INDUSTRIAL SKILLS FRAMEWORK (INDSF)
HOSPITALITY

REVENUE MANAGEMENT

Contents

Preface

The Malaysian hospitality industry is a fast-growing industry that have contributed significantly to the national economy. To address the talent development needs within the industry, the first version of the Industrial Skills Framework (IndSF) for Hospitality was developed in 2018 with the collaboration of key industry players and employer associations.

Recognising the importance of enhancing this document, HRD Corp worked to update the document in 2023 to broaden its focus areas and enrich the information on current talent development skillsets required, including new job positions that have emerged following the pandemic.

Working in collaboration with the Malaysian Association of Hotels (MAH) and the Malaysian Budget & Business Hotel Association (MyBHA), HRD Corp identified subject matter experts to participate in the initiative. Workshop sessions were conducted both physically and online. The updated IndSF Hospitality framework focuses on five main areas as listed below:

Focus Area 1:
Front Office

Focus Area 2:
Housekeeping

HOSPITALITY

Focus Area 5:
Maintenance

Focus Area 4:
Sales & Marketing

Focus Area 3:
Revenue Management

Acknowledgments

Subject Matter Experts

We would like to thank all 13 subject matter experts who have contributed to the enhancement of the Industrial Skills Framework document for Hospitality.

NO	NAME	ORGANISATION
1	Santhosam Arumugam	Glory Beach Resort
2	Oh Soon Meng (Kenneth)	Anggun Boutique Hotel
3	Prathep Nayar	Mines Beach Resort
4	Khoo Peng Yong	Bangi Business Hotel
5	Tang Chee Boon	BMS Solutions
6	Nathan Vaithi	Zenith Putrajaya
7	Ng Kien Ti	DoubleTree by Hilton
8	Moganraj Subramaniam	Mavin Ecomm Services
9	Winnie Hoh Yoon Nee	Avante Hotel
10	Yogendran Devarajan	Elysium Resort
11	Zamari Haji Muhyi	1108 Hotels & Resorts
12	Kalai Selvan Chinnapayen	Sheraton Hotel
13	Narendran Asanthanam Pillai	Equatorial Plaza

From the Chief Executive's Desk

As the custodian of Malaysia's human capital development efforts, HRD Corp has always been committed to ensuring that every Malaysian talent and member of the workforce is given the chance to develop their skills and knowledge. Our levy programme and strategic initiatives have been geared towards providing skills training, placement and income-generation opportunities to all Malaysians. This is because we believe these are the fundamentals that can help them grow personally and professionally.

Beyond that, we work closely with our registered employers, businesses and industry players to ensure they have the right training and development pathways to support their employees' career journeys, all while creating avenues to make it easier for them to invest in their workforce. At the same time, we collaborate with Malaysian trainers and training providers to strengthen the country's training and development ecosystem, ensuring that the training community can offer high-quality, industry-relevant current and future work skills.

Given our far-reaching impact and engagement, HRD Corp regularly receives requests for feedback from individuals, businesses, industries and the government on the status and potential of Malaysia's skills development landscape. We are also often tapped to provide counsel and recommendations on what industry players can do to address skills gaps within their respective industries and provide relevant and high-quality training programmes for their talents.

For these reasons, I am immensely proud to introduce to you the Industrial Skills Framework, a visionary initiative that not only answers the above-mentioned requests, but is also a comprehensive document designed to empower the workforce of today and tomorrow. This remarkable framework is testament to HRD Corp's unwavering commitment to drive human capital excellence across various industries.

The Industrial Skills Framework serves as a comprehensive guide that not only identifies the critical skills demanded by industries but also outlines the pathways to acquire and enhance these skills. It is a roadmap for individuals seeking to thrive in the modern industrial landscape, and for organisations aiming to remain competitive by nurturing a skilled workforce.

On behalf of HRD Corp, I thank our industry partners and collaborators for their effort and commitment in making IndSF a reality. I also hope that the IndSF will continue to be the main source of reference for all talents, professionals and leaders as they seek new opportunities and work together to elevate their respective industries.

YBhg. Datuk Wira Shahul Dawood
Chief Executive of HRD Corp

Sectorial Committee Foreword

The hospitality industry is considered to be one of the fastest-growing service industries across the globe and has been a key contributor to Malaysia's economy year after year. It encompasses a wide range of businesses, including hotels, resorts, restaurants, cafes, and other tourism-related services.

Currently, due to rapid technological advancement, automation, and globalisation, the hospitality industry suddenly finds itself experiencing increased competition and the need for specialised skills among employees. To adapt to this landscape, it is paramount that the industry remains committed to upskilling and reskilling their staff to keep pace with the evolving demand of providing high-quality customer service.

To serve as the industry's guidepost, I am pleased to present our Industrial Skills Framework (IndSF) working committee for the Hotel Industry. IndSF is a comprehensive compilation of both common and specialised skills required for various positions within the hotel industry in Malaysia. It offers a reference point for current employees, future talents, employers, and training providers, empowering them to embrace change and navigate the evolving landscape with confidence.

As part of the working committee of STC Hospitality, I extend my heartfelt appreciation to the rest of the working committee and industry Subject Matter Experts for their dedication and expertise in shaping this IndSF. Their collective efforts have culminated in a valuable resource that will propel our industry towards greater heights.

I would also like to acknowledge HRD Corp management for their unwavering support and leadership throughout this journey. Their commitment to the growth and development of the hospitality industry has been instrumental in the realisation of IndSF.

This is just the beginning of our collective pursuit of excellence. IndSF will continue to evolve, ensuring it remains relevant and responsive to the dynamic needs of the industry. I encourage all stakeholders to actively engage with this framework, offering feedback and insights that will contribute to its continuous improvement.

Together, let us embrace IndSF as a catalyst for continuous improvement, excellence, and innovation within the hospitality industry.

Thank you.

Yours in Hospitality

Shirley Lai
Vice President
Malaysian Association of Hotels (MAH)

Sectorial Committee Foreword

As we stand on the threshold of significant advancements in the hospitality sector, I am honoured to present the HRD Corp Industrial Skills Framework (IndSF) for the Hotel Industry. This framework aims to enhance the employability, productivity, and efficiency of Malaysia's workforce, underscoring the crucial role the hotel industry plays in our nation's economic development.

The hotel industry is a cornerstone of Malaysia's economy, generating employment, driving revenue, and attracting tourists. IndSF outlines the skills, knowledge, and attitudes required for professionals to excel, addressing critical skill gaps and offering practical training guidance.

This framework is a strategic resource that enables organisations to create tailored development plans. By focusing on the necessary skills for various roles, from entry-level to management, IndSF ensures a workforce capable of meeting industry demands.

The benefits of adopting the IndSF are clear. It allows organisations to rectify skill deficiencies, boosting productivity and efficiency. Well-trained employees perform tasks more effectively, leading to superior outcomes. Additionally, access to targeted training enhances career prospects, making employees more valuable while improving their advancement opportunities. By investing in employee development, organisations can attract and retain talent, bolstering their industry reputation. Ultimately, IndSF can spur industry growth, increase productivity, generate revenue, and create new jobs.

To conclude, IndSF is an indispensable asset for the hotel industry. It equips organisations to identify and address skill gaps, fostering a culture of continuous improvement and excellence. The suggested enhancements will further its impact, ensuring it remains a pivotal resource for the industry's skill needs. I extend my heartfelt appreciation to the working committee and industry Subject Matter Experts for their dedication and expertise in shaping IndSF.

Dr Sri Ganesh Michiel
National President
Malaysian Budget & Business Hotel Association (MyBHA)

Guidelines

01   This document serves as a **GUIDE** for individuals, employers, and training providers on knowledge, experiences, and skills mastery in the Hospitality industry.

02   The job matrix serves as a **REFERENCE** for career progression within the industry.

03   The Industrial Skills Framework for the Hospitality Industry will **FOCUS ON** Level 4 of the Malaysian Skill Certification (or its equivalent) and above.

