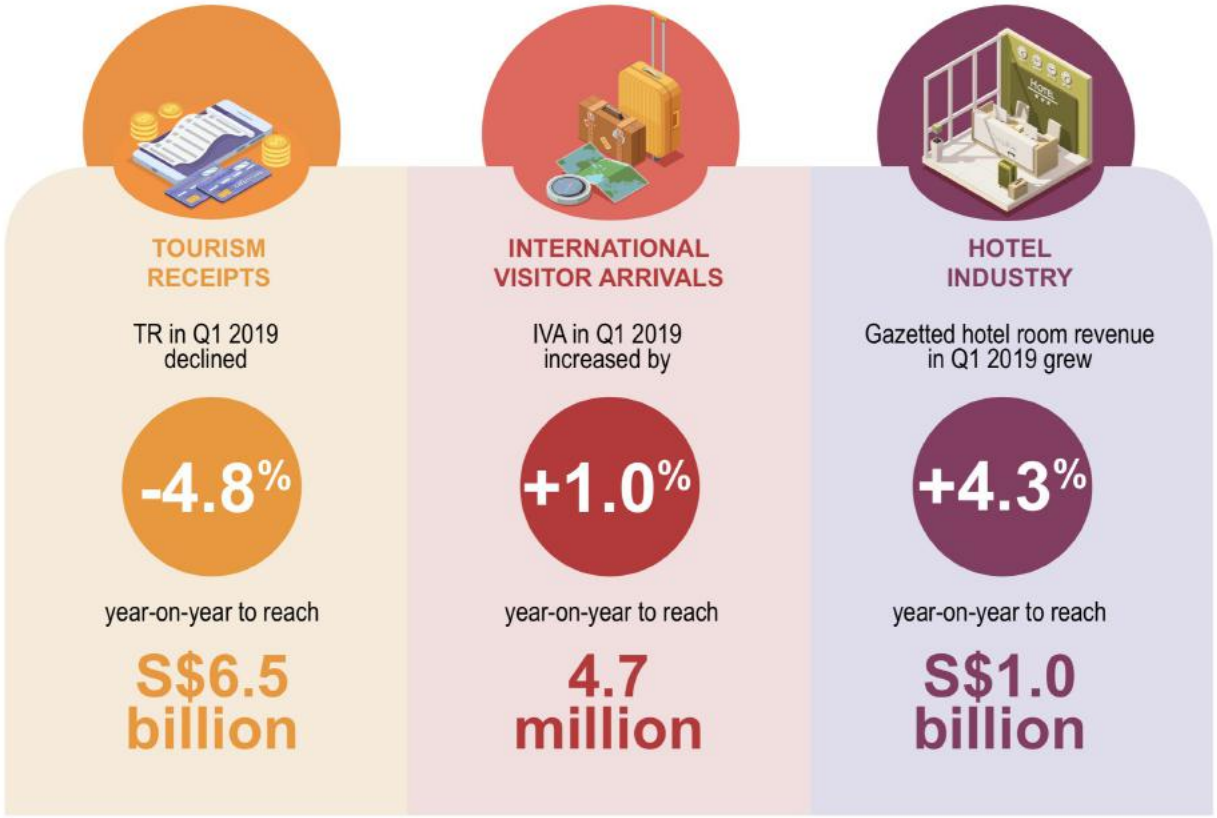
Source: Disembarkation/Embarkation Cards



China (960K), Indonesia (725K), India (300K), Malaysia (283K) and Australia (263K) were Singapore's top five international visitor-generating markets in Q1 2019. These markets accounted for 54 per cent of total IVA in January to March 2019.

Largest absolute year-on-year growths were noted in China (3%), Germany (19%) and USA (9%).

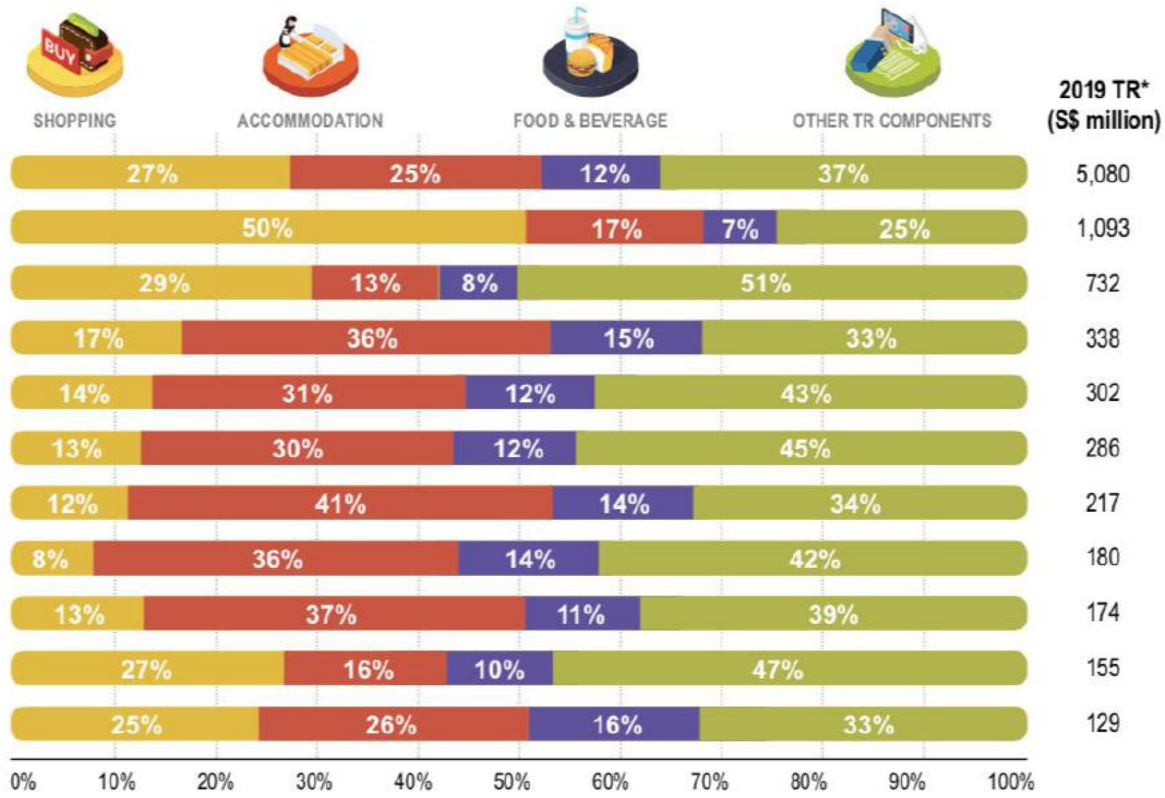
2019 Q1 Highlights



Receipts by Major Components, Q1 2019

Q1 2019 Receipts from Top 10 Markets

	VA % Change vs Q1 2018	TR % Change vs Q1 2018
Overall	▲ +1%	▼ -5%
China	▲ +3%	▼ -1%
Indonesia	▼ -3%	▲ +7%
India	▲ +2%	▼ -6%
Australia	▼ -1%	0%
Japan	▲ +2%	▲ +5%
USA	▲ +9%	▲ +15%
UK	▲ +6%	▼ -4%
South Korea	▲ +2%	▲ +2%
Malaysia	0%	▼ -34%
Philippines	▲ +5%	▼ -18%



Q1 2019 Hotel Performance

ARR, AOR and RevPAR, Q1 2019

	Average Room Rate (ARR)		Average Occupancy Rate (AOR)		Revenue Per Available Room (RevPAR)	
	S$	%△	%	%pts△	S$	%△
Overall	222	▲ +1.0	86	▼ -0.6	189	▲ +0.3
Luxury	458	▲ +1.2	89	▲ +1.6	408	▲ +3.1
Upscale	262	▼ -1.9	87	▼ -0.6	227	▼ -2.6
Mid-tier	167	▼ -1.2	88	▲ +0.5	147	▼ -0.6
Economy	110	▲ +7.0	79	▼ -3.3	87	▲ +2.8

[3] Standard AOR = [Gross lettings (Room Nights) / Available room nights] x 100
[4] Standard ARR = [Total room revenue / Gross lettings] x 100
[5] RevPAR = AOR x ARR

Marketing Career Opportunities in Tourism

The Skills Framework for Tourism covers **Attractions, MICE**, and **Tours and Travel Services sub-sectors**.

As one of Singapore's key service sectors and economic pillars, it offers **attractive career opportunities** for **marketers** which we explore in the next section on Career Pathways.

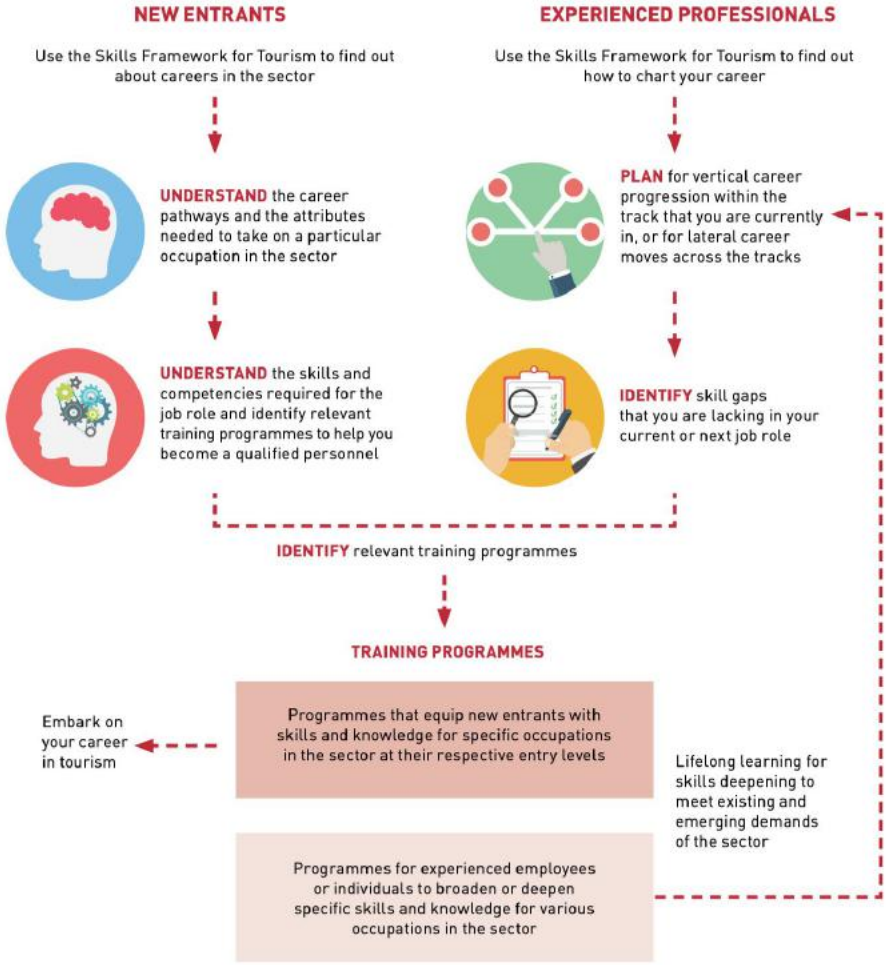
2. Career Pathways

Planning a Marketing Career in Tourism with Vertical and Lateral Progression

With 2-5 years experience, **Marketing Executives** can aspire to become **Senior Executives** and **Managers** in 5-10 years. They can then work towards the **Marketing Director** or **CMO** role in their organizations.

