



OCCUPATIONAL ANALYSIS

SPORTS TOURISM



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Department of Skills Development
Ministry of Human Resources, Malaysia

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1. EXECUTIVE SUMMARY

Malaysia's vibrant economy and fast-moving lifestyle have resulted in an increase in the demand for health and leisure activities. Sports Tourism is emerging as a key component of tourism supply. Major tourism destinations are developing tourism product concepts revolving around leisure sports.

These concepts enable destinations to stand out amongst their competitors and increasing their competitive edge in the international arena, attracting consumers who are keen on getting in touch with nature and interacting with the community to enjoy healthier and more interactive holidays.

Briefly, Sport Tourism is a combination of sports activities and travel. From a sport marketing and sport management perspective, it consists of two broad categories of products:

- a) sports participation travel (travel for the purpose of participating in a sports, recreation, leisure or fitness activity)
- b) sports spectatorial travel (travel for the purpose of watching sporting, recreational, leisure or fitness activities or events).

The intriguing nature of the business of sport and tourism comes from the fact that it knows no barriers of language or culture. It spans over every sport imaginable, every age group and every demographic and it includes both those who travel to play and those who are spectators of their sports of choice.

The needs of the workforce require a comprehensive development of all sectors including the education and skills training as well as input from the industry. Support from all quarters, especially from the government is essential to ensure that the needs of workers in this field are sufficient at all times.

2. CONCEPT OF OCCUPATIONAL ANALYSIS (OA)

2.1 Introduction

OA is a process to identify job titles and levels for skilled workers needed in the industry sector. It is a preliminary stage for National Occupational Skills Standard (NOSS) development in which the identified job titles will be used as a basic reference. It requires inputs from all parties especially industry players, statutory bodies, training institutions and etc. Figure 1.0 shows the significance of OA for NOSS and policies development for skills training in Malaysia.

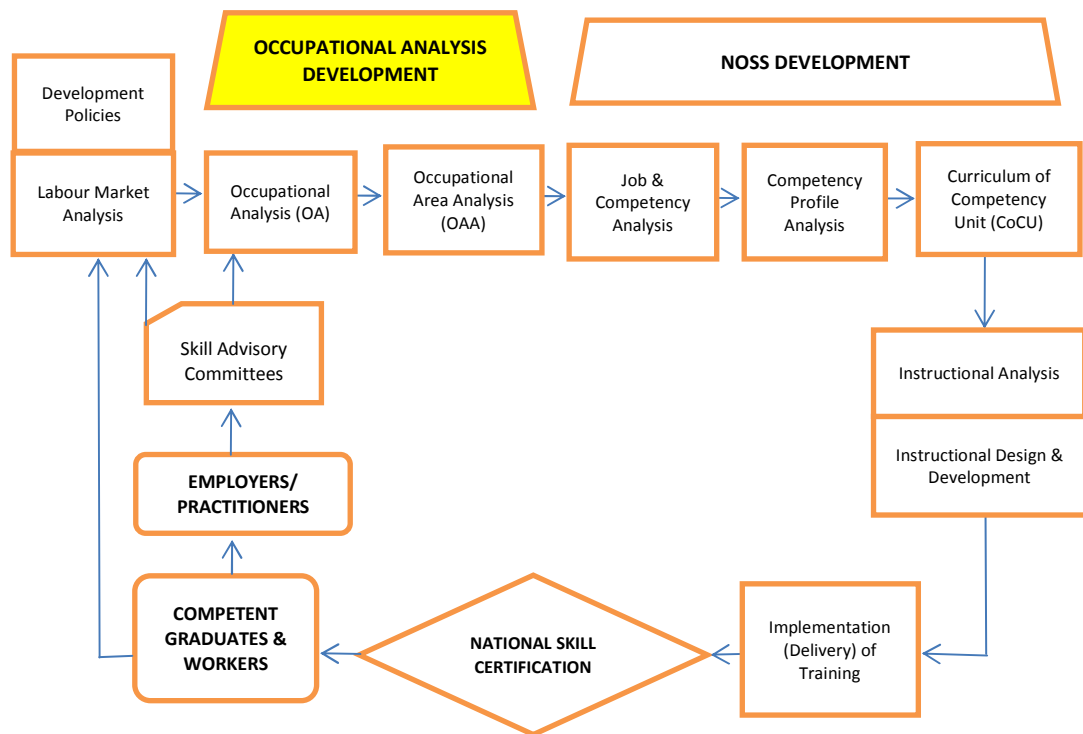


Figure 1.0: A competency-based model for skills training in Malaysia

OA will identify sectors, sub-sectors, job areas and job titles for a particular industry in the form of Occupational Structure (OS) as illustrated in Table 1.0. Job scopes of each job title will be spelt out in the Occupational Description (OD). Every job title will be identified according to its level defined in the Malaysian Occupational Skills Qualification Framework (MOSQF) level descriptor (refer to Annex 1).

Table1.0: Example of OS for Front Office in Hospitality and Tourism

SUB SECTOR	FRONT OFFICE				
LEVEL/ JOB AREA	GUEST SERVICE	TELEPHONE OPERATION	FRONT OFFICE ASSISTANCE	CONCIERGE	RESERVATION
LEVEL 5	FRONT OFFICE MANAGER (FOM)				
LEVEL 4	ASSISTANT FRONT OFFICE MANAGER (AFOM)			CONCIERGE MANAGER	RESERVATION MANAGER
LEVEL 3	GUEST SERVICE OFFICER	TELEPHONIST SUPERVISOR	FRONT OFFICE SUPERVISOR	BELL SUPERVISOR	RESERVATION OFFICER
LEVEL 2	GUEST SERVICE ASSISTANT	TELEPHONIST	FRONT OFFICE ASSISTANT	BELL CAPTAIN	RESERVATION CLERK
LEVEL 1	NO LEVEL			DOORMAN	NO LEVEL

OS can be further analysed to produce Occupational Area Structure (OAS) through Occupational Area Analysis (OAA). The objective of OAA is to identify areas which have similar competencies among the job titles. The outcome of the OAA is the merging of job titles/ areas (horizontally) and/ or levels (vertically) within the sectors. This will eventually result in multi-skilling and multi-tasking due to common competencies among job titles/ areas and/ or levels as shown in Table 2.0.

Table 2.0 Example of OAS for Front Office in Hospitality and Tourism

SUB SECTOR	FRONT OFFICE				
LEVEL \ JOB AREA	GUEST SERVICE	TELEPHONE OPERATION	FRONT OFFICE ASSISTANCE	CONCIERGE	RESERVATION
LEVEL 5	GUEST SERVICES MANAGEMENT				
LEVEL 4	GUEST SERVICES MANAGEMENT				
LEVEL 3	GUEST SERVICES OPERATION				
LEVEL 2					
LEVEL 1					

All job titles in Level 1, 2 and 3 are actually the front liners that deal directly with customers. Therefore, they have common competencies which can be merged into area of guest services operation. Ultimately, we are able to produce multi-skilling and multi-tasking workers required by the industry in line with high income economy policy.

Nevertheless, in certain cases, due to requirement of industry or regulations, merging is not necessarily required.

2.2 Malaysian Occupational Skills Qualification Framework (MOSQF)

The development of OA is closely monitored in order to comply with MOSQF. MOSQF is a framework that describes all skills qualifications awarded under the Malaysian Skills Certification System. It is an 8-tier framework consists of 8 levels which reflects skills competencies in an occupational area (refer to Annex 1). However, for the training purpose, only the first 5 levels are being offered with skills qualifications namely Malaysian Skills Certificate (MSC) Level 1, MSC Level

2, MSC Level 3, Malaysian Skills Diploma (MSD) Level 4 and Malaysian Skills Advance Diploma (MSAD) Level 5.