04   This document focuses on **JOB DESCRIPTIONS, SKILLS AND TRAINING NEEDED** in the Hospitality Industry.

05   It is a **COMPLEMENTARY DOCUMENT** to existing references developed by the National Occupational Skills Standard (NOSS) and Malaysian Qualifications Framework (MQF).

06   The Industrial Skills Framework document is **NOT EXHAUSTIVE** and may be **REVIEWED FROM TIME TO TIME** for continuous improvements in parallel with the latest changes within the industry.

About the Industrial Skills Framework (IndSF)

Human Resource Development Corporation (HRD Corp) was established in 1993. As an agency under the Ministry of Human Resources, it is responsible for collecting levies from key industries and disbursing training grants to registered employers through its internal mechanisms known as the Human Resources Development Fund (HRDF). Today it has expanded its role to include training and development programmes for all Malaysian talents and employers and provide income-generating opportunities to all communities in need.

HRD Corp developed the Industrial Skills Framework (IndSF) to support the industry in acquiring a skilled workforce that meets the level of competencies and experience needed.

The development is supported by the participation of subject matter experts that represent associations and employers of the Hospitality industry. This is done based on the underlying principles below:

Accommodate the needs of in-service workers.	Focus on all levels of Malaysian Skills Certification or its equivalent and above.	Built upon the National Occupational Skills Standard (NOSS).	Developed together with the industry and benchmarked against successful frameworks or models.	Meet the competency requirements of sectors currently covered under the PSMB Act 2001.

With IndSF, employees and employers can enhance their skills for career progression. The levy utilisation process also becomes more guided as employers can choose from a list of industry-relevant training programmes that can provide a greater return on investment for their company.

Sectoral Information

Hospitality in Numbers

Registered Employers	Employees	Total Levy Collection (RM)
1,764	**94,715**	**38.8 million**

Total Levy Claimed (RM)	Levy Utilisation	Financial Assistance Approved (RM)
23.9 million	**61.6%**	**30.7 million**

Training Places Approved	Trainees Trained	Professional Certification Training
51,726	**41,283**	**10.7%**

Source: HRD Corp Internal Data, January 2022 - May 2023

TOP 5 TRAINED SKILL AREAS in Hospitality

2023

1. Hospitality and Tourism
2. Management and Leadership
3. Safety
4. Linguistics
5. Sales, Marketing, Customer Service and Retail, Hospitality and Tourism

2022

1. Hospitality and Tourism
2. Safety
3. Management and Leadership
4. Quality
5. Linguistics

2021

1. Hospitality and Tourism
2. Safety
3. Management and Leadership
4. Quality
5. Sales, Marketing, Customer Service and Retail

Source: HRD Corp Internal Data, January 2022 - May 2023

Business Outlook

A look into the Hospitality industry

TOURISM IS ONE OF THE WORLD'S LARGEST INDUSTRIES, WITH OVER 319 MILLION JOBS WORLDWIDE, OR 10.0% OF TOTAL EMPLOYMENT IN 2018, EMPLOYING PEOPLE EITHER DIRECTLY OR INDIRECTLY. THE SCOPE OF THE TOURISM MANAGEMENT INDUSTRY IS GROWING CONCURRENTLY WITH THE WORLD'S GROWING ECONOMY.

The tourism industry has one of the highest returns on investment. An additional RM 1 billion investment in this sector can increase output by RM 1.9 billion.

In Malaysia, tourism is a key economic driver, contributing 15.9% to the GDP in 2023.

This reflects a significant growth supported primarily by the retail trade and food and beverage services segments.

The number of hotels in Malaysia has steadily increased over the past two decades, from 1,578 in March 2000 to 4,732 units by 2023.

In 2023, Malaysia retained its top position in the Global Muslim Travel Index and Kuala Lumpur remained one of the Top 100 City Destinations.
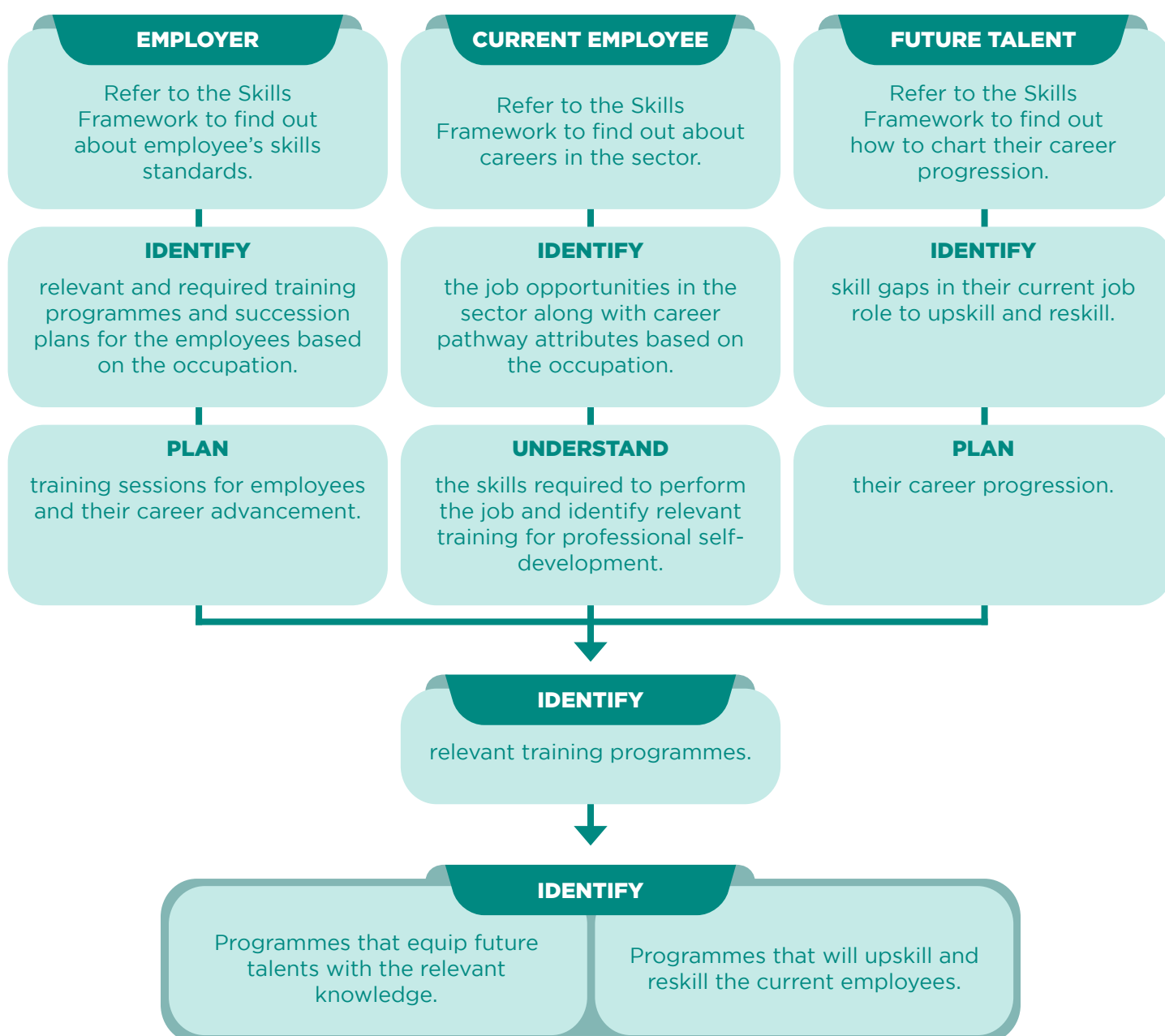
The Gross Value Added of Tourism Industries grew to RM 245 billion, marking a 10.5% increase from the previous year.

The tourism sector provided 3.8 million jobs, constituting 24% of the nation's total employment.

Globally, Malaysia is ranked 14th in tourist arrivals and 20th among 50 countries in tourism receipts (UNWTO 2023).

Moving Forward

Hospitality Industry

EMPLOYER

Refer to the Skills Framework to find out about employee's skills standards.

IDENTIFY

relevant and required training programmes and succession plans for the employees based on the occupation.