They have a choice of **three sub-sectors*** to work in and can also **progress laterally** to careers in **Sales, Sponsorships or Business Development.**

*Attractions, MICE, Tours and Travel Services



Career Pathways in Tourism

Sub-sectors: Attractions, MICE, Tour and Travel Services

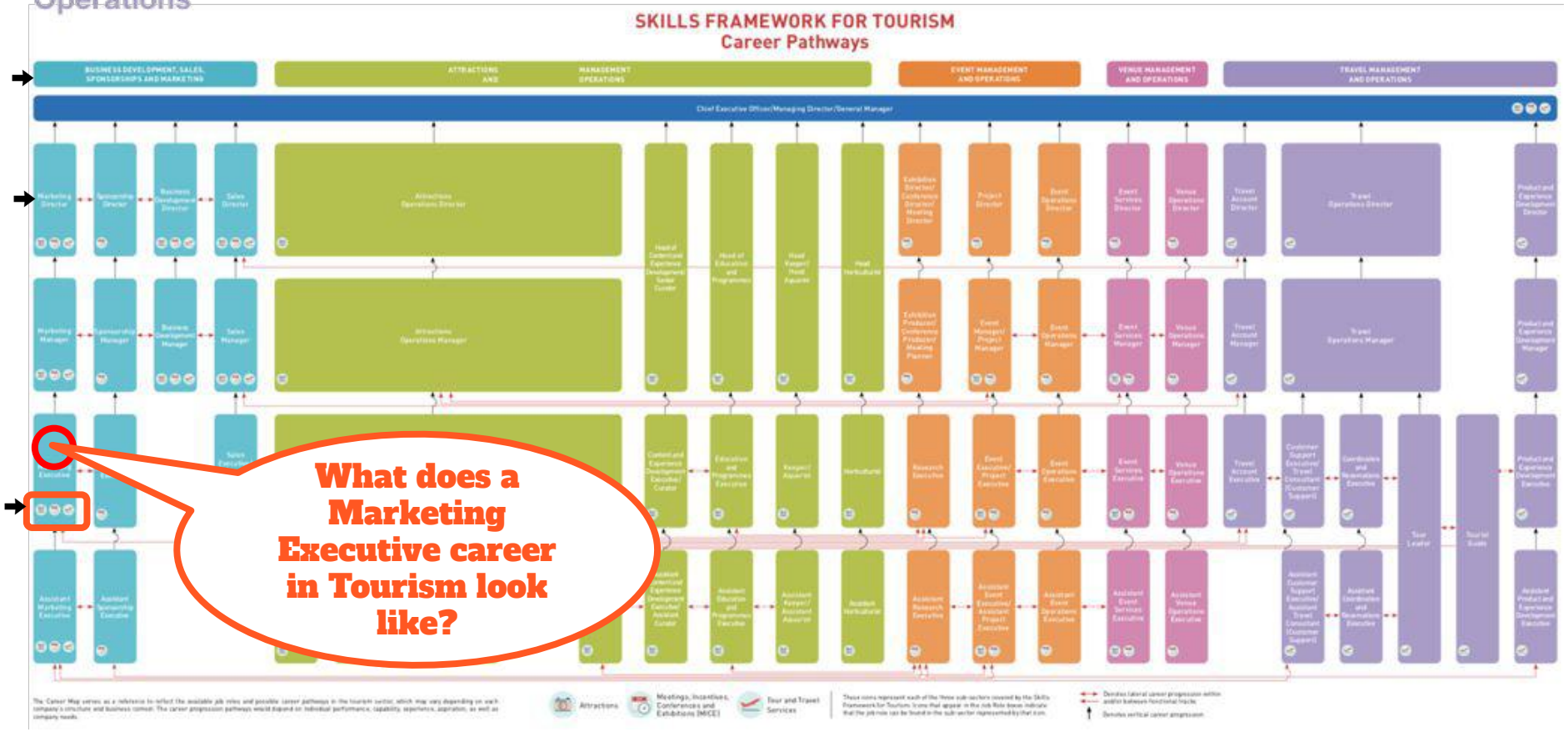
Career Tracks:

Business Development, Sales, Sponsorships and Marketing; Attraction Management and Operations; Event Management and Operations; Venue Management and Operations; Travel Management and Operations

Career Tracks →

Job roles →

Sub-sectors →



Wage Information: Marketing Roles

Job Roles	Indicative Monthly Salary Range*($)
BUSINESS DEVELOPMENT, SALES, SPONSORSHIPS, AND MARKETING	
Assistant Marketing Executive Assistant Sponsorship Executive Marketing Executive Sponsorship Executive Sales Executive/Travel Consultant (Sales)	2,600 - 3,400
Marketing Manager Sponsorship Manager Business Development Manager Sales Manager	4,000 – 6,000
Marketing Director Sponsorship Director Business Development Director Sales Director	8,000 - 13,900

Across Five Career Track Options

Business Development, Sales, Sponsorships and Marketing

Individuals working in this track support the commercial needs of the business. For Business Development, they exist in all three sub-sectors, with Sales encompassing Event Sales. Sponsorships track is applicable to MICE sub-sector.

Attractions Management and Operations

Individuals working in this track support Attractions-related operations, including Content and Experience Development, and Nature and Wildlife-based job roles. The Nature and Wildlife-based job roles are unique to the Attractions sub-sector.

Event Management and Operations

Individuals working in this track support the development and execution of Events, with potential synergies between the Attractions and MICE sub-sectors. This track includes Product and Experience Development, Project Management and Event Operations.

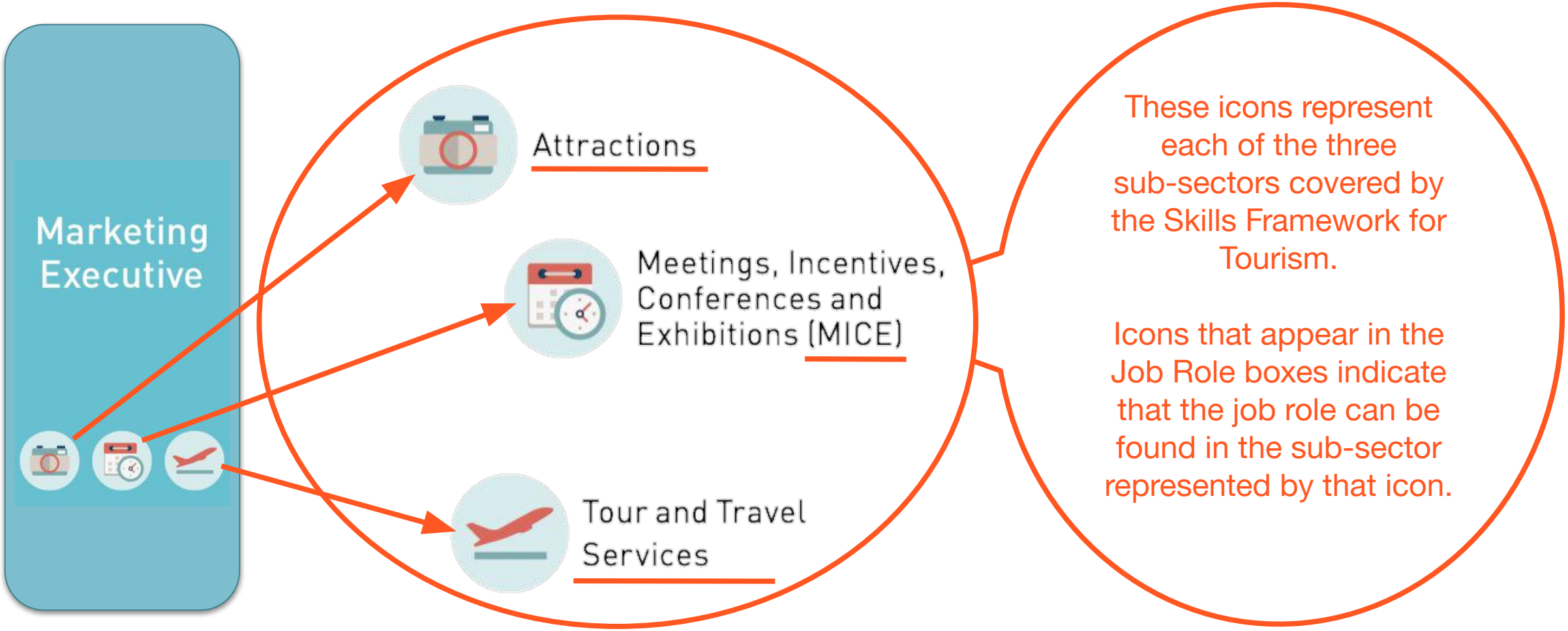
Venue Management and Operations

Individuals working in this track support the development and execution of venues for events, including Venue Management and Venue Operations.