MOSQF will serve as an instrument that develops and classifies skills qualifications based on a set of criteria guided by the National Skills Development Act 2006 (Act 652). It was benchmarked against international good practices in defining its level description and was developed in line with the Malaysian Qualifications Framework (MQF). It was aspired to become the national skills framework for all parties of interest such as individuals, skills training providers, the Government, associations, professional bodies, the industry sectors and the Malaysian communities.

2.3 OA Development Process

Below are the main steps involved in OA:

- (i) Preliminary information gathering
 - (a) Literature survey

A literature survey is carried out to get some insight on the scope, policies, programs and activities in the context of Malaysian scenario. The scope covered under this survey includes descriptions, current analysis of the sector/sub sectors, current status of the respective industry, skilled workers requirement in the local sector and the industrial competition at international level.

(b) Survey / Questionnaire

The purpose of survey is to collect the data and feedback from industries on the supply and demand on skilled workforce, job scope, nature of work, occupational description, occupational structure, career path, current and future trend of the industries.

(c) Interview

Interview is one of the methods to reinforce the information gathered from survey. Interview is focusing on main industry players and stakeholders to seek their opinions and/or impressions.

(ii) Identifying industrial experts

Industrial experts represent small, medium and large scale industries are identified and short listed for further communication and contact. Normally these experts are from Human Resources or managerial level who have overall view of the skill workforce in the industry. They should have sufficient experience and substantial knowledge on industry growth.

(iii) Brainstorming session

Developing a Curriculum (DACUM) technique is commonly used in OA. The session is attended by industrial experts which they will discuss exhaustively on the sub sectors and areas involved. Facts obtained during the literature survey will be discussed and presented to the industry experts.

(iv) Analysing the information

Based on the activities done above, substantial data and information will then be collected. The data and information will be discussed and analysed in development workshops attended by selected key persons or experts from the public and private sector. The presence of the key persons or experts ensures that the development of the Occupational Analysis is current and relevant.

During this session, the respective industry is analysed using the DACUM and brainstorming methodology to identify the following:

- (a) Scope of the Industry and its sub sector;
- (b) Main areas;
- (c) Occupational groups of the sector;
- (d) Job title;
- (e) Critical job title;
- (f) Hierarchy structure (Level 1 – 8); and
- (g) Occupational Description.

(v) Finalising OA Documentation

Follow up discussions with the industrial experts and proof reader in a small group is vital to ensure all the findings of the occupational analysis are valid, reliable and sufficient.

The final report of OA must be well presented with discussion, conclusion and recommendations in order to guide the general readers and interested parties to comprehend about skilled workforce scenario in the industries.

Details of the process flow in developing OA is as shown in Figure 2.0

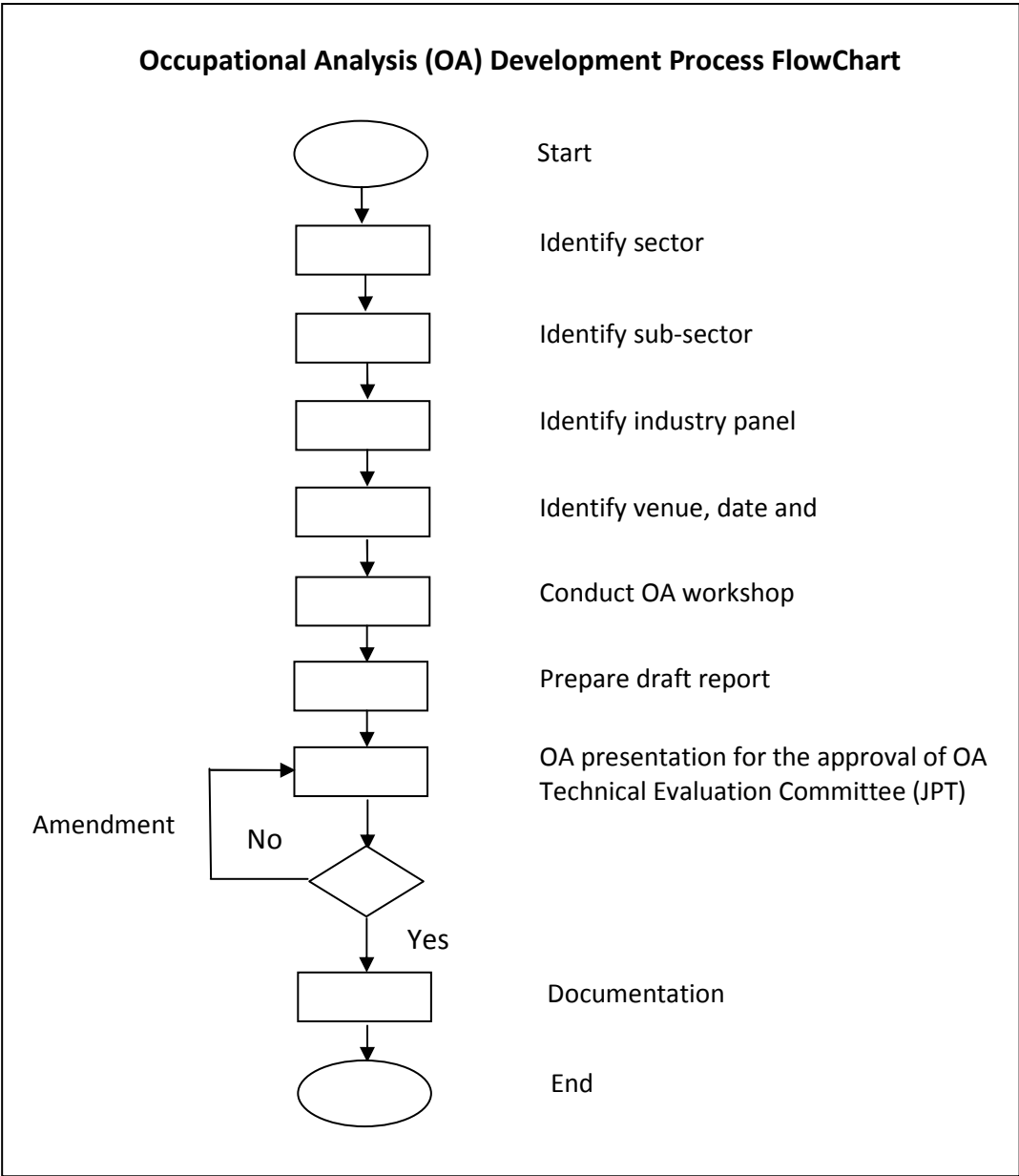


Figure 2.0: OA Development Process Flow Chart

2.4 Occupational Description (OD)

OD is the detail description of the main job scope of the job title. Below are the main steps in producing the OD for the respective job titles:

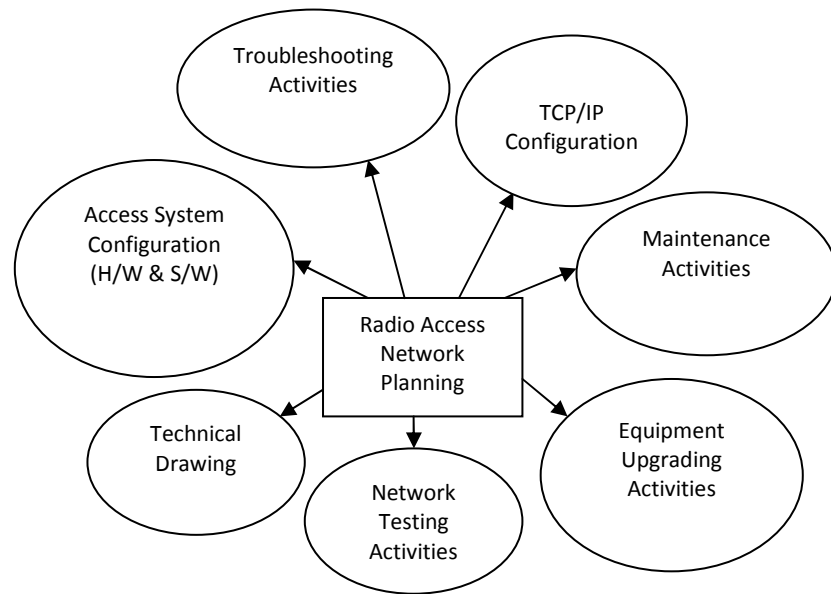
- (i) Determine the main sub sectors and areas in the sector;
- (ii) Identify the job titles; and
- (iii) Identify the job scope.