PLAN

training sessions for employees and their career advancement.

CURRENT EMPLOYEE

Refer to the Skills Framework to find out about careers in the sector.

IDENTIFY

the job opportunities in the sector along with career pathway attributes based on the occupation.

UNDERSTAND

the skills required to perform the job and identify relevant training for professional self-development.

FUTURE TALENT

Refer to the Skills Framework to find out how to chart their career progression.

IDENTIFY

skill gaps in their current job role to upskill and reskill.

PLAN

their career progression.

IDENTIFY

relevant training programmes.

IDENTIFY

Programmes that equip future talents with the relevant knowledge.

Programmes that will upskill and reskill the current employees.

Lifelong learning to fulfill existing and emerging demands of the industry.

Level Descriptors

Malaysian Occupational Skills Qualification Framework (MOSQF)

01 Competent in performing a range of varied work activities, most of which are routine and predictable.

02 Competent in performing a significant range of varied work activities in various contexts. Some of the activities are non-routine and require individual responsibility and autonomy.

03 Competent in performing a broad range of varied work activities in various contexts, most of which are complex and non-routine. There is a considerable responsibility, autonomy, and control or guidance of others are often required.

04 Competent in performing a broad range of complex technical or professional work activities carried out in various contexts and with a substantial degree of personal responsibility and autonomy. Responsibility for the work of others and allocation of resources is often present. A higher level of technical skills should also be demonstrated.

05 Competent in applying a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts. Very substantial personal autonomy and significant responsibility for the work of others are required. Must also be able to allocate substantial resources accordingly and demonstrate solid personal accountability for analysis, diagnosis, design, planning, execution and evaluation. Specialisation in a particular technical skill area should be demonstrated.

06 Achievement at this level reflects the ability to refine and use relevant understanding, methods and skills to address complex problems with limited definitions. It includes taking responsibility for planning and developing courses of action that result in substantial change or development, as well as exercising broad autonomy and judgement. It also reflects an understanding of different perspectives, approaches of schools of thought and the theories that underpin them.

07 Achievement at this level reflects the ability to reformulate and use relevant understanding, methodologies and approaches to address problematic situations that involve many interacting factors. It includes taking responsibility for planning and developing courses of action that initiate or underpin substantial change or development, as well as exercising broad autonomy and judgement. It also reflects an understanding of theoretical and relevant methodological perspectives and how they affect their sub-area of study or work.

08 Achievement at this level reflects the ability to develop original understanding and extend a sub-area of knowledge or professional practice. It reflects the ability to address problematic situations that involve many complex and interacting factors through initiating, designing and undertaking research, development or strategic activities. It involves the exercise of broad autonomy, judgement and leadership in sharing responsibility for developing a field of work or knowledge or for creating substantial professional or organisational change. It also reflects a critical understanding of relevant theoretical and methodological perspectives and how they affect the field of knowledge or work.

Career Pathways

Hotel Industry

HRD Corp has identified five (5) core career pathways, specific to the Hospitality industry. Each of them plays a crucial role in ensuring guests to have an extraordinary hospitality experience.
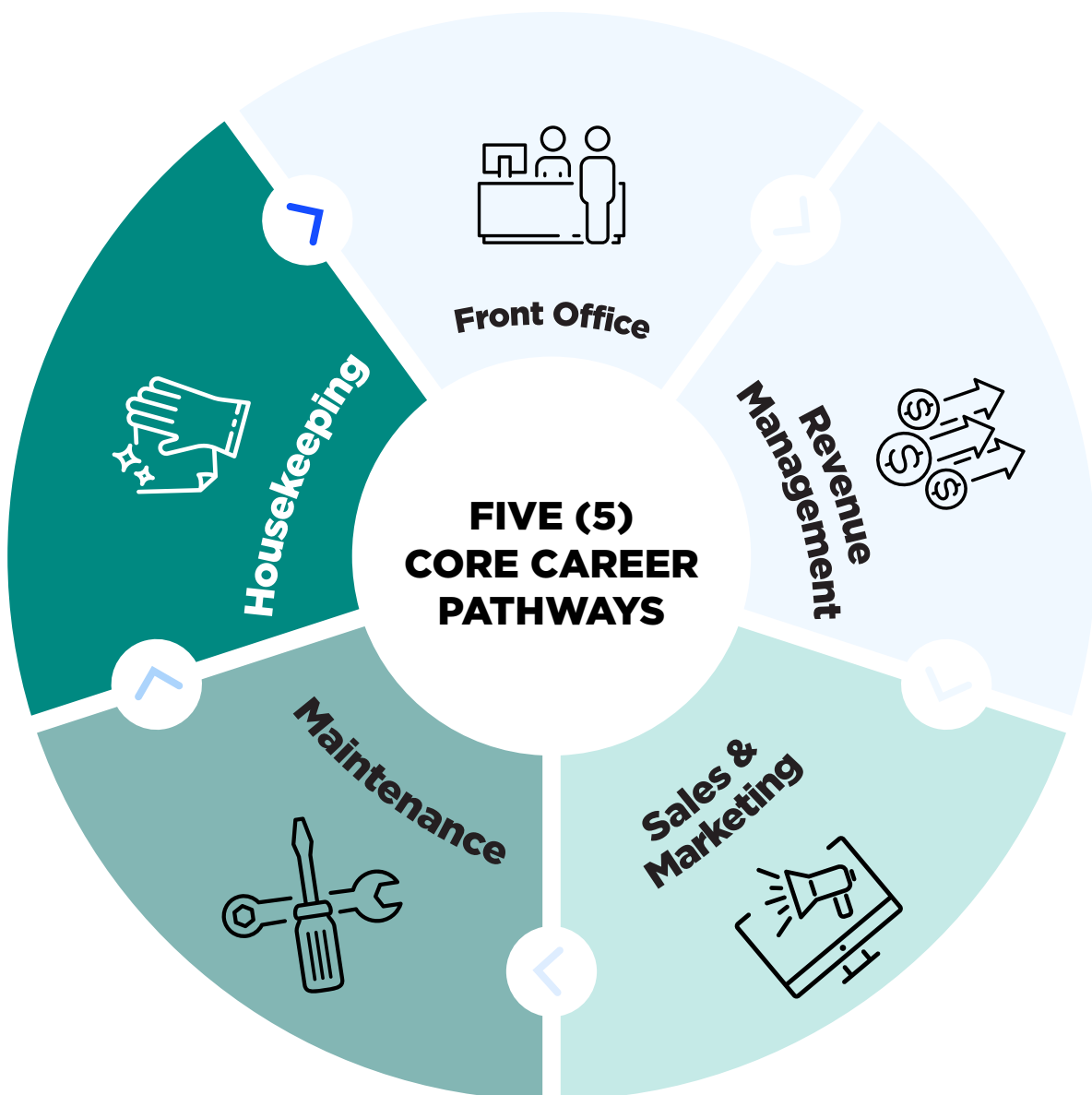
Career Pathways

Hotel Industry

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Front Office

The Front Office department is the hub of the property and it is where guests form their first and last impressions. Employees are in constant contact with guests, and have diverse work exposure within the property.

PRIMARY ROLES AND RESPONSIBILITIES

- Welcome guests.
- Upselling rooms and services.
- Maintain guest accounts.
- Attend to guest enquiries and needs.
- Attend to reservation needs.
- Perform telephonist functions.
- Provide services and information to guests throughout their stay.

Housekeeping

The Housekeeping Department plays a vital role in establishing the property's reputation for high standards and cleanliness. Many properties are investing in information technology and are becoming eco-sensitive; thus transforming the jobs of the Housekeeping department.

PRIMARY ROLES AND RESPONSIBILITIES

- Ensure guest room cleanliness and comfort is well maintained.
- Ensure that guest room supplies and materials are provided.
- Clean and maintain public areas, back areas, and surroundings of the property.

Sales & Marketing

The Sales and Marketing department is in charge of optimising room sales and revenue, increasing brand awareness, and ensuring customer satisfaction. They work closely with other departments to ensure that the hospitality business remains competitive, attracts a steady stream of guests, and achieves its revenue goals.

