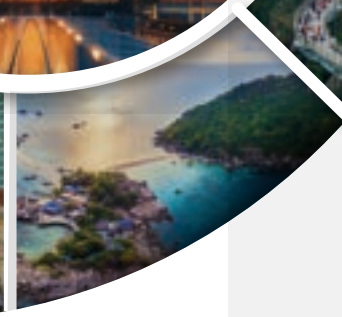




MINISTRY OF HUMAN RESOURCES

HRD CORP
HUMAN RESOURCE DEVELOPMENT CORPORATION




IndSF | INDUSTRIAL SKILLS
FRAMEWORK

INDUSTRIAL SKILLS FRAMEWORK (IndSF)

HOSPITALITY (TOURISM)

Third Edition

IN COLLABORATION WITH :



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PREFACE

Malaysia's hospitality and tourism industry stands as a significant contributor to the nation's economy, drawing millions of visitors each year to its diverse cultural, natural, and urban attractions.

As a sector deeply intertwined with the nation's identity, it is essential that the industry continues to evolve, adapting to global trends while preserving the unique experiences that Malaysia has to offer.

IndSF Hospitality (Tourism) was developed to ensure that our workforce is well-equipped to meet these challenges and seize new opportunities in a rapidly changing global landscape.

The framework serves as a comprehensive guide for professionals within the hospitality and tourism sectors, outlining the essential skills and competencies required to excel in various roles. From front-line customer service to strategic management, this document is designed to support career development at all levels, ensuring that Malaysia's hospitality workforce remains competitive on the world stage. By providing clear pathways for skills development, this framework will help to foster a culture of continuous learning and improvement within the industry.

With the upcoming Visit Malaysia Year 2026 (VMY2026), Malaysia aims to welcome 35.6 million international tourists, generating a projected RM147.1 billion in tourism receipts. This ambitious campaign aligns with the Malaysia Tourism Strategy 2020–2030, focusing on enhancing the nation's competitiveness and sustainability as a top global destination. Key initiatives under VMY2026 include improving air connectivity, promoting ecotourism and leveraging technology to create a seamless visitor experience³.

The campaign emphasises the importance of sustainable tourism, supporting eco-conscious services and promoting cultural diversity to meet global expectations while maintaining local authenticity^{1 2}.

Given the increasing importance of sustainable and responsible tourism, this framework strongly prioritises the skills needed to deliver high-quality, environmentally conscious services. As Malaysia



positions itself as a leader in eco-tourism and sustainable travel, it is vital that our hospitality professionals are equipped with the knowledge and expertise to support these initiatives. This commitment to sustainability will not only enhance the visitor experience but also contribute to the long-term viability of our tourism industry.

Extensive consultations were held with industry stakeholders, including employers, educators and government agencies, to develop this framework.

This collaborative approach has ensured that the framework is aligned with the industry's current needs and future trends. It reflects the collective vision of creating a skilled, adaptable, and resilient workforce capable of driving Malaysia's hospitality and tourism sector to new heights.

We hope that IndSF will serve as a valuable resource for professionals, educators, and policymakers alike. By working together to implement the strategies and standards outlined in this document, we can ensure that Malaysia continues to offer world-class hospitality services, attracting visitors from around the globe and contributing to the nation's economic growth and cultural enrichment.

Sources:

1. Malaysian Investment Development Authority (MIDA). Visit Malaysia Year 2026 Projections. Retrieved from Tourism Malaysia – MIDA
2. Tourism Malaysia & Mastercard Collaboration Details. "Tourism Malaysia and Mastercard Forge Smart Partnership for Visit Malaysia 2026." Retrieved from Tourism Malaysia
3. BERNAMA. Overview of Malaysia Tourism Strategy 2020–2030. Retrieved from BERNAMA

ACKNOWLEDGEMENTS

SUBJECT MATTER EXPERTS

We would like to thank all the Subject Matter Experts who have contributed to the development of the Industrial Skills Framework document for the Hospitality (Tourism) as below:

ORGANISATION

➤ TOUR LAND TRAVEL SDN BHD

➤ SRI SUTRA TRAVEL SDN BHD

➤ RJT TRANS HOLIDAY & TOUR SDN BHD

➤ FLIGHT CENTRE TRAVEL GROUP
(MALAYSIA) SDN BHD

➤ KSB TRAVEL & TOURS SDN BHD

➤ GLOBAL NET TRAVEL SDN BHD

➤ CORPORATE INFORMATION TRAVEL
SDN. BHD.

➤ DESTINATION EXPLORE SDN BHD

➤ BE MIND TOURIST WORLD SDN BHD

ORGANISATION

➤ Y US SDN. BHD. (EVENESIS)

➤ BERJAYA UNIVERSITY COLLEGE

➤ MITRA GROUP OF COMPANIES

➤ HELP UNIVERSITY

➤ SKYZONE TOURS AND TRAVEL SDN BHD

➤ LAVENDRA TRAVEL & TOURS SDN. BHD.

➤ CITYTAN HOLIDAYS & LIMOUSINE SDN. BHD.

➤ ACE ALTAIR TRAVELS SDN. BHD.

FOREWORD



DATUK WIRA SHAHUL DAWOOD
Chief Executive,
HRD Corp

2024 marks five years since the introduction of the Industrial Skills Framework (IndSF) by HRD Corp, an initiative aimed at developing key documents that will help individuals, businesses, and industry players bridge skills gaps in their respective fields. Thus, now is a great time to reflect on how far we have come, how many partners and collaborators we have worked with and how much impact the IndSF documents have made across numerous industries.

Since 2019, we have published 15 IndSF documents which are all available for free download on our portal. These documents are a testament to the strong support and continuous commitment from our industry collaborators, facilitated through Sectorial Training Committees (STCs), to empower the Malaysian workforce.

In 2024, we are placing greater emphasis on advanced technical competencies and certification programmes in our upcoming IndSF documents. This is to ensure that the workforce remains competitive in an ever-changing global landscape. To achieve this, HRD Corp will continue to work closely with industry players to identify skill gaps and training programmes that will address these needs. This is especially crucial as industries increasingly embrace talent requirements in emerging sectors such as digital and green skills.

I would like to take this opportunity to extend my heartfelt appreciation to all industry collaborators and subject matter experts who have been instrumental in developing and enhancing the IndSF documents. We are also looking forward to publishing three (3) additional IndSF documents by the end of 2024, further expanding coverage to include more industries in Malaysia.

My sincere gratitude also goes to our collaborators and stakeholders for their unwavering support in realising this initiative. It has been a privilege to work with you as we address the nation's skills gap and empower talents and industry players with the right skills, knowledge and information to shape the needed workforce for their sectors, today and tomorrow.

As we move forward, HRD Corp remains committed to shaping and empowering local talent. We look forward to creating more IndSF documents for a wider range of industries while continuing to play a pivotal role in transforming Malaysia's human capital development landscape.

Together, let us make 2025 another remarkable year for workforce development in Malaysia.



SHIRLEY LAI

Vice President,
Malaysian Association of Hotels
(MAH)

The hospitality industry is a cornerstone of Malaysia's tourism ecosystem, playing a vital role in our national economy by attracting visitors, generating revenue, and creating countless job opportunities. As Malaysia continues to grow in an increasingly competitive global tourism landscape, the need for skilled and adaptable workers who can deliver stellar services with the quintessential Malaysian hospitality has become paramount to setting our nation apart from our neighbours.

IndSF Hospitality (Tourism) was introduced with this vision in mind; to ensure that the competencies of our hotel industry personnel are up-to-date and aligned with the highest standards, both locally and globally.

Building upon the foundation laid by its first edition which covered 16 job roles, 5 certification programmes, and 327 critical soft and technical skills, this new edition expands its scope significantly. It now covers 61 job roles, 48 certification programmes and 378 specialised skills, making it a valuable resource for employees, employers and training providers alike.

With the success of this updated IndSF Hospitality document, the committee will now be focusing on developing a new framework for other areas within the tourism sector including the travel and tours sector. Ultimately, our goal is to create a unified, highly skilled workforce across all branches of tourism in line with our national aspirations of being the global premier tourist destination. In developing these frameworks, we will work closely with industry partners and contributors to ensure the guidelines we come up with will accurately reflect the needs and best practices of the sector while also setting Malaysia's tourism ecosystem on a path of continuous excellence.

In closing, I extend my deepest gratitude to the STC Hospitality working committee, HRD Corp, industry partners and contributors for their invaluable support and collaboration in bringing this framework to life. Their expertise has been instrumental in shaping a tool that will drive the growth of a skilled, resilient and innovative workforce within Malaysia's hospitality industry.

Thank you, and I look forward to the positive impact that the updated IndSF Hospitality will have on advancing the hospitality sector in Malaysia.

FOREWORD



NIGEL WONG
President,
Malaysian Association of
Tour & Trade Agents (MATTA)

As we look ahead into 2025 and beyond, we witness the rapid evolution of the tourism and hospitality industry, particularly in response to several challenges such as increasing suitable workforce and digital transformation.

In response to these dynamic shifts, MATTA is proud to be a key collaborator in the latest iteration of the IndSF Hospitality (Tourism) document. The publication highlights the importance of providing today's workforce with the skills and knowledge they need to succeed in the rapidly transforming landscape in the hospitality and tourism sector.

I extend my record of congratulations to the committee members and contributors for their exceptional work in producing this publication, which consolidates a wealth of knowledge and expertise in the industry within the region. This framework provides a vast, impactful roadmap to address the evolving challenges and opportunities of the tourism industry in this digital era. I am confident that this document will be an invaluable resource for the tourism industry players, stakeholders, policymakers, educators, and training providers.

MATTA is working to address the challenges of the workforce and employment, which is likely to increase by 6% in the tourism industry next year. Driven by this, MATTA has initiated significant partnerships with several universities, including Taylor's University and Universiti Teknologi MARA (UiTM), through our MATTA Academy to develop programmes tailored to upskilling and reskilling the workforce in the tourism industry. As part of this objective, MATTA is working to develop and grow our MATTA Tourism Talent Expo – a career exposition towards creating a dedicated platform for fresh graduates and companies in the tourism and hospitality sectors to connect and collaborate towards better-trained workforce for the industry.

My gratitude to HRD Corp for their unwavering support and leadership in helping to improve and shape the future of hospitality and tourism in the country. Let us continue to work together to strengthen and enhance the tourism industry towards ensuring its relevance and vitality for now and beyond, for the benefit of future generations.



JAI KISHAN
Representative,
Malaysian Indian Travel and
Tour Association (MITTA)

As the Representative of MITTA and a dedicated collaborator for the SMEs during the IndSF Hospitality Workshop under the auspices of HRD Corp, I am both honoured and excited to address our inputs for this important document. This initiative marks a significant milestone in our shared mission to elevate the standards of hospitality within Malaysia, particularly among small and medium enterprises.

The hospitality industry is one of the key pillars of Malaysia's economy. As it continues to evolve, we must ensure that our workforce is well-equipped to meet the demands of a global and diverse clientele.

The IndSF framework provides a critical foundation for this transformation, offering a structured path to upskill and reskill our talent. This workshop, specifically tailored for SMEs, is vital in empowering businesses to leverage these opportunities, ensuring they remain competitive while maintaining the highest levels of service excellence.

Collaboration between industry leaders, government bodies and SMEs is key to the success of this endeavour.

Through such synergy, we can cultivate a more dynamic, inclusive and sustainable hospitality ecosystem in Malaysia. I commend HRD Corp for their continued support and commitment to this initiative and look forward to seeing the impactful outcomes of this workshop.

Together, we will not only build a stronger hospitality industry but also foster an environment where Malaysian SMEs can thrive on the global stage. Thank you, and I wish everyone fruitful and enriching insights from the document.

FOREWORD



LEONG HOOI MIN
President,
Malaysia Inbound Tourism
Association (MITA)

In the wake of the pandemic, the tourism industry has faced a significant transformation, with many skilled professionals stepping away from their roles. As the President of MITA, I am deeply honoured to contribute to IndSF. This initiative is vital to revitalising and advancing the tourism sector, as a robust service industry relies on a well-trained and highly skilled workforce. Comprehensive and innovative training is the foundation for excellence in this field.

The concept of legacy is pivotal to our mission. To build a resilient future, it is imperative that experienced trainers and institutions share their wealth of knowledge with the next generation.

Crafting a new framework demands a forward-thinking and industry-specific approach, one that addresses emerging needs while preserving the expertise of the past. Although this transition will pose challenges, it is essential for sustainable progress. In this effort, HRD Corp plays a crucial role by providing guidance and oversight to ensure the initiative's success.

Additionally, modern technology and innovative thinking must be seamlessly integrated into our training programmes to enhance their relevance and impact. By adopting a hybrid model that combines online and offline methods, we can expand our reach and make these programmes more accessible, engaging and practical for a diverse audience.

This initiative is not merely about preserving the legacy of the tourism industry – it is about preparing collectively for the future. Together, we can overcome challenges and build a more sustainable and prosperous tourism landscape for Malaysia. Through collaboration and innovation, we will ensure that the industry thrives for generations to come.



DR. SRI GANESH MICHIEL
National President,
Malaysia Budget & Business
Hotel Association (MyBHA)

The hospitality industry serves as the bedrock of Malaysia's tourism ecosystem, driving significant contributions to our nation's economy by attracting millions of visitors, generating revenue and creating countless job opportunities across the country. As a vital pillar of the tourism sector, it is imperative that we continuously invest in building a skilled and adaptable workforce capable of delivering exceptional service with the hallmark of Malaysian hospitality—warmth, authenticity and a dedication to excellence.

IndSF Hospitality (Tourism) is a forward-thinking initiative and embodies the vision of workforce transformation. By providing a comprehensive and structured approach to skills development, IndSF ensures that hospitality personnel are not only equipped with the competencies needed for today's demands but are also prepared to meet the challenges of tomorrow. This new edition builds upon the strong foundation of its predecessor, expanding its reach significantly.

This marks a monumental leap in aligning the capabilities of our workforce with international standards while addressing the industry's evolving needs.

For members of MyBHA, IndSF Hospitality (Tourism) is more than just a guideline; it is a powerful tool that empowers our employees, enhances operational efficiency and drives innovation in an increasingly competitive market. With Malaysia aspiring to maintain its position as a global tourism hub, the need for skilled personnel who can deliver exceptional guest experiences is greater than ever. This framework provides a roadmap to achieving excellence and ensures that Malaysia's hospitality industry remains at the forefront of service quality, professionalism and adaptability.

Looking ahead, I am particularly encouraged by the Committee's vision to extend this initiative to other key areas within the tourism sector, including travel and tours. A unified and highly skilled workforce across all branches of tourism will strengthen Malaysia's position as a premier destination for travellers worldwide. IndSF's collaborative approach—drawing insights from industry experts, training providers and stakeholders—ensures that the framework is both practical and forward-looking, addressing real-world needs while setting aspirational benchmarks.

On behalf of MyBHA, I extend my deepest gratitude to the STC Hospitality working committee, HRD Corp and all industry contributors for their dedication and expertise in making IndSF Hospitality (Tourism) a reality. Your efforts have paved the way for a stronger, more resilient hospitality workforce that will undoubtedly enhance the guest experience and contribute to the long-term success of Malaysia's tourism industry.

As we implement this framework, I encourage all stakeholders employers, employees, and training providers alike—to embrace its potential fully. Together, we can create a sustainable and innovative future for Malaysia's hospitality industry, one that reflects our unwavering commitment to excellence and the spirit of Malaysian hospitality.

Thank you, and I look forward to witnessing the transformative impact of this IndSF on our industry.

FOREWORD



**MUHAMMAD HISHAM
TAN ABDULLAH**

President,
Malaysian Food and Beverage
Executives Association (MFBEA)

Firstly, I want to express my gratitude to the committee members for giving us the responsibility of being part of STC for the tourism sector. Having been given a chance to be part of the committee is truly an honour, and I am thrilled to be able to introduce and announce this year's first IndSF for the tourism sector. In spite of the challenges, the working committee was able to create the initial set of skills frameworks for the Tourism sector.

This is only feasible with the steadfast dedication and support of our active members as the industry's subject matter experts.

A comprehensive skills standard that is accepted by the industry will take time and effort to develop, and the current framework published is just the beginning. This publication is anticipated to be updated regularly with new employment roles for each industrial area, as well as new competencies and skills. Thus, it is crucial that tourism industry players and other interested parties provide helpful opinions and contribute to the content in the future. Ideally, subject matter experts are encouraged to attend any IndSF workshops planned by HRD Corp.

A special thank you and appreciation go out to all the working committee members, who overcame challenges, made the most of their efforts and collaborated as a team to create this significant text in spite of challenging conditions.

Finally, I want to express my profound appreciation to HRD Corp Management, the main organisers of this initiative who enabled the production of this priceless industry resource.

Syabas. Thank you and *terima kasih*.



DATUK DR. M. GANDHI
President,
Malaysian Association of
Convention and Exhibition
Organisers and Suppliers
(MACEOS)

On behalf of MACEOS, it is with great honour and gratitude that I extend our sincere appreciation to HRD Corp for appointing us as an STC member for the Hospitality sector, ensuring that the IndSF for the hospitality sector is inclusive in creating a future-ready workforce and beyond.

This appointment is a significant milestone, underscoring the trust placed in MACEOS to represent the business events industry in strengthening Malaysia's human capital. It is also a testament to our industry's vital role in developing skills, enhancing tourism growth and advancing the nation's socioeconomic progress.