To describe the Occupational Description clearly, the statement must consist of a **Verb**, **Object** and **Qualifier**. The rationale of determining the description attributes is to facilitate NOSS development especially in job and competency analysis.

a) Object

The Object is determined first before the verb and qualifier. It is the main determinant to distinguish one job to another. For example, a demi chef (kitchen sub-sector of the Hotel Sector), deals with food and cooking utensils as the objects in performing tasks. A hairdresser on the other hand, deals with client's hair and hairdressing chemicals, among others.

The Objects are acquired from the industrial experts during a brainstorming session and written on DACUM cards so that all the experts can see the Objects identified. The Objects of those in the related area or sub sector are determined as shown in Figure 3.0.



Legend:

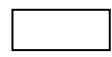

-  : Sector / Sub-sector / Area / Sub-area
-  : Object

Figure 3.0: Example of Identifying Objects

b) Verb

The Verb is then determined based on the level of difficulty of the identified job titles, such as below:

- **Object** : *maintenance activities*
- **Verb for Level 3** : **Carry Out**
- **Verb for Level 4** : **Assist in planning**
- **Verb for Level 5** : **Plan**

Hence, the contents of the job descriptions will be as below:

- Radio Access Network Planner (Level 5)
 - ✓ **Plan** *maintenance activities + (qualifier)*
- Radio Access Network Assistant Planner (Level 4)
 - ✓ **Assist in planning** *maintenance activities + (qualifier)*
- Access Network Technician (Level 3)
 - ✓ **Carry out** *maintenance activities+(qualifier)*

c) Qualifier

Based on the example above, the statement is not clear as there is no qualifier for the object, therefore a qualifier must be added to further clarify it. Below is an example:

- **Plan** *maintenance activities for **Radio Access Networks***

Figure 4.0 shows an example on how to write an appropriate Occupational Description (OD).



INSTALLATION & MAINTENANCE
TRANSMISSION SERVICES ASSISTANT ENGINEER*
LEVEL 4

A Transmission Services Assistant Engineer is designated to carry out set up of transmission services, perform test plans (regression tests, test of new features, acceptance of new nodes or parts), handle changes in the live network, operate the transmission network, maintain the transmission network, carry out network restoration and perform network performance enhancement.

A Transmission Services Assistant Engineer will be able to:

1. carry out set up of transmission services;
2. improve network functionality to the satisfaction of the customer;
3. perform test plans (regression tests, test of new features, acceptance of new nodes or parts);
4. handle changes in the live network, including the definition of command lines based on planning, consolidation, performance and debriefing of changes;
5. prepare report on actual network performance;
6. operate and maintain the transmission network; and
7. carry out network restoration or network performance enhancement.

Notes:

*Critical Job Title

Figure 4.0: Example of Occupational Description

2.5 Critical Job Titles

Critical job titles can be defined based on the following four main scenarios:

- a) Shortage of supply in the industries
- b) High demand in certain niche areas
- c) Lack of skills among the supply
- d) Diminishing jobs such as in heritage and cultural activities

3. SPORTS TOURISM IN MALAYSIA

(BACKGROUND OF THE SECTOR)

3.1 Preamble

Sports Tourism has become one of the leading sector and key players to Malaysian economy as this sector has emerged to become one of the most profitable incomes to Malaysia. Sports tourism has developed from small sector to one of the biggest contributions to Malaysians economy over the past years. Under Malaysian development plan, sports tourism has been placed under critical review by the government to use sport as a way of attracting more visitors to Malaysia by promoting sport as the new attraction for tourists to come to Malaysia.

Under the Government Transformation Program (GTP) specifically under the tourism National Key Economic Area (NKEA), tourism industry has been highlighted as one of the most important industries to be developed to achieve the NKEA. The hosting of Malaysia in grand sport events as Commonwealth Games, F1 racing and Monsoon Cup to attract tourists to Malaysia has been enormous achievement in promoting sport tourism sector in Malaysia. Under NKEA, this industry will be expanded and will go through various enhancement and development to ensure its success.

The supply of professionals and competent workforce in implementing sport tourism as one the most benefiting sources of income to Malaysia has always been the key factor in realizing this development. Various institutions especially

in private sector have been seriously taking part in promoting sport tourism in Malaysia hence skillful personnel and demand of workforce are indeed needed to make it a success.

Among popular sports in Malaysia are badminton, bowling, football, squash and field hockey. Golf is another sport which is growing in popularity where many courses are seen built all over the country. Malaysia has also hosted several major sports event including the Commonwealth Games in 1998.

In September 2010, Malaysian sports officials announced that an agreement was made with some of Scotland's top sports organizations to establish partnerships that will use Scottish sports expertise to create a successful sports industry in Malaysia. The Malaysian government has designated 2011 as the Year of Sports Industry and the Sports Minister has outlined its scope and importance during the discussion, which includes exploring the viability of hosting major international sporting events.

3.2 Scope of Analysis

Tourism industry is a large sector involving various activities. In addition, the industrial sector is also getting a lot of support to complement the management and operation of the sports tourism activities. The scope of the analysis that has been conducted and presented in this document is the main scope of work defined in the sports tourism. It covers the activities of management and coordinating events that are in the scope of sports tourism. In addition, the

scope of this analysis also contains occupational structures of the tourism industry and sports industry in Malaysia.

3.3 Definition of Sport, Tourism & Sports Tourism

Definition of Sport

Sport can be defined simply as an active and aggressive activity. On a broader perspective, it is the whole range of competitive and noncompetitive active pursuits that involve skill, strategy and chance in which human beings engage, at their own level, simply for enjoyment and training or to raise their performance to levels of publicly acclaimed excellence (Standeven and De Knop, 1999). Hinch and Higham (2001), however, view sport as goal oriented, competitive and contest-based activities. Sport is also defined as an individual or group activity pursued for exercise or pleasure, often taking a competitive form (Smith and Collins, 1988 cited in Higham 1999). Therefore, we can define sports as a physical activity involving individuals or groups, competition-based and is confined to specific rules.

Definition of Tourism

Tourism may be defined in terms of particular activities, selected by choice and undertaken outside the home environment. Tourism may or may not involve overnight stays away from home (De Groote, 1995 cited in Standeven and De Knop, 1999). While in defining tourism, Standeven and De Knop (1999) in their Sport Tourism's book stated that it is an experience of travel and place. Murphy (1999, cited in Hinch and Higham, 2001) defined tourism as travel of

nonresidents. From the above definitions, we can define tourism as a traveling pattern away from home and at the same time to gain new experience.

Definition of Sports Tourism

Sports tourism is an inter-relation between sport and tourism. In defining sports tourism term, we should firstly understand the definition of sports, tourism and sports tourism. Only then can we have a clear idea about what is meant by sports tourism.

Heather and Gibson (1999) defined sports tourism as leisure-based travel that take individuals temporarily outside of their home communities to play, watch physical activities or venerate attractions associated with these activities. On the other hand, it is also defined as a sport-based travel away from the home environment for a limited period of time where sport is characterized by unique rule sets, competition related to physical powerless and a playful nature (Higham, 2001). Standeven and De Knopp (1999) cited that sport tourism is all forms of active and passive involvement in sporting activity, participated in casually or inan organized way for noncommercial or commercial reasons that necessitate travel away from home and work locality.