PRIMARY ROLES AND RESPONSIBILITIES (SALES)

- Develop and implement sales strategies.
- Achieve sales targets.
- Develop distribution channels and market segments.

PRIMARY ROLES AND RESPONSIBILITIES (MARKETING)

- Develop and implement marketing strategies.
- Increase exposure of property through media and advertising opportunities.
- Carry out market research and organise campaigns
- Manage and promote the property's brand image
- Planning, creating, controlling, and managing marketing resources, funds, and budgets.

Career Pathways

Hotel Industry

HRD Corp has identified five (5) core career pathways, specific to the Hospitality industry. Each of them plays a crucial role in ensuring guests to have an extraordinary hospitality experience.

Revenue Management

The Revenue Management department looks into maximising a property's profitability by analysing and identifying demand to optimise inventory sales using effective pricing strategies. It works closely with the Sales and Marketing department to strategise the sales and marketing plans, and with the reservations team on daily room bookings.

PRIMARY ROLES AND RESPONSIBILITIES

- Achieve highest possible revenue growth.
- Analyse trends and past sales reports to identify market segments.
- Perform sales forecasts.
- Set the pricing of rooms and products or facilities for optimal occupancy.
- Determine room pricing for optimal occupancy through various distribution channels.

Maintenance

The Maintenance department is critical for ensuring the safety, functionality, and aesthetics of a property. It encompasses a wide range of tasks aimed at preserving the physical assets of a hotel or hospitality establishment, which in turn enhances guest satisfaction and operational efficiency.

PRIMARY ROLES AND RESPONSIBILITIES

- Conduct regular inspections of facilities and equipment.
- Schedule routine maintenance tasks to prevent breakdowns.
- Maintain HVAC systems, plumbing, and electrical systems.
- Address immediate repair needs and equipment failures.
- Troubleshoot and resolve issues promptly to minimise downtime.
- Adhere to safety regulations and industry standards.
- Conduct safety inspections and ensure fire safety systems are functional.
- Maintain records of maintenance activities and equipment status.
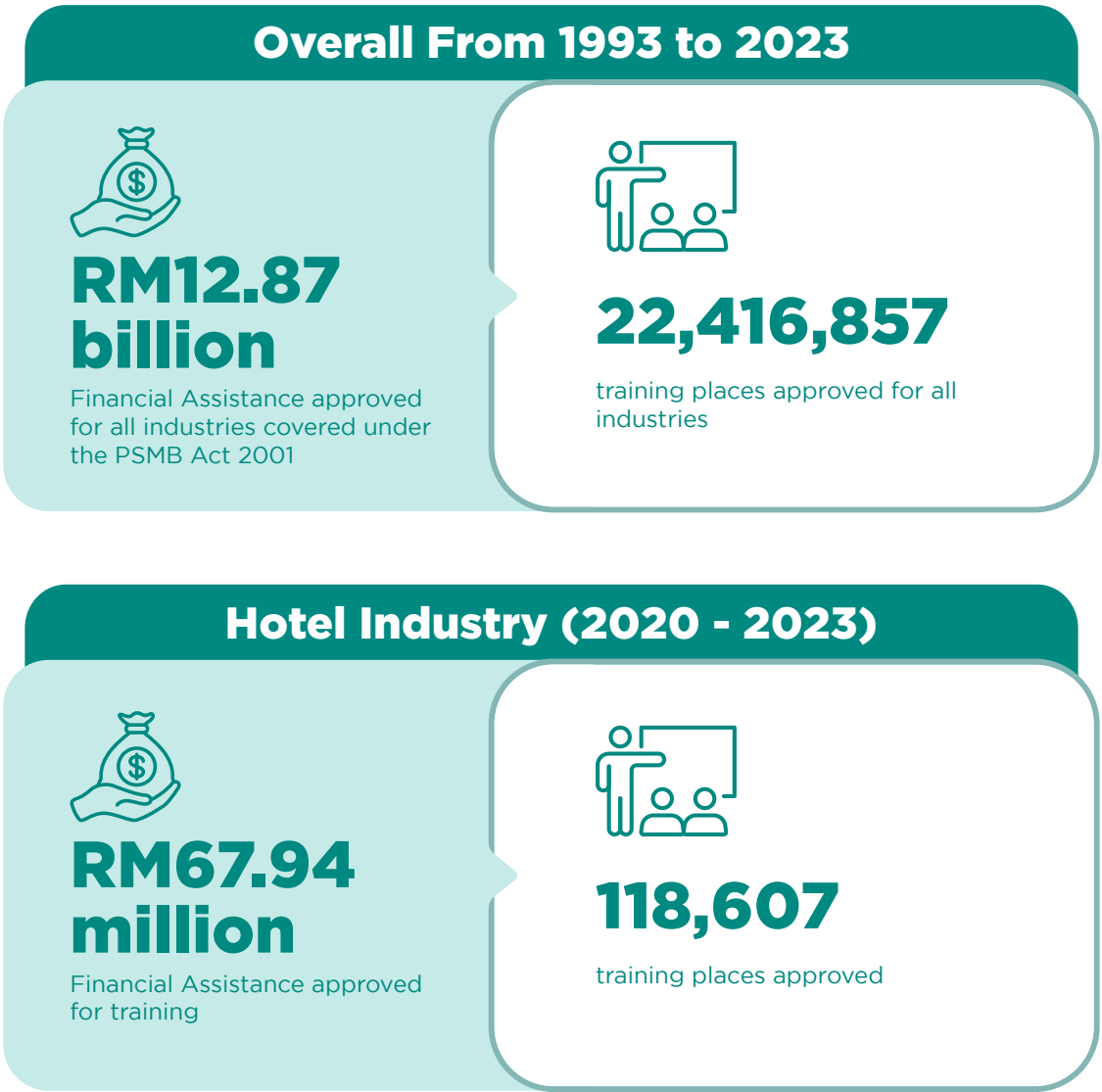- Manage inventory of spare parts and maintenance supplies.

Career Pathway Chart

REVENUE MANAGEMENT

8	General Manager

8	Director of Revenue, Sales & Marketing

7	Revenue Manager

6	• e-Commerce Manager • Reservations Manager

5	Assistant e-Commerce Manager	Assistant Revenue Manager	Assistant Reservations Manager

4	• Reservations Supervisor • Reservations Executive

3	Reservations Officer

2	Reservations Agent

How HRD Corp Contributes to the Hospitality Industry

HRD Corp Registered Employers are eligible for financial assistance to defray all or a major portion of their allowable cost of training for their employees. This is done through the various training schemes and grants available.

Training also has to be in an area or field that would directly benefit business operations.

Overall From 1993 to 2023

RM12.87 billion
Financial Assistance approved for all industries covered under the PSMB Act 2001

22,416,857
training places approved for all industries

Hotel Industry (2020 - 2023)

RM67.94 million
Financial Assistance approved for training

118,607
training places approved

19

Reservations Agent
Level: 2

Job Description

- Responsible for making and confirming hotel reservations for guests and understanding customer needs and preferences.

- Responsible for providing information about hotel amenities and services and answering any relevant questions.

Roles & Responsibilities

- To ensure a warm welcome by greeting guests in a friendly and professional manner, answering their questions, and making reservations for their stay.

- To manage hotel room reservations, including checking room availability, confirming rates, and processing payments.

- To confirm details accurately by sending confirmation emails to guests.

- To provide accurate information about hotel amenities and services, such as hotel location, restaurants, bars, pools, and other facilities.

- To address critical questions from guests and demonstrate knowledge of hotel policies, procedures, and rates.

- To enhance the guest experience by upselling rooms and amenities to customers seeking a more luxurious or comfortable stay.

- To handle issues and demonstrate the ability to resolve any problems that may arise with a reservation or purchase, such as an unavailable room or an out-of-stock product.

- To facilitate coordination and maintain effective communication with other hotel departments, including front desk, housekeeping and sales, to ensure seamless coordination of reservations, room availability, and guest requests.

Pre-Requisites

- A minimum requirement of SPM or equivalent, some may prefer candidates with a certificate or a Diploma in Hotel Management.