We commend HRD Corp for its visionary leadership in uniting industry stakeholders to address critical skill gaps and future workforce needs. This initiative resonates with Malaysia MADANI's aspirations for a sustainable and inclusive future grounded in care, respect and progress—values that MACEOS proudly upholds.

The objectives set forth by the STC align seamlessly with our shared vision of fostering excellence in workforce development. These objectives, such as assisting in establishing IndSF, recommending industry-based recognition and certification programmes, and providing strategic advice on key studies and forward-oriented activities, provide a robust foundation for ensuring that the training and skills developed are closely aligned with the real-world requirements of the industry. Such initiatives are critical in setting a strong pathway for maintaining and elevating quality standards that meet evolving market demands.

By focusing on these priorities, we cultivate a highly competent workforce and drive the broader national economic growth agenda. Enhancing employee productivity and competitiveness will fortify the industry's capacity to contribute to Malaysia's economic resilience and global standing.

Acknowledging the profound responsibility of this task, MACEOS is fully committed to contributing meaningfully to this endeavour. We aim to address future workforce needs, identify critical skills gaps, and highlight emerging opportunities within the hospitality sector. Our focus is on fostering resilience and sustainability by prioritising standards development, public-private collaborations and the integration of cutting-edge technology.

This endeavour would not be possible without the dedication and collaborative spirit of all stakeholders involved. To HRD Corp, we deeply value this opportunity and your unwavering support in creating impactful initiatives for the hospitality sector. To our industry partners and members, we invite you to join us in embracing this initiative, as it will undoubtedly bring mutual success to our community and beyond.

Once again, a heartfelt thanks to HRD Corp for spearheading this invaluable platform that unites the industry's collective expertise and vision. By fostering this public-private collaboration, we are building the foundation for a more dynamic, inclusive and forward-thinking future.

Through the voices and insights of the business events community, we are committed to shaping Malaysia's strong and resilient hospitality sector that drives innovation, elevates standards, and aligns our efforts with the ideals of Malaysia MADANI, creating meaningful opportunities for growth and excellence.

INDUSTRIAL SKILLS FRAMEWORK (IndSF) TASKFORCE



- ➔ **CHIEF STRATEGY OFFICER
(COVERING CHIEF EXECUTIVE)**
Dr. Rony Ambrose Gobilee



- ➔ **HEAD OF INDUSTRY INSIGHTS
DEPARTMENT**
Dr. Kalai Vani A/P Maniam



- ➔ **TEAM MEMBERS**
Jeremiah Fernandez
Aiman Nabil bin Noressam
Thilagaa A/P Rajanthren
Norfatiha Sahira binti Sabrom
Muhammad Hafizh bin Mohd Zahrain
Vasanthaan A/L Ponniah
Suria binti Musa
Mohammad Asyraf bin Mohammad Nazir

GUIDELINES



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



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



The IndSF Hospitality (Tourism) document will **FOCUS on** Level 4 of the Malaysian Skill Certification (or its equivalent) and above.



This document focuses on **JOB DESCRIPTIONS, SKILLS AND TRAINING NEEDED** in the Hospitality (Tourism) industry.



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



The IndSF document and training programmes recommended are not exhaustive and may be **REVIEWED PERIODICALLY** for continuous improvements, parallel with the latest changes within the

ABOUT INDSF

Human Resource Development Corporation (HRD Corp) was established in 1993. As an agency under the Ministry of Human Resources, it is responsible for the collection of levy from key industries and the disbursement of 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, as well as providing 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 competency level and experience required.

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



- ▶ **Meet the competency requirements of sectors currently covered under the PSMB Act 2001.**



- ▶ **Accommodate the needs of in-service workers.**



- ▶ **Built upon the National Occupational Skills Standard (NOSS).**



- ▶ **Focus mainly on Level 4 Malaysian Skill Certification or its equivalent and above.**



- ▶ **Developed together with the industry and benchmarked against successful framework model(s).**

With IndSF, employees and employers have the opportunity to 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.

SECTORIAL INFORMATION

BUSINESS OUTLOOK

The tourism industry in Malaysia is a crucial component of the national economy, acting as a major driver of growth and employment. Malaysia's unique cultural diversity, tropical landscapes and rich heritage have consistently made it a preferred tourist destination in Southeast Asia. With the implementation of the National Tourism Policy (NTP) 2020-2030, the government aims to enhance Malaysia's appeal as a top global tourist destination, emphasising digitalisation, sustainability and inclusive development. The NTP's strategic thrusts align with the objectives of the Twelfth Malaysia Plan (12MP), focusing on transforming governance, intensifying digital adoption, and increasing human capital capabilities across all tourism sub-sectors^{1 2}.

The COVID-19 pandemic significantly impacted Malaysia's tourism sector, however, recent data shows promising recovery signs. According to the Malaysian Investment Development Authority (MIDA) and the Department of Statistics Malaysia (DOSM), the number of domestic tourists surged in 2023, reaching 213.7 million visitors with a total spending of RM84.9 billion.

This represents a sharp increase of 24.6% in domestic visits and a 25.3% rise in expenditures year-on-year. The surge was supported by strong local travel demand as Malaysians opted for domestic holidays while international travel resumed gradually^{2 3}.



Sources:

1. MIDA: Details on alignment of tourism recovery efforts with NTP and 12MP goals were provided by MIDA
2. DOSM: Statistics from the Department of Statistics Malaysia detailed domestic tourism trends, including 2023 visitor numbers and expenditures
3. BERNAMA: Information on domestic tourism recovery and expenditure for Q1 2024 was cited from BERNAMA's recent reports

SECTORIAL INFORMATION

BUSINESS OUTLOOK

For 2024, Malaysia's domestic tourism industry has shown remarkable resilience and growth. In the first quarter alone, the country recorded 58.6 million domestic visitors, marking a 19% increase compared to the same period in 2023¹ ². This surge can be attributed to heightened consumer confidence following the nationwide vaccination drive and government initiatives aimed at revitalising the tourism and hospitality sectors.

Domestic tourism expenditure during this period reached RM24.1 billion, reflecting a 23.5% year-on-year rise³. Notably, Selangor, Kuala Lumpur and Sarawak emerged as the most visited destinations, demonstrating strong localised travel preferences².



These domestic tourism trends play a significant role in stabilizing the sector as international tourist arrivals continue to recover gradually. The efforts of HRD Corp, MIDA, Tourism Malaysia and other government agencies have been instrumental in emphasising innovation, human capital development and sustainable tourism practices. This optimistic trajectory is expected to further solidify tourism as a key economic contributor, in line with national recovery and development



Sources:

1. MIDA: Details on alignment of tourism recovery efforts with NTP and 12MP goals were provided by MIDA
2. DOSM: Statistics from the Department of Statistics Malaysia detailed domestic tourism trends, including 2023 visitor numbers and expenditures
3. BERNAMA: Information on domestic tourism recovery and expenditure for Q1 2024 was cited from BERNAMA's recent reports

SECTORIAL INFORMATION

BUSINESS OUTLOOK

TRAVEL AGENCY AND TOUR OPERATOR ACTIVITIES

TOTAL

01	Registered Employers (Cumulative as of June 2024)	>	488
02	Registered Employees (Cumulative as of June 2024)	>	11,217
03	Total Levy Collection (RM) (Jan 2023 - June 2024)	>	6,241,424
04	Total Levy Claim (RM) (Jan 2023 - June 2024)	>	3,404,491
05	Levy Utilisation Rate (%) (Jan 2023 - June 2024)	>	54.5%
06	Financial Assistance Approved (RM) (Jan 2023 - June 2024)	>	4,004,591
07	Training Places Approved (Jan 2023 - June 2024)	>	4,014
08	Trainees Trained (Jan 2023 - June 2024)	>	3,248

Sources: HRD Corp Internal Data as of June 2024

SECTORIAL INFORMATION

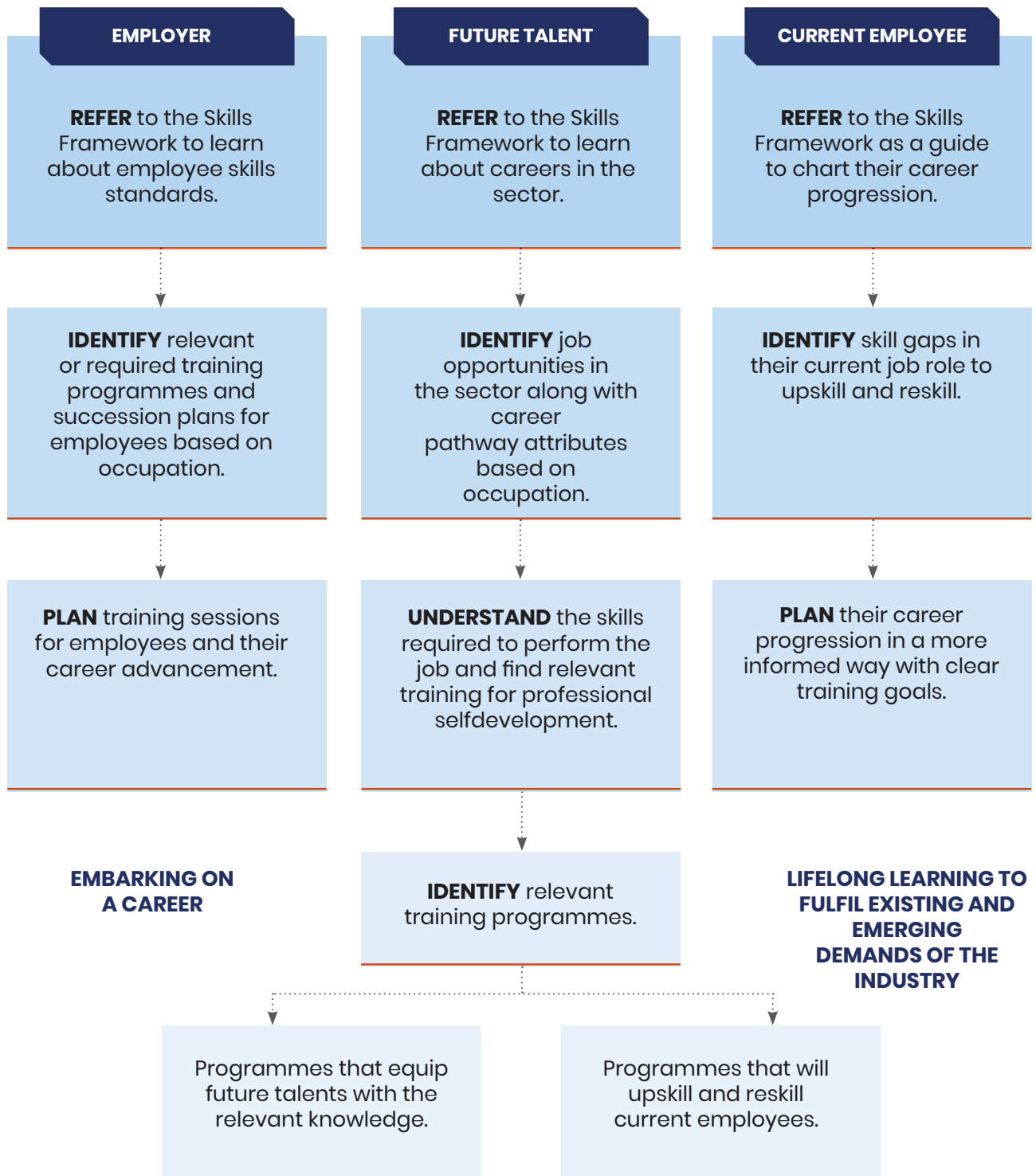
TOP 5 SKILLS AREA



Sources: HRD Corp Internal Data as of June 2024

MOVING FORWARD

Take the next step to be a part of the Hospitality (Tourism) Industry by leveraging the following Skills Framework:



MALAYSIAN OCCUPATIONAL SKILLS QUALIFICATION FRAMEWORK (MOSQF) LEVEL DESCRIPTORS

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 diverse contexts. Activities may be non-routine and require individual responsibility and autonomy.

03

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

04

Competent in performing a broad range of complex technical or professional work activities 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. Should possess a higher level of technical skills.

05

Competent in applying a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts. Requires very substantial personal autonomy and significant responsibility for the work of others. Must be able to perform substantial resource allocation. Able to demonstrate personal accountability for analysis and diagnosis, design, planning, execution and evaluation. Requires specialisation in particular technical skills area.

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 reflect substantial change or development, as well as exercising broad autonomy and judgment. It also reflects an understanding of different perspectives, approaches of schools of thought and the theories that underpin them.

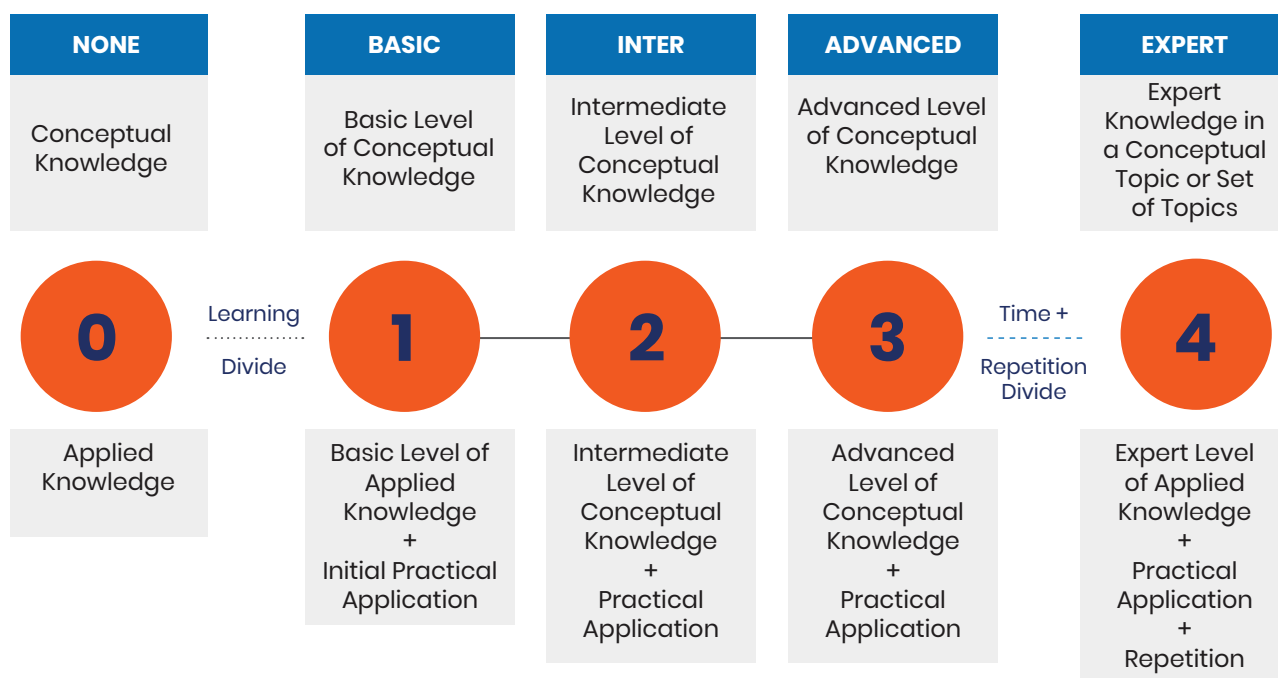
07

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 reflect substantial change or development, as well as exercising broad autonomy and judgment. It also demonstrates 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, including within a sub-area of knowledge or professional practice. It reflects the ability to address problematic situations that involve many complexities and interacting factors through initiating, designing and undertaking research, development or strategic activities. It involves exercising broad autonomy, judgment, and leadership when it comes to sharing responsibilities during the development of a field of work or knowledge or when 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.

REQUIRED COMPETENCY LEVEL (RCL)



LEVEL	INDICATOR	DESCRIPTION
0	NONE	Denotes a lack of competence in a specific area or topic.
1	BASIC	Denotes an understanding of fundamentals and some initial practical application.
2	INTERMEDIATE	Denotes a solid conceptual understanding and some practical application.
3	ADVANCED	Denotes significant conceptual knowledge and practical experience in performing a competency to a consistently high standard.
4	EXPERT	Denotes extensive knowledge, refined skill and prolonged experience in performing a defined competency at the highest standard.

FOCUS AREA : TOURISM

In enhancing this edition of the IndSF document, particular emphasis has been placed on the four key focus area of Tourism within the Hospitality industry. The following sections detail the specific departments within the four focus areas and the corresponding number of job positions covered.