Sports tourism also includes travel to participate in a passive (e.g. sports events and sports exhibition) or active sport holiday (e.g. scuba diving, cycling and golf). It may involve instances where other sport or tourism is the dominant activity or reason for travel (Ritchie and Adair, 2002). Therefore, we can define sport tourism as the pattern of traveling either to participate or to watch sporting activities.

3.4 Current Analysis of Sports Tourism

Sportstourism in Malaysia has become a high-value sector which provides many opportunities for enhancement of local economic activity. A multi-billion dollar business for the country, sports tourism is one of the fastest growing areas in the global travel and tourism industry.

To date, Malaysia has generally focused on large-scale sporting events, from hosting the Commonwealth Games in 1998, to the Monsoon Cup, Le Tour de Langkawi and the F1 as a way to raise interest in the country's sports offerings. Sports tourism offers vast potential in attracting tourists to the country. In order to intensify sports events, a committee on new sports and sports tourism will be established to coordinate and identify potential sports in all categories as tourism products. Other measures to promote sports tourism include the enhancement of event management capabilities, presenting annual awards to the best sports tourism agencies as well as upgrading the official Sports Tourism Council website.

Under the Economic Planning Unit (EPU), sports tourism is a multi-billion dollar business and one of the fastest growing and most intriguing of modern-day service industries. The growth of sports tourism has been accelerated by global interest in sporting events and active, healthy lifestyle on the back of the massive expansion in satellite and digital media coverage over the last 10 years. As mentioned, the followings are the characteristics of sports tourism in Malaysia:

1. it incorporates at least one sporting activity as the central event;
2. it is held in Malaysia annually;
3. it has media coverage, including pre and post coverage;
4. it must be endorsed by the Ministry of Youth & Sports or the Ministry of Tourism and the Malaysian Sports Tourism Council;
5. it involves participants from various ethnic groups and also foreigners residing in Malaysia or overseas;
6. it has entertainment values to participants and spectators;
7. it has attractive prizes to offer;
8. it has some basic facilities for accommodation, toilet, food and beverages at the events location or at its vicinity;
9. it offers sport oriented vacation for people to participate in, to experience or to observe;
10. it has to be officiated by a public figure recognized by the government; and
11. it has to be organized professionally by the Malaysia Sports Tourism Council, association or government agency.

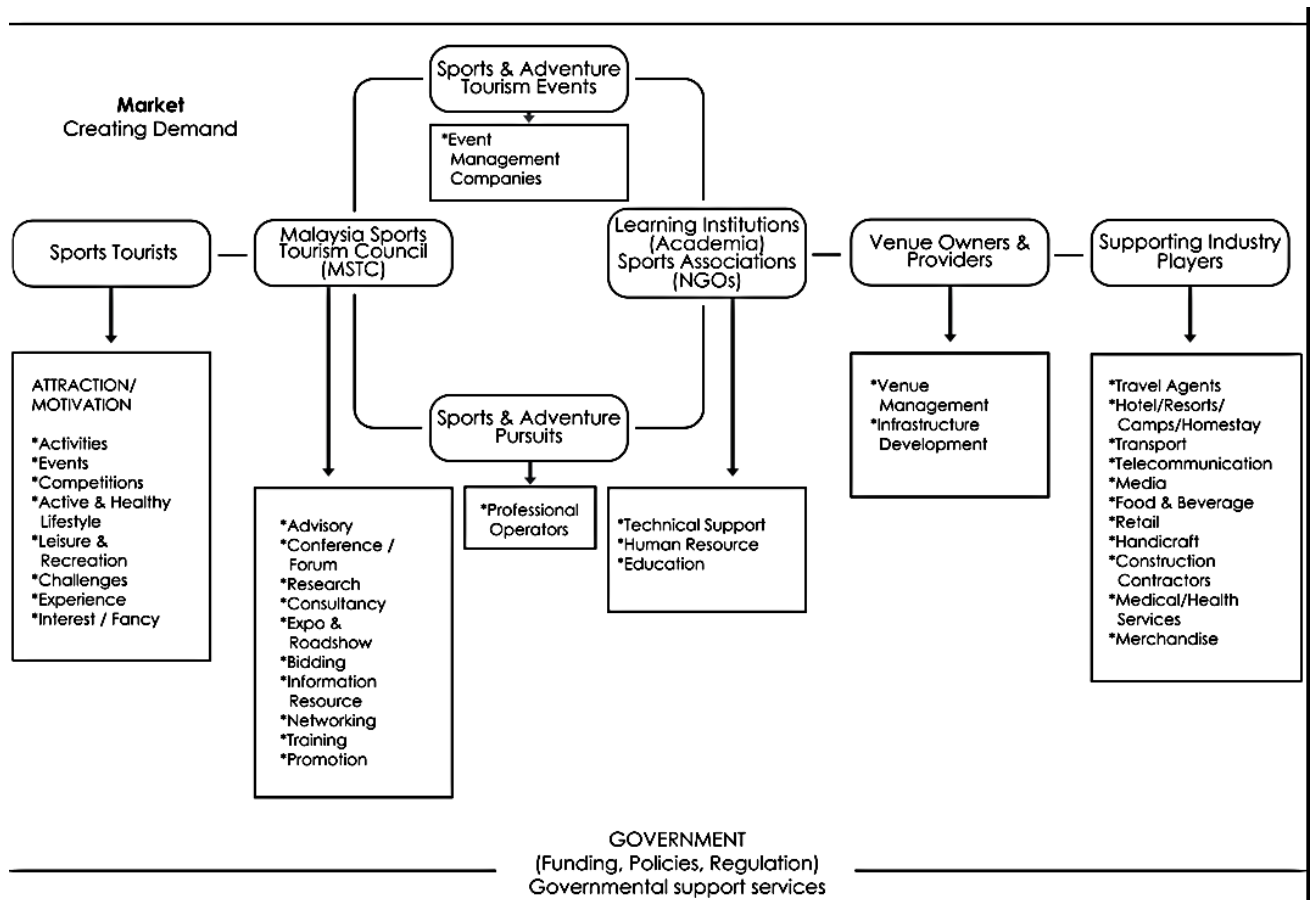
Currently, there are a total of 80 sports and 100 international events that have been held in Malaysia from various types of sports and recreational activities.

There are ways to accelerate the sector to become more competitive as follows:

- To promote one stop agency to facilitate, promote & develop sports tourism event and the industry players.

- To hold more international sports events, activities, enthusiasts that create demand for facilities/venue.
- To transform Malaysia into the destination for sports tourism.

3.4.1 Development Model for Sports Tourism Sector



(Sources from Malaysian Sports Tourism Council)

Figure 5.0: Sports Tourism Sector Interactive Development Model

3.5 Policies, Associations and Development Plan for the Sports Tourism

(a) Policies in Sports

(i) Sports Development Act 1997

Constitution and rules of sports bodies acting as the governing or representative body of its sport at national level.

The following matters shall be provided in the constitution or rules:

1. The sports body shall have the following aims and objectives:
 - (a) to promote and develop its sport;
 - (b) to maintain good terms with and to be in good standing with the international governing and regulatory body of its sport;
 - (c) to ensure that its constitution and rules are observed and abided by all its members; and
 - (d) to control and exercise jurisdiction over all activities in relation to its sport in Malaysia and by representatives of Malaysia abroad.
2. The activities are conducted without discrimination as to gender, race, color, religion, social origin, language, political inclination or any other opinion held by its members.
3. The selection procedures for sportspersons, officials, coaches and any other.