- Prior experience in a customer service or hospitality role is often preferred, but not always required.

	Soft Skills	Competency Level	Recommended Training
1	Good Communication Skills	1	• Customer Service Training • Email Etiquette
2	Flexibility and Adaptability	1	• Time Management and Organisational Skills
3	Active Learning	1	• Product Knowledge
4	Good Time Management	1	• Time Management and Organisational Skills
5	Able to Work Under Pressure	1	• Stress Management
6	Basic Computer Knowledge	1	• Reservation System Training
7	Teamwork and Collaboration	1	• Team Building

	Technical Skills	Competency Level	Recommended Training
1	Familiarity with Property Management Systems (PMS)	1	• Property Management Systems (PMS) Training
2	Essential Applications of Microsoft Office	1	• Microsoft Office
3	Familiarity with Online Travel Agency (OTA)	1	• Popular OTA Platforms
4	Knowledge of Communication Tools	1	• Communication Tools Training
5	Data Entry and Management	1	• Data Entry Training

Reservations Officer
Level: 3

Job Description

- Responsible for handling hotel reservations for individuals, group and bulk bookings. Interacting with guests or customers at the front desk may be required to deliver excellent customer service.

Roles & Responsibilities

- To work effectively by being able to work independently and as part of a team, handling multiple tasks simultaneously.

- To navigate various software programmes, proficient in using a variety of tools, including the hotel's Property Management System (PMS), online booking platforms, channel manager (for accessing booking details only), Customer Relationship Management (CRM), word processing and spreadsheet programmes.

Pre-Requisites

- A minimum requirement of SPM or equivalent.

- Prior experience in hotel reservations is preferred.

	Soft Skills	Competency Level	Recommended Training
1	Good Communication Skills	1	• Customer Service Training • Email Etiquette
2	Flexibility and Adaptability	1	• Time Management • and Organisational Skills
3	Active Learning	1	• Product Knowledge
4	Good Time Management	1	• Time Management • and Organisational Skills
5	Able to Work Under Pressure	1	• Stress Management • Change Management
6	Basic Computer Knowledge	1	• Microsoft Office
7	Teamwork and Collaboration	1	• Tem Building

	Technical Skills	**Competency Level**	**Recommended Training**
1	Familiarity with Property Management Systems (PMS)	2	• Property Management Systems (PMS) Training
2	Essential Software Applications of Microsoft Office	2	• Microsoft Office
3	Familiarity with Online Travel Agency (OTA)	2	• OTAs Extranets
4	Knowledge on Communication Tools	2	• Communication Tools Training
5	Data Entry and Management	2	• Data Entry Training
6	Channel Manager	1	• Channel Manager Training

Reservations Supervisor or Executive
Level: 4

Job Description

- Responsible for overseeing the reservations department operations, managing the reservations team, and ensuring efficient and accurate booking of hotel accommodations.

- Responsible for maximising room occupancy, delivering excellent customer service and maintaining guest satisfaction.

Roles & Responsibilities

- To supervise and lead the reservations team, including assigning duties, providing guidance, training, and conducting performance evaluations.

- To ensure accurate data entry and be responsible for running data entry processes effectively.

- To manage websites and other online platforms to sell the hotel's room availability.

- To identify peak periods, monitor room availability, confirm rates, and process payments to improve hotel sales.

- To ensure a warm welcome, greet guests in a friendly and professional manner, answer their questions, and make reservations for their stay.

- To confirm details accurately by sending confirmation emails to guests.

- To provide accurate information about hotel amenities and services, such as location, restaurants, bars, pools, and other facilities.

- To enhance the guest experience, upsell rooms and amenities to customers seeking a more luxurious or comfortable stay.

Pre-Requisites

- A minimum requirement of SPM or equivalent.

- A minimum of 1 year of experience in hotel reservations is required.

- Must be proficient in using a variety of software programmes.

- Knowledge of hotel operations, policies, and procedures.

	Soft Skills	**Competency Level**	**Recommended Training**
1	Good Communication Skills	1	• Customer Service Training • Email Etiquette
2	Flexibility and Adaptability	1	• Time Management and Organisational Skills
3	Active Learning	1	• Product Knowledge
4	Good Time Management	1	• Time Management and Organisational Skills
5	Able to Work Under Pressure	1	• Stress Management • Change Management Training
6	Change Management	1	• Change Leadership
7	Teamwork and Collaboration	1	• Team Building

	Technical Skills	**Competency Level**	**Recommended Training**
1	Familiarity with Property Management Systems (PMS)	2	• Property Management Systems (PMS) Training
2	Essential Software Applications of Microsoft Office	2	• Microsoft Office
3	Familiarity with Online Travel Agency (OTA)	2	• OTAs Extranets
4	Knowledge of Communication Tools	2	• Communication Tools Training
5	Data Entry and Management	2	• Data Entry Training
6	Channel Manager	2	• Channel Manager Training

Assistant e-Commerce Manager
Level: 5

Job Description

- Responsible for supporting the e-Commerce Hotel Manager in developing and executing strategies to increase online bookings and revenue.

- Responsible for ensuring that the hotel's online presence is optimised and that guests have a positive experience when booking online by working closely with the e-Commerce Hotel Manager, other departments, and external partners.

Roles & Responsibilities

- To increase online bookings and revenue, responsible for developing and executing strategies, including marketing campaigns, and optimising the hotel website and online booking platform.

- To collaborate effectively, by working closely with the e-Commerce Manager to develop and manage the hotel website, online booking platform, and social media channels.

- To engage audiences and possess the ability to create and manage social media content and track and analyse social media data.

- To provide excellent customer service and respond to customer inquiries and feedback timely and professionally.

- To identify opportunities and possess the ability to track and analyse data about website traffic and other metrics to identify trends and opportunities.

- To report on online performance and is responsible for reporting the hotel's online performance to the e-Commerce Hotel Manager and other stakeholders.

Pre-Requisites

- A minimum requirement of a Bachelor's Degree in Business, Marketing, Information Technology or related fields.

- 1 to 2 years of working experience in the e-commerce industry.

- Proficient in using e-commerce software programmes and have a good understanding of e-commerce marketing

	Soft Skills	Competency Level	Recommended Training
1	Strong Communication Skills	2	• Customer Service Email Etiquette Training • Customer Centric Skills
2	Critical Problem-Solving Ability	2	• Problem-Solving Skills
3	Project Management	2	• Project Management Skills
4	Teamwork and Collaboration	2	• Team Building
5	Time Management	2	• Time Management and Organisational Skills
6	Leadership and Management Development	2	• Leadership Management Training
7	Creativity	2	• Social Marketing Training

	Technical Skills	Competency Level	Recommended Training
1	Website Management	2	• Content Management Systems (CMS) and Basic HTML/CSS
2	Digital Marketing	2	• Search Engine Optimisation (SEO) • Pay-Per-Click (PPC) Advertising • Social Media Marketing • Email Marketing
3	Graphic Design	2	• Basic Design Tools
4	e-Commerce Platforms	3	• Online Booking Systems • Payment Gateways
5	Data Analytics	3	• Google Analytics • Data Interpretation
6	Customer Relationship Management (CRM)	3	• CRM Software
7	Online Reputation Management and OTAs System	3	• Review Platforms • OTAs Extranet

Assistant Reservations Manager
Level: 5

Job Description

- Responsible for assisting the Reservations Manager in managing the reservations process for hotels or other hospitality establishment.

- Responsible for ensuring that guests have a positive experience when booking and staying at the hotel by working closely with the Reservations Manager, other departments, and other external partners.

Roles & Responsibilities

- To ensure a warm welcome, greet guests in a friendly and professional manner, answer their questions, and make reservations for their stay.

- To manage reservations, be responsible for taking reservations for hotel rooms, including checking room availability, confirming rates, and processing payments.

- To confirm details accurately by sending confirmation emails to guests.

- To provide accurate information about hotel amenities and services, such as location, restaurants, bars, pools, and other facilities.

- To address critical questions from guests and demonstrate knowledge of hotel policies, procedures, and rates.