Travel Management and Operations

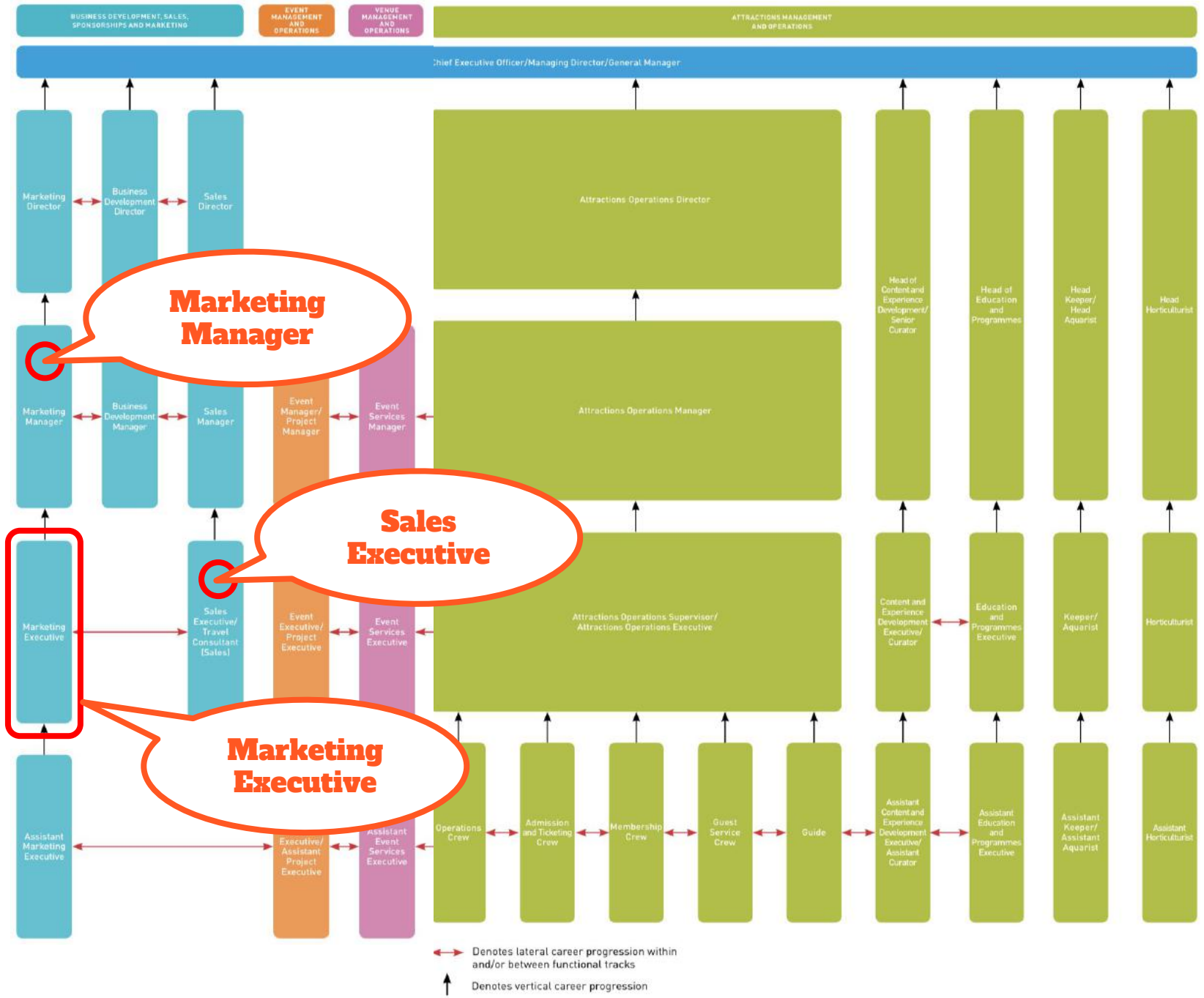
Individuals working in this track support the Tour and Travel Services-related operations, including Product and Experience Development, Tourist Guides and Travel Account.

Marketing Executives Have Three Career Sub-sectors To Choose From...



MEs can also move laterally across job roles.

e.g. A marketing executive be promoted to marketing manager, or move laterally to become a Sales Executive or Travel Consultant.



In all the SFw Covers 69 Job Roles

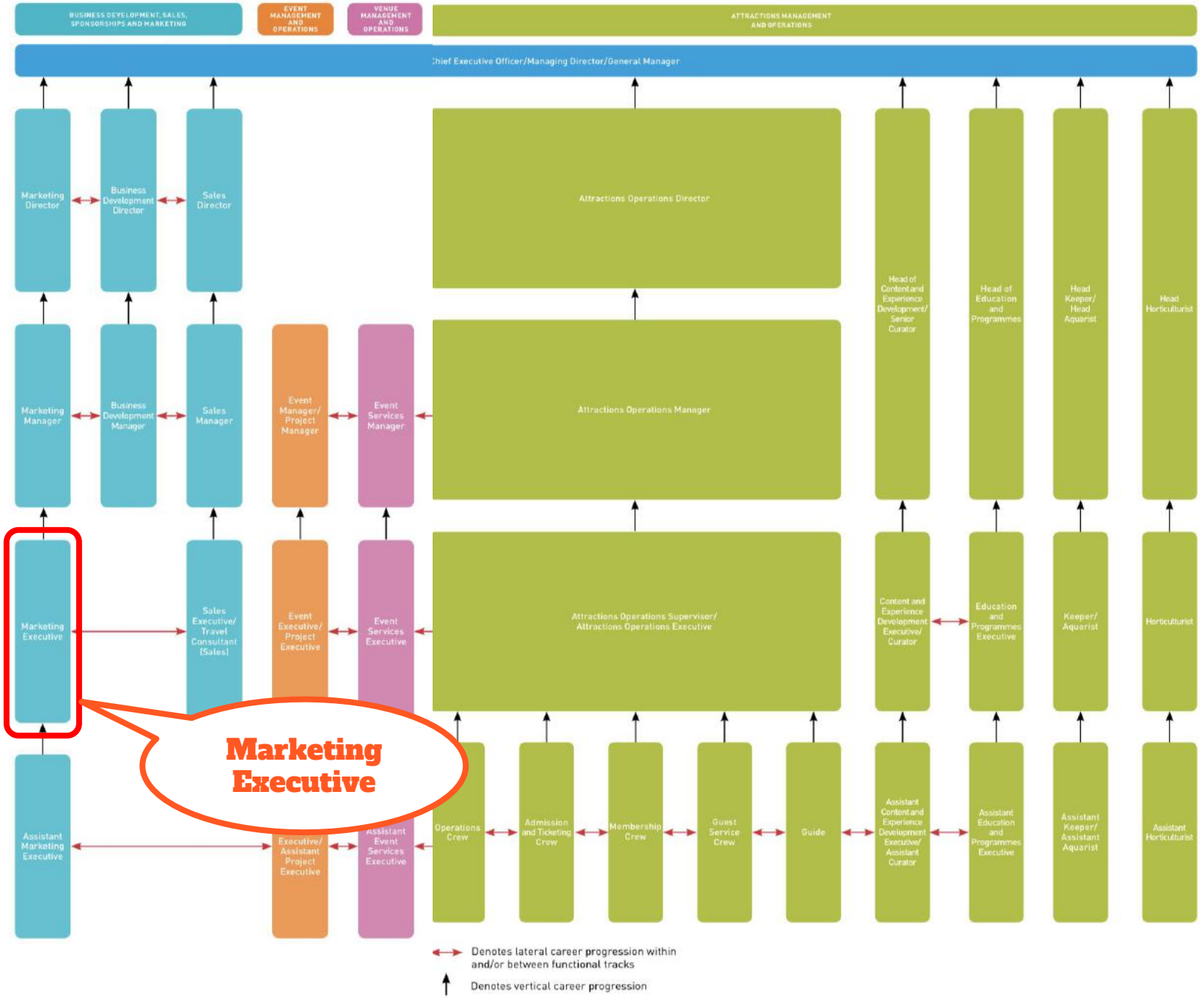
The Skills Maps covers a total of **69 job roles**, **critical work functions**, **key tasks** and **skills and competencies** aligned to the **five tourism tracks**.

TOURISM TRACK	BUSINESS DEVELOPMENT, SALES, SPONSORSHIPS AND MARKETING	ATTRACTIONS MANAGEMENT AND OPERATIONS	EVENT MANAGEMENT AND OPERATIONS	VENUE MANAGEMENT AND OPERATIONS	TRAVEL MANAGEMENT AND OPERATIONS
JOB ROLES	Marketing Executive	...	...	...	...
SUB-SECTOR	Attractions, MICE or Tour and Travel Services				
CRITICAL WORK FUNCTIONS	Develop marketing strategies...				
KEY TASKS	Analyse how market and industry trends can be leveraged to promote product and service offerings to target customers...	...	...	...	...
SKILLS and COMPETENCIES	Market Research, Digital Marketing...	...	...	...	...