(b) Associations and Governing Bodies in Sports & Sports Tourism

(i) Malaysian Tourism Promotion Board

The Malaysian Tourism Development Corporation (TDC) was established in 1972 to further expand tourism through its marketing programme generally. TDC was replaced by Malaysian Tourism Promotion Board (MTPB) with the main objective to stimulate and increase the number of tourist arrivals into the country. The Malaysian Ministry of Tourism highlighted five policies:

1. to emphasize on the development of the tourism industry and attain maximum economic benefit from the industry;
2. to minimize negative socio-cultural and environmental impact of tourism in the process of development;
3. to tailor-plan the tourism development in line with the state's unique characteristics of beautiful nature;
4. to encourage tourists to spread development to rural region and reduce concentration in the town area to provide direct benefit to the rural people; and
5. to attain greater participation from the private sector in developing the tourism industry with the public sector as the coordinator, supporter and facilitator.

(ii) Malaysia Sports Tourism Council (MSTC)

Malaysia Sports Tourism Council is a non-profit and non-governmental organization to act as a catalyst to develop and promote sports tourism, the

industry is valued at RM5billion, is one of the key contributors to the RM53billion tourism income for Malaysia. With more than 120 types of sports, more than 200 golf courses and blessed with the wonders of Mother Nature for diving, mountain climbing, jungle trekking and adventure activities, it is envisaged that sports tourism will become the fastest growing segment of the industry.

The main objectives of MSTC inclusive of:

- **Advisory**
To act as an advisory body for private and public sector for the development of sports tourism in Malaysia.

- **Promotion**
To promote and develop sports tourism in Malaysia.

- **Linkage & Networks**
To develop network and establish linkages with organization related to sports tourism.

- **Integration**
To foster national integration on the sense of belonging among members through the council's activities.

- **Strategic Partnership**
To create strategic partnership among related organization on areas of training, research and consultancies.

(iii) Ministry of Tourism Malaysia

The vision of the ministry is to develop Malaysia into a leading tourism location and the mission is to implement the National Tourism Policy towards making the Tourism Industry the nation's main source of income for the socio-economic development of the country. The National Tourism Policy is to turn the tourism industry into a major, sustainable, viable and quality sector which contributes to the socio-economic development of the country.

The objectives of the Ministry of Tourism Malaysia are:

- to develop a sustainable tourism industry in order to generate a major source of income for the country;
- to promote the tourism sector professionally, efficiently and continuously to meet the needs and preferences of foreign and local tourist; and
- to strengthen and upgrade a quality service delivery system in order to ensure tourist satisfaction.

The functions of the Ministry of Tourism Malaysia are:

- to formulate the national tourism policy to achieve the Ministry's vision, mission and objectives;
- to implement policies pertaining to the progress and development of the tourism industry; and
- to coordinate, monitor and evaluate the effectiveness of tourism programmes.

(iv) Ministry of Youth and Sports

The Ministry of Youth and Sports was incorporated in 1953, with the formation of the Culture Division under the Department of Public's Welfare. The Culture Division was given the responsibility to handle all matters pertaining to Malaysia's youth.

The Ministry of Youth and Sports was formed on 15 May 1964 in conjunction with the National Youth Day of that year. In 1972, the Culture Division was established and Ministry Youth and Sports was changed to Ministry of Culture, Youth and Sports until 1987, when the Culture Division was transferred under Ministry of Culture, Arts and Tourism. With the transfer of the Ministry of Culture, the Ministry of Culture, Youth and Sports reverted to its original name of Ministry Youth and Sports until today.

Ministry of Youth and Sports (MOYS) was given the mandate to implement the policies of the Malaysian government, particularly in the areas of Youth and Sports development.

The objective of the Ministry of Youth and Sports is *"to develop a youth society that is united, disciplined, uprightly moral and progressive in social and economic areas as well as to develop a society that is healthy, energetic and one who adopts a sports culture, towards nation's unity and development."*

(v) National Sports Council

National Sports Council is established under the National Sports Council of Malaysia Act 1971 and the National Sports Council Act (amended 1979). The launch was formally made by The Honourable Tun Abdul Razak b. Datuk Hussein Onn, Malaysia's second Prime Minister on February 21, 1972.

In the early stages of the establishment, a high performance sports programs implemented under the operation of the Sports Division, Ministry of Culture, Youth and Sport (the name of the Ministry of Youth and Sports at the time). In order to achieve the establishment of the Council, a collective effort involving directly all government agencies and non-governmental organizations country sports, country sports councils, tertiary institutions, voluntary bodies and individuals have been made to ensure that Malaysia can achieve the standard of sports best performance.

After the organization of the Council was restructured in 1981, the Council began to grow and develop programs and activities that can be seen until today. The goal of establishing of the National Sports Council of Malaysia is in line with the National Sports Policy which is solely responsible for the promotion, development and outstanding achievement in sports at the highest level.

National Sports Council of Malaysia has decided that the objectives and focus of the National Sports Council programmes include the following aspects:

- i. Athlete development programmes should be moved from the basic level so that all the "basic preparation" the athletes could not be ignored. Planning and implementing an aggressive development program from the ground-level athletes to the elite level.
- ii. Upgrade and develop coaching and staffing structure in order to provide coaches and local officials to more sustainable and qualified.
- iii. Enhance leadership and management of sports associations as a driver of the sports development programmes effectively, respectively.
- iv. Create stronger competition structure that meets the needs of training programmes at all levels.

(vi) National Sports Council of Malaysia Act 1971

There are two major functions of the Council:

1. The functions of the Council shall:-
 - (a) advise the Minister on matters pertaining to sports generally and to the proper and more effective implementation of the provisions of this Act.
 - (b) co-ordinate the activities in respect of sports conducted by government departments or governmental or non-governmental agencies.
 - (c) make recommendations to the Government as the methods, measures and policies to be adopted to facilitate the development of sports and where approved by Government, to implement and assist in the implementation thereof.

(d) promote locally and internationally and participate in, the development of sports in Malaysia.

2. The Council shall have power to do all things expedient or reasonably necessary or incidental to the discharge of its functions and in particular but without prejudice to the generality of the foregoing.

3.6 Skilled Worker Requirement in the Sports Tourism Sector

The rapid growth of international hospitality and tourism over the years has generated not only revenue for the countries involved, but also enormous employment opportunities. Malaysia's Hospitality and Tourism Industry is among the country's top three revenue generators.

The hospitality industry is larger than hotels, restaurants and cafes. It includes resorts, integrated resorts, catering, clubs, cruise ships and convention centres. The industry offers a wide variety of career opportunities including sales and marketing, food and beverage, rooms division, human resources and finance.

Hospitality and tourism management is a multi-disciplinary field of study with the purpose of preparing people with the expertise, commitment and skills for management, marketing and operations positions in the expanding global industry. The greatest need in this industry is quality workforce that helps attract repeat customers as well as new tourists to the area.

Besides the highlight on tourism and hospitality, sportstourism working requirements do include sportsmen and event management personnel who are responsibly organizing sportstourism events.

3.7 Industrial Competition at International Level

In the case of Malaysia, the country has successfully, staged major international sporting events such as the Commonwealth Games, Formula One Grand Prix, Tour De Langkawi, Formula One Power Boat Racing and others.

It is widely accepted that the hosting of international events contributes enormously to Malaysia's image and national pride.

The Malaysian sports industry is considered as a young industry comprising of small and medium-sized businesses comprising companies engaging in a diversity of activities, from the manufacturing of sports goods, sports tourism, media, to the construction of sports facilities.

Competing in the global market place, the sport industry must be committed to produce innovative products to customers and meet the needs of investors and sponsors who often demand the highest value, quality and service.

It is also important for sports businesses to see themselves as part of a broader sports industry for the following reasons:

- (a) To painlessly and efficiently respond to globalization challenges and create new business opportunities; and
- (b) To take advantage of relationship with mega sporting events, athletes and government sports agencies.