1



Ticketing: 4 Job Positions

3



Inbound: 7 Job Positions

2



Outbound: 12 Job Positions

4



Sales & Marketing: 13 Job Positions

Soft & Technical Skills: 255

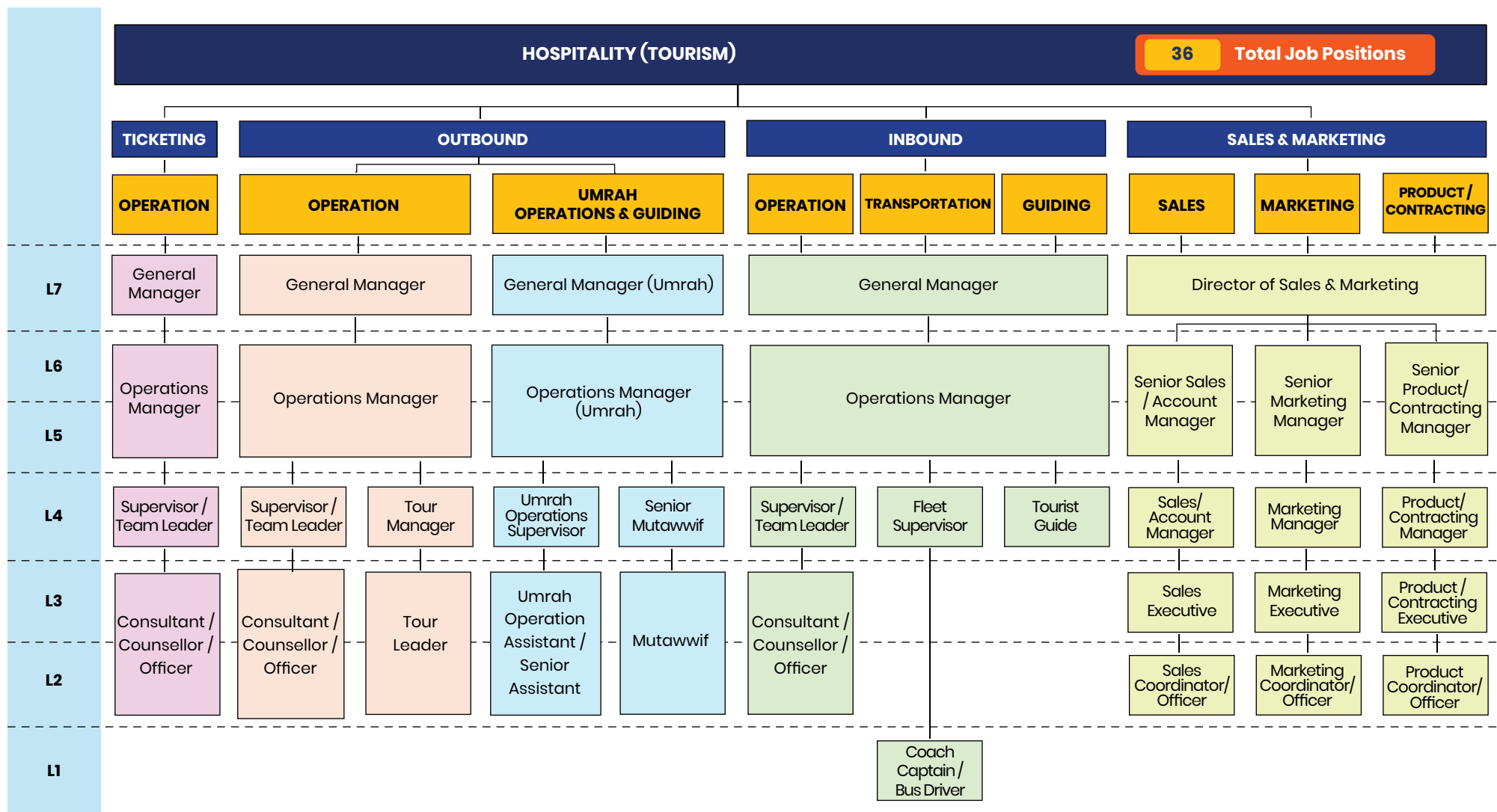


Recommended Training: 72



Certification Programmes: 19





01

TICKETING



Sub Focus Area: Ticketing**Job Title: Consultant / Counsellor / Officer****Level: 2/3****Job Description**

A Consultant, Counsellor, or Officer in ticketing operations is responsible for assisting customers with travel arrangements, including booking tickets, providing information on travel options, and managing reservations. They also advise clients on travel routes, fares, schedules, and destination details to ensure accurate and helpful guidance. Additionally, they handle ticket transactions, resolve any issues or changes that may arise, and maintain up-to-date knowledge of travel regulations and fare structures to offer reliable advice

Responsibilities:

- Engage with clients to understand their needs and preferences regarding ticketing for hospitality and tourism.
- Develop and recommend ticketing solutions tailored to the client's requirements.
- Conduct research on the latest trends and technologies in ticketing and tourism to provide up-to-date advice.
- Negotiate contracts with service providers to ensure the best rates and terms for clients.
- Assist clients with implementing ticketing solutions, including system setup and user training.
- Address any issues or challenges clients face with their ticketing systems or processes.
- Oversee the sale and distribution of tickets for various hospitality and tourism events.
- Manage ticketing systems and platforms, ensuring they are functioning correctly and efficiently.
- Ensure that ticketing operations comply with relevant laws, regulations, and industry standards.

Pre-Requisites:

- Minimum SPM, STPM or Diploma in Tourism & Hospitality Management.
- At least 1-year related working experience.

Additional Requirements:

- Knowledge of flight reservation or ticketing system.
- Proficient in both written and spoken English.

Soft Skills	Competency Level	Recommended Trainings
Problem-solving	1	• Creative problem-solving
Ability to understand the travel regulations and compliance	1	• Travel regulations and compliance
Customer service skills	1	• Customer service training

Technical Skills	Competency Level	Recommended Training
Proficiency in using various booking system platforms for managing reservations (Amadeus, Sabre, Galileo etc.)	1	• Global Distribution Systems (GDS)
Computer literate in Microsoft Office	1	• Basic Microsoft Office Specialist: Entry-level certification focusing on individual applications (Word, Excel, PowerPoint, etc.).
Ticketing systems proficiency	1	• Certified Travel Associate (CTA) • Certified Travel Counsellor (CTC)
Basic digital marketing	1	• Basic digital marketing related courses
Certifications relevant to ticketing and travel	1	• International Air Transport Association (IATA) Certification
Basic data analysis	1	• Introduction to data analysis
Basic reporting	1	• Report writing

Sub Focus Area: Ticketing**Job Title: Supervisor / Team leader****Level: 4****Job Description**

A Supervisor or Team Leader in ticketing operation oversees and manages a team of ticketing agents or staff involved in booking and reservations. They ensure the team delivers high-quality customer service and handles ticketing processes accurately and efficiently. Additionally, they are responsible for training and mentoring team members, managing workflows, resolving complex customer issues, and maintaining operational standards while adhering to company policies and industry regulations.

Responsibilities:

- Supervise and guide a team of ticketing agents to ensure smooth daily operations.
- Monitor team performance, provide feedback, and ensure high standards of service and efficiency.
- Foster a positive work environment by motivating and supporting team members.
- Address and resolve complex customer issues or complaints to ensure satisfaction.
- Oversee and optimise ticketing processes, ensuring accuracy, efficiency, and compliance with company policies and industry regulations.
- Manage and optimise workflows to enhance productivity and streamline operations.
- Ensure effective use of ticketing systems, resolving technical issues and discrepancies.
- Train and mentor team members on ticketing procedures, customer service practices, and system usage, supporting their professional growth.
- Generate and analyse reports on team performance, ticketing metrics, and customer feedback for continuous improvement.

Pre-Requisites:

- Minimum SPM, STPM or Diploma in Tourism & Hospitality Management.
- At least 3 years related working experience.

Additional Requirements:

- Knowledge of flight reservation system is compulsory.

Soft Skills	Competency Level	Recommended Trainings
Interpersonal skills	2	Interpersonal communication skills
Conflict resolution	2	Understanding conflict
Workflow management	2	Operational efficiency workshops
Time management	2	Effective time management
Customer service skills	2	Customer service excellence training
Leadership skills	2	Team leadership and management courses

Technical Skills	Competency Level	Recommended Trainings
Proficiency in using various booking, ticketing and reservations (Amadeus, Sabre, Galileo etc.)	2	Global Distribution Systems (GDS)
Proficiency in Microsoft Office	2	Microsoft Office Specialist: Intermediate-level certification focusing on individual applications (Word, Excel, PowerPoint, etc.).
Foundational knowledge in travel and ticketing	2	Certified Travel Associate (CTA)
Report writing	2	Report writing
Customer Relationship Management (CRM)	2	Customer Relationship Management (CRM) software tools
Industry knowledge and compliance	2	Travel industry compliance and regulations

Sub Focus Area: Ticketing**Job Title: Operations Manager****Level: 5/6****Job Description**

An Operations Manager in ticketing operation oversees the overall management and efficiency of ticketing operations. This role is responsible for developing and implementing processes and procedures to ensure smooth and effective ticketing services. They supervise staff, manage ticketing systems, ensure compliance with industry regulations, and optimise workflows. They also handle complex issues, ensuring customer service quality, and driving strategic initiatives to improve performance. Additionally, they are responsible for analysing performance metrics, preparing reports, and collaborating with other departments to align ticketing operations with organisational goals.

Responsibilities:

- Develop and implement strategic plans to optimise ticketing operations and enhance service delivery.
- Oversee the budget for ticketing operations, including forecasting, expense management, and financial planning.
- Set and monitor key performance indicators (KPIs) to ensure operational goals are achieved.
- Manage and lead the ticketing team, including supervisors, agents, and support staff, through effective leadership and training programs.
- Conduct regular performance evaluations and provide feedback to improve team efficiency and morale.
- Oversee the use of ticketing systems and tools, ensuring their functionality and effectiveness.
- Ensure all ticketing operations comply with company policies, industry regulations, and legal requirements.
- Address and resolve escalated customer issues or complaints related to ticketing services.
- Collaborate with other departments to integrate ticketing operations with broader business objectives.
- Maintain clear communication with team members, senior management, and external stakeholders.
- Identify potential risks and develop strategies to mitigate operational and financial risks related to ticketing.

Pre-Requisites:

- Minimum SPM, STPM or Diploma in Tourism & Hospitality Management.
- At least 5 years related working experience.

Additional Requirements:

- Knowledge of flight reservation and ticketing system is compulsory.

Soft Skills	Competency Level	Recommended Trainings
Interpersonal skills	3	Interpersonal communication skills
Workflow management	3	Operational efficiency workshops
Customer service skills	3	Customer service excellence workshops
Leadership skills	3	Team leadership and management courses
Conflict management	3	Understanding conflict

Technical Skills	Competency Level	Recommended Trainings
Proficiency in using various booking, ticketing and reservations (Amadeus, Sabre, Galileo etc.)	3	Global Distribution Systems (GDS)
Proficiency in Microsoft Office	3	Microsoft Office Specialist: Advanced certification focusing on individual applications (Word, Excel, PowerPoint, etc.).
Manage refund and Agency Debit Memo (ADM)	3	Refund and ADM Management Training
Competent in various fare types and airline policies	3	International Air Transport Association (IATA) training
Financial management	3	Financial management training
Data analysis	3	Data analysis on performance metrics training

Sub Focus Area: Ticketing

Job Title: General Manager

Level: 7

Job Description

General Manager in ticketing operation is oversees the entire ticketing operation within the organisation. They are responsible for strategic planning, managing daily operations, and ensuring that all ticketing processes are efficient, compliant with industry standards, and aligned with business goals. They lead and develop the team, managing budgets, and maintaining high standards of customer service. Additionally, they are responsible for setting and executing strategic objectives, analysing performance metrics, optimising operational processes, and collaborating with other departments to drive overall business success.

Responsibilities

- Formulate and implement strategic plans to drive the growth and efficiency of ticketing operations.
- Establish long-term goals and objectives for ticketing services to align with organisational vision.
- Conduct market research to identify trends, opportunities, and competitive threats within the ticketing sector.
- Oversee all aspects of ticketing operations, ensuring smooth and efficient processes.
- Evaluate and improve ticketing processes to enhance operational efficiency and customer satisfaction.
- Ensure ticketing operations adhere to industry regulations, company policies, and legal requirements.
- Develop and manage the budget for ticketing operations, including forecasting, financial planning, and implementing cost-control measures.
- Identify and implement strategies to increase ticket sales and revenue.
- Provide leadership and direction to the ticketing team, including hiring, training, and performance management.
- Support team members' professional growth through training, mentorship, and career development opportunities.
- Develop and enforce standards for exceptional customer service, ensuring high levels of customer satisfaction.
- Oversee the implementation and maintenance of ticketing systems and technology, ensuring they meet operational needs.
- Negotiate contracts and manage relationships with ticketing system providers and other external partners.
- Seek and establish strategic partnerships to enhance ticketing services and expand market reach.

Pre-Requisites:

- Minimum SPM, STPM or Diploma in Tourism & Hospitality Management, Bachelor's degree in Tourism Management, Hospitality, Business Administration, or a related field. A Master's degree is preferred.
- Minimum of 10 years of experience in the tourism industry, with at least 5 years in a senior management role.

Additional Requirements:

- Knowledge of flight reservation and ticketing system is compulsory.

Soft Skills	Competency Level	Recommended Trainings
Interpersonal skills	4	Interpersonal communication skills
Time management	4	Effective time management
Leadership skills	4	Team leadership and executive management training
Conflict management	4	Understanding conflict
Develop and establish financial budget and plans	4	Advanced budgeting and forecasting
Performance management	4	Performance management training

Technical Skills	Competency Level	Recommended Trainings
Manage refund and Agency Debit Memo (ADM)	4	Refund and ADM Management
Ensuring compliance with company policies and procedures	4	In-house training on policies and procedures
Competent in various fare types and airline policies	4	Airline fare and ticketing courses
Financial management	4	Financial management training
Sales strategy and planning	4	Strategic sales management
Customer Relationship Management (CRM)	4	Customer Relationship Management (CRM) software tools

A landscape photograph of a tea plantation with terraced rows of tea bushes in the foreground and rolling hills in the background. The sky is a deep orange-red, suggesting a sunset or sunrise. A faint, white circuit board pattern is overlaid on the upper right portion of the image.

02

**OUTBOUND
[OPERATIONS]**

Sub Focus Area: Operations	Focus Area: Outbound
Job Title: Consultant / Counsellor / Officer	Level: 2/3
Job Description	
A Consultant, Counsellor or Officer in outbound tourism (operations) handles airline reservations and ticketing, manage tour inquiries, and organise accommodations and ground arrangements. They are responsible for maintaining strong relationships with clients and suppliers to ensure high levels of customer satisfaction. Additionally, they provide support in various operational aspects, such as responding to client requests, processing bookings, and performing additional related duties as necessary. Responsibilities: • Offer guidance and recommendations to clients on outbound travel destinations, accommodations, and travel arrangements. • Create tailored travel itineraries based on client preferences, needs, and budget. • Stay informed about the latest trends, regulations, and destination information to provide accurate and up-to-date advice. • Liaise with travel service providers, such as airlines, hotels, and tour operators, to arrange bookings and confirm services. • Ensure clients receive and understand all necessary travel documentation, including visas, insurance, and itinerary details. • Provide exceptional customer service throughout the travel planning process, addressing queries and concerns promptly. • Handle issues or changes related to travel arrangements, such as cancellations, rebooking, and refunds. • Market and promote outbound tourism services and packages to potential clients. • Identify and pursue new business opportunities, including generating leads and converting prospects into clients. • Maintain accurate records of client interactions, bookings, and financial transactions. • Prepare and present reports on sales performance, client feedback, and market trends to management. • Ensure all operations adhere to industry regulations and company policies. • Organise and manage travel arrangements for groups or corporate clients, including conferences, incentives, and team-building events. • Handle special travel requests and arrangements, such as VIP services, special accommodations, and custom itineraries. Pre-Requisites: • Diploma in Tourism, Hospitality, Business Administration, or a related field. • Fresh graduates are welcomed. Additional Requirements: • Basic knowledge of global travel destinations and booking systems are advantageous.	

Soft Skills	Competency Level	Recommended Trainings
Time management	2	Effective time management
Interpersonal skills	2	Interpersonal communication skills
Conflict resolution and negotiation skills	2	Negotiation and conflict resolution

Technical Skills	Competency Level	Recommended Trainings
Proficiency in using various booking, ticketing and reservations (Amadeus, Sabre, Galileo etc.)	2	Global Distribution Systems (GDS)
Proficiency in Microsoft Office	2	Microsoft Office (Intermediate Level)
Customer Relationship Management (CRM)	2	Customer Relationship Management (CRM) software tools
Proficiency in using software designed to streamline, organise, and manage customer service interactions	2	Customer support ticketing system
Reporting skills	2	Report writing
Travel documentation and visa processing	2	In-house training on visa processing and travel documentation
Proficiency in using reservation and ticketing systems	2	Reservation and ticketing systems

Sub Focus Area: Operations	Focus Area: Outbound
Job Title: Tour Leader	Level: 2/3

Job Description

Tour Leader in outbound tourism (operations) manages and leads outbound travel groups, ensuring a high-quality experience for travellers. They are responsible for coordinating all logistical aspects of the tour, providing informative commentary on destinations, and addressing any issues that may arise during the trip. Additionally, they maintain a positive group dynamic and ensuring that all health, safety, and operational standards are met.

Responsibilities

- Oversee and execute detailed travel itineraries, including daily schedules, sightseeing activities, and transportation arrangements.
- Coordinate with local guides, transportation providers, and accommodation facilities to ensure all logistical aspects of the tour are handled effectively.
- Address and resolve any issues or changes in the itinerary, ensuring minimal disruption to the tour experience.
- Serve as the primary point of contact for tour participants, addressing their inquiries and providing updates throughout the tour.
- Deliver exceptional service by meeting clients' needs and addressing any concerns promptly.
- Provide support and guidance on cultural norms and etiquette to enhance the travel experience.
- Lead and manage the tour group, ensuring adherence to schedules and safety guidelines.
- Handle conflicts or disputes among group members, maintaining a positive group dynamic.
- Ensure the safety and well-being of all participants, including managing emergencies and providing first aid if necessary.
- Enhance the educational value of the tour by sharing knowledge about local customs and attractions.
- Handle necessary documentation, such as travel vouchers, entry tickets, and emergency contact lists.
- Bring out the best of his or her public relations qualities to create diplomacy, build rapport and allow easy and better communications.
- Maintain strict confidentiality regarding all information related to the affairs of the visitors gathered during the course of engagement and assignment.