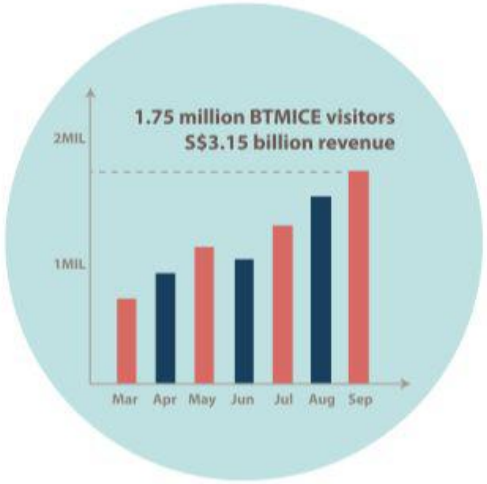
Job Role: Marketing Executive

Sub-Sector Career Map — Attractions

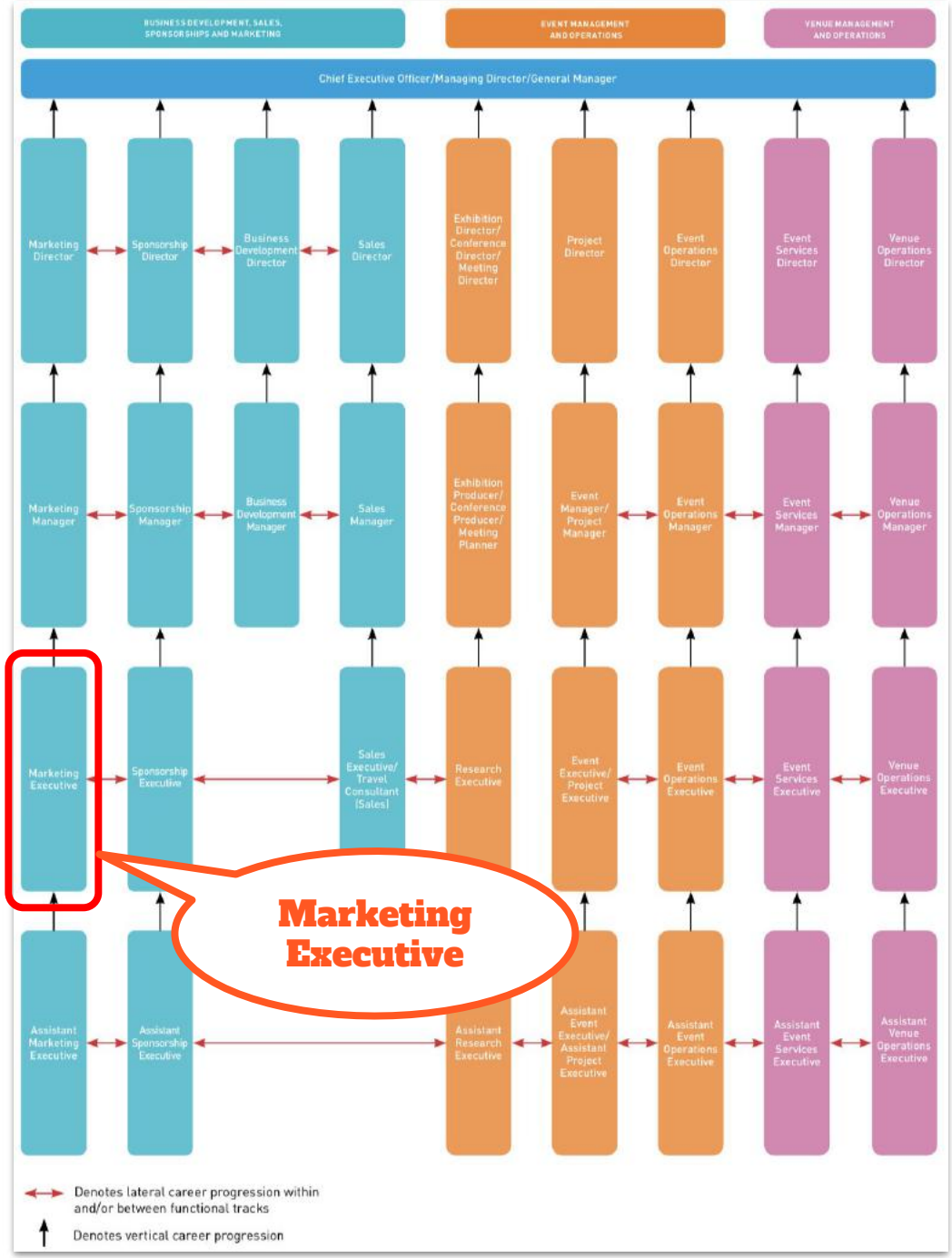
- The Attractions industry is a core tourism sub-sector for Singapore, which brings about indirect economic benefits and creates demand in other tourism-related sectors such as accommodation, retail and dining.



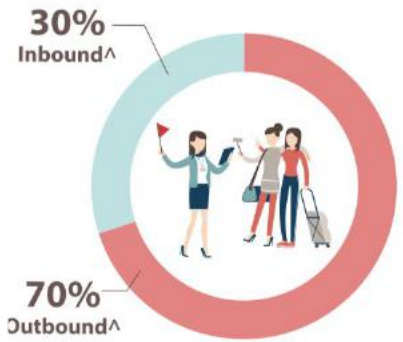
Sub-Sector Career Map — Meetings, Incentives, Conferences and Exhibitions (MICE)



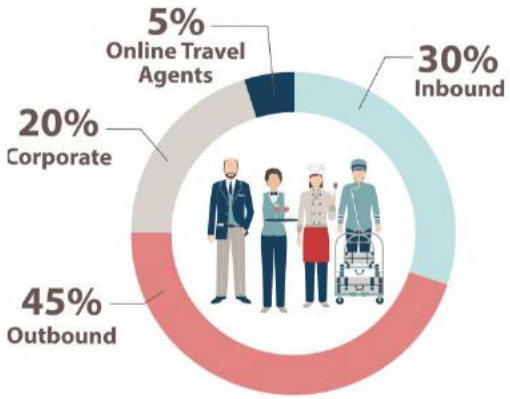
- In 2017, Singapore welcomed **2.456 million Business Travel and Meetings, Incentive Travel, Conventions and Exhibitions (BTMICE) visitors** generating **$4.335 billion in tourism receipts**.



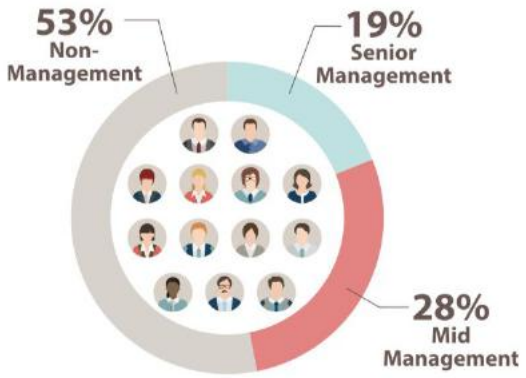
Sub-Sector Career Map - Tour and Travel Services



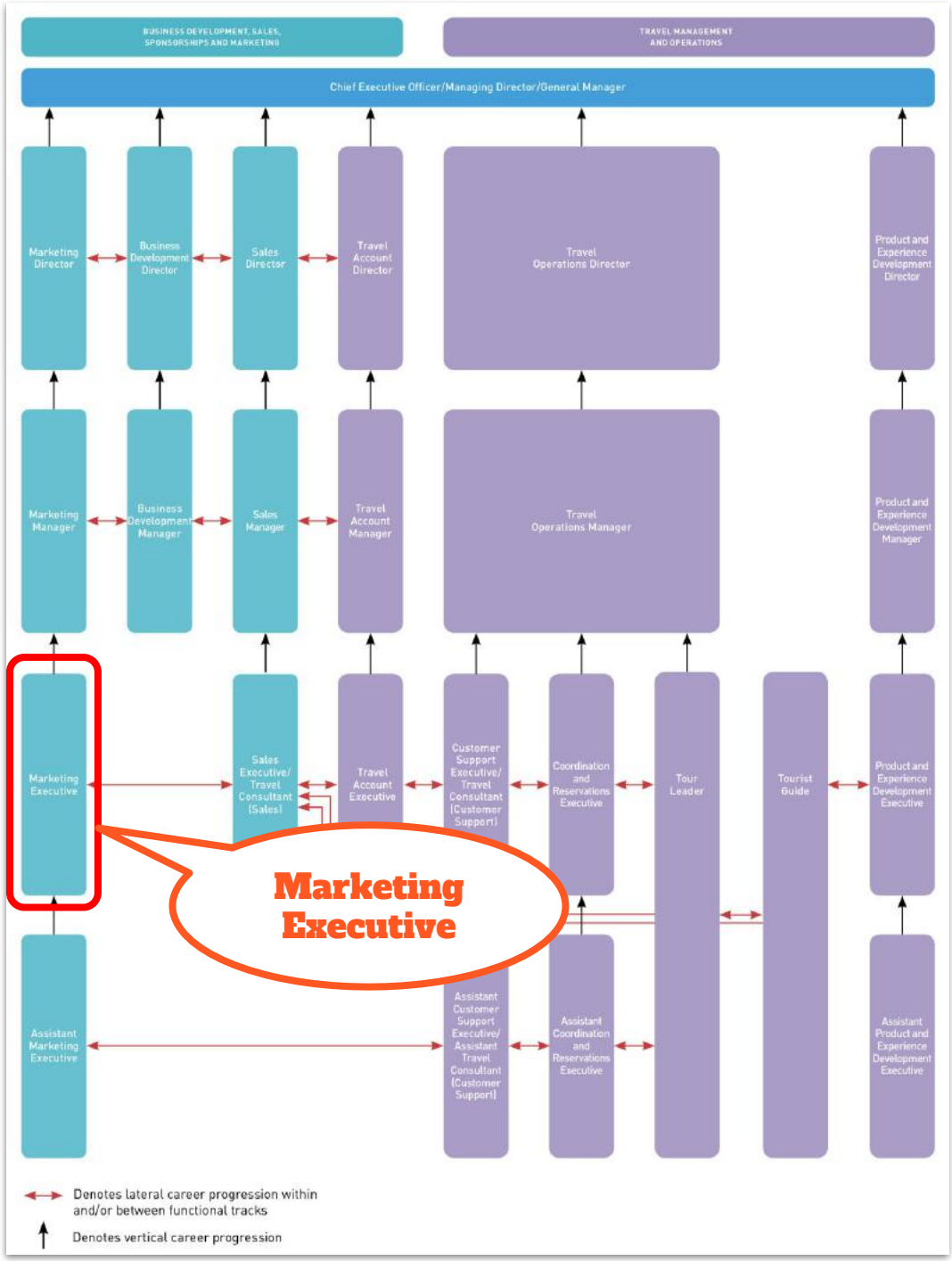
Travel Agents (~1,200)*



Employment*



Headcount



3. Job Roles

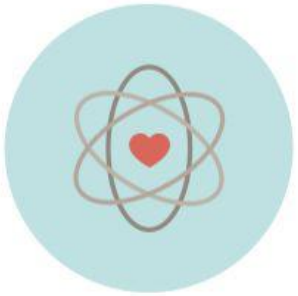
Desired Attributes

Adaptable
Resilient with a positive attitude to take on exciting challenges in a fast-changing environment.

Detail-oriented
Strong organisational and multi-tasking skills, with an eye for detail.

Professionalism
Confident and poised even when faced with a difficult situation. Demonstrate reliability and accountability at all times.

Effective Communicator
Strong and effective communication skills to build good rapport with customers and partners. Ability to listen carefully to their needs so as to provide the extra personalised touch.



Passionate
Strong desire to continuously improve and stay up-to-date with industry trends and knowledge.

Service-oriented
Strong service mindset to create a positive experience for customers.

Team Player
Cooperative and able to work with a diverse workforce to achieve the common goal.

Here we dive deeper into what a Marketing Executive does

Job roles describe the skills requirement, work context and expected profile of the worker performing the occupational/job role. It provides an overall introduction to the occupation/job role.

(iii) Skills Map

The Skills Maps covers a total of 69 job roles, critical work functions, key tasks and skills and competencies aligned to the five tracks.

(a) View the Occupations/Job Roles under the SFw for Tourism

Click on the tracks listed below to download the Skills Map for each track.