Malaysia's success in hosting international sporting events has attracted interest around the world but the industry need to capitalize on Malaysia's reputation as successful hosts to several world-class sporting events and use this opportunity

to explore new markets in areas such as exporting expertise in the venues construction and event management. Being in the centre of the Asia Pacific region, Malaysia has all the potential to be the best location for International Sports Trade Hub in the region.

By 2011, travel and tourism is expected to be more than 10 percent of the global domestic product. The economies of cities, regions and even countries around the world are increasingly reliant on the visiting golfer or the traveling football, rugby or badminton supporter. In some countries, sport can account for as much as 25 percent of all tourism receipts. Thus, sports tourism has started to earn its reputation to be a multi-million dollar business. Trends in tourism over the last decade have shown that sports tourism is emerging as a very significant segment of the global tourist market. While tourism industry in the Malaysia continues to grow, a significant expansion in the worldwide sports and recreation industry has also been felt. These industries come together in the sports tourism sector and with the emergence of niche markets as a major factor in tourism development, the potential for growth in the sector is considerable.

The integration of the visions of two world organizations, the World Tourism Organization (WTO) and the International Olympic Committee (IOC) recognize sports and tourism as living forces for mutual understanding, culture and development of society through a cooperation agreement forged in 2001. Through this, it jointly asserts both industries as interrelated and complementary and powerful forces for development, stimulating investment, sustainable economic growth and further creation of employment and generation of revenues.

The World Tourism rankings are compiled by the United Nations World Tourism Organization (UNWTO) as part of their World Tourism. Barometer publication is released three times throughout the year. In the publication, world tourism is ranked both by the number of visits and by the tourism revenue generated.

Out of a global total of 940 million tourists, the top ten international tourism destinations in 2010 were:-

Rank	Country	International tourist arrivals
1	 France	76.80 million
2	 United States	59.75 million
3	 China	55.67 million
4	 Spain	52.68 million
5	 Italy	43.63 million
6	 United Kingdom	28.13 million
7	 Turkey	27.00 million
8	 Germany	26.88 million
9	 Malaysia	24.58 million
10	 Mexico	22.40 million

Figure 6.0: International Tourist Arrivals by Country of Destination 2010

Out of the total of almost 204 million tourists to Asia and the Pacific in 2010, the top ten destinations were:

Rank	Country	International tourist arrivals
1	 China	55.67 million
2	 Malaysia	24.58 million
3	 Hong Kong, China	20.09 million
4	 Thailand	15.84 million
5	 Macau, China	11.93 million
6	 Singapore	9.16 million
7	 South Korea	8.80 million
8	 Japan	8.61 million
9	 Indonesia	7.00 million
10	 Australia	5.89 million

Figure 7.0: International Tourist Arrivals by Country of Destination 2010 to Asia Pacific

3.7.1 Sports Tourism in UK

In reference to Figure 8.0, for the year of 2005, a total of 2.4 million overseas visitors to the UK either watched a sporting event or participated in amateur sport during their stay. This is approximately 8% of the total of 30 million overseas visitors to the UK in 2005. This represents over one percentage point growth in the proportion of visitors either watching or participating in sport since 2002. This increase is positive despite the fact that Britain did not host any major 'one-off' sporting events during 2005, whilst in 2002 Manchester hosted the Commonwealth Games.

A total of 1.5 million visitors watched a sporting event (equal to 5% of all visitors), some 1.2 million participated (equal to 4% of all visitors) and about 0.3 million did both (equal to 1% of all visitors).

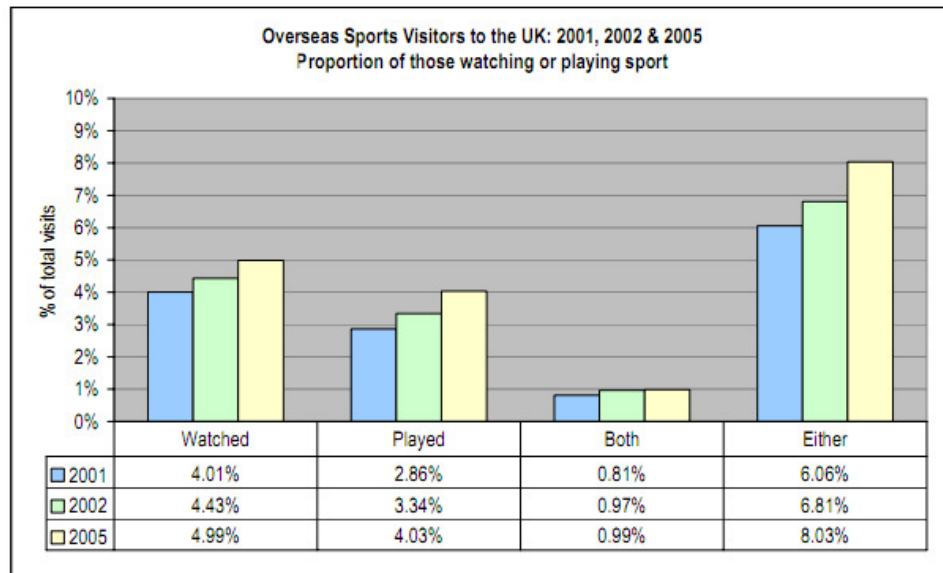


Figure 8.0: Proportion of Those Watching or Playing Sport

Based on Figure 9.0 below, the overseas visitors to the UK who either watched a sporting event or participated in amateur sport spent £1.6 billion during their stay, some 11% of the total spending of all overseas visitors to the UK in 2005 of £14.2 billion. The average spends per visit

for these visitors were £652, considerably higher than the average for all overseas visitors to the UK in 2005 of £471. They spend less per day (£47 compared with £57 for all overseas visitors) but stay

nearly twice as long (14 days compared with 8 days) as the average overseas visitor to the UK.

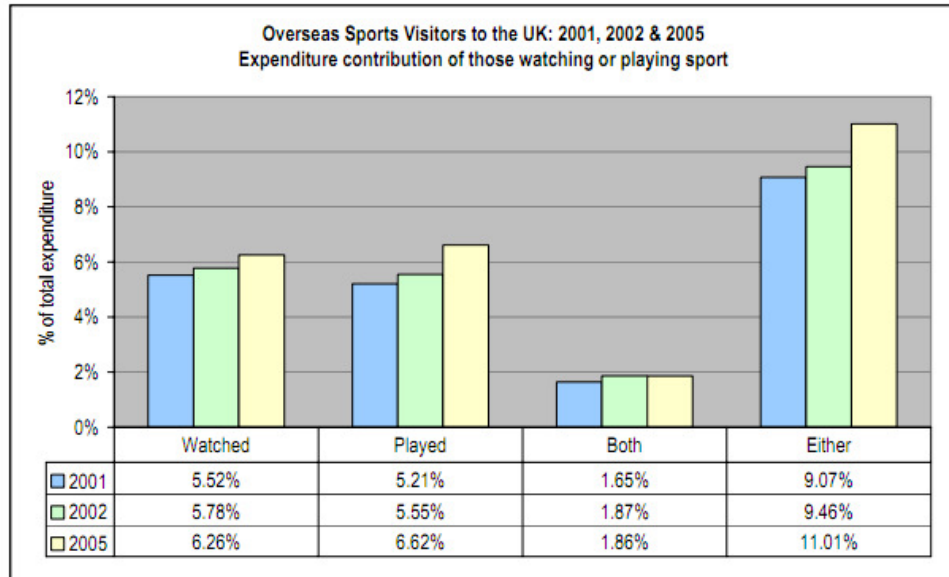


Figure 9.0: Expenditure Contribution of Those Watching or Playing Sport

3.7.2 Sports Tourism in South Africa

South Africa's scenic beauty, magnificent outdoors, sunny climate, cultural diversity and reputation for delivering value for money have made it one of the world's fastest growing leisure, business and travel destinations.

The country is highly diverse in terms of its climate, culture, tourist activities and infrastructure, catering for every tourism niche, from business, eco and cultural tourism to adventure, sport and paleo-tourism.