Pre-Requisites:

- High school Diploma or equivalent.
- Degree in Tourism, Hospitality, or any related field.
- At least 3 years of experience as a tour leader or similar role in outbound tourism.

Additional Requirements:

- Proficiency in Malay and English.
- Valid passport and the ability to travel internationally.
- Flexibility to work irregular hours and travel as needed.

Soft Skills	Competency Level	Recommended Training
Leadership skills	4	Team Leadership and Management Courses
Communication skills	5	Communication skills training
Conflict Resolution	3	Understanding Conflict
Customer Service	5	Customer Service Training
Cultural Awareness	4	Cross-cultural communication
Teamwork	4	Team building

Technical Skills	Competency Level	Recommended Training
Proficiency in using various booking system platforms for managing reservations (Amadeus, Sabre, Galileo etc.)	4	Global Distribution Systems (GDS)
First Aid	4	Emergency response
Safety and Health Standards	4	Occupational Safety and Health Administration (OSHA)
Travel Product Knowledge	4	Destination-specific training and certifications (In-house training)

Sub Focus Area: Operations	Focus Areas: Outbound
Job Title: Supervisor / Team leader	Level: 4
Job Description	
A Supervisor or Team Leader in outbound tourism (operations) oversees a variety of travel-related services, including tour inquiries, hotel reservations, ground arrangements, and visa applications. This role is responsible in assisting clients with customised tour packages and efficiently managing their bookings, maintaining strong relationships with clients to ensure high levels of customer satisfaction, and coordinating travel logistics and ensuring all arrangements are in place for a seamless travel experience. Additionally, they lead tour groups, travel as required to ensure effective execution of tours and handle client requests and addressing any issues or changes in the travel plans.	
Responsibilities: • Provide guidance, support, and motivation to the team members. • Conduct onboarding and continuous training sessions for staff on procedures, customer service, and industry updates. • Assess team performance through regular reviews and feedback sessions. • Create and manage work schedules to ensure adequate coverage and efficient operations. • Ensure that all outbound tourism processes and procedures are followed correctly. • Monitor and maintain the quality of services provided to ensure they meet company standards. • Address and resolve operational issues and customer complaints promptly. • Collaborate with other departments (e.g., marketing, sales, customer service) to streamline operations. • Oversee interactions with clients to ensure high levels of customer satisfaction. • Collect and analyse customer feedback to improve service offerings. • Set and achieve sales targets for outbound tourism packages and services. • Implement sales strategies and promotions to drive business growth. • Prepare and submit regular reports on team performance, sales metrics, and operational issues. • Ensure compliance with industry regulations and company policies. • Develop and maintain relationships with travel suppliers, hotels, and other service providers. • Negotiate contracts and agreements with suppliers to secure the best rates and services for clients. • Suggest and implement improvements to enhance the efficiency of outbound tourism operations.	
Pre-Requisites: • Diploma in Tourism, Hospitality, Business Administration, or a related field. Bachelor's degree is an advantage. • At least 5+ years of experience in outbound tourism operations, including supervisory or team leader roles.	
Additional Requirements: • Proficiency in Malay and English preferred. • Flexibility to travel and work irregular hours as needed.	

Soft Skills	Competency Level	Recommended Trainings
Communication skills	4	Effective communication
Conflict resolution	4	Conflict management courses
Customer service skills	4	Customer service excellence training
Teamwork	4	Team building
Time management	4	Time management
Adaptability	4	Change management

Technical Skills	Competency Level	Recommended Trainings
Proficiency in using various booking, ticketing and reservations (Amadeus, Sabre, Galileo etc.)	3	Global Distribution Systems (GDS)
Proficiency in Microsoft Office	2	Microsoft Office (Intermediate Level)
Industry knowledge and compliance	3	Travel industry compliance and regulations
Data analysis	3	Data analysis training
Reporting	3	Report writing
Crisis management	4	Crisis management training

Sub Focus Area: Operations	Focus Area: Outbound
Job Title: Tour Manager	Level: 4
Job Description	
Tour Manager in outbound tourism (operations) oversees the planning, coordination, and execution of outbound travel tours, ensuring a seamless and high-quality experience for clients. They manage all logistical aspects of tours, from initial planning through to post-tour follow-up, liaise with clients, suppliers, and internal teams to ensure that all tour operations run smoothly and meet company standards. Tour Manager is responsible in handling escalations, provide guidance to junior staff, address complaints and resolve booking issues efficiently, ensuring client satisfaction throughout the process. Additionally, they must possess in-depth knowledge of flight reservation systems and operational excellence in ticketing and fare management.	
Responsibilities: • Develop detailed tour itineraries based on client preferences, destination highlights, and logistical considerations. • Coordinate travel arrangements including transportation, accommodation, and activities. • Liaise with hotels, transport providers, local guides, and other suppliers to secure services and ensure quality. • Provide clients with detailed information about the tour, including itineraries, packing lists, and travel tips. • Act as the main point of contact for clients, addressing any issues or concerns during the tour. • Collect feedback from clients and address any post-tour issues to ensure client satisfaction. • Oversee daily tour operations to ensure smooth execution and adherence to the schedule. • Address and resolve any logistical or operational problems that occur during the tour. • Monitor service quality and make necessary adjustments to meet company standards. • Manage tour guides and support staff, providing guidance and ensuring they are well-prepared. • Resolve client complaints and concerns promptly to ensure a positive experience. • Provide insights on tour performance and client preferences to assist with marketing strategies.	
Pre-Requisites: • Diploma in Tourism, Hospitality, Business Administration, or a related field. • At least 7+ years of experience in operations management.	
Additional Requirements: • Familiarity with industry regulations and standards. • Proficiency in Malay and English preferred. • Flexibility to work irregular hours and travel as needed.	

Soft Skills	Competency Level	Recommended Trainings
Leadership skills	5	Team leadership and management courses
Communication skills	5	Effective communication
Teamwork	4	Team building
Problem-solving	4	Critical thinking and Decision-making

Technical Skills	Competency Level	Recommended Trainings
Business analytics	4	Tableau or Power BI
Customer Relationship Management (CRM)	4	Customer Relationship Management (CRM) software tools
Revenue management	4	Revenue management training
Risk management framework	4	Risk management
KPI and performance tracking	5	Performance tracking

Sub Focus Area: Outbound	Focus Area: Outbound
Job Title: Operations Manager	Level: 5/6
Job Description	
Operations Manager in outbound tourism (operations) oversees the overall management and efficiency of ticketing operations, develop and implement processes and procedures to ensure smooth and effective ticketing services. They are responsible for supervising staff, managing ticketing systems, ensuring compliance with industry regulations, and optimising operational workflows. They handle complex issues, customer service quality and work on strategic initiatives to improve performance. Additionally, they analyse performance metrics, preparing reports, and collaborating with other departments to align ticketing operations with broader organisational goals.	
Responsibilities: • Develop and implement strategic plans to optimise ticketing operations and enhance service delivery. • Oversee the budget for ticketing operations, including forecasting, expense management, and financial planning. • Set and monitor key performance indicators (KPIs) to ensure operational goals are met. • Manage and lead the ticketing team, including supervisors, agents, and support staff. • Implement training programs to enhance team skills and ensure adherence to best practices in ticketing. • Conduct regular performance evaluations and provide feedback to improve team efficiency and morale. • Streamline ticketing processes to increase efficiency and accuracy in booking and reservations. • Oversee the use of ticketing systems and tools, ensuring they are functioning effectively. • Ensure all ticketing operations comply with company policies, industry regulations, and legal requirements. • Develop and enforce standards for high-quality customer service and satisfaction. • Maintain effective communication with team members, senior management, and external stakeholders. • Identify potential risks and develop strategies to mitigate operational and financial challenges. • Implement crisis management plans for handling disruptions or emergencies in ticketing operations.	
Pre-Requisites: • Diploma in Tourism, Hospitality, Business Administration or a related field. • At least 7+ years of experience in operations management or a similar role within the outbound tourism sector.	
Additional Requirements: • Knowledge of flight reservation and ticketing system is compulsory.	

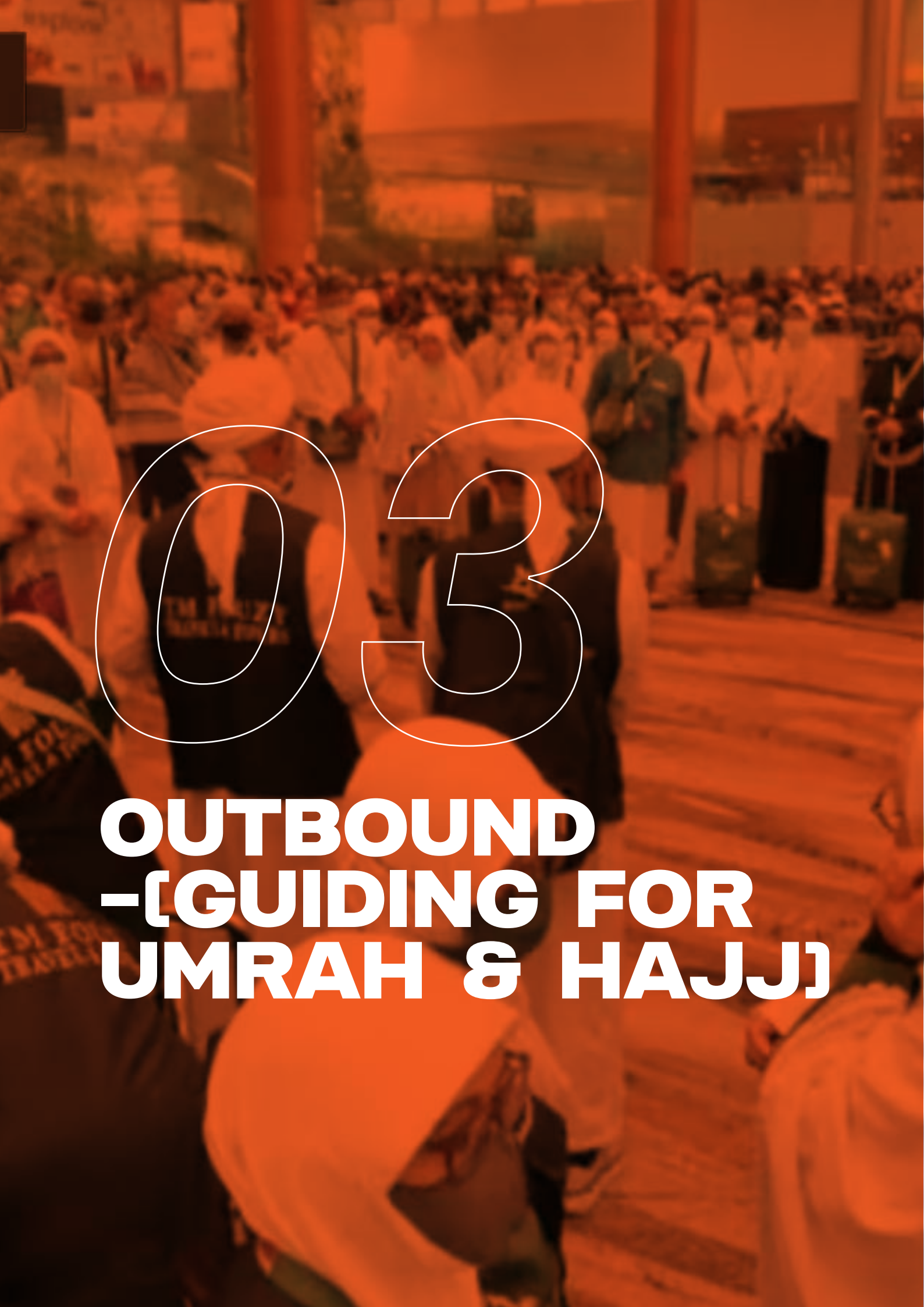
Soft Skills	Competency Level	Recommended Trainings
Data analysing	5	Data analysis and performance metrics training
Workflow management	5	Operations management
Customer service skills	5	Customer service excellence
Leadership skills	5	Team leadership and management courses
Conflict management	5	Conflict resolution

Technical Skills	Competency Level	Recommended Trainings
Manage refund and Agency Debit Memo (ADM)	5	Refund and ADM Management
Ensuring compliance with company policies and procedures	5	In-house training on policies and procedures
Financial management	5	Financial management training

Sub Focus Area: Outbound	Focus Area: Outbound
Job Title: General Manager	Level: 7
Job Description	
A General Manager in outbound tourism (operations) oversees the overall management and efficiency of ticketing operations. They develop and implement processes and procedures to ensure smooth and effective ticketing services. A General Manager supervises staff, manage ticketing systems, ensure compliance with industry regulations, and optimise operational workflows. This task is responsible for handling complex issues, overseeing customer service quality, and working on strategic initiatives to improve performance. Additionally, they analyse performance metrics, preparing reports, and collaborating with other departments to align ticketing operations with broader organisational goals.	
Responsibilities: • Develop and implement strategic plans to optimise ticketing operations and enhance service delivery. • Oversee the budget for ticketing operations, including forecasting, expense management, and financial planning. • Set and monitor key performance indicators (KPIs) to ensure operational goals are met. • Manage and lead the ticketing team, including supervisors, agents, and support staff. • Implement training programs to enhance team skills and ensure adherence to best practices in ticketing. • Conduct regular performance evaluations and provide feedback to improve team efficiency and morale. • Streamline and improve ticketing processes to increase efficiency and accuracy in booking and reservations. • Oversee the use of ticketing systems and tools, ensuring they are functioning correctly and effectively. • Ensure that all ticketing operations comply with company policies, industry regulations, and legal requirements. • Develop and enforce standards for customer service, ensuring high-quality interactions and satisfaction. • Maintain clear and effective communication with team members, senior management, and external stakeholders. • Identify potential risks and develop strategies to mitigate operational and financial risks related to ticketing. • Develop and implement crisis management plans for handling disruptions or emergencies affecting ticketing operations.	
Pre - Requisites • Education: Diploma in Tourism, Hospitality, Business Administration, or a related field. • Experience: At least 7+ years of experience in operations management or a similar role within the outbound tourism sector.	
Additional Requirements: • Knowledge of flight reservation and ticketing system is compulsory.	

Soft Skills	Competency Level	Recommended Training
Interpersonal Skills	5	Interpersonal Communication Skills
Time Management	5	Effective Time Management
Leadership Skills	5	Team Leadership and Executive Management training
Conflict Management	5	Understanding Conflict
Develop and establish financial budget and plans	5	Advanced Budgeting and Forecasting
Performance Management	5	Performance Management training

Technical Skills	Competency Level	Recommended Training
Manage refund and Agency Debit Memo (ADM)	5	Refund and ADM Management
Ensuring Compliance with company policies & procedures	5	In-house training on policies and procedures
Competent in various fare types and airline policies	5	Airline Fare and Ticketing Courses
Financial Management	5	Financial Management Training
Sales Strategy and Planning	5	Strategic Sales Management
Customer Relationship Management (CRM)	5	Customer Relationship Management (CRM) software tools



03

**OUTBOUND
-[GUIDING FOR
UMRAH & HAJJ]**

Sub Focus Area: Umrah/Hajj	Focus Area: Guiding-Outbound
Job Title: Mutawwif	Level: 2/3
Job Description	
Mutawwif (also known as a pilgrimage guide) in outbound tourism (Umrah/Hajj) is responsible in guiding and assisting pilgrims during their Umrah or Hajj journey. This role is responsible to give spiritual guidance, logistical support, and ensure the pilgrimage experience is smooth, fulfilling, and compliant with religious practices. Responsibilities: • Provide comprehensive information and guidance to pilgrims regarding Umrah and Hajj rituals. • Explain the significance of each step of the pilgrimage to enhance understanding and experience. • Organise travel arrangements, including flights, accommodations, and transportation within Saudi Arabia. • Ensure all logistical details are handled smoothly for a hassle-free pilgrimage. • Educate pilgrims about the cultural, historical, and religious significance of the pilgrimage sites. • Monitor the health and safety of pilgrims, providing assistance as needed and communicating safety protocols. • Serve as the primary point of contact between the pilgrims and local authorities or service providers. • Assist pilgrims with necessary documentation, including visas and permits required for Hajj and Umrah. • Ensure compliance with all regulatory requirements related to outbound pilgrimage travel. • Encourage pilgrims to practice sustainability during their journey, respecting local environments and communities. Pre-requisites: • Minimum SPM, STPM or a Diploma in Islamic Studies / Religious Studies, or a related field is preferred.	