- To enhance the guest experience, upsell rooms and amenities to customers seeking a more luxurious or comfortable stay.

- To handle issues and demonstrate the ability to resolve any potential problems with a guest's reservation or purchase, such as an unavailable room or an out-of-stock product.

- To collaborate effectively and work closely with the Reservations Manager to develop and implement strategies to increase bookings, such as creating and executing marketing campaigns, working with travel agents and tour operators, and promoting the hotel through social media and other channels.

Pre-Requisites

- A minimum requirement of SPM, a Diploma in Hospitality, Tourism or equivalent.

- A minimum requirement of a Bachelor's Degree in Hospitality, Tourism, or a related field.

- 1 to 2 years of working experience in the hospitality industry.

- Strong communication, customer service and organisational skills.

	Soft Skills	Competency Level	Recommended Training
1	Excellent Communication Skills	3	• Positive Communication (Written and Oral)
2	Customer Service	3	• Excellent Customer Service
3	Multitasking and Time Management	3	• Time Management
4	Adaptability	3	• Leadership Training • Adaptability and Flexibility
5	Teamwork and Collaboration	3	• Leadership Training • Adaptability and Flexibility
6	Attention to Detail	3	• Leadership Training • Adaptability and Flexibility
7	Problem Solving	3	• Leadership Training • Adaptability and Flexibility
8	Stress Management	3	• Stress Management
9	Personal Hygiene	3	• Personal Grooming

	Technical Skills	Competency Level	Recommended Training
1	Data Analysis Fundamentals	2	• Google Analytics • Data Interpretation
2	Understanding Pricing Strategy	2	• Yield Management and Revenue Management Training
3	Distribution Channels Awareness		• OTAs Extranet
4	Microsoft Excel Proficiency	2	• Advanced Microsoft Training
5	Basic Reporting Skills	3	• Report Writing
6	Rate Loading and Management	3	• Property Management System (PMS) • OTAs Extranets • Channel Managers Training

e-Commerce Manager
Level: 6

Job Description

- Responsible for developing and executing strategies to increase online sales and revenue.

- Responsible for creating and managing websites, online stores, and other digital channels.

- Responsible for tracking and analysing data to identify trends and opportunities and to improve the online sales experience.

Roles & Responsibilities

- To increase online bookings and revenue by executing strategies that involve implementing marketing campaigns and optimising the hotel website and online booking platform.

- To collaborate effectively with the Revenue Manager to develop and manage the hotel website, online booking platform, and social media channels.

- To oversee social media content and track and analyse social media data.

- To provide excellent customer service and ensure a timely and professional response to customer inquiries and feedback.

- To propose strategies based on identified market trends.

- To report on the hotel's online performance and is responsible for reporting to the Revenue Manager and other stakeholders.

Pre-Requisites

- A Bachelor's Degree in Business, Marketing, Information Technology or a related field. Some prefer candidates who have a Master's Degree in Business Administration (MBA).

- At least 5 years of experience gained in various roles such as marketing, sales, or customer service.

- Prior experience in e-commerce is highly beneficial. Experience in managing online platforms, implementing e-commerce strategies, and driving online sales is preferred.

- A comprehensive understanding of principles and techniques in digital marketing.

	Soft Skills	Competency Level	Recommended Training
1	Communication Skills	2	• Customer Service Email Etiquette Training • Customer Centric Skills
2	Project Management	2	• Project Management Skills
3	Teamwork and Collaboration	2	• Team Building
4	Time Management	2	• Time Management and Organisational Skills
5	Leadership and Management Development	2	• Management Training Programme
6	Critical Problem-Solving Ability	3	• Problem-Solving Skills

	Technical Skills	Competency Level	Recommended Training
1	Website Management	3	• Content Management Systems (CMS)
2	Digital Marketing	3	• Search Engine Optimisation (SEO) • Pay-Per-Click (PPC) Advertising • Social Media Marketing • Email Marketing
3	Data Analytics	3	• Google Analytics • Data Interpretation
4	e-Commerce Platforms	4	• Online Booking Systems • Payment Gateways
5	Customer Relationship Management (CRM)	4	• CRM Software
6	Online Reputation Management and OTAs System	4	• Review Platforms • OTAs Extranet

Reservations Manager
Level: 6

Job Description

- Responsible for overseeing the reservations process for hotels or other hospitality establishment.

- Responsible for ensuring guests have a positive experience when booking and staying at the hotel by working closely with the Reservations Manager, Reservation Agents, other departments, and external partners.

Roles & Responsibilities

a. Reservation Operations Management

- To oversee and manage the daily operations of the reservations department, including handling reservations, managing room inventory, and ensuring accurate and timely entry of reservation data into the property management system.

b. Team Leadership and Training

- To train and develop the reservations team, including reservation agents and coordinators. Provide guidance, mentorship, and performance feedback to ensure a high level of service and productivity.

c. Reservations System Management

- To administer and maintain the Property Management System (PMS) or reservations system, ensuring its proper functionality and optimal utilisation. To train staff on system usage and troubleshoot any reservations issue.

d. Pricing and Inventory Control

- To collaborate with revenue management and sales teams to establish pricing strategies and monitor room inventory levels. Implement pricing policies and procedures to maximise revenue, considering market demand and competitor analysis.

e. Revenue Reporting and Analysis

- To prepare regular reports on reservations and occupancy data, revenue performance, and booking trends.
- To analyse data to identify patterns, opportunities, and challenges, and make recommendations to optimise revenue and occupancy levels.

f. Distribution Channel Management

- To manage relationships with various distribution channels, such as online travel agencies (OTAs), global distribution systems (GDS), and direct booking platforms.
- To optimise channel mix and monitor online availability and rates to ensure maximum exposure and revenue generation.

g. Customer Service and Guest Satisfaction

- To ensure that the reservations team delivers excellent customer service to guests.

Roles & Responsibilities

h. Sales and Marketing Collaboration

- To collaborate with the sales and marketing departments to develop and implement promotional strategies and packages. Coordinate with these teams to align reservations strategies with overall business objectives and marketing campaigns.

i. Forecasting and Planning

- To work with revenue management and operations teams to forecast room availability, demand, and occupancy levels. Contribute to revenue and budget planning by providing reservation-related insights and data.

j. Quality Assurance and Process Improvement

- To implement and enforce reservation policies, procedures, and standards to ensure consistency and accuracy. Continuously review and improve reservation processes to enhance efficiency and guest satisfaction.

Pre-Requisites

- A Bachelor's Degree in Hospitality, Business, or a related field with a working experience of 5 years.
- Must be able to communicate effectively with both guests and staff.
- Strong organisational and time-management skills.

	Soft Skills	Competency Level	Recommended Training
1	Communication Skills	3	• Customer Service Email Etiquette Training • Customer Centric Skills
2	Critical Problem-Solving Ability	3	• Problem-Solving Skills
3	Project Management	3	• Project Management Skills
4	Teamwork and Collaboration	3	• Team Building
5	Time Management	3	• Time Management and Organisational Skills
6	Leadership and Management Development	4	• Management Training Programme

	Technical Skills	Competency Level	Recommended Training
1	Data Analysis Fundamentals	3	• Google Analytics • Data Interpretation
2	Distribution Channels Awareness	3	• OTAs Extranets
3	Microsoft Excel Proficiency	3	• Advanced Microsoft Training
4	Reporting Skills	3	• Business Report Writing
5	Rate Loading and Management	4	• Property Management System (PMS) • OTAs Extranets • Channel Managers Training
6	Customer Relationship Management (CRM)	4	• CRM Software
7	Online Reputation Management and OTAs System	4	• Review Platforms • OTAs Extranet
8	e-Commerce Platforms	4	• Online Booking Systems

Assistant Revenue Manager
Level: 6

Job Description

- Responsible for supporting the revenue management team in maximising the hotel revenue by working closely with the Director of Revenue Management to develop and implement strategies to increase the bookings and average daily rates.

- Responsible for tracking and analysing data to identify trends and opportunities.