Business Development, Sales, Sponsorships and Marketing

- Assistant Marketing Executive [PDF / Word]
- Assistant Sponsorship Executive [PDF / Word]
- Marketing Executive [PDF / Word]
- Sponsorship Executive [PDF / Word]
- Sales Executive / Consultant (Sales) [PDF / Word]
- Marketing Mana

From the Skills Map, select the job role for Marketing Executive

From the job role details, we are able to understand the skills required to excel in this job

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SKILLS FRAMEWORK FOR TOURISM
SKILLS MAP - MARKETING EXECUTIVE

Sector	Tourism	
Sub-Sector	Attractions/Meetings, Incentives, Conferences and Exhibitions/Tour and Travel Services	
Track	Business Development, Sales, Sponsorships and Marketing	
Occupation	Marketing Professional	
Job Role	**Marketing Executive**	
Job Role Description	The Marketing Executive executes the organisation's branding and marketing efforts. He/She protects brand image by training key internal stakeholders on brand guidelines. He also executes marketing campaigns and marketing communication activities to promote the organisation's product and service offerings. He performs market research and data analytics on brand awareness, market trends and target consumer landscape. Innovative and resourceful, he keeps informed of the company product and service offerings, market trends and industry events and activities. He leverages such knowledge to adjust and execute the marketing and communication plans. He commutes frequently to maintain relationships with advertising agencies and external suppliers. He also networks extensively outside of the office to stay in close contact with key industry stakeholders.	
Critical Work Functions and Key Tasks	**Critical Work Functions**	**Key Tasks**
	Manage organisation's brand	Analyse market research on brand awareness and association
		Support development of brand guidelines according to overall brand image
		Conduct training to internal stakeholders on brand guidelines
		Develop collaterals that are consistent with brand
		Maintain organisation's website performance and adherence to brand guidelines
		Perform analysis of reputation risk to determine business impact to organisation
	Develop marketing strategies	Analyse how market and industry trends can be leveraged to promote product and service offerings to target customers
		Perform data analysis on the performance of marketing channels
		Analyse website traffic and e-commerce data to identify trends and patterns
	Manage marketing campaigns	Design marketing materials for traditional, digital and social media campaigns according to design concepts and ideas
		Execute measures to enhance customer experience across traditional, digital and social media platforms and customer touch points
		Develop collaterals that are aligned to events' themes

The Job Role is available in summary or detailed format

Marketing Executive

JOB ROLE DESCRIPTION

The Marketing Executive executes the organisation's branding and marketing efforts. He/She protects brand image by training key internal stakeholders on brand guidelines. He also executes marketing campaigns and marketing communication activities to promote the organisation's product and service offerings. He performs market research and data analytics on brand awareness, market trends and target consumer landscape.

Innovative and resourceful, he keeps informed of the company product and service offerings, market trends and industry events and activities. He leverages such knowledge to adjust and execute the marketing and communication plans.

He commutes frequently to maintain relationships with advertising agencies and external suppliers. He also networks extensively outside of the office to stay in close contact with key industry stakeholders.

TECHNICAL SKILLS & COMPETENCIES			
Brand Campaign Management	Level 3	Marketing Communications Plan Development	Level 3
Brand Guideline Development	Level 3	Media Platforms Management	Level 3
Brand Portfolio Management	Level 3	Media Strategy Development	Level 3
Budgeting	Level 3	Social Media Management	Level 3
Content Writing and Editing	Level 3	Stakeholder Management	Level 3
Data Mining and Modelling	Level 3	Strategy Implementation	Level 3
Design Concepts Generation	Level 3	Technology Application	Level 3
Digital Marketing	Level 3	Technology Scanning	Level 3
E-Commerce C			Level 3
Infographics an			Level 3
Market Researc			Level 3
Marketing Camp			Level 3
GENERIC SKILLS & COMPETENCIES (TOP 5)			
Communication	Intermediate	Teamwork	Advanced
Creative Thinking	Intermediate	Interpersonal Skills	Intermediate
Digital Literacy	Intermediate		

Summary from SFw for Tourism Guide

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SKILLS FRAMEWORK FOR TOURISM
SKILLS MAP - MARKETING EXECUTIVE

Sector	Tourism	
Sub-Sector	Attractions/Meetings, Incentives, Conferences and Exhibitions/Tour and Travel Services	
Track	Business Development, Sales, Sponsorships and Marketing	
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		Maintain organisation's website performance and adherence to brand guidelines
		Perform analysis of reputation risk to determine business impact to organisation
	Develop marketing strategies	Analyse how market and industry trends can be leveraged to promote product and service offerings to target customers
	Manage ma	rding to design
		platforms and customer touch points
		Develop collaterals that are aligned to events' themes
		Analyse performance of marketing campaigns and achievement of key performance indicators to identify areas of improvement

Detailed version from SFw website

For Career Progression, Review the Skills Maps for Target Roles

Marketing Executive

SKILLSFuture SG

SKILLS FRAMEWORK FOR TOURISM
SKILLS MAP - MARKETING EXECUTIVE

Sector	Tourism
Sub-Sector	Attractions/Meetings, Incentives, Conferences and Exhibitions/Tour and Travel Services
Track	Business Development, Sales, Sponsorships and Marketing
Occupation	Marketing Professional
Job Role	**Marketing Executive**
Job Role Description	The Marketing Executive executes the organisation's branding and marketing efforts. He/She protects brand image by training key internal stakeholders on brand guidelines. He also executes marketing campaigns and marketing communication activities to promote the organisation's product and service offerings. He performs market research and data analytics on brand awareness, market trends and target consumer landscape. Innovative and resourceful, he keeps informed of the company product and service offerings, market trends and industry events and activities. He leverages such knowledge to adjust and execute the marketing and communication plans. He commutes frequently to maintain relationships with advertising agencies and external suppliers. He also networks extensively outside of the office to stay in close contact with key industry stakeholders.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Manage organisation's brand	Analyse market research on brand awareness and association
		Support development of brand guidelines according to overall brand image
		Conduct training to internal stakeholders on brand guidelines
		Develop collaterals that are consistent with brand
		Maintain organisation's website performance and adherence to brand guidelines
		Analyse website traffic and e-commerce data to identify trends and patterns
	Manage marketing campaigns	Design marketing materials for traditional, digital and social media campaigns according to design concepts and ideas
		Execute measures to enhance customer experience across traditional, digital and social media platforms and customer touch points

Current Role

Marketing Manager

SKILLSFuture SG

SKILLS FRAMEWORK FOR TOURISM
SKILLS MAP - MARKETING MANAGER

Sector	Tourism
Sub-Sector	Attractions/Meetings, Incentives, Conferences and Exhibitions/Tour and Travel Services
Track	Business Development, Sales, Sponsorships and Marketing
Occupation	Marketing Professional
Job Role	**Marketing Manager**
Job Role Description	The Marketing Manager manages the execution of the organisation's branding and marketing efforts. This includes managing the organisation's brand image, marketing communications and promotional campaigns. He/She guides market research on brand awareness, market trends and target consumer landscape. He develops measures to leverage market research to enhance promotion of the organisation's product and service offerings. Innovative and resourceful, he leverages data analytics and other forms of business intelligence to identify key market trends and major industry events and activities. He leverages on these information to develop successful marketing programmes and initiatives. He serves as a mentor to direct reports and provides tactical guidance on how to execute the marketing campaigns and programmes. He commutes frequently to identify and develop key marketing opportunities, and networks extensively outside of the office to stay in close contact with key industry stakeholders.

	Critical Work Functions	Key Tasks
	Manage organisation's brand	Develop research parameters to identify market awareness and brand association
		Develop strategies to enhance brand reputation based on current brand position and market awareness
		Develop brand guidelines according to overall brand image
		Develop communication plans for brand guidelines
		Ensure brand consistency in collaterals across platforms
		Propose marketing channels according to target customers and market segments based on data analysis
		Develop measures to increase e-commerce traffic and presence based on analysis of website trends and patterns
		Formulate data-driven commercial insights and strategies to acquire and retain target customers

Future Role

4. Skill Description

The Skills Map for Marketing Executives covers **critical work functions**, **key tasks** and **skills and competencies** for each **job role**. It summarizes the performance expectations of the skills.

Career Track: **Business Development, Sales, Sponsorships and Marketing**

Sub-sector: **Attractions**

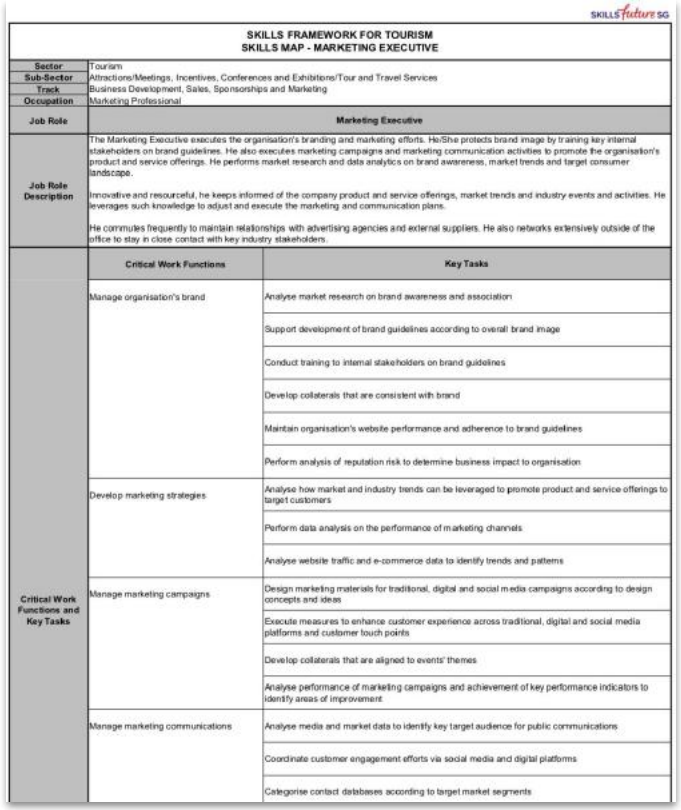
Job Role: **Marketing Executive**

Critical Work Functions

Key Tasks

TSCs

GSCs



SKILLSFuture SG

SKILLS FRAMEWORK FOR TOURISM
SKILLS MAP - MARKETING EXECUTIVE

Sector	Tourism
Sub-Sector	Attractions/Meetings, Incentives, Conferences and Exhibitions/Tour and Travel Services
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Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Manage organisation's brand	Analyse market research on brand awareness and association
		Support development of brand guidelines according to overall brand image
		Conduct training to internal stakeholders on brand guidelines
		Develop collaterals that are consistent with brand
		Maintain organisation's website performance and adherence to brand guidelines
		Perform analysis of reputation risk to determine business impact to organisation
	Develop marketing strategies	Analyse how market and industry trends can be leveraged to promote product and service offerings to target customers
		Perform data analysis on the performance of marketing channels
		Analyse website traffic and e-commerce data to identify trends and patterns
	Manage marketing campaigns	Design marketing materials for traditional, digital and social media campaigns according to design concepts and ideas
		Execute measures to enhance customer experience across traditional, digital and social media platforms and customer touch points
		Develop collaterals that are aligned to events' themes
		Analyse performance of marketing campaigns and achievement of key performance indicators to identify areas of improvement
	Manage marketing communications	Analyse media and market data to identify key target audience for public communications
		Coordinate customer engagement efforts via social media and digital platforms
		Categorise contact databases according to target market segments