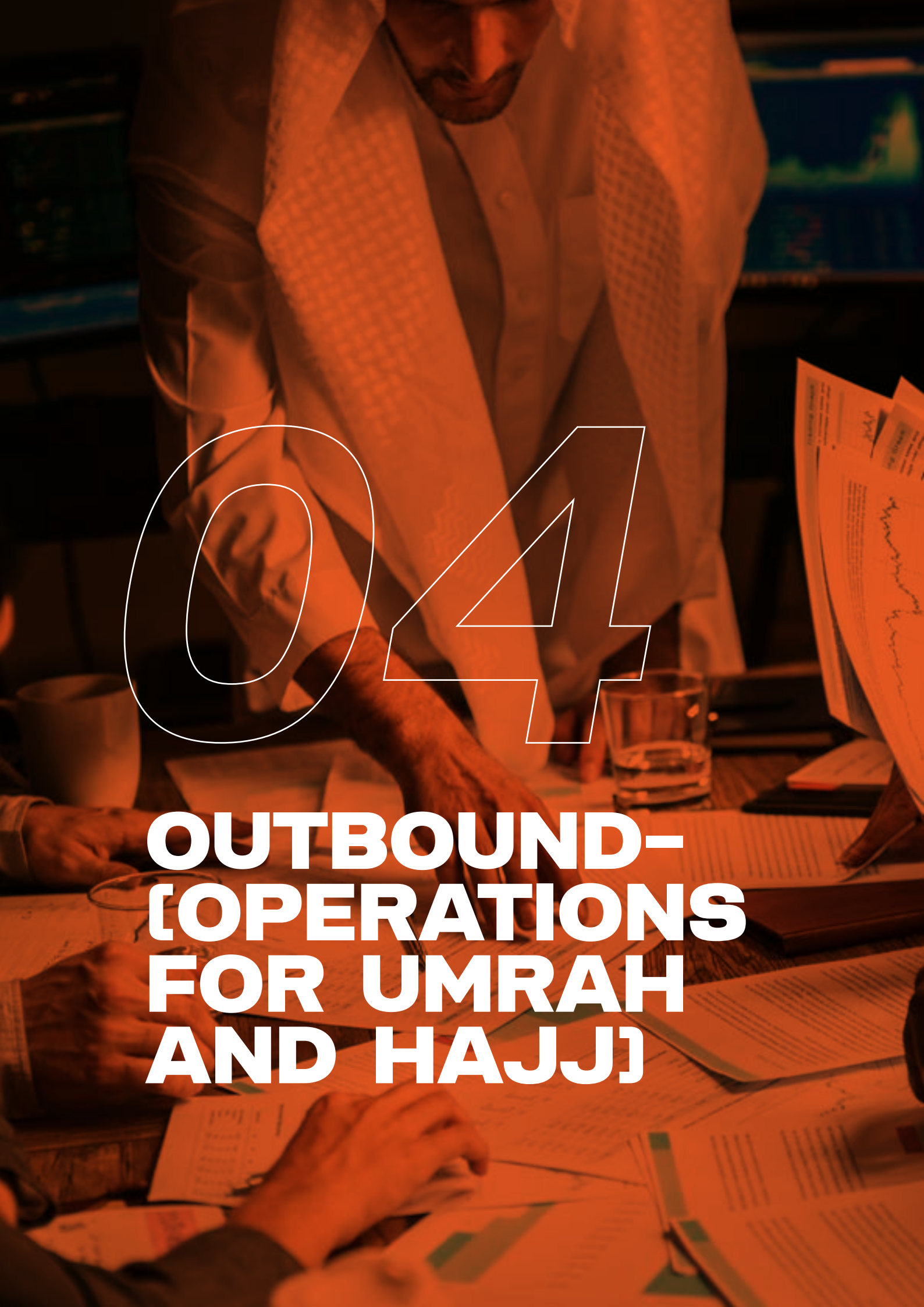
Soft Skills	Competency Level	Recommended Trainings
Basic in spoken and written in English	1	General English communication training
Basic in spoken and written in Arabic	1	General Arabic language training
Interpersonal skills	2	Personal grooming workshops
Leadership skills	2	Team leadership and management courses
Teamwork	2	Team building
Customer service skills	2	Customer service excellence training

Technical Skills	Competency Level	Recommended Trainings
Computer literate in Microsoft Office	2	Microsoft Office Specialist: Basic-level certification focusing on individual applications (Word, Excel, PowerPoint, etc.).
Extensive knowledge of Umrah operations	3	Workshops on Hajj and Umrah rituals
Proficiency in using Saudi Arabia's Umrah application process or system	3	Training on travel documentation and visa processing.
Travel coordination	3	Travel management and coordination

Sub Focus Area: Umrah/Hajj	Focus Area: Outbound
Job Title: Senior Mutawwif	Level: 4
Job Description	
Senior Mutawwif in outbound tourism (Guiding) is responsible for guiding and assisting pilgrims during their Umrah or Hajj journeys. This role is responsible to provide in-depth spiritual guidance, managing the logistical aspects of the pilgrimage, and supervising junior Mutawwif to ensure a smooth and fulfilling experience for all pilgrims. Responsibilities: • Oversee and mentor junior Mutawwif, providing guidance and support. • Lead teams during pilgrimage operations, ensuring cohesive functioning. • Develop and implement operational strategies for pilgrimage groups. • Assess and enhance existing programs to improve the overall pilgrimage experience. • Provide in-depth knowledge and assistance to pilgrims throughout their journey. • Address complex inquiries and concerns, ensuring all pilgrims feel supported. • Handle emergencies and unexpected issues with effective problem-solving. • Develop contingency plans to ensure pilgrim safety and satisfaction. • Conduct training sessions for new Mutawwif on best practices and operational procedures. • Facilitate workshops on cultural sensitivity and customer service. • Oversee the preparation and management of necessary documentation for pilgrims. • Ensure accurate processing of visas, permits, and travel arrangements. • Collaborate with marketing teams to promote pilgrimage packages. • Provide insights based on pilgrim feedback to help refine promotional strategies. Pre-Requisites: • Minimum SPM, STPM or a Diploma in Islamic Studies / Religious Studies, or a related field is preferred. • At least 3 years related working experience in guiding pilgrims.	

Soft Skills	Competency Level	Recommended Trainings
Spoken and written in English	4	General English communication training
Spoken and written in Arabic	4	General Arabic language training
Interpersonal skills	4	Interpersonal communication
Problem-solving skills	4	Creative problem-solving
Customer service skills	4	Customer service excellence training
Leadership skills	4	Team leadership and management courses
Teamwork	4	Team building

Technical Skills	Competency Level	Recommended Trainings
Computer literate in Microsoft Office	4	Microsoft Office Specialist: Advanced certification focusing on individual applications (Word, Excel, PowerPoint, etc.).
Extensive knowledge of Umrah operations	4	- Workshops on Hajj and Umrah rituals. - Seminars on Islamic History and Culture.
Proficiency in using Saudi Arabia's Umrah application and regulatory compliance	4	- Workshops on travel documentation and visa processing. - Training on local and international travel regulations. - Compliance and ethics in tourism courses.



04

**OUTBOUND-
[OPERATIONS
FOR UMRAH
AND HAJJ]**

Sub Focus Area: Umrah/Hajj (Operations)	Focus Area: Outbound
Job Title: Umrah Operation Assistant / Senior Assistant	Level: 2/3
Job Description	
Umrah Operation Assistant or Senior Assistant in outbound tourism (Umrah/Hajj-Operations) is responsible to support the operational aspects of Umrah and Hajj tours and ensuring that all arrangements are handled smoothly and efficiently. This role is responsible to coordinate with various service providers, managing bookings, handling customer inquiries, and ensuring compliance with regulatory requirements. An Umrah Operation Assistant or Senior Assistant delivers high-quality service to pilgrims, addressing their needs and concerns, and ensuring that all logistical aspects of the pilgrimage are managed effectively. Responsibilities: • Coordinate travel arrangements for pilgrims, including flights, accommodations, and transportation. • Manage bookings for Umrah packages, ensuring all details are accurate and confirmed. • Provide customer support before, during, and after the pilgrimage, addressing inquiries and resolving issues. • Liaise with local agents and service providers in Saudi Arabia to ensure a seamless travel experience. • Maintain updated knowledge of Umrah regulations and procedures to assist clients effectively. • Assist in preparing informational materials for pilgrims, such as itineraries, packing lists, and cultural guidelines. • Conduct pre-departure briefings to ensure pilgrims are well-prepared for their journey. • Monitor and report on operational challenges during the pilgrimage for process improvement. • Collaborate with marketing teams to promote Umrah packages and special offers. • Ensure compliance with safety and health regulations for travellers throughout their journey. Pre-Requisites: • Minimum SPM, STPM or Diploma in Tourism & Hospitality Management. • Basic knowledge of the Umrah package.	

Soft Skills	Competency Level	Recommended Trainings
Interpersonal skills	2	Personal grooming workshop
Customer service skills	2	Customer service excellence training
Communication skills	2	Effective communication
Customer service skills	2	Customer service excellence
Travel and tourism management	2	Travel and tourism management courses
Operation management	2	Operational management courses

Technical Skills	Competency Level	Recommended Trainings
Computer literate in Microsoft Office	2	Microsoft Office: Basic-level certification focusing on individual applications (Word, Excel, PowerPoint, etc.).
Extensive knowledge of Umrah operations	2	Workshops on Hajj and Umrah rituals
Documentation and compliance	2	Courses on local and international travel regulations.

Sub Focus Area: Umrah/Hajj (Operations)	Focus Area: Outbound
Job Title: Umrah Operation Supervisor/ Executive	Level: 4
Job Description	
Umrah Operation Supervisor/Executive in outbound tourism (Umrah/Hajj-Operations) oversees and manages the operational aspects of Umrah and Hajj tours. This role is responsible for coordinating travel arrangements, ensuring compliance with religious and regulatory requirements, and delivering high-quality service to pilgrims. An Umrah Operation Supervisor/Executive manages day-to-day operations, supervising staff, and handling complex logistical issues to ensure a smooth and successful pilgrimage experience.	
Responsibilities: • Coordinate travel arrangements for pilgrims, including flights, accommodations, and transportation. • Manage bookings for Umrah packages, ensuring all details are accurate and confirmed. • Provide customer support before, during, and after the pilgrimage, addressing inquiries and resolving issues. • Liaise with local agents and service providers in Saudi Arabia to ensure a seamless travel experience. • Maintain updated knowledge of Umrah regulations and procedures to assist clients effectively. • Assist in preparing informational materials for pilgrims, such as itineraries, packing lists, and cultural guidelines. • Conduct pre-departure briefings to ensure pilgrims are well-prepared for their journey. • Monitor and report on operational challenges during the pilgrimage for process improvement. • Collaborate with marketing teams to promote Umrah packages and special offers. • Ensure compliance with safety and health regulations for travellers throughout their journey.	
Pre-Requisites: • Minimum SPM, STPM or Diploma in Tourism & Hospitality Management. • At least 3 years related working experience. • Experienced in travel operations, particularly in religious tourism or Umrah/Hajj, is highly preferred.	

Soft Skills	Competency Level	Recommended Trainings
Spoken and written in English	3	General English communication training
Spoken and written in Arabic	3	General Arabic language training
Interpersonal skills	3	Personal grooming workshops
Time management	3	Effective time management
Customer service skills	3	Customer service excellence
Leadership skills	3	Team leadership and management courses

Technical Skills	Competency Level	Recommended Trainings
Cultural and religious knowledge	3	Courses on Hajj and Umrah rituals
Computer literate in Microsoft Office	3	Microsoft Office Specialist: Intermediate certification focusing on individual applications (Word, Excel, PowerPoint, etc.).
Extensive knowledge of Umrah operations	3	Umrah and Hajj Operations workshops
Proficiency in using Saudi Arabia's Umrah application	3	- Saudi Biometric - Nusuk
Health and safety regulations	3	Basic emergency response and crisis management training

Sub Focus Area: Umrah/Hajj (Operations)	Focus Area: Outbound
Job Title: Umrah Operation Manager	Level: 5

Job Description

Umrah Operation Manager in outbound tourism (Umrah/Hajj) oversees and manages the entire Umrah operation process, ensuring the successful planning, coordination, and execution of Umrah trips. This role is responsible to manage a team, handling logistics, ensuring compliance with religious and legal requirements, and maintaining high service standards.

Responsibilities:

- Oversee all operational aspects of Umrah travel, ensuring a seamless process from booking to completion.
- Develop and implement strategic plans to improve the quality of services for pilgrims.
- Manage relationships with local service providers and vendors in Saudi Arabia, ensuring high standards for accommodations and transportation.
- Lead and mentor the operations team, fostering performance excellence and enhanced service delivery.
- Analyse operational data and feedback, identifying trends, improvement areas, and growth opportunities.
- Ensure compliance with legal and regulatory requirements for outbound tourism and pilgrimage operations.
- Prepare and manage budgets for Umrah operations, ensuring efficiency and resource optimisation.
- Coordinate with the sales team on marketing initiatives to promote Umrah packages and attract new clients.
- Develop staff training programs focused on Umrah rituals, customer service, and operational procedures.
- Monitor and improve customer satisfaction levels, addressing concerns and enhancing the overall experience for pilgrims.

Pre-Requisites:

- Diploma in Islamic Studies, Religious Studies, or a related field is preferred.
- At least 7 years related working experience.
- In-depth knowledge of Islamic rituals and the Umrah/Hajj rites and significant experience in guiding pilgrims.

Soft Skills	Competency Level	Recommended Training
Spoken and written in English	4	General English communication training
Spoken and written in Arabic	4	General Arabic language training
Interpersonal skills	4	Personal grooming workshops
Customer service excellence	4	Customer service excellence training
Leadership skills	4	Team leadership and management courses
Teamwork	4	Team building
Communication skills	4	Effective communication
Compliance and safety	4	Compliance and safety training

Technical Skills	Competency Level	Recommended Trainings
Extensive knowledge of Umrah operations	5	- Islamic Studies or Theology courses - Workshops on Hajj and Umrah rituals
Proficiency in using Saudi Arabia's Umrah application	5	Workshops on travel documentation and visa processing

Sub Focus Area: Umrah/Hajj (Operations)	Focus Area: Outbound
Job Title: General Manager (Umrah)	Level: 6

Job Description

General Manager (Umrah) in outbound tourism (Guiding) oversees the entire Umrah division, ensuring that all aspects of the operations are managed efficiently and effectively. This role is responsible for strategic planning, team management, financial oversight, and maintaining high standards of service to ensure a smooth and fulfilling experience for pilgrims.

Responsibilities:

- Develop and execute the overall strategic vision for Umrah operations, aligning with organisational goals and market demands.
- Oversee the management of all operational functions, ensuring high-quality service delivery and client satisfaction.
- Lead and mentor departmental managers, fostering a collaborative and results-oriented work environment.
- Establish and maintain relationships with key stakeholders, including government bodies, service providers, and industry partners.
- Monitor financial performance, including budgeting, forecasting, and revenue management for Umrah operations.
- Ensure compliance with industry regulations and best practices, implementing necessary policies and procedures.
- Drive marketing and promotional strategies to attract new clients and expand market reach for Umrah packages.
- Analyse market trends and customer feedback to inform decision-making and enhance service offerings.
- Oversee staff training and development programs, ensuring employees are equipped with the necessary skills and knowledge.
- Represent the organisation at industry events and conferences, promoting the brand and fostering business relationships.

Pre-Requisites:

- Minimum SPM, STPM or a Diploma in Islamic Studies / Religious Studies, or a related field is preferred.
- At least 7-10 years related working experience.
- In-depth knowledge of Islamic rituals and the Umrah/Hajj rites and significant experience in guiding pilgrims.

Soft Skills	Competency Level	Recommended Training
Proficiency in spoken and written in English and Arabic	5	• Advanced public speaking and presentation skills
Interpersonal skills	5	• Conflict resolution and negotiation workshops • Emotional intelligence and relationship management training
Time management	5	• Collaborative work environment training

Soft Skills	Competency Level	Recommended Training
Leadership skills	5	- Executive leadership development programmes - Advanced leadership and strategy workshop
Communication skills	5	- Advanced communication techniques workshop - Public speaking and presentation skills courses
Strategic thinking and visioning	5	- Strategic planning and execution workshops - Scenario planning and risk management training
Quality assurance and improvement	5	- Customer experience management workshops - Customer satisfaction measurement techniques
Financial management	5	- Advanced financial analysis - Corporate finance training
Strategic planning	5	- Strategic planning workshops - Scenario planning and risk management
Operational management	5	Operations management fundamentals

Technical Skills	Competency Level	Recommended Trainings
Computer literate in MS Office (Word & Excel) applications	3	Microsoft Office training
Extensive knowledge of Umrah operations	5	- Islamic Studies or Theology Courses - Workshops on Hajj and Umrah rituals
Proficiency in using Saudi Arabia's Umrah Application	5	- Workshops on travel documentation and visa processing - Training on local and international travel regulations - Compliance and ethics in tourism courses
Health and safety compliance	5	Health and safety management courses

05

**INBOUND
[OPERATIONS]**

Sub Focus Area: Operations	Focus Area: Inbound
Job Title: Consultant / Counsellor / Officer	Level: 2/3
Job Description	
A Consultant, Counsellor or Officer in inbound tourism (operations) assist international clients with travel arrangements and provide expert advice to enhance their travel experience. They are responsible for managing bookings, offering personalised recommendations, ensuring the smooth execution of travel itineraries for visitors arriving in the region, and deliver exceptional service while optimising inbound tourism operations. Responsibilities: • Assess and analyse inbound tourism trends and market demands. • Develop and implement strategies for enhancing tourist experiences. • Coordinate with local businesses, hotels, and attractions to create package offerings. • Provide expert advice to clients on travel itineraries and services. • Manage and optimise operational processes for inbound tourism services. • Conduct training sessions for staff on customer service and tourism best practices. • Monitor and evaluate the effectiveness of tourism programs and initiatives. • Collaborate with government agencies and tourism boards on policy development. • Gather and analyse feedback from tourists to improve service delivery. • Ensure compliance with relevant regulations and safety standards in tourism operations. Pre-Requisites: • Diploma in Tourism, Hospitality, Business Administration, or a related field. • 0-2 years of experience in inbound tourism operations or a similar role. Additional Requirements: • Knowledge of local tourism regulations and attractions. • Proficiency in English is preferred.	