Roles & Responsibilities

a. Revenue Analysis

- To assist in analysing revenue data, financial reports, and key performance indicators (KPIs) to evaluate performance.
- To help identify trends, patterns, and opportunities for revenue optimisation.

b. Pricing and Inventory Management Support

- To assist in setting pricing strategies, monitoring rates, and managing inventory levels to maximise revenue potential.
- To collaborate with the Revenue Manager to adjust pricing structures and availability based on market conditions and demand fluctuations.

c. Data Management

- To assist in gathering, organising, and maintaining revenue data and records.
- To ensure data accuracy and integrity to support effective analysis and reporting.

d. Reporting and Presentation

- To contribute to preparing regular reports and presentations that communicate revenue insights, trends, and recommendations to stakeholders.
- To help present data-driven findings to support revenue decision-making.

e. Competitive Analysis Support

- To assist in conducting market analysis and competitive research to understand industry trends, benchmark performance, and identify competitive advantages.
- To contribute to analysing competitor pricing, promotions, and positioning.

f. Distribution Channel Management Support

- To assist in managing relationships with distribution partners, such as online travel agencies (OTAs) and global distribution systems (GDS).
- To help optimise channel mix and ensure effective inventory distribution to maximise revenue opportunities.

Roles & Responsibilities

g. Revenue Management Systems and Technology

- To support the use of revenue management software and systems to analyse data, monitor performance, and make informed revenue decisions.
- To stay updated with the latest industry trends and technological advancements in revenue management tools.

h. Collaboration and Communication

- To collaborate with cross-functional teams, including sales, marketing, and operations, to align revenue strategies with overall business goals.
- To communicate effectively with team members, stakeholders, and internal departments.

i. Training and Development

- To participate in training programmes and workshops to enhance knowledge and skills in revenue management.
- To stay informed about industry best practices and emerging trends.

j. Revenue Performance Monitoring Support

- To assist in monitoring revenue performance against targets and KPIs.
- To contribute to identifying revenue leakage, analysing performance gaps, and suggesting corrective actions.

Pre-Requisites

- A Bachelor's Degree in Hotel and Tourism Management, Business Administration or a related field.

- 2 to 3 years of experience in a revenue management or sales role within the hospitality industry.

- Strong analytical and problem-solving skills. Excellent communication and interpersonal skills.

	Soft Skills	Competency Level	Recommended Training
1	Strong Communication Skills	2	• Effective Communication Skills
2	Critical Problem-Solving Ability	2	• Problem-Solving Skills
3	Project Management	2	• Project Management Skills
4	Teamwork and Collaboration	2	• Team Building
5	Time Management	2	• Time Management • Organisational Skills
6	Team Collaboration	2	• Collaborative Skills
7	Leadership	2	• Leadership Skills

	Technical Skills	Competency Level	Recommended Training
1	Understanding Pricing Strategy	3	• Revenue Management
2	Distribution Channels Awareness	3	• OTAs Extranets
3	Microsoft Excel and PowerPoint Proficiency	3	• Advanced Microsoft Office
4	Data Analytics	3	• Google Analytics • Data Interpretation
5	Customer Relationship Management (CRM)		• CRM Software
6	Online Reputation Management and OTAs System	3	• Review Platforms • OTAs Extranet

Revenue Manager
Level: 7

Job Description

- Responsible for maximising the revenue of a hotel, resort or other hospitality business by analysing historical data, current market conditions and future trends to set optimal prices for rooms, packages and other services.

- Responsible for developing and implementing strategies to attract guests and increase revenue by working with other departments such as sales and marketing, front office, and finance.

Roles & Responsibilities

a. Revenue Strategy Development

- To collaborate with senior management to develop and implement revenue strategies that align with the organisation's goals and objectives. This involves analysing market trends, competitor performance, and customer behaviour.

b. Pricing and Inventory Management

- To set pricing strategies based on market conditions, demand analysis, and competitive positioning. Manage inventory levels effectively to maximise revenue potential.

c. Data Analysis and Reporting

- To analyse revenue data, financial reports, and KPIs to evaluate revenue performance.
- To generate regular reports and presentations to communicate revenue insights, trends, and recommendations to stakeholders.
- To rate daily variance report and commission monthly report to be checked and passed to finance.

d. Forecasting and Budgeting

- To collaborate with finance and operations teams to develop accurate revenue forecasts and budgets.
- To monitor actual revenue performance against forecasts, identify variances, and provide insights to support financial planning and decision-making.

e. Distribution Channel Management

- To manage relationships with distribution partners, including online travel agencies (OTAs), global distribution systems (GDS), and other third-party channels.
- To optimise channel mix and ensure effective inventory distribution to maximise revenue opportunities.

f. Revenue Optimisation and Upselling

- To identify opportunities for revenue optimisation through upselling, cross-selling, and ancillary revenue strategies.
- To collaborate with sales and marketing and front office teams to develop and implement effective upselling and revenue-enhancing initiatives.

Roles & Responsibilities

g. Competitive Analysis

- To conduct regular market analysis and competitor research to understand market trends, benchmark performance, and identify competitive advantages.
- To utilise this information to adjust pricing strategies, promotional activities, and positioning in the market.

h. Revenue Management Systems and Technology

- To utilise revenue management software and systems to analyse data, monitor performance, and make informed revenue decisions.
- To stay updated with the latest industry trends and technological advancements in revenue management tools.

i. Team Collaboration and Training

- To collaborate with cross-functional teams, such as sales, marketing, and operations, to align revenue strategies with overall business goals.
- To train and guide team members on revenue management best practices and strategies.

j. Revenue Performance Monitoring

- To continuously monitor revenue performance against set targets and KPIs.
- To identify revenue leakage, analyse root causes of performance gaps, and implement corrective actions to achieve revenue goals.

Pre-Requisites

- A Bachelor's Degree in Hospitality Management, Business Administration, Economics or related fields.

- 5 years of experience in revenue management or a related field, such as sales, marketing, or online travel agencies.

- Strong analytical and problem-solving skills, ability to work independently and as part of a team. Excellent communication and interpersonal skills are also essential.

	Soft Skills	Competency Level	Recommended Training
1	Strong Communication skills	4	• Effective Communication Skills
2	Critical Problem-Solving Ability	4	• Problem-Solving Skills
3	Project Management	4	• Project Management Skills
4	Teamwork and Collaboration	4	• Team Building
5	Time Management	4	• Time Management • Organisational Skills
6	Team Collaboration	4	• Collaborative Skills
7	Leadership	4	• Leadership Training
8	Uplift the Team	4	• Workplace Culture Training

	Technical Skills	Competency Level	Recommended Training
1	Understanding Pricing Strategy	3	• Revenue Management
2	Distribution Channels Awareness	3	• Hotel PMS System • OTAs Extranets • Profile Management
3	Microsoft Excel and PowerPoint Proficiency	3	• Advanced Microsoft Office
4	Website Data Analytics	3	• Google Analytics • Data Interpretation
5	Customer Relationship Management (CRM)	3	• CRM Software
6	Online Reputation Management and OTAs System		• Review Platforms • OTAs Extranet
	Budgeting and Forecasting		• Financial Management
	Negotiation		• Negotiation • Contract Management
	Marketing Analytics		• Business Intelligence Tools

	Soft Skills	Competency Level	Recommended Training

Director of Revenue, Sales and Marketing
Level: 8

Job Description

- Responsible for maximising revenue and profits for hotels or other hospitality business by using data and analysis to set prices, allocate inventory and develop marketing strategies.

- Responsible for reporting to the General Manager and working closely with the Sales, Marketing and Reservations departments.