Figure 10.0: International Tourist Arrivals in South Africa

World-class venues and supporting infrastructure, top international events and South Africans' passion for sport combine to make the country a huge drawcard for sports fans. Based on Figure 10.0, more than 10% of foreign tourists come to South Africa to watch or participate in sport events, with spectators accounting for 60% to 80% of these arrivals.

There are numerous world-class sporting events on South Africa's calendar every year and the country has proved that it can successfully pull off the really big events. These have included the 1995 Rugby World Cup, the 2003 Cricket World Cup, the Women's World Cup of Golf 2005-2008, the inaugural World Twenty20 Cricket Championships in 2007 and the only street race in the A1GP World

Cup of Motorsport, held in Durban in 2006, 2007 and 2008 and for the biggest of them all, the 2010 FIFA World Cup.

3.7.3 Sports Tourism in Singapore

Whilst there has been much scholarly debate about the definition of Sports Tourism (Gibson, 1998), most researchers agree upon the general definition of Sports Tourism as travelling temporarily to another country to participate in sporting activities, watch sporting activities and/or visiting and perhaps paying homage to attractions associated with sporting activities. Sports tourism is a viable avenue of growth in Singapore due to its experience and successful track record of hosting various domestic and international sporting events over the past decades. In 1973, 1983 and 1993, Singapore was the host venue for the South East Asian Games. The country also plays host to the annual International Rugby Sevens, Barclays Singapore Open and AVIVA Open among others.

On a domestic level, the Standard Chartered Singapore Marathon created in Singapore in 2002 has seen its number of local and international participants increase from 6,300 to 50,000 in seven years. The 2008 edition of the race also managed to secure the participation of the current world marathon champion, Luke Kibet in its line-up of elite athletes (Standard Chartered Singapore Marathon, 2009).

However, as noted by MsRakeiLiew, the Director of Sports Business in the Singapore Sports Council, it was only in July 2005 that Singapore placed herself on the world map for sports when she hosted the 117th International Olympic Committee session for 5,000 IOC members (Singapore Tourism Board, 2009). After that, Singapore saw bigger names in sporting events coming to her shores. The FINA Swimming World Cup Series was held in Singapore in 2007, 2008 and also 2009, the annual HSBC Women's Champions 7 since 2008, the inaugural 2009 Asian Youth Games, the 2009 Junior Hockey World Cup and the 2009 Dextro Energy Triathlon - ITU World Championship Series, just to name a few.

The annual Aviva Ironman 70.3 Singapore Triathlon, which has been hosted since 2007, has positioned herself as one of the best organized races within the Ironman 70.3 series. 1,210 individual and 74 team entries were received for the 2008 event, of which up to 56% of athletes were international. As an example of how this sporting event contributes to tourism, each international athlete was accompanied, on average, by 3.1 supporters. 71% of whom stayed in Singapore for at least four nights (Singapore Tourism Board, 2009).

Singapore was also the first and only South-East Asian stopover for the Volvo Ocean Race in 2008-2009. Dubbed the 'F1 in sailing', the 2008-2009 series saw the race coming to Asia for the first time, with India and China being the other two stopover venues (Volvo Ocean Race Official Press Information, 2007). Singapore was also the

longest stopover, with the crew and organizers choosing to spend Christmas and New Year in sunny Singapore (Singapore Tourism Board Annual Report 08/09, 2009). The very first night race in the Formula 1 series was also held in Singapore in 2008, with an estimated 100,000 spectators and a sell-out, capacity crowd of which about 40% were foreign visitors. S\$168 million (US\$120 million) in tourism receipts was generated and the race was watched by 110 million viewers worldwide (Singapore Tourism Board Annual Report 08/09, 2009). This was a key sporting event which helped Singapore 8 garner top-of-mind recall through international broadcasting (Singapore Tourism Board, 2009) and helped to establish Singapore as a prime location for sports tour.

4. METHODOLOGY OF OCCUPATIONAL ANALYSIS – SPORTS TOURISM

In conducting the Occupational Analysis, a kick off meeting was held primarily to strategise the Plan of Action in accordance with guidelines as stated by the Department of Skills Development (DSD) in terms of scope of study, time frame and representation by the panel of sports tourism experts from both the public and private sector as stipulated in the letter of offer. After the kick off meeting, a Plan of Action was formulated taking into consideration the activities and time frame required.

This chapter is divided into two (2) sections: the proposed methodology to construct the Occupational Description for the respective job titles and the methodology of the overall occupational analysis process.

4.1 Methodology to Construct Occupational Description

This is a standard development methodology undertaken to develop a job analysis. This methodology is used in order to produce an Occupational Description that is clear on the main job scope of the job title, the verb used is according to level of difficulty and the object is clearly described.

Below are the main steps in producing the Occupational Description for the respective job titles obtained in the Occupational Analysis:

- (i) Determine the main sub sectors and areas in the sector
- (ii) Identify the job titles

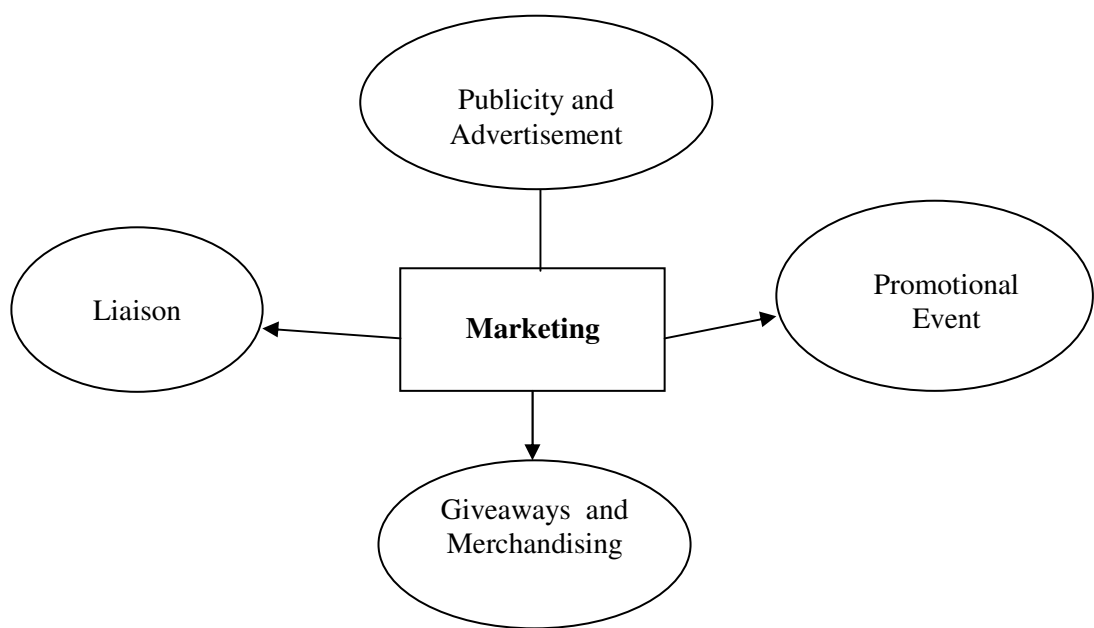
(iii) Identify the job scope

In order to provide a clear and concise Occupational Description, the statement must consist of a **Verb**, **Object** and **Qualifier**. The rationale of determining the description attributes are, to ensure consistency and continuity of using those attributes right from Occupational Analysis, Job Analysis to Task Analysis Developmental.

(a) Object

Firstly, the object is determined before the other two attributes. The object of any job is the main determinant of distinguishing one job from another. For example, a demi-chef (kitchen sub-sector of the Hotel Industry), deals with food and cooking utensils as the objects in performing tasks, while a hairdresser deals with client's hair, hairdressing chemical, etc.