Soft Skills	Competency Level	Recommended Trainings
Communication skills	2	Effective communication skills
Time management	2	Productivity and time management
Interpersonal skills	2	Interpersonal communication
Problem-solving skills	2	Creative problem solving
Customer service skills	2	Customer service excellence training

Technical Skills	Competency Level	Recommended Trainings
Computer literate in Microsoft Office	2	Microsoft Office Specialist: Basic-level certification focusing on individual applications (Word, Excel, PowerPoint, etc.).
Hotel or tour booking systems	2	Hotel and booking system (in-house training)
Customer Relationship Management (CRM)	2	Customer Relationship Management (CRM) software tools
Knowledge on safety and health compliance	2	Safety and health compliance training

Sub Focus Area: Operations	Focus Area: Inbound
Job Title: Supervisor / Team leader	Level: 4
Job Description	
A Supervisor or Team Leader in inbound tourism (operations) manages and oversees the daily activities of a team that handles inbound travel services. This role is responsible for supervising staff, coordinating operational tasks, ensuring high-quality client service, and all aspects of inbound tourism operations are executed smoothly. A Supervisor or Team Leader ensures the team meets performance targets and delivers an exceptional experience for visitors aside from communicating with business-to-business (B2B) partners from other countries. Responsibilities: • Oversee daily operations of the inbound tourism team, ensuring efficiency and effectiveness. • Coordinate and assign tasks to team members based on skill sets and operational needs. • Train and mentor staff on best practices in customer service and tourism management. • Monitor team performance and provide constructive feedback for improvement. • Ensure compliance with company policies and industry regulations. • Handle escalated customer inquiries and resolve issues promptly. • Analyse operational data and prepare reports on team performance and tourism trends. • Collaborate with other departments to enhance the overall tourist experience. • Implement new processes and technologies to streamline operations. • Maintain strong relationships with local partners, stakeholders, and service providers. Pre-Requisites: • Bachelor's degree in Tourism, Hospitality, Business Administration, or a related field preferable. • Minimum 3 years of experience in inbound tourism operations, including supervisory or team leader roles. Additional Requirements: • Proficiency in English is preferred. • Valid passport and the ability to travel internationally. • Flexibility to work irregular hours and travel as needed.	

Soft Skills	Competency Level	Recommended Trainings
Leadership skills	3	Team leadership and management courses
Communication skills	3	Effective communication skills
Conflict resolution	3	Conflict management
Customer service skills	3	Customer service excellence training
Cultural awareness	3	Cross-cultural communication training
Teamwork	3	Team building

Technical Skills	Competency Level	Recommended Trainings
Customer Relationship Management (CRM)	3	Customer Relationship Management (CRM) software tools
First aid	3	Emergency response
Data analysis	3	Data Analysis on (Excel or analytics platforms)
Knowledge on safety and health compliance	2	Safety and health compliance training
Marketing and sales techniques	3	Marketing courses specific to the tourism and hospitality industry.
Travel product knowledge	3	Destination-specific training and certifications

Sub Focus Area: Operations	Focus Area: Inbound
Job Title: Operations Manager	Level: 5/6
Job Description	
The Operations Manager for inbound tourism oversees and optimises all operational aspects of inbound travel services. They are responsible for managing the day-to-day operations, coordinating with suppliers and service providers, ensuring high standards of customer service, and implementing strategic initiatives to improve efficiency and client satisfaction. Operations Manager ensures all inbound tours and travel arrangements are executed smoothly and in alignment with company goals, communicate with business-to-business (B2B) partners overseas, and is also responsible for product development and costing.	
Responsibilities: • Oversee the overall operations of inbound tourism services and ensure seamless execution. • Develop and implement operational strategies to enhance efficiency and customer satisfaction. • Manage budgets and financial performance for inbound tourism programs. • Coordinate with marketing teams to promote inbound tourism offerings effectively. • Establish and maintain partnerships with local businesses, hotels, and attractions. • Ensure compliance with industry regulations, safety standards, and best practices. • Analyse market trends and customer feedback to identify areas for improvement. • Lead, mentor, and develop the operations team to achieve organisational goals. • Monitor and report on key performance indicators (KPIs) related to tourism operations. • Resolve operational issues and implement solutions to enhance service delivery.	
Pre-Requisites: • Bachelor's degree in Tourism, Hospitality, Business Administration or a related field, or an advanced degree. • Minimum 5 years of experience in operations management within the inbound tourism sector or a related field.	

Soft Skills	Competency Level	Recommended Trainings
Leadership skills	4	Team leadership and management courses
Strategic management	4	Strategic management
Communication skills	4	Effective communication skills
Teamwork	4	Team building
Problem-solving	4	Creative problem-solving

Technical Skills	Competency Level	Recommended Trainings
Business analytics	4	Data Analysis and Visualisation (Training in tools such as Microsoft Excel (advanced), Tableau, or Power BI)
Customer Relationship Management (CRM)	4	Customer Relationship Management (CRM)
Revenue management	4	Revenue management
Advanced excel	4	Excel – Data Analytics
Risk management framework	4	Risk management

Sub Focus Area: Operations	Focus Area: Inbound
Job Title: General Manager	Level: 7

Job Description

General Manager for inbound tourism oversees the strategic and operational management of the inbound travel division. They are responsible for setting and executing business strategies, managing daily operations, leading a team, and ensuring high standards of service delivery. Additionally, they are responsible for achieving financial targets, optimising operational processes, and ensuring a seamless and exceptional travel experience for inbound tourists.

Responsibilities:

- Support senior managers and executives with scheduling, meetings, and task prioritization.
- Facilitate effective communication between executives and stakeholders by managing calls, emails, and messages.
- Coordinate meetings, conferences, and appointments for the executive team.
- Assist in managing projects and initiatives led by the executive team, including coordinating activities, tracking progress, and collaborating with cross-functional teams.
- Analyse and summarise data for reports and presentations, providing insights and recommendations to support decision-making.
- Maintain positive relationships with internal and external stakeholders, acting as a professional liaison between executives and stakeholders.
- Handle sensitive information professionally and discreetly, ensuring compliance with data protection and privacy regulations.
- Assist in budget planning, monitoring, and financial analysis, collaborating closely with the finance department for expense tracking and financial reporting.
- Identify opportunities for process improvement within the executive team's workflows by streamlining administrative processes and implementing best practices.
- Support the executive team in managing activities across departments, ensuring smooth operations and collaboration with administrative staff.

Pre-Requisites:

- Bachelor's degree in Tourism, Hospitality, Business Administration or a related field, or an advanced degree.
- At least 7+ years of experience in senior management roles within inbound tourism or a similar industry.

Additional Requirements:

- Require previous managerial experience, including team management, operations oversight, and strategic decision-making, as employers seek candidates with extensive experience.

Soft Skills	Competency Level	Recommended Trainings
Direct crisis management	5	• Crisis management training
Direct negotiation policy and develop negotiation limits	5	• Negotiation skills training
Change management	5	• Change management

Soft Skills	Competency Level	Recommended Trainings
Develop and establish financial budget and plans	5	Finance for Non-Finance Personnel
Design performance-based incentive system	5	Advance interpersonal training
Advanced presentation	5	Presentation skills training
Communication skills		Effective communication
Quality management	5	Quality management
Direct organisational sales and marketing strategies and business targets	5	Strategic marketing and techniques
Risk prevention	5	Risk management

Technical Skills	Competency Level	Recommended Trainings
Budgeting	5	Advanced budgeting techniques and financial analysis
Business continuity planning and crisis management	5	Advanced business continuity and crisis management
Business ethics and values management	5	Ethical decision making
Change management	5	Change leadership
Corporate governance	5	Corporate Governance Principles & Practices* (ESG Training)
Enterprise risk management	5	Advanced risk assessment and management strategies
Legal compliance management	5	Compliance frameworks and risk mitigation



06

INBOUND [TRANSPORTATION]

Sub Focus Area: Transportation	Focus Area: Inbound
Job Title: Coach Captain / Bus Driver	Level: 1

Job Description

The Coach Captain or Bus Driver is responsible for safely transporting tourists to various destinations as part of inbound travel tours. A Coach Captain or Bus Driver operates coaches or buses, ensuring a comfortable and safe travel experience, and providing excellent customer service. This role is responsible to deliver a positive and memorable experience for inbound visitors.

Responsibilities:

- Safely transport tourists to various destinations while adhering to traffic regulations.
- Provide informative and engaging commentary about attractions and local culture during tours.
- Conduct pre-trip inspections of the vehicle to ensure safety and operational readiness.
- Assist passengers with boarding, disembarking, and handling their luggage.
- Maintain a clean and comfortable environment within the vehicle.
- Manage schedules and routes efficiently, ensuring timely arrivals and departures.
- Address any passenger inquiries or concerns during the journey.
- Collaborate with tour guides and operational staff to enhance the overall guest experience.
- Document trip details, including mileage and passenger counts, for operational reporting.
- Comply with all company policies and safety protocols during transportation services.

Pre-Requisites:

- High school level; entry level.
- 0-1 years of experience as a coach or bus driver, preferably in the tourism or transportation sector.
- Passengers Services Vocational (PSV) license or equivalent, with necessary endorsements for operating large vehicles.

Additional Requirements:

- D license with PSV-For Van
- E license with PSV-For bus
- Knowledge of local routes and tourist attractions.
- Basic in English is preferred.
- Flexibility to work varied hours and travel as needed.
- Passport is required.

Soft Skills	Competency Level	Recommended Trainings
Communication skills	2	Effective communication skills
Interpersonal skills (grooming skills)	2	Personal grooming workshops
Customer service skills	2	Customer service excellence training
Time management	2	Productivity and time management
Problem-solving skills	2	Creative problem solving
Knowledge on safety and health compliance	2	Safety and health compliance training

Technical Skills	Competency Level	Recommended Trainings
Vehicle maintenance and inspection	3	Vehicle maintenance seminars
Navigation and route planning	3	- GPS and navigation systems training - Route optimisation workshops
Emergency procedures	3	Emergency response and safety training

Sub Focus Area: Transportation	Focus Area: Inbound
Job Title: Fleet Supervisor	Level: 4
Job Description	
Fleet Supervisor is responsible for the safe and efficient transportation of clients and staff within an inbound tourism operation. They drive a fleet of vehicles, ensuring maintenance and cleanliness, and providing excellent customer service. A Fleet Supervisor is responsible for delivering a smooth and enjoyable travel experience for inbound tourists. Their role also involves conducting routine checks on their assigned vehicles, reporting any issues, and following all relevant traffic laws and safety protocols. Responsibilities: • Safely transport tourists to various destinations while adhering to traffic regulations. • Provide informative commentary about attractions and local culture during tours. • Conduct pre-trip vehicle inspections to ensure safety and operational readiness. • Assist passengers with boarding, disembarking, and luggage handling. • Maintain a clean and comfortable environment within the vehicle. • Manage schedules and routes efficiently, ensuring punctuality. • Address passenger inquiries or concerns during the journey. • Collaborate with tour guides and operational staff to enhance the guest experience. • Document trip details for operational reporting. • Comply with company policies and safety protocols. Pre-Requisites: • High school level; entry level • 1-2 years of experience as fleet supervisor, preferably in the tourism or transportation sector. • Passengers Services Vocational (PSV) license or equivalent, with necessary endorsements for operating large vehicles. Additional Requirements: • D license with PSV-For Van • E license with PSV-For bus is required • Knowledge of local routes and tourist attractions. • Basic in English is preferred. • Flexibility to work varied hours and travel as needed. • Knowledge on the logistics (such as fleet movements, disposal and etc.) • Passport is required.	

Soft Skills	Competency Level	Recommended Trainings
Communication skills	4	Effective communication skills
Customer service skills	4	Customer service excellence training
Time management	4	Productivity and time management
Problem-solving skills	4	Creative problem solving
Safety awareness	4	- Safety and first aid training - ICOP Training (conduct by APAD)

Technical Skills	Competency Level	Recommended Trainings
Fleet management systems	4	Fleet management software training
Vehicle maintenance and repair	4	Vehicle maintenance and repair training
Logistics and route optimisation	4	Logistics management courses
Safety and compliance	4	Safety management systems training
Driver training and development	4	ICOP Safety Training

A person wearing a light-colored, short-sleeved button-down shirt and a dark wristwatch is pointing their right index finger at a large map spread out on a wooden table. The map appears to be a topographical or geographical map. In the foreground, a straw hat with a dark band is visible. The entire scene is overlaid with a semi-transparent orange filter. The number '07' is written in a large, white, outlined font across the middle of the image.

07

**INBOUND
[GUIDING]**

Sub Focus Area: Guiding	Focus Area: Inbound
Job Title: Tourist Guide	Level: 4
Job Description	
A Tourist Guide for inbound tourism properly briefs tourists before embarking on a tour, addressing cultural do's and don'ts, environmentally friendly behaviour, safety precautions, appropriate dress codes, and respect for local beliefs, people, and religious sites. This role is responsible for showcasing excellent public relations qualities to foster diplomacy, build rapport, and ensure effective communication. A Tourist Guide also supports and shares conservation and preservation programs with visitors, focusing on the protection of the environment and heritage.	
Responsibilities: • Exercise reasonable care in the performance of duties, ensuring that visitors are not exposed to unnecessary risks or dangers due to actions or omissions. • Handle emergencies, manage contingency plans, and address unforeseen issues efficiently. • Maintain strict confidentiality regarding all information related to the visitors' affairs gathered during engagement and assignment. • Uphold national pride, self-respect, and the image of the profession by adhering to the standard dress code as prescribed by authorised regulations. • Embody elements of responsibility, sensibility, dedication, confidence, trustworthiness, and punctuality. • Refrain from conducting tours or acting as a tourist guide in any language other than those in which the guide is proficiently approved to guide. • Exemplify strong public relations skills, fostering diplomacy, building rapport, and facilitating effective communication during duties. • Maintain strict confidentiality regarding all customer-related information collected during the engagement and assignment.	
Pre-Requisites: • High school level; SPM entry level. • 0 years of experience is acceptable but need to pass on-the-job training; 6 months training.	
Additional Requirements: • Proficiency in Malay and English, particularly those spoken by the majority of inbound tourists, is highly beneficial. • Tour Guide License (issued by MOTAC).	

Soft Skills	Competency Level	Recommended Trainings
Communication skills	4	Effective communication skills
Interpersonal Skills (grooming skills)	4	Personal grooming workshops
Conflict resolution	4	Conflict resolution workshops
Time management	4	Productivity and time management
Presentation skills	4	Creative presentation

Technical Skills	Competency Level	Recommended Trainings
Historical and cultural knowledge	4	History and culture courses
Tour planning and itinerary management	4	Tour guiding courses
Language proficiency (any language applicable)	4	Advanced language courses
Knowledge on safety and health compliance	4	Safety and health compliance training
Cultural and ethical sensitivity	4	Cross-cultural communication

08

SALES



Sub Focus Area: Sales	Focus Area: Sales and Marketing
Job Title: Sales Coordinator/Officer/Executive	Level: 2

Job Description

Sales Coordinator/Officer/Executive supports the sales team in promoting and selling travel products and services. This role is responsible for coordinating sales activities, managing client relationships, ensuring smooth operations to achieve sales targets, and enhance customer satisfaction. A Sales Coordinator must stay informed about local travel regulations, cultural nuances, and global trends to enhance customer engagement and effectively support sales operations.

Responsibilities:

- Assist the sales team in preparing sales proposals, presentations, and contracts.
- Coordinate sales activities, including scheduling appointments, client meetings, and sales events.
- Maintain accurate sales records, including client information, sales pipelines, and sales reports.
- Prepare and distribute sales-related documents, such as contracts, invoices, and product information.
- Manage and update digital sales platforms, including the company website, online marketplaces, and social media channels.
- Monitor online inquiries, sales leads, and customer interactions on digital platforms.
- Collaborate with the marketing team to optimise digital content, including product descriptions, images, and promotional materials.
- Track and analyse digital sales performance, providing insights and recommendations for improvement.
- Respond promptly and professionally to customer inquiries, providing information and support as needed.
- Assist in resolving customer issues and complaints, ensuring customer satisfaction and retention.
- Maintain strong relationships with customers, understanding their needs.
- Collect, compile, and analyse sales data, generating regular sales reports and performance metrics.
- Identify trends, patterns, and opportunities for sales growth based on data analysis
- Monitor and respond to online reviews and inquiries to build a positive brand image and gain insights into customer needs.

Pre-Requisites:

- Bachelor's degree in Business Administration, Marketing, Tourism, or a related field.
- 1-2 years of experience in sales, customer service, or a related role in the tourism industry is preferred.