GSCs in the SFw for Tourism

18 GSCs. Each GSC with 3 proficiency levels – Basic, Intermediate, Advanced.

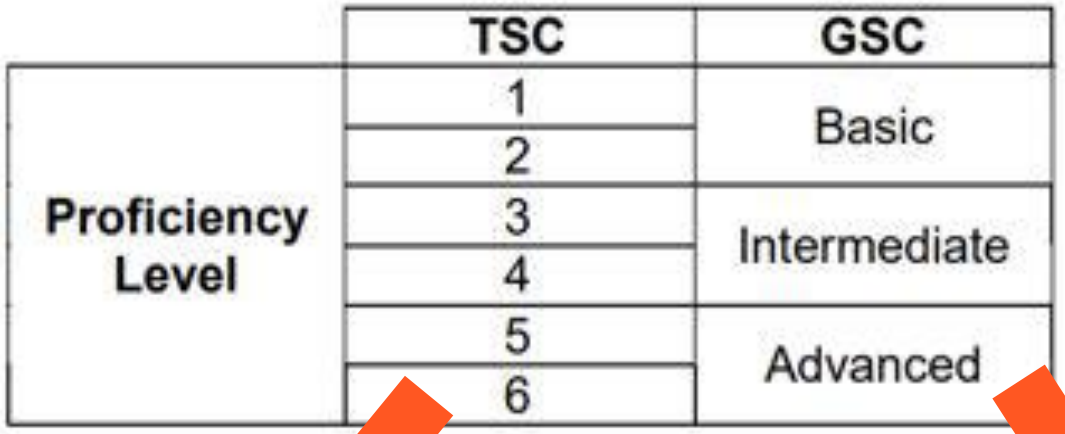
TSCs in the SFw for Tourism

Technical Skills and Competencies are grouped by TSC Category, with each TSC being graded against a Proficiency Level of 1 to 6.

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Attractions Operations	Animal Conditioning and Enrichment	Manage animal conditioning and enrichment programmes		●	●	●		
	Animal Habitat Management	Manage policies and practices regarding the care and maintenance of animal habitats, including the design of animal habitats		●	●	●		
	Animal Husbandry and Nutrition	Manage policies and practices regarding the care and keeping of animals, including feeding, cleaning and monitoring of animal behaviours		●	●	●		
	Animal Transaction	Manage practices to restrain and convey animals during animal transportation		●	●	●		
	Attractions Guest Relations Management	Manage guest relations strategies and policies to enhance on-site guest experience, including the management of special guest requests, requirements and needs	●	●	●			
	Attractions Membership, Admission and Ticketing Management	Manage membership, admission and ticketing operations within the attractions sites, including the implementation of these policies at the frontline guest-servicing counters	●	●	●			
	Attractions Programme Development	Manage programmes catered for attractions visitor groups		●	●	●		
	Attractions Ride and Equipment Maintenance	Manage operation and maintenance of attractions rides and equipment	●	●	●			
	Attractions Transportation Operations	Manage transportation services for visitors within the attractions sites, including trams, buses and other modes of transportation	●	●	●			
	Horticulture Management	Manage policies and practices regarding the research, concept design, care and maintenance of horticulture within an attractions site		●	●	●		
Business Development, Sales and Marketing	Brand Campaign Management	Develop evaluation strategies for brand campaign effectiveness and analyse data to provide recommendations for improvements in future brand campaigns		●	●	●	●	
	Brand Guideline Development	Conceptualise and develop branding guidelines to uphold and maintain brand values, promises and image, as well as assess current brand guidelines and provide inputs to enhance messaging		●	●	●	●	
	Brand Portfolio Management	Formulate brand portfolio strategies, define branding features as well as create brand differentiators to expand portfolio user base		●	●	●	●	
	Business Opportunities Development	Identify new business opportunities to better meet the needs of existing markets and bring benefits to the organisation				●	●	
	Customer Acquisition Management	Develop customer acquisition strategies as well as foster customer relationships to attract new customers			●	●	●	

Proficiency Levels for GSCs and TSCs



General Descriptors for Technical Skills and Competencies (TSCs)

Level	Responsibility (Degree of supervision and accountabiity)	Autonomy (Degree of decision-making)	Complexity (Degree of difficulty of situations and tasks)	Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)
6	Accountable for significant area of work, strategy or overall direction	Empower to chart direction and practices within and outside of work (including professional field/ community), to achieve/ exceed work results	Complex	• Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge • Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice • Demonstrate exemplary ability to innovate, and formulate ideas and structures
5	Accountable for achieving assigned objectives, decisions made by self and	Provide leadership to achieve desired work results; Manage resources, set	Complex	• Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Communication	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.	Communicate information with others to respond to general inquiries and to obtain specific information.	Articulate and discuss ideas and persuade others to achieve common outcomes.	Negotiate with others to address issues and achieve mutual consensus.
Computational Thinking	Develop and use computational models, tools and techniques to interpret and understand data, solve problems and guide decision-making.	Use computational models, tools and techniques to identify patterns in a problem and develop a solution.	Modify existing computational models, tools and techniques to develop different solutions.	Develop and create computational models, tools and techniques to implement new solutions and apply to other problems.
Creative Thinking	Adopt a fresh	Connect ideas or	Connect or combine	Create original

Marketing Executive Skills Map

Critical Work Functions / Key Tasks Work Environment and Conditions Attributes CWFs TSCs GSCs

SKILLSFuture SG

SKILLS FRAMEWORK FOR TOURISM SKILLS MAP - MARKETING MANAGER	
Sector	Tourism
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Marketing Executive Skills Map

Critical Work Functions	Key Tasks
Manage organisation's brand	Develop research parameters to identify market awareness and brand association
	Develop strategies to enhance brand reputation based on current brand position and market awareness
	Develop brand guidelines according to overall brand image
	Develop communication plans for brand guidelines
	Ensure brand consistency in collaterals across platforms
	Manage organisation's website design and performance
	Manage actions to mitigate reputation risk exposure based on business impact analysis
Develop marketing strategies	Develop measures to leverage market and industry trends to promote product and service offerings to target customers
	Propose marketing channels according to target customers and market segments based on data analysis
	Develop measures to increase e-commerce traffic and presence based on analysis of website trends and patterns
	Formulate data-driven commercial insights and strategies to acquire and retain target customers
	Liaise with key internal stakeholders to develop marketing strategies
Manage marketing campaigns	Develop marketing campaigns that are aligned with brand and marketing strategies
	Communicate marketing campaign key performance indicators and targets
	Develop design concepts and ideas for marketing campaigns across traditional, digital and social media platforms
	Develop measures to enhance customer experience across traditional, digital and social media platforms and customer touch points
	Conceptualise collaterals on the ground according to events' themes
	Develop measures to improve future marketing campaigns based on identified areas of improvement

Technical Skills and Competencies	
Brand Campaign Management	Level 4
Brand Guideline Development	Level 4
Brand Portfolio Management	Level 4
Budgeting	Level 4
Business Data Analysis	Level 4
Business Performance Management	Level 4
Content Writing and Editing	Level 4
Corporate Governance	Level 4
Data Mining and Modelling	Level 4
Design Concepts Generation	Level 4
Digital Marketing	Level 4
E-Commerce Campaign Management	Level 4
Infographics and Data Visualisation	Level 4
Learning and Development	Level 4
Market Research	Level 4
Marketing Campaign Management	Level 4
Marketing Communications Plan Development	Level 4
Media Platforms Management	Level 4
Media Strategy Development	Level 4

Generic Skills and Competencies (Top 5)	
Creative Thinking	Advanced
Communication	Advanced
Developing People	Intermediate
Digital Literacy	Advanced
Global Mindset	Advanced

CWFs TSCs GSCs

5. Training Programmes

Training Programs for TSCs and GSCs

Training Programmes provide a way for Marketing Executives to **acquire the skills and competencies required** for various job roles in the **Tourism sector**. For the Tourism SFw, there are **separate programmes** curated for **new entrants and in-service personnel,** covering the relevant **TSCs and GSCs**.

Technical Skills and Competencies (TSCs)
Technical Skills and Competencies comprise **occupation/job-specific knowledge**, **skills and abilities** that a person needs to have to **perform the various tourism industry tasks**.

General Skills and Competencies (GSCs)
These are programmes through which individuals can acquire the GSCs, which are **transferable and can be applied across sectors**. The GSCs facilitate employability by supporting individuals in acquiring relevant Technical Skills and Competencies (TSCs) for various job roles in different tourism sectors.

