<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Business Management</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Innovation Management</td>
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<tr>
<td>TSC Description</td>
<td>Manage organisation’s ability to respond to internal and external opportunities by using creativity to introduce new ideas, processes and products</td>
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<td>TSC Proficiency Description</td>
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<tr>
<td>Level 1</td>
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<td>Level 2</td>
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<td>Level 5</td>
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**Knowledge**

- Innovation principles and techniques
- Conditions for innovation
- Work systems, processes and procedures
- Concepts and conditions for innovation
- Types of possible operational barriers to innovation
- Steps in innovation process
- Behaviours that support innovation
- Work systems, processes and procedures
- Collaboration and communication methods
- Barriers to innovation
- Steps in pilot-testing and/or prototyping innovation initiatives
- Methods to generate and translate innovative ideas into workable concepts within functional area
- Techniques of innovative communication
- Types of facilitation methods to encourage innovation
- Workflow of business functions
- Approaches to identify innovation opportunities
- Techniques to generate innovative ideas
- Resources required for implementation of innovation ideas
- Components of innovation frameworks
- Types of organisational innovation strategies
- Types of broad practical and operational issues that determine innovation feasibility
- Methods to manage systems and processes for different types of innovations
- Components of innovation audits
- Methods to identify innovation initiatives
- Business environment issues and impact on innovation
- Organisation’s vision, mission and values
- Methods to organisational innovativeness and idea creation
- Methods to establish an innovation culture
- Methods to evaluate innovation frameworks and systems
- Impact of external business environment on innovation
- Industry best practices in innovation

**Abilities**

- Identify opportunities for innovations at the operational level, and suggest solutions for own work area
- Provide feedback on feasibility of innovation initiatives
- Analyse existing business function ideas, processes, and products
- Identify needs and opportunities for innovation initiatives within the functional area
- Collaborate with involved parties to identify
- Review and adapt the role of innovation for the department
- Develop an innovation and growth mindset in the department
- Facilitate discussions on innovation creation to add value to operations and product offerings
- Initiate cross-industry innovation sharing strategies and platforms
- Establish systems to support innovation within the organisation
- Evaluate organisational innovation processes and procedures
- Build a culture of innovation within the organisation to encourage continuous improvement
- Develop innovation frameworks that are in line with the organisation’s vision, mission and values
<table>
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<tr>
<th>SKILLS FRAMEWORK FOR TOURISM</th>
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<td>TECHNICAL SKILLS &amp; COMPETENCIES (TSC) REFERENCE</td>
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- Conduct research to support innovation initiatives
- Discuss and develop effective ways of working
  - Conduct regular reviews to identify areas for improvement in facilitating innovation processes
  - Present ideas to relevant stakeholders for feedback to improve ideas and develop possible variations
  - Assist in pilot testing and/or prototyping to determine effectiveness of innovation initiatives
  - Support implementation of innovation initiatives in the department
- Source shortlisted technologies to support development of new processes, products and services
- Promote innovation knowledge sharing within the department
- Evaluate business function workflows and performance to identify opportunities for innovation and improvement
- Make recommendations on innovation initiatives for implementation
- Oversee the implementation of innovation initiatives
- Measure the effectiveness of innovation initiatives
- Formulate processes and structures to enhance the capability of the organisation to generate creative ideas for different purposes and different degrees of value
- Lead activities to measure performance of newly proposed or implemented innovation initiatives against established benchmarks
- Solicit feedback from stakeholders on implemented innovation ideas
- Review pilot testing and/or prototyping results to determine feasibility of innovation initiatives
- Filter and select suitable innovation initiatives
- Explore the external environment for ideas and opportunities for innovation
- Transform innovation practices
- Inspire organisation and garner support for innovative endeavours
- Incorporate innovation into leadership and management activities
- Sustain innovative thinking and practices to support long-term organisational strategies
- Influence development of innovation strategies aligned with long-term organisational objectives