Soft Skills	Competency Level	Recommended Trainings
Communication skills	2	Effective communication skills
Organisational skills	2	Organisational skills for personal and professional success
Interpersonal skills	2	Interpersonal communication skills
Customer service skills	2	Customer service excellence training
Writing skills	2	Effective writing for sales and marketing

Technical Skills	Competency Level	Recommended Trainings
Computer literate in Microsoft Office and relevant applications.	3	Proficient in Microsoft Office (Word, Excel, PowerPoint) and other productivity applications/tools
Customer Relationship Management (CRM)	3	Customer Relationship Management (CRM) software tools
Data analysis	3	Data analysis on performance metrics training
Sales reporting and forecasting	3	Sales reporting and forecasting training

Sub Focus Area: Sales	Focus Area: Sales and Marketing
Job Title: Sales Executive	Level: 3
Job Description	
A Sales Executive is responsible for driving sales and revenue growth for a company, acquiring new customers, maintaining client relationships, and achieving sales targets. Responsibilities: - Identify potential customers and generate new leads through various channels such as cold calling, networking, referrals, and online research. - Develop and implement sales strategies to meet or exceed sales targets and build a robust sales pipeline. - Establish and nurture strong relationships with existing clients to ensure customer satisfaction and retention. - Communicate regularly with clients to understand their needs and address concerns. - Maximise value and meet evolving customer needs by exploring opportunities to upsell additional products or services. - Understand the hotel's products or services and communicate their features, benefits, and value propositions to customers. - Stay updated on industry trends, market conditions, and competitor offerings to position the hotel as a leader in the market. - Deliver compelling sales presentations to potential clients, showcasing hotel products or services and addressing client requirements. - Negotiate and close deals, ensuring mutually beneficial agreements for both the customer and the company. - Maintain accurate and up-to-date records of sales activities, customer interactions, and deal progress using CRM software. - Analyse sales data and generate reports to evaluate performance, identify trends, and make data-driven recommendations for improvement. - Collaborate with cross-functional teams such as marketing and product development to align sales efforts with overall hotel objectives. - Coordinate with internal stakeholders to ensure the seamless execution of order processing, delivery, and post-sales support. Pre-Requisites: - A Bachelor's degree in business, marketing, or any related fields is typically preferred. - Proficiency in using sales tools, CRM software, and other relevant technology platforms. 2-3 experience in sales, preferably in a similar industry or product and services category.	

Soft Skills	Competency Level	Recommended Trainings
Advanced presentation	3	• Presentation skills
Time management	3	• Effective time management
Crisis management	3	• Crisis management training
Negotiation skills	3	• Direct negotiation policy and develop negotiation limits

Technical Skills	Competency Level	Recommended Trainings
Proficiency in Microsoft Office	3	• Intermediate-level Microsoft Office certification focusing on individual applications (Word, Excel, PowerPoint, etc.) or related applications.
Digital marketing	3	• Content marketing and strategy for social media
Problem-solving	3	• Creative problem-solving
Customer Relationship Management (CRM)	3	• Customer Relationship Management (CRM) software tools

Sub Focus Area: Sales	Focus Area: Sales and Marketing
Job Title: Sales/Account Manager	Level: 4
Job Description	
The Sales/Account Manager drives sales and managing key client accounts. This role is responsible for developing and executing sales strategies, fostering strong client relationships, and ensuring exceptional service delivery to meet and exceed sales targets. Responsibilities: • Maintain and nurture relationships with existing clients, including hotels, resorts, travel agencies, and corporate accounts. • Address client inquiries and resolve issues promptly to ensure high levels of client satisfaction. • Develop and implement sales strategies to meet revenue targets and business growth goals. • Identify and pursue new business opportunities and potential clients within the hospitality and tourism sector. • Manage a portfolio of accounts, ensuring the delivery of services aligns with client expectations. • Negotiate contracts and agreements with clients, including terms, pricing, and service levels. • Conduct market research to understand industry trends, competitor activities, and client needs. • Analyse sales data and performance metrics to refine strategies and identify areas for improvement. • Prepare and deliver sales presentations and proposals to prospective clients and partners, customising them based on client requirements. • Coordinate and manage events, promotions, and special projects for clients, ensuring successful execution. • Collaborate with internal teams to organise and support events that enhance client relationships. • Ensure compliance with contractual obligations and handle any amendments or renewals. • Manage and track budgets for client accounts, ensuring that revenue targets are met, and costs are controlled. • Prepare financial reports and forecasts related to client accounts and sales activities. • Work closely with marketing, operations, and reservations teams to ensure a seamless client experience and alignment with client needs. Pre-Requisites: • Bachelor's degree in Business Administration, Marketing, Tourism Management, or a related field. • 3-5 years of experience in sales, account management, or business development, preferably in the tourism or travel industry. Additional requirement: • Demonstrated success in meeting or exceeding sales targets and managing client relationships.	

Soft Skills	Competency Level	Recommended Trainings
Problem-solving	4	• Creative problem-solving
Communication skills	4	• Effective communication skills
Leadership skills	4	• Team leadership and management courses
Client-focused mindset	4	• Client-centric selling
Emotional intelligence	4	• Emotional intelligence at work • Developing emotional intelligence
Strategic management	4	• Strategic management

Technical Skills	Competency Level	Recommended Trainings
Customer Relationship Management (CRM)	4	• Customer Relationship Management (CRM)
Sales and marketing automation tools	4	• Marketing automation fundamentals
Data analysis	4	• Data analysis
Sales reporting and forecasting	4	• Sales reporting and forecasting training
Content Management Systems (CMS)	4	• Content management systems
Project management	4	• Project Management Professional (PMP)
Budgeting and financial analysis	4	• Budgeting and forecasting

Sub Focus Area: Sales	Focus Area: Sales and Marketing
Job Title: Senior Sales/Account Manager	Level: 5/6
Job Description	
The Senior Sales/Account Manager drives revenue growth and managing key client accounts. This role is responsible for developing and executing sales strategies, maintaining strong relationships with clients, and achieving sales targets. A Senior Sales Manager oversees high-value client relationships, driving sales strategies, and ensuring the alignment of sales initiatives with organisational goals to achieve revenue growth.	
Responsibilities: • Oversee a portfolio of key accounts, ensuring long-term relationships and high levels of client satisfaction. • Develop and implement account strategies that align with the company's business objectives and maximise revenue. • Identify and pursue new business opportunities within the hospitality and tourism sectors. • Set and achieve sales targets and revenue goals for assigned accounts. • Monitor and report on sales performance, including forecasting and tracking key metrics. • Build and maintain strong relationships with high-value clients, ensuring their needs are met and exceeded. • Conduct regular reviews and meetings with clients to address issues, provide updates, and discuss new opportunities. • Negotiate and finalize contracts with clients, including terms, pricing, and service levels. • Ensure compliance with contract terms and manage any amendments or renewals. • Conduct market research and analysis to stay informed about industry trends, competitive landscape, and client needs. • Work closely with internal teams such as marketing, operations, and customer service to ensure seamless execution of client projects and campaigns. • Facilitate communication between clients and internal departments to resolve issues and deliver results. • Oversee the execution of client projects, ensuring they are delivered on time and within budget. • Coordinate with project teams to manage resources, timelines, and deliverables. • Guide new clients through the onboarding process, including system setup and training on services or products. • Leverage advanced data analytics to identify market trends, customer behaviours, and sales opportunities to inform strategic decisions.	
Pre-Requisites: • Bachelor's degree in Business Administration, Marketing, Tourism Management, or a related field. • Proven experience in sales, account management, or business development, preferably in the tourism or travel industry.	
Additional Requirements: • Demonstrated success in meeting or exceeding sales targets and managing client relationships. • Experience in integrating digital tools and technology into sales processes to enhance efficiency and effectiveness.	

Soft Skills	Competency Level	Recommended Trainings
Conflict resolution	4	Understanding conflict
Problem-solving	4	Creative problem-solving
Adaptability and flexibility	4	Developing adaptability skills
Teamwork	4	Team building
Advanced leadership and team management skills	4	Strategic leadership for Senior Managers
Strategic thinking	4	Customer-centric sales strategies for senior leaders

Technical Skills	Competency Level	Recommended Trainings
Proficiency in Microsoft Office	4	Microsoft Office Specialist: Intermediate certification focusing on individual applications (Word, Excel, PowerPoint, etc.).
Report writing	4	Sales report writing
Digital marketing	4	Content marketing and strategy for social media
Data analysis	4	Data analysis
Sales reporting and forecasting	4	Sales reporting and forecasting training
Content Management Systems (CMS)	4	Content management systems
Project management	4	Project Management Professional (PMP)
Budgeting and financial analysis	4	Budgeting and forecasting

Sub Focus Area: Sales	Focus Area: Sales & Marketing
Job Title: Director of Sales & Marketing	Level: 7

Job Description

Director of Sales and Marketing develops and executes strategic marketing and sales initiatives to drive revenue growth. They are responsible for enhancing brand awareness within the hospitality and tourism sector, providing strong leadership to the sales and marketing team, and demonstrating creativity in marketing strategies and campaigns. A Director of Sales and Marketing must understand market trends, customer needs, and competitive positioning while leading digital transformation initiatives to enhance sales and marketing effectiveness.

Responsibilities:

- Develop and implement comprehensive sales and marketing strategies aligned with the organisation's goals.
- Analyse market trends and competitor activities to identify new opportunities for growth.
- Lead, mentor, and manage the sales and marketing team, fostering a collaborative and results-oriented environment.
- Set performance targets and monitor team performance to ensure achievement of sales goals.
- Oversee the development and execution of brand positioning, messaging, and promotional campaigns.
- Ensure consistent brand representation across all marketing channels and customer touchpoints.
- Develop and execute targeted sales plans to attract new clients and retain existing customers.
- Build and maintain relationships with key clients, travel agencies, and industry partners.
- Lead digital marketing initiatives, including social media, email marketing, and website optimisation.
- Utilise analytics tools to track campaign performance and customer engagement.
- Develop and manage the sales and marketing budget, ensuring effective allocation of resources.
- Develop and promote sustainable tourism strategies that align with Global, organisational goals and Malaysia's tourism vision (Global Goal 2030 (SDG) and Malaysia's eco-tourism goals).

Pre-Requisites:

- Bachelor's degree in Marketing, Business Administration, Hospitality Management, or related field; Master's degree preferred.
- 7+ years of experience in sales and marketing within the hospitality or tourism industry.

Additional Requirements:

- Proven track record of achieving sales targets and managing successful marketing campaigns.

Soft Skills	Competency Level	Recommended Trainings
Direct crisis management	5	• Crisis management training
Direct negotiation policy and develop negotiation limits	5	• Negotiation skills training
Change management	5	• Change management

Soft Skills	Competency Level	Recommended Trainings
Develop and establish financial budget and plans	5	Finance for non-finance personnel
Design performance-based incentive system	5	
Advanced presentation	5	Presentation skills training
Communication skills	5	Effective communication
Quality management	5	Quality management
Direct organisational sales, marketing strategies and business targets	5	Strategic marketing and techniques
Risk prevention	5	Risk management

Technical Skills	Competency Level	Recommended Trainings
Sales strategy and planning	5	Sales strategy and planning
Sales forecasting and analytics	5	Sales forecasting and analysing
Customer Relationship Management (CRM)	5	Customer Relationship Management (CRM) software tools
Sales process optimisation	5	- Business Process Management (BPM) - Sales process mapping - Project management - Sales training and leadership programmes
Data analysis	5	Advanced sales analytics
Market and industry knowledge	5	Introduction to strategic marketing
Negotiation and deal closing	5	- Formal negotiation courses - Sales training programmes



MARKETING

Sub Focus Area: Marketing	Focus Area: Sales and Marketing
Job Title: Marketing Coordinator/Officer	Level: 2
Job Description	
The Marketing Coordinator/Officer supports the development and implementation of marketing strategies to promote the travel agency's services. This role is responsible to create and execute marketing campaigns, manage social media platforms, coordinating promotional events, and analyse market trends to drive customer engagement and increase sales. Responsibilities: • Coordinate and assist in managing promotional activities, including advertising, digital marketing, and social media campaigns. • Assist in developing content for marketing materials such as brochures, flyers, newsletters, and online ads. • Plan and execute events, trade shows, and promotional activities to increase brand awareness and drive engagement. • Work closely with the sales team to align marketing strategies with sales goals. • Assist in developing sales collateral and presentations to support business development efforts. • Assist in overseeing digital marketing efforts, including website content management, email marketing, SEO/SEM, and social media platforms. • Ensure that online content is optimised for search engines and engages the target audience. • Assist in developing strategies for customer engagement and retention, including loyalty programs and feedback surveys. • Assist in developing and managing the marketing budget, ensuring that expenditures are within budget and aligned with strategic goals. • Ensure consistent brand messaging across all marketing channels and materials. • Assist in monitoring brand reputation and address any issues that may arise. • Assist in creating bilingual or multi-lingual marketing content. Pre-Requisites: • Diploma in Marketing, Business Administration, Hospitality Management, Tourism, Communications, or a related field. • 1-2 years of experience in marketing or sales, preferably within the hospitality or tourism industry. Additional Requirements: • Experience in planning and executing events and promotions is advantageous.	

Soft Skills	Competency Level	Recommended Trainings
Communication skills	2	Effective communication skills
Creative and innovative thinking for marketing campaigns and content	2	Creativity and innovation
Organisational skills	2	Organisational skills for personal and professional success
Problem-solving	2	Creative problem-solving
Adaptability and flexibility	2	Developing adaptability skills

Technical Skills	Competency Level	Recommended Trainings
Digital marketing tools	2	Digital marketing specialisation
Reporting	2	Report writing
Content Management Systems (CMS)	2	CMS management
Social media management	2	Content marketing and strategy for social media
Customer Relationship Management (CRM)	2	Customer Relationship Management (CRM) software tools
Computer literate in Microsoft Office	2	Microsoft Office Basic-level certification focusing on individual applications (Word, Excel, PowerPoint, etc.).

Sub Focus Area: Marketing	Focus Area: Sales and Marketing
Job Title: Marketing Executive	Level: 3

Job Description

The Marketing Executive develop, implement, and manage comprehensive marketing strategies that drive brand awareness. They are responsible for customer engagement, sales growth for the travel agency, lead marketing campaigns, managing digital and traditional marketing efforts. They collaborate with cross-functional teams to achieve business objectives.

Responsibilities:

- Collaborate with the marketing team to develop communication strategies aligned with overall marketing objectives and business goals.
- Assist and develop digital marketing strategies and campaigns to achieve marketing objectives.
- Leverage emerging technologies like AI/AR/VR for enhanced customer engagement.
- Create and publish engaging and relevant content across various digital channels, including websites, blogs, social media platforms, and email newsletters.
- Collaborate with internal teams, such as sales, product, and design, to create and deliver compelling digital marketing materials and assets.
- Conduct market research and competitor analysis to identify trends, opportunities, and best practices in digital marketing.
- Stay up to date with industry developments, emerging trends, and new digital marketing tools and techniques.
- Manage relationships with external vendors and agencies, such as SEO specialists, content writers, and graphic designers, to ensure quality and timely delivery of projects.
- Monitor and respond to customer feedback and inquiries through digital channels, maintaining a positive brand image and customer satisfaction

Pre-Requisites:

- Diploma in Marketing, Business Administration, Communications, or a related field or more than 2 years of experience in sales and marketing.
- Proven experience in digital marketing, preferably in a similar role.

Additional Requirements:

- Strong knowledge of digital marketing channels, strategies, and best practices.

Soft Skills	Competency Level	Recommended Trainings
Communication skills	3	Effective communication skills
Creative and innovative thinking for marketing campaigns and content	3	Creativity and innovation
Organisational skills	3	Organisational skills for personal and professional success
Problem-solving	3	Creative problem-solving
Adaptability and flexibility	3	Developing adaptability skills
Communication skills	3	Effective communication skills
Presentation skills	3	Presentation skills courses

Technical Skills	Competency Level	Recommended Trainings
Digital marketing	3	Content marketing and strategy for social media
Reporting	3	Report writing
Content Management Systems (CMS)	3	CMS management workshops
Customer Relationship Management (CRM)	3	Customer Relationship Management (CRM) software tools
Analytics and campaign management tools	3	- Google Analytics - SEMrush - Hootsuite

Sub Focus Area: Marketing	Focus Area: Sales and Marketing
Job Title: Marketing Manager	Level: 4
Job Description	
The Marketing Manager leads the marketing department and developing comprehensive marketing strategies to drive the growth and success of the travel agency. This role is also responsible for overseeing all marketing activities, managing the marketing team, and ensuring that marketing objectives are met. Responsibilities: • Develop and implement marketing strategies that align with business objectives and target audience. • Conduct market research to identify trends, customer preferences, and competitive analysis to inform marketing efforts. • Create and manage marketing campaigns across various channels, including digital, print, and social media, to promote hospitality offerings. • Oversee the development of promotional materials, ensuring brand consistency across brochures, advertisements, and online content. • Collaborate with sales teams to align marketing initiatives with sales goals and support lead generation efforts. • Manage the marketing budget, allocating resources effectively to maximize ROI. • Analyse and report on marketing performance metrics, using data to refine strategies for future campaigns. • Build and maintain relationships with external partners, such as agencies, influencers, and media outlets, to enhance brand visibility. • Coordinate and manage events, such as trade shows and promotional activities, to engage with potential clients and partners. • Ensure a strong online presence through effective website management, SEO, and social media engagement. • Develop and implement customer engagement strategies, including loyalty programs and feedback mechanisms, to enhance guest experiences. • Stay informed about industry trends and best practices, adapting marketing strategies to remain competitive in the hospitality sector. • Lead and mentor the marketing team, fostering a collaborative and creative work environment. Pre-Requisites: • Bachelor's degree in Marketing, Business Administration, Communications, or a related field. • 5+ years of experience in sales and marketing.	