Specific Training Is Available for New Entrants

Skills Framework for Tourism Programmes that equip new entrants with skills and knowledge for the specific job role in the sector at their respective entry level Business Development, Sales, Sponsorships and Marketing		
Programmes by Universities, Polytechnics and Institute of Technical Education		
Job Roles	**Programmes**	**Providers**
Marketing Executive	Diploma in Hospitality and Tourism Management	Nanyang Polytechnic
	Diploma in Marketing	Nanyang Polytechnic
	Specialist Diploma in Digital Business	Republic Polytechnic
	…	…

TSCs Snapshot for Marketing Executives

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Business Development, Sales and Marketing	Brand Campaign Management	Develop evaluation strategies for brand campaign effectiveness and analyse data to provide recommendations for improvements in future brand campaigns		●	●	●	●	
	Brand Guideline Development	Conceptualise and develop branding guidelines to uphold and maintain brand values, promises and image, as well as assess current brand guidelines and provide inputs to enhance messaging		●	●	●	●	
	Brand Portfolio Management	Formulate brand portfolio strategies, define branding features as well as create brand differentiators to expand portfolio user base		●	●	●	●	
	Business Opportunities Development	Identify new business opportunities to better meet the needs of existing markets and bring benefits to the organisation				●	●	
	Customer Acquisition Management	Develop customer acquisition strategies as well as foster customer relationships to attract new customers			●	●	●	

TSCs Mapped to Relevant Training

TSC Category	TSC Title	TSC Description	Proficiency Levels 1	2	3	4	5	6
Business Development, Sales and Marketing	Customer Behaviour Analysis	Devise customer behaviour analysis tools and approaches and perform analysis on information pertaining to customer behaviours			●	●	●	
	Customer Loyalty and Retention Strategy Formulation	Develop and manage customer loyalty and retention strategies based on data from customer relationship management			●	●	●	
	Demand Analysis	Devise frameworks to assess market dynamics and execute analyses to uncover demand outlook of products and/or services			●	●	●	
	Digital Marketing	Develop, execute and evaluate digital marketing strategies and campaigns to promote online presence and deliver value propositions through the use of various digital marketing channels and platforms		●	●	●	●	
	E-Commerce Campaign Management	Develop, manage and execute e-Commerce strategies and campaigns according to agreed timelines and budgetary requirements		●	●	●	●	
	Market Research	Formulate market research frameworks, as well as develop market research study objectives, market research plans and methodologies to analyse market trends and developments to for…		●	●	●	●	
	Marketing … Man…						●	

Skills Framework for Tourism

Programmes that broaden or deepen specific skills and knowledge for the various job roles in the sector

Business Development, Sales, Sponsorships and Marketing

Job Role:
Marketing Executive

Full Qualification Programmes	Providers
Specialist Diploma in Digital Business	Republic Polytechnic
Specialist Diploma in MICE & Events Management	Temasek Polytechnic

Technical Skills and Competencies (TSC)				
Category	Title	Proficiency Level	Modular Programmes	Providers
	Digital Marketing	3	Modular Certificate in Customer Relationship Management	Nanyang Polytechnic
			Modular Certificate in MICE Management	Nanyang Polytechnic
			Modular Certificate in Service Management	Nanyang Polytechnic
			Modular Certificate in Tourism Management	Nanyang Polytechnic
			Post-Diploma Certificate in Design Practice	Nanyang Polytechnic
			Data-driven Customer Experience	National University of Singapore
			Marketing Analytics	National University of Singapore
			Customer Relati… …anagement	Republic Polytechnic
			Service Qu… …ssional Ettiquette	Republic Polytechnic
			Case… …g Management	Singapore University of Social Sciences
			…Marketing	Singapore University of Social Sciences
			…agement	Singapore University of Social Sciences
			…	Singapore University of Social Sciences
			…rations	Temasek Polytechnic

1. Digital Marketing mapped to relevant training from the SFw programmes under the category of Business Development, Sales, Sponsorships and Marketing

2. You can now review all the available programs to see if they are a good fit for upskilling you for your current or future roles.

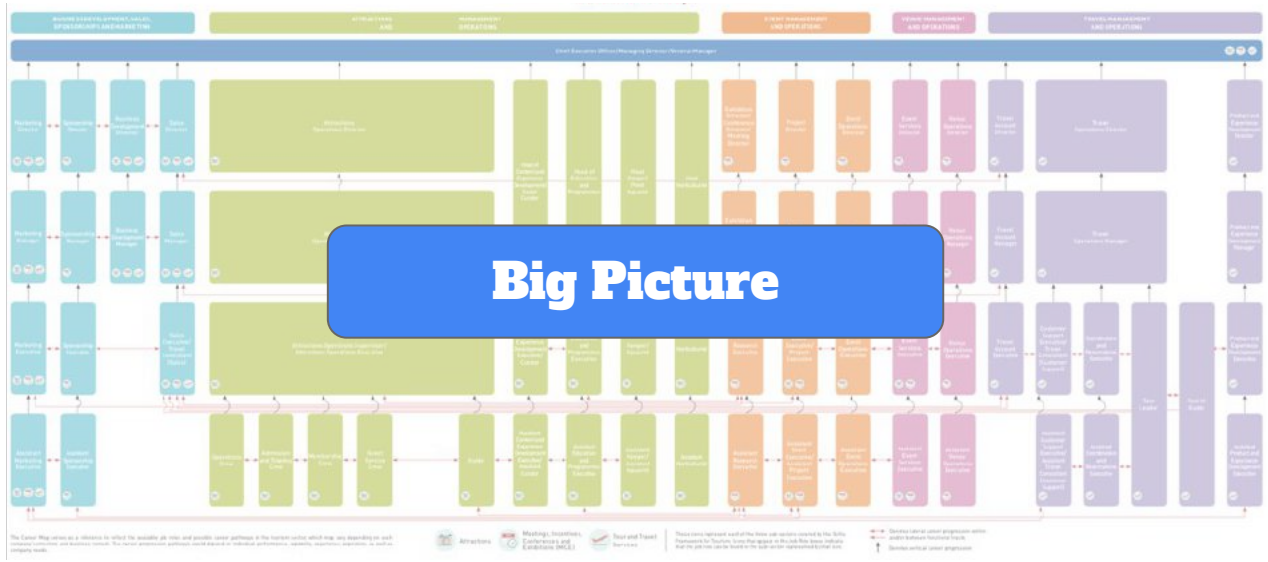
Shortlisted Programs for Marketing Executive (Excerpt)

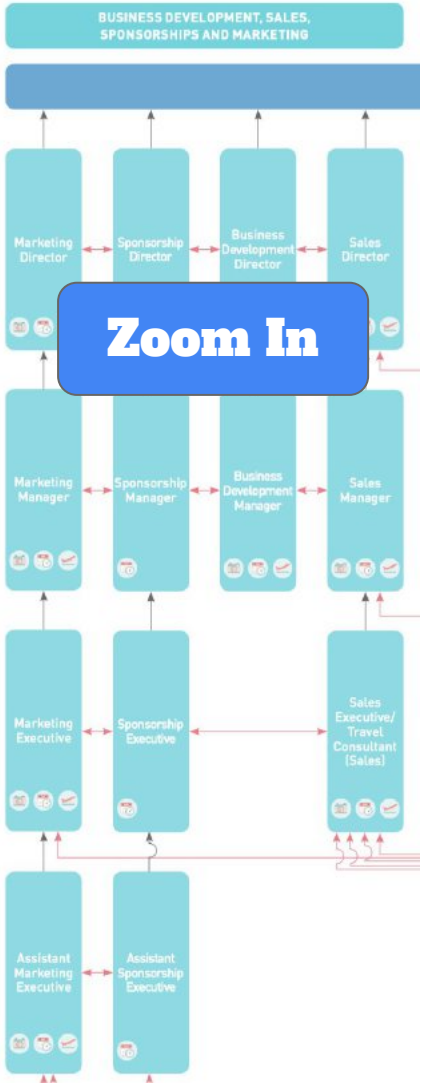
TSC Category / New Entrant Career Track	TSC / GSC Title	Proficiency Level	Program Name	Program Provider	Time Frame
Business Development, Sales and Marketing	Digital Marketing	4	Data-driven Customer Experience	National University of Singapore	6 months
Business Development, Sales and Marketing	E-commerce Campaign Management	4	Retail Management	Singapore University of Social Sciences	6 months
	Communicatio n	Advanced	Strategic Communication	Singapore University of Social Sciences	12 months
	Developing People	Intermediate	Workplace Coaching Begins With Me	National University of Singapore	12 months
Business Development, Sales, Sponsorships and Marketing	N/A	N/A	Diploma in Tourism and Resort Management	Ngee Ann Polytechnic	18 months

Various Applications of the SFw

Various Applications of the SFw

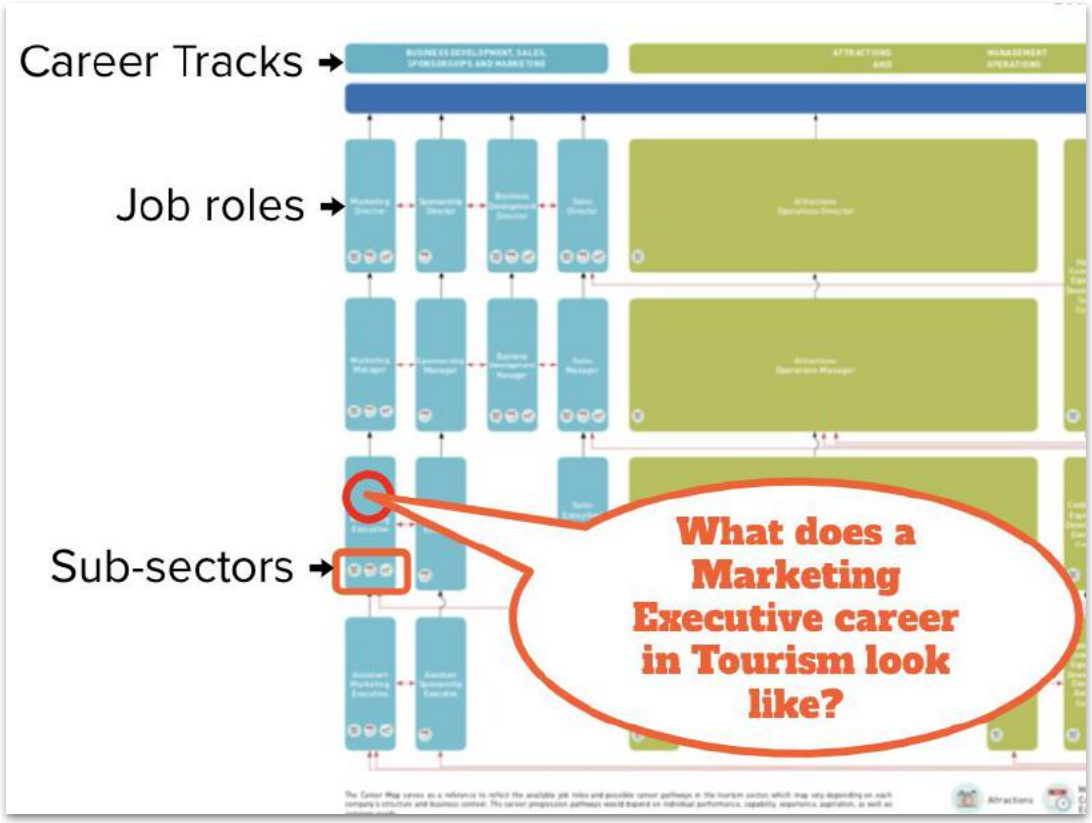
1. **Explore broad Career Pathways in Tourism**
   What does a Marketing Career in Tourism look like? Employees can see the big picture or zoom into their job track to understand promotion and cross-functional opportunities.