Roles & Responsibilities

a. Revenue Strategy Development

- To develop and implement comprehensive revenue strategies aligned with the organisation's goals and objectives. This includes determining pricing strategies, market segmentation, demand forecasting, and revenue optimisation.

b. Data Analysis and Reporting

- To analyse historical data, market trends, and competitor insights to identify revenue opportunities, make data-driven decisions, and prepare regular reports and presentations.
- To communicate revenue performance and provide actionable insights to stakeholders.

c. Pricing and Inventory Management

- To set pricing strategies and optimise revenue by effectively managing inventory levels, considering factors such as demand, market conditions, and competitive landscape.
- To monitor pricing structures, adjust rates, and implement dynamic pricing strategies when necessary.

d. Forecasting and Budgeting

- To collaborate with finance and operations teams to develop revenue forecasts and budgets based on historical data and market trends.
- To monitor performance against forecasts, identify variances, and take corrective actions.

e. Cross-Functional Collaborations

- To work closely with other departments such as sales, marketing, and finance to align revenue strategies with business objectives.
- To collaborate on promotional activities, develop pricing packages, and ensure consistency in messaging and pricing across all channels.

f. Team Management

- To lead and manage a team of revenue management professionals, providing guidance, mentorship, and performance feedback.
- To foster a collaborative and high-performance culture within the team and ensure proper training and development opportunities.

Roles & Responsibilities

g. Technology and Systems Utilisation

- To stay abreast of technological advancements in revenue management tools and systems.
- To evaluate, implement, and optimise revenue management software and technologies to streamline processes, enhance data analysis, and improve overall revenue performance.

h. Revenue Performance Monitoring

- To continuously monitor revenue performance against KPIs and metrics.
- To identify areas of improvement, track revenue leakage, and implement corrective actions to achieve revenue goals and targets.

i. Market Analysis and Competitor Research

- To conduct regular market analysis and competitor research to identify industry trends, market opportunities, and competitive positioning.
- To utilise this information to develop strategic initiatives and adjust revenue strategies accordingly.

j. Stakeholder Management

- To engage and collaborate with executive leadership, owners, property managers, and other stakeholders to provide regular updates on revenue performance, discuss strategies, and align revenue goals with overall business objectives.

Pre-Requisites

- A Bachelor's Degree in Hospitality Management, Business Administration, Finance or related fields.
- At least 5 years of experience in revenue management, preferably in the hospitality industry.
- Strong analytical and problem-solving skills with excellent communication and interpersonal skills.

	Soft Skills	Competency Level	Recommended Training
1	Leadership Skills	4	• Strong Leadership Training
2	Strategic Thinking	4	• Strategic Thinking
3	Analytical Skills	4	• Effective Revenue Management Decision-Making
4	Communication and Interpersonal Skills	4	• Effective Communication • Building and Maintaining Relationships
5	Negotiation Skills	4	• Negotiation Skills
6	Presentation Skills	4	• Presenting Revenue Strategies and Performance Reports
7	Motivation and Initiative	4	• Excel and Contribute to the Success
8	Time Management	4	• Effective Time Management

	Technical Skills	Competency Level	Recommended Training
1	Data Analysis and Interpretation	3	• Advanced Ability to Analyse Complex Data Sets
2	Distribution Channel Optimisation	3	• Expertise in Optimising Distribution Channels
3	Advanced Excel and Data Visualisation	3	• Mastery of Advanced Data Analysis Tools
4	Contract Negotiation at a Strategic Level	3	• Strategic Negotiation Skills
5	Financial Acumen and Budgeting	3	• Advanced Financial Skills to Manage Budgets
6	Market and Competitive Analysis		• Conducting Comprehensive Market and Competitive Analyses
7	Advanced Revenue Management Systems		• Analyse Data, Forecast Demand, Set Pricing Strategies, and Create Informed Inventory

General Manager
Level: 8

Job Description

- Responsible for overseeing all aspects of hotel operations, from guest service to financial management.

Roles & Responsibilities

a. Operational Management

- To oversee and manage all hotel operations, including front desk, housekeeping, food and beverage, maintenance, and other departments.
- To develop and implement policies, procedures, and standards to ensure efficient and effective operations.
- To monitor and analyse KPIs, such as occupancy rates, average daily rate (ADR), revenue per available room (RevPAR), and guest satisfaction scores.
- To identify improvement areas and implement strategies to enhance operational efficiency and guest experiences.
- To lead technology and innovation adoption for productivity improvement.

b. Guest Satisfaction

- To ensure high guest satisfaction by maintaining exceptional service standards and responding promptly to feedback and concerns.
- To establish and maintain strong relationships with guests, ensuring their needs and expectations are met and exceeded.
- To implement guest service initiatives and training programmes to continuously improve service quality and guest experiences.

c. Financial Management

- To develop and manage the hotel's annual budget, ensuring revenue targets are met and expenses are controlled.
- To monitor financial performance, analyse financial statements, and implement strategies to maximise revenue and profitability.
- To set pricing strategies and participate in revenue management decisions to optimise room rates and occupancy levels.
- To revamp cost control measures to manage operational expenditure and improve financial performance effectively.

d. Team Leadership and Development

- To recruit, train and develop a skilled and motivated workforce.
- To provide leadership and guidance to the hotel staff and foster a positive and productive work environment.
- To set performance expectations, conduct regular performance evaluations, and implement training and development programmes.
- To foster teamwork and effective communication among all hotel departments. and pricing across all channels.

Roles & Responsibilities

e. People Management

- To oversee performance management for operation teams to achieve KPIs.
- To manage disciplinary and human resource-related issues.
- To advocate diversity and an inclusive organisational culture.
- To level staff performances and wellness programmes to achieve people excellence.
- To drive business ethics and values in management and guide the code of conduct for employees.

f. Sales and Marketing

- To develop and implement sales and marketing strategies to drive revenue growth and increase market share.
- To establish relationships with key clients, travel agencies and corporate accounts to attract business and promote the hotel.
- To participate in sales activities, including client meetings, trade shows and industry events.

g. Health and Safety

- To ensure compliance with health, safety and security regulations and implement appropriate procedures and training programmes.
- To maintain a safe and secure environment for guests and staff, promptly addressing any safety concerns or incidents.

h. Risk Management

- To enhance organisational corporate governance and ensure compliance within the operations departments.
- To implement a comprehensive risk management framework and policy.
- To take charge of developing and managing business continuity strategy and plans.
- To supervise emergency management.

Pre-Requisites

- A Bachelor's Degree in Hospitality Management, Business Administration or a related field, a Master's Degree is preferred.

- Proven experience in hotel management or similar leadership roles with a minimum of 10 years of experience.

- Strong leadership and management skills.

- Solid financial acumen and knowledge of regulatory compliance.

	Soft Skills	Competency Level	Recommended Training
1	Global Mindset	4	• Global Mindset Programme
2	Leadership	4	• Leadership Development Training
3	Transdisciplinary Thinking	4	• Transdisciplinary Thinking Course
4	Decision-Making	4	• Decision-Making Course
5	Interpersonal Skills	4	• Advanced Interpersonal Training

	Technical Skills	Competency Level	Recommended Training
1	Budgeting	4	• Advanced Budgeting Techniques and Financial Analysis
2	Business Continuity Planning and Crisis Management	4	• Advanced Business Continuity • Crisis Management
3	Business Ethics and Values Management	4	• Ethical Decision Making
4	Business Presentation Delivery	4	• Effective Presentation Skill • Public Speaking Skills
5	Building Business Relationships	4	• Building and Maintaining Strong Business Relationships
6	Change Management	4	• Change Leadership
7	Corporate Governance	4	• Corporate Governance Principles and Practices* (ESG Training)
8	Enterprise Risk Management	4	• Advanced Risk Assessment and Management Strategies
9	Legal Compliance Management	4	• Compliance Frameworks and Risk Mitigation
10	Organisational Relationship Building	4	• Teambuilding • Conflict Management • Networking and Relationship Management
11	People and Performance Management	4	• Effective Performance Management and Employee Engagement Strategies
12	People Development	4	• Talent Development and Succession Planning
13	Productivity Improvement	4	• Lean Management and Process Optimisation
14	Service Leadership	4	• Leadership Development for Service Excellence

	Technical Skills	Competency Level	Recommended Training
15	Service Information and Result	4	• Service Quality Measurement and Analysis Training
16	Service Innovation Culture	4	• Fostering a Culture of Innovation in Service Delivery
17	Technology Adoption Innovation	4	• Implementing and Managing Technological Innovation
18	Vision Leadership	4	• Strategy Planning and Vision Alignment

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