Soft Skills	Competency Level	Recommended Training
Communication skills	4	Effective communication skills
Leadership skills	4	Team leadership and management courses
Organisational skills	4	Organisational skills for personal and professional success
Problem-solving	4	Creative problem-solving
Strategic thinking	4	Business strategy
Project management	4	Project Management Professional (PMP)

Technical Skills	Competency Level	Recommended Trainings
Digital marketing	4	Content marketing and strategy for social media
Marketing data analysis	4	Marketing data analytics
Content Management Systems (CMS)	4	Content Management Systems (CMS) training
Customer Relationship Management (CRM)	4	Customer Relationship Management (CRM) software tools
Market research	4	Market research training
Project management	4	Project Management Professional (PMP)

Sub Focus Area: Marketing	Focus Area: Sales and Marketing
Job Title: Senior Marketing Manager	Level: 5/6
Job Description	
The Senior Marketing Manager leads the strategic direction of the marketing department and drives the growth and success of the travel agency. They oversee the development and execution of high-impact marketing strategies, managing a dynamic marketing team, and ensuring alignment with business goals. They are responsible for business development, brand positioning, and partnerships, contributing to the agency's overall vision and growth. A Senior Marketing Manager steers the strategic direction of marketing with a focus on innovation and global tourism trends. Responsibilities: • Ensure marketing strategies align with company goals, increasing brand visibility and market share. • Lead, mentor, and motivate the marketing team, fostering a collaborative and results-driven environment. • Plan and execute multi-channel marketing campaigns, ensuring objectives, deadlines, and budgets are met. • Develop and manage the marketing budget, allocating resources effectively to maximise ROI. • Conduct market research to identify trends, customer preferences, and competitor activities, refining strategies based on data insights. • Oversee the development of brand positioning, messaging, and visual identity, ensuring consistency across all channels and materials. • Create and implement customer engagement strategies to improve satisfaction, loyalty, and retention. • Lead digital marketing initiatives, including SEO/SEM, email marketing, content marketing, and social media, optimising performance. • Collaborate with regional and global partners to promote Malaysia as a top travel destination. • Use advanced analytics to predict customer behaviour and tailor marketing strategies. Pre-Requisites: • Bachelor's degree in Marketing, Business Administration, Communications, or a related field. • An MBA or a Master's degree in marketing, sales, or a related field is preferred. • 5-7 years of experience in sales and marketing or related field. Additional Requirements: • Experience in international marketing campaigns, particularly in ASEAN and Asia-Pacific regions. • Proficiency in AI-driven marketing platforms and predictive analytics tools.	

Soft Skills	Competency Level	Recommended Trainings
Communication skills	4	Effective communication skills
Leadership skills	4	Team leadership and management courses
Organisational skills	4	Organisational skills for personal and professional success
Conflict resolution	4	Understanding conflict
Strategic thinking	4	Business strategy
Decision-making	4	Advanced decision-making
Negotiation skills	4	Conflict resolution

Technical Skills	Competency Level	Recommended Training
Digital marketing	4	Content marketing and strategy for social media
Marketing analytics and reporting	4	Google Analytics Certification
Reporting	4	Report writing
Content management Systems (CMS)	4	Content Management Systems (CMS) training
Customer Relationship Management (CRM)	4	Customer Relationship Management (CRM) software tools
Market research and competitive analysis	4	Advanced market research
Project management	4	Project Management Professional (PMP)

Sub Focus Area: Sales	Focus Area: Sales & Marketing
Job Title: Director of Sales & Marketing	Level: 7

Job Description

Director of Sales and Marketing develop and execute strategic marketing and sales initiatives to drive revenue growth. This role is responsible for enhancing brand awareness within the hospitality and tourism sector, providing strong leadership to the sales and marketing team, and demonstrating creativity in marketing strategies and campaigns. They are responsible for understanding market trends, customer needs, and competitive positioning.

Responsibilities:

- Develop and implement comprehensive sales and marketing strategies aligned with the organisation's goals.
- Analyse market trends and competitor activities to identify new opportunities for growth.
- Lead, mentor, and manage the sales and marketing team, fostering a collaborative and results-oriented environment.
- Set performance targets and monitor team performance to ensure achievement of sales goals.
- Oversee the development and execution of brand positioning, messaging, and promotional campaigns.
- Ensure consistent brand representation across all marketing channels and customer touchpoints.
- Develop and execute targeted sales plans to attract new clients and retain existing customers.
- Build and maintain relationships with key clients, travel agencies, and industry partners.
- Lead digital marketing initiatives, including social media, email marketing, and website optimisation.
- Utilise analytics tools to track campaign performance and customer engagement.
- Develop and manage the sales and marketing budget, ensuring effective allocation of resources.
- Monitor expenditures and report on financial performance against budget.

Pre-Requisites:

- Bachelor's degree in Marketing, Business Administration, Hospitality Management, or related field or, a Master's degree.
- 7+ years of experience in sales and marketing within the hospitality or tourism industry.

Additional Requirement:

- Proven track record of achieving sales targets and managing successful marketing campaigns.
- Strong leadership, communication, and interpersonal skills.

Soft Skills	Competency Level	Recommended Trainings
Direct crisis management	5	• Crisis management training
Direct negotiation policy and develop negotiation limits	5	• Negotiation skills training
Change management	5	• Change management

Soft Skills	Competency Level	Recommended Trainings
Develop and establish financial budget and plans	5	Finance for non-finance personnel
Design performance-based incentive system	5	
Advanced presentation	5	Presentation skills training
Communication skills	5	Effective communication
Quality management	5	Quality management
Direct organisational sales and marketing strategies and business targets	5	Strategic marketing and techniques
Risk prevention	5	Risk management

Technical Skills	Competency Level	Recommended Trainings
Sales strategy and planning	5	Sales strategy and planning
Sales forecasting and analytics	5	Sales forecasting and analysing
Customer Relationship Management (CRM)	5	Customer Relationship Management (CRM) software tools
Sales process optimisation	5	- Business Process Management (BPM) - Sales process mapping - Project management - Sales training and leadership programmes
Data analysis	5	Advanced sales analytics
Market and industry Knowledge	5	Introduction to strategic marketing
Negotiation and deal closing	5	- Formal negotiation courses - Sales training programmes

PRODUCT

Sub Focus Area: Product	Focus Area: Sales and Marketing
Job Title: Product Coordinator/Officer	Level: 2
Job Description	
The Production Coordinator/Officer is responsible for the development, coordination, and management of travel products and services. The role involves working closely with suppliers, internal teams, and customers to create competitive and appealing travel packages. Responsibilities: • Assist in developing product strategies based on market trends, customer needs, and competitive analysis. • Coordinate with product managers to ensure product features align with the overall brand and market positioning. • Track progress against product goals and objectives, supporting long-term and short-term product planning. • Conduct research to identify customer preferences, industry trends, and competitor activities, and analyse competitors' product offerings, strengths, weaknesses, and pricing structures. • Compile insights and present them to sales and marketing teams to inform product positioning and improvements. • Coordinate the launch timeline, ensuring all departments are informed and prepared for new product releases. • Prepare and distribute launch materials and organise internal training and briefings on product features, benefits, and key selling points for the sales team. • Assist in creating sales and marketing collateral, such as brochures, datasheets, and presentations. • Ensure all product information is accurate, up-to-date, and effectively highlights key features and benefits. • Support the sales team with information on product specifications, features, and unique selling points, and provide FAQs, competitive comparisons, and objection-handling tips to boost their selling effectiveness. Pre-Requisites: • Diploma in tourism, hospitality, business administration, or a related field; or • 1-2 years of experience in product coordination, travel management, or a related role within the travel industry.	

Soft Skills	Competency Level	Recommended Trainings
Effective communication	2	Effective communication skills
Ability to understand modern marketing techniques	2	Digital marketing basics
Ability to understand customer needs and market trends	2	
Product management	2	Basic product management knowledge
Contracting (vendor or supplier-related)	2	Vendor or supplier management

Technical Skills	Competency Level	Recommended Trainings
Proficiency in Microsoft Office	2	Microsoft Office Specialist: Basic-level certification focusing on individual applications (Word, Excel, PowerPoint, etc.).
Customer Relationship Management (CRM)	2	Customer Relationship Management (CRM) software tools
Sales and marketing software	2	Sales and Marketing Automation Tools
Graphic design	2	Graphic Design Courses (Canva)

Sub Focus Area: Product	Focus Area: Sales and Marketing
Job Title: Product/Contracting Executive	Level: 3
Job Description	
The Product/Contracting Executive is responsible for conceptualising, designing, and launching new travel products that align with market demand and customer preferences. This role is responsible for extensive research, collaboration with suppliers and internal teams, and the execution of product strategies. They are also responsible to contract with the tourism product suppliers. Responsibilities: • Assist in defining product strategies based on market research, customer needs, and competitive analysis. • Coordinate with internal teams to ensure product features meet market expectations and align with business objectives. • Contribute to the creation of short-term and long-term product roadmaps. • To analyse market trends, competitor products, and pricing structures to position products competitively and identify emerging opportunities and gaps in the market. • Share insights with sales and marketing teams to support product positioning and promotional efforts. • Negotiate terms and conditions with suppliers, vendors, and partners to secure favourable contracts and ensure alignment with product strategy for maximum profitability. • Manage contract renewals, amendments, and terminations in coordination with legal and finance teams. • Collaborate with sales, marketing, and production teams to plan and execute product launches, ensuring necessary resources, promotional materials, and training are prepared. • Track launch success metrics and gather initial customer feedback to evaluate product reception. • Assist in the creation of product collateral, ensuring all information accurately reflects features, benefits, and use cases. • Collaborate with the creative team to develop engaging product descriptions, visuals, and case studies. • Maintain strong relationships with suppliers and vendors, conducting periodic performance reviews to address quality, delivery, and compliance issues. Pre-Requisites: • Diploma in marketing and management or equivalent. • Minimum of 2-3 years of experience in product development, travel coordination or a related field.	

Soft Skills	Competency Level	Recommended Training
Effective communication	3	Effective communication skills
Problem-solving and analytical thinking	3	Creative problem-solving
Market trends adaptability and analytical skills	3	Market research and analysis training
Networking, industry engagement	3	Stakeholder management

Technical Skills	Competency Level	Recommended Trainings
Product and service knowledge	3	Certified Product Manager (CPM)
Digital marketing	3	Content marketing and strategy for social media
Proficiency in Microsoft Office	3	Microsoft Office Specialist: Intermediate certification focusing on individual applications (Word, Excel, PowerPoint, etc.).
Supply management	3	Certified Professional in Supply Management (CPSM)
Content creation	3	- Basic graphic design (using tools like Canva, Adobe Spark, or Photoshop) - Photo editing and video production basics - Basic video production (camera work, lighting, sound)

Sub Focus Area: Product	Focus Area: Sales and Marketing
Job Title: Product/Contracting Manager	Level: 4
Job Description	
The Product/Contracting Manager develop and manage a portfolio of products or services, ensuring they meet market demands and align with business objectives. They are responsible for negotiating and establishing contracts with suppliers, vendors, and partners to secure favourable terms and conditions. This role requires them to coordinate with sales and marketing teams to create strategies that promote and sell the products, leveraging market research and customer insights to optimise offerings. They also monitor product performance, analysing market trends, and adjust strategies to enhance profitability and market presence.	
Responsibilities • Develop and implement product strategies based on market trends, customer needs, and competitive landscape. • Collaborate with product development teams to define product features, specifications, and timelines. • Create short and long-term product roadmaps, ensuring alignment with business goals. • Perform in-depth market research to understand customer preferences, trends, and potential opportunities. • Analyse competitor products, pricing, and positioning to inform product differentiation. • Negotiate terms, pricing, and conditions with suppliers, vendors, and partners to secure advantageous contracts. • Oversee contract renewals, amendments, and ensure compliance with legal and financial standards. • Lead product launch planning and execution, coordinating with sales, marketing, and production teams. • Evaluate and report on launch success metrics, gathering insights for continuous improvement. • Guide the creation of product marketing materials, ensuring accurate representation of product features, benefits, and use cases across all materials.	
Pre-Requisites: • Bachelor's degree or Master's degree in sales and marketing, or equivalent. • 5+ years of experience in product management, contracting, or a related role within the tourism or travel industry.	
Additional requirements: • Knowledge on market research techniques and a solid understanding of industry trends and consumer behaviour.	

Soft Skills	Competency Level	Recommended Trainings
Negotiation skills	4	Effective negotiation
Communication skills	4	Effective communication
Product management	4	Advanced product management courses
Leadership skills	4	Leadership and management training
Data analytical	4	Market research and analysis training
Ability to understand financial principal	4	Financial management courses

Technical Skills	Competency Level	Recommended Trainings
Product and service knowledge	4	Certified Product Manager (CPM)
Marketing analytics	4	Marketing analytics knowledge
Project management	4	Project Management Professional (PMP)
Digital marketing	4	Content/product marketing and strategy for social media
Ability to understand what users are searching for and to optimise content	4	Search Engine Optimisation (SEO)
Ability to identify high-performing terms for paid advertising campaigns		Search Engine Marketing (SEM)
Proficiency in Microsoft Office Suite (Word, Excel, PowerPoint)	4	Microsoft Office Specialist: Intermediate certification focusing on individual applications (Word, Excel, PowerPoint, etc.).
Supply management	4	Certified Professional in Supply Management (CPSM)
Content creation	4	- Basic graphic design (using tools like Canva, Adobe Spark, or Photoshop) - Photo editing and video production basics. - Basic video production (camera work, lighting, sound).

Sub Focus Area: Product	Focus Area: Sales and Marketing
Job Title: Senior Product or Contracting Manager	Level: 5/6
Job Description	
A Senior Product or Contracting Manager for Sales and Marketing oversees the planning and development of high-value products or services, ensuring they meet strategic business goals and market demands. This role is responsible for leading negotiations and securing contracts with key suppliers, vendors, and partners to achieve optimal terms. They work closely with sales and marketing teams to design and implement strategies that enhance product visibility, drive sales, and improve market positioning. A Senior Product analyse market trends, monitor product performance, and make strategic adjustments to maximise profitability and competitive advantage.	
Responsibilities • Define and drive the overarching product strategy, ensuring alignment with business goals and market demands. • Develop long-term product roadmaps and prioritize initiatives that will drive growth and profitability. • Lead the development of product positioning and unique value propositions in collaboration with marketing teams. • Conduct comprehensive market research and competitor analysis to identify opportunities and gaps. • Anticipate market trends, assess customer needs, and recommend strategic product adjustments. • Lead contract negotiations with suppliers, vendors, and key partners, securing the best terms for the company. • Manage complex, high-stakes contracts, ensuring compliance with company standards and industry regulations. • Coordinate cross-functional teams in planning and executing product launches, ensuring all resources are in place. • Develop launch strategies that maximise product visibility, customer acquisition, and brand impact. • Monitor launch metrics, gather feedback, and refine future launch plans based on insights gained. • Lead the creation of high-impact sales and marketing materials that clearly communicate product benefits and features. • Ensure that all materials align with product positioning, branding, and overall market strategy.	
Pre-Requisites: • Bachelor's degree or Master's degree in sales and marketing, or equivalent. • Experience: 7+ years of experience in senior product management/contracting level, or a related role within the tourism or travel industry.	
Additional requirements: • Familiarity with market research techniques and a solid understanding of industry trends and consumer behaviour is an advantage.	

Soft Skills	Competency Level	Recommended Training
Direct crisis management	5	• Crisis management training
Direct negotiation policy and develop negotiation limits	5	• Negotiation skills training
Change management	5	• Change management
Develop and establish financial budget and plans	5	• Finance for non-finance personnel
Design performance-based incentive system	5	
Advanced presentation	5	• Presentation skills training
Communication skills	5	• Effective communication
Quality management	5	• Quality management
Direct organisational sales, marketing strategies and business targets	5	• Strategic marketing and techniques
Risk prevention	5	• Risk management

Technical Skills	Competency Level	Recommended Trainings
Sales strategy and planning	5	• Sales strategy and planning
Sales forecasting and analytics	5	• Sales forecasting and analysing
Customer Relationship Management (CRM)	5	• Customer Relationship Management (CRM) software tools
Sales process optimisation	5	• Business Process Management (BPM) • Sales process mapping • Project management • Sales training and leadership programmes
Data analysis	5	• Advanced sales analytics
Market and industry knowledge	5	• Introduction to strategic marketing
Negotiation and deal closing	5	• Formal negotiation courses • Sales training programmes

LIST OF SOURCES

1.	MIDA: Details on alignment of tourism recovery efforts with NTP and 12MP goals were provided by MIDA
2.	DOSM: Statistics from the Department of Statistics Malaysia detailed domestic tourism trends, including 2023 visitor numbers and expenditures
3.	BERNAMA: Information on domestic tourism recovery and expenditure for Q1 2024 was cited from BERNAMA's recent reports
4.	The Star: Domestic tourism statistics for Q1 2024, covering visitor numbers and growth trends
5.	Bernama: Economic impact of domestic tourism and key destinations for Q1 2024
6.	DOSM: Data on domestic tourism expenditure growth and economic implications for 2024
7.	Tourism Malaysia: Visit Malaysia 2026

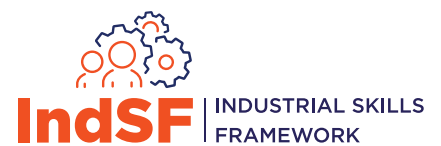


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