Various Applications of the SFw

1. **Understand Career Pathways**
   UNDERSTAND the marketing career pathways and the attributes needed to take on a particular occupation in the tourism sector. PLAN for vertical career progression within the track that you are currently in, or for lateral career moves across the tracks.



Various Applications of the SFw

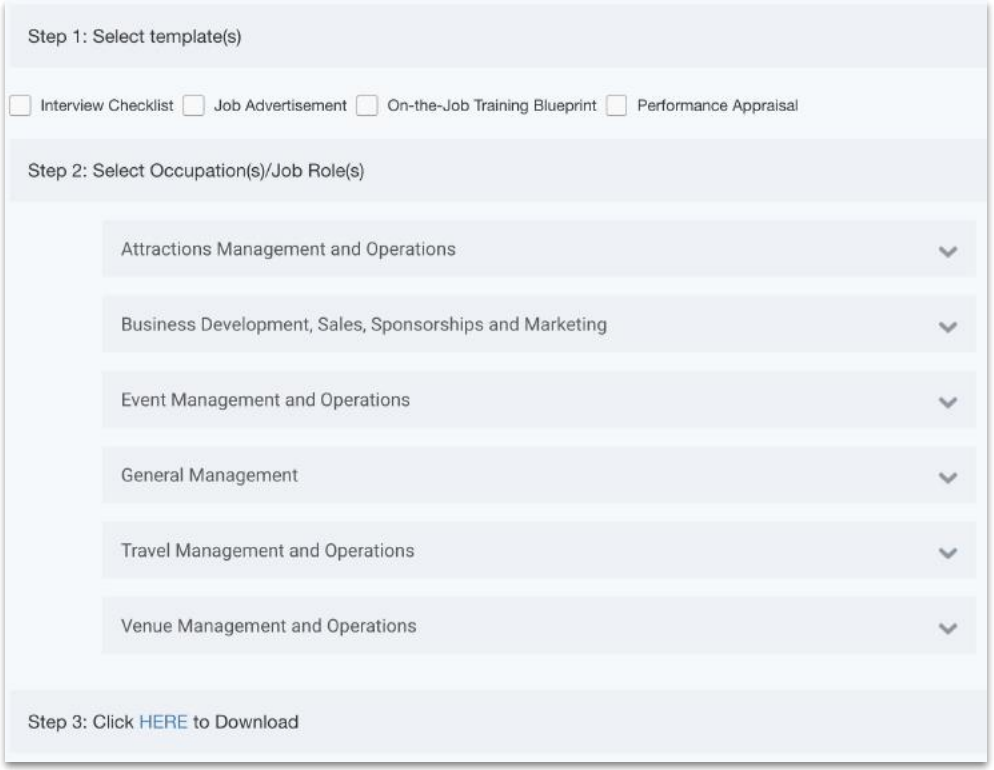
2. **Identify and Pursue Hot Skills in Demand in Tourism**
   For example, employees can acquire new skills in the hot areas of Data Analytics, Digitization of Business Operations and Curation of Bespoke Customer Experiences so as to increase their employability within the sector.

3. **Identify Relevant Courses for SkillsFuture Credit Utilization**
   All Singapore citizens 25 and above receive $500 in credit to attend relevant courses for upgrading.

4. **Obtain the SkillsFuture Study Award**
   A monetary award of $5,000 for adults in their early and mid-career to develop and deepen their skills in future Tourism growth clusters.

Various Applications of the SFw

5. **Skills Framework Templates**
   Skills Framework templates are available for enterprises to populate Skills Framework content into editable HR templates. From an employee perspective, they can use the templates to understand the broad roles and responsibilities required for any tourism job of interest.



Various Applications of the SFw

6. **Job Roles and Skills Requirements (TSCs and GSCs)**
   UNDERSTAND the **skills and competencies** required for the job role and identify **relevant training programmes** to help you attain your desired Tourism job role. IDENTIFY skill gaps that you are lacking in your current or next job role.

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Attractions Operations	Animal Conditioning and Enrichment	Manage animal conditioning and enrichment programmes		●	●	●		
	Animal Habitat Management	Manage policies and practices regarding the care and maintenance of animal habitats, including the design of animal habitats		●	●	●		
	Animal Husbandry and Nutrition	Manage policies and practices regarding the care and keeping of animals, including feeding, cleaning and monitoring of animal behaviours		●	●	●		
	Animal Transaction	Manage practices to restrain and convey animals during animal transportation		●	●	●		
	Attractions Guest Relations Management	Manage guest relations strategies and policies to enhance on-site guest experience, including the management of special guest requests, requirements and needs	●	●	●			
	Attractions Membership, Admission and Ticketing Management	Manage membership, admission and ticketing operations within the attractions sites, including the implementation of these policies at the frontline guest-servicing counters	●	●	●			
	Attractions Programme Development	Manage programmes catered for attractions visitor groups		●	●	●		
	Attractions Ride and Equipment Maintenance	Manage operation and maintenance of attractions rides and equipment	●	●	●			
	Attractions Transportation Operations	Manage transportation services for visitors within the attractions sites, including trams, buses and other modes of transportation	●	●	●			
	Horticulture Management	Manage policies and practices regarding the research, concept design, care and maintenance of horticulture within an attractions site		●	●	●		
Business Development, Sales and Marketing	Brand Campaign Management	Develop evaluation strategies for brand campaign effectiveness and analyse data to provide recommendations for improvements in future brand campaigns		●	●	●	●	
	Brand Guideline Development	Conceptualise and develop branding guidelines to uphold and maintain brand values, promises and image, as well as assess current brand guidelines and provide inputs to enhance messaging		●	●	●	●	
	Brand Portfolio Management	Formulate brand portfolio strategies, define branding features as well as create brand differentiators to expand portfolio user base		●	●	●	●	
	Business Opportunities Development	Identify new business opportunities to better meet the needs of existing markets and bring benefits to the organisation				●	●	
	Customer Acquisition Management	Develop customer acquisition strategies as well as foster customer relationships to attract new customers			●	●	●	

Various Applications of the SFw

7. **Training Programmes for Marketing Executives**

   Use the SFw to easily identify relevant training programmes targeting the required TSCs and GSCs so as to equip the learner with the required skills and competencies for the current or desired job role.

Skills Framework for Tourism

Programmes that equip new entrants with skills and knowledge for the specific job role in the sector at their respective entry level

Business Development, Sales, Sponsorships and Marketing

Programmes by Universities, Polytechnics and Institute of Technical Education

Job Roles	Programmes	Providers
Marketing Executive	Diploma in Hospitality and Tourism Management	Nanyang Polytechnic
	Diploma in Marketing	Nanyang Polytechnic
	Specialist Diploma in Digital Business	Republic Polytechnic
	...	...

Common Misconceptions

Common Misconceptions on the SFw

1. **“I have met all the skills requirement defined for the occupation/job role. Can I expect to get the salary indicated or get a promotion?”**

2. **"My pay will increase if I meet all skills requirement for my job role."**
3. **"I will get a pay increment after attending SFw programs."**

No. Having the required skills does not guarantee promotion or salary raise.

The salary information in the Skills Framework is based on past years’ trends, and it provides an indication of the range of the salaries for the occupations/job roles as a reference.

Common Misconceptions on the SFw

4. **“Doesn’t the SFw replace the Workforce Skills Qualifications (WSQ) Framework?”**

No. The WSQ Framework remains as a key Continuing Education and Training (CET) credential system to facilitate skills certification and recognition. It makes reference to the skills and competencies in the SFw in developing programmes and qualifications.

The SFw is a guide for individuals, employers and training providers, and contains additional information on sector and employment opportunities, career pathways, occupations and job roles.

Common Misconceptions on the SFw

Here are several other misconceptions which this presentation addresses:

5. "I will get a promotion after attending SFw programs."
6. "I must attend all training programs in the SFw or I will be fired from job."
7. “As an employee, I must attend all the training programmes stated for my job role/occupation in the Skills Framework for the industry I am in.”

What Sectors Are Currently Available?

- ACCOUNTANCY
- AIR TRANSPORT
- AEROSPACE
- BIOPHARMACEUTICALS MANUFACTURING
- BUILT ENVIRONMENT
- DESIGN
- EARLY CHILDHOOD CARE & EDUCATION
- ELECTRONICS
- ENERGY AND CHEMICALS
- ENERGY AND POWER
- ENGINEERING SERVICES
- ENVIRONMENTAL SERVICES
- FINANCIAL SERVICES
- FOOD MANUFACTURING
- FOOD SERVICES
- HEALTHCARE
- HOTEL & ACCOMMODATION SERVICES
- HUMAN RESOURCE
- INFOCOMM TECHNOLOGY
- INTELLECTUAL PROPERTY
- LANDSCAPE
- LOGISTICS
- MARINE AND OFFSHORE
- MEDIA
- PRECISION ENGINEERING
- PUBLIC TRANSPORT
- RETAIL
- SEA TRANSPORT
- SECURITY
- SOCIAL SERVICE
- TOURISM
- TRAINING AND ADULT EDUCATION
- WHOLESALE TRADE
- WORKPLACE SAFETY AND HEALTH

What Do The TSC Levels Mean?

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

Business Development, Sales and Marketing					
Customer Acquisition Management					
Develop customer acquisition strategies as well as foster customer relationships to attract new customers					
Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		TOU-CFC-3022-1.1-1	TOU-CFC-4022-1.1-1	TOU-CFC-5022-1.1-1	
		Evaluate findings and draw inferences gathered from past performances to	Develop customer acquisition plans to build new customer relationships	Lead development and evaluation of customer acquisition strategies and	

The TSC and GSC Proficiency Levels are pegged as such against the 6 WSQ levels:

	WSQ	TSC	GSC
Proficiency Level	1	1	Basic
	2	2	
	3	3	Intermediate
	4	4	
	5	5	Advanced
	6	6	

Thank You