The Objects are acquired from the expert panel members during a brainstorming session and written on DACUM cards so that all panel members can see the Objects identified. Objects of those in the related area or sub sector of the Sports Tourism are determined such as in the example below:



Legend:

- : Sector / Sub-sector / Area / Sub-area
- : Object

Figure 11.0: Example of Identifying Objects in Sports Tourism

(b) Verb

The verb is then determined based on the level of difficulty of the identified job titles, such as below:

- **Object :promotional event**
- **Verb for Level 3 : Coordinate**
- **Verb for Level 4 : Plan**

Hence, the contents of the job descriptions will be as below

- **Sports Event Marketing Coordinator (Level 3)**
 - ✓ **Coordinate**promotional event + (qualifier)
- **Sports Event Executive (Level 4)**
 - ✓ **Plan**promotional event + (qualifier)

(c) Qualifier

Based on the example above, the statement is not clear as there is no qualifier for the object, therefore a qualifier must be added to further clarify it. Below is an example:

- **Coordinate**promotional event**for sports tourism event**

4.2 Methodology of the Overall Occupational Analysis Process

(a) Surveying Literature

As outlined by the guidelines, a literature survey on the sports tourism was carried out to get some insight on the scope, policy, program, activities in the context of the Malaysian scenario. The scope covered under this search includes definitions, current analysis of the sector/sub sector, current status of the sport tourism sector, skilled workers requirement in the local industry and the industrial competition at international level.

(b) Identifying Industry and Public Experts

The literature search findings were used as a guide to identify the scope of occupational study and analysis. Experts from the sports tourism sector were identified and short listed for further communication and contact.

(c) Establishing Contact with the Sports Tourism Sector Experts

A pool of sports tourism experts from the industry and public sector were contacted. The list of experts is in Annex 2.

(d) Gathering Information

In the process of gathering the information, two methods were adopted, namely brainstorming and the Developing a Curriculum (DACUM) session. The brainstorming and DACUM session was attended by expert panels who

discussed the different sub sectors and areas. The information gathered was then used as input for the occupational analysis of the said industry.

(e) Analysing the Information

Based on the activities done as above, substantial data and information were collected. The data and information were discussed and analysed in several in-house workshops attended by selected key person or experts from the public and industry sector. The presence of the key persons or experts was to help in the development of the Occupational Analysis for this sector. During this session, attempts to reframe the sport tourism sub sector in Malaysia were done using the following framework:

- a) Scope of the Sport Tourism sector and its sub sector
- b) Main area
- c) Major occupational group of the industry
- d) Job title
- e) Hierarchy structure (Level 1 – 8)
- f) Occupational description

(f) Organising Workshop with Expert Panels

Several workshops were conducted throughout the development of the Occupational Analysis of the sport tourism sector. The details of the workshops are as below:

- Held on the 11th- 12th May 2011 and 20th – 21st August 2011 at the Singgahsana Hotel, Petaling Jaya. The objectives of the workshop were:
 - Presentation of preliminary findings,
 - ✓ Outline of Job Title
 - ✓ Career Structure
 - ✓ Hierarchy Structure (Level 1 – 8)
 - ✓ Occupational Description
 - Occupational Analysis Session; and
 - Validation of the findings.

5. FINDINGS

5.1 Identified Job Area

During brainstorming sessions conducted with a panel of experts, the input sectors, sub sectors and areas of work were classified according to categories. Here are the sectors, sub sectors and job areas of work identified: -

Table 3.0: Summary of Job Title

Sector	Sub-Sector	Sub Sub-Sector	Job Area	Job Title and Job Level
Hospitality and Tourism Industry	Tourism Event Management (Sports Tourism)	Sports Tourism	a) Administration b) Marketing c) Logistic	1) Sports Tourism Event Administration Coordinator – <i>Level 3</i> 2) Sports Tourism Event Marketing Coordinator – <i>Level 3</i> 3) Sports Tourism Event Logistic Coordinator – <i>Level 3</i> 4) Sports Tourism Event Executive – <i>Level 4</i> 5) Sports Tourism Event Assistant Manager – <i>Level 5</i> 6) Sports Tourism Event Manager – <i>Level 6</i> 7) Sports Tourism Event General Manager – <i>Level 7</i>
		-	Sports Tourism Center Management	1) Sports Tourism Centre Operation (<i>NCS</i>)

5.2 Occupational Structure (OS) for Sports Tourism

SECTOR	HOSPITALITY & TOURISM INDUSTRY					
SUB SECTOR	TOURISM EVENT MANAGEMENT					
	SPORTS TOURISM				EDUCATION TOURISM	ECO TOURISM
JOB AREA	ADMINISTRATION & FINANCE	MARKETING	OPERATION	SPORTS TOURISM CENTRE MANAGEMENT	EDUCATION CENTRE MANAGEMENT	ECO TOURISM CENTRE MANAGEMENT
LEVEL 8	- NO LEVEL -	- NO LEVEL -	- NO LEVEL -	SPORTS TOURISM CENTRE MANAGEMENT (NCS)*	EDUCATION MANAGEMENT (NCS)	ECO TOURISM CENTRE MANAGEMENT (NCS)
LEVEL 7	SPORTS EVENT GENERAL MANAGER					
LEVEL 6	SPORTS EVENT MANAGER					
LEVEL 5	SPORTS EVENT ASSISTANT MANAGER*					
LEVEL 4	SPORTS EVENT EXECUTIVE*					
LEVEL 3	SPORTS EVENT ADMINISTRATION & FINANCE COORDINATOR*	SPORTS EVENT MARKETING COORDINATOR*	SPORTS EVENT OPERATION COORDINATOR*			
LEVEL 2	-NO LEVEL-	-NO LEVEL-	-NO LEVEL-			
LEVEL 1	-NO LEVEL-	-NO LEVEL-	-NO LEVEL-			

* Critical Job Title

5.3 Support Job Area for Tourism Event Management Sub Sector

The main support industry identified for sports tourism are the tourism & hospitality and also sports industry. Below are the job areas under each industry:-

5.3.1 Hospitality & Tourism Industry

i. Accommodation

This accommodation job area is further divided into 4 areas which are:

- **Hotel/Resort**

A hotel is an establishment that provides paid lodging on a short-term basis. The provision of basic accommodation, in times past, consisting only of a room with a bed, a cupboard, a small table and a washstand has largely been replaced by rooms with modern facilities, including en-suite bathrooms and air conditioning or climate control. Additional common features found in hotel rooms are a telephone, an alarm clock, a television and internet connectivity. Snack foods and drinks may be supplied in a mini-bar and facilities for making hot drinks. Larger hotels may provide a number of additional guest facilities such as a restaurant, a swimming pool, childcare, conference venue and social function services.

- Service Apartment
They provide accommodation, basic housekeeping and security facilities, but do not always provide Food & Beverages (F & B) outlets.
- Chalet/Budget Hotel/Motel
These types of accommodation are similar to hotels however is targeted at guests that do not require the maximum service and facilities of hotels and resorts, hence, the classification of a budget hotel and motel. Chalets are usually accommodations provided near to beaches, lakes and such. They also operate at a small scale compared to hotels and resorts.
- Homestay
Homestay is a traditional practice in many industrialized countries, especially in North America, Australasia and Britain. It is comparable to bed and breakfasts, but even less formal. A homestay property is a non-commercialized, private residence that accommodates paying guest(s) who enjoy staying in the comfort and security of a family home. These guests often reside in the family home for an extended period of time, usually months rather than days. It is a safe, affordable means of housing popular amongst international students, interns, travelling professionals and adult visitors from other countries, who are looking to experience and learn about local lifestyle and culture. Homestay is not specifically a niche tourism segment, but rather a type of accommodation that is used by tourists when staying at a destination and pursuing other purposes of visit.

ii. Food & Beverages (F&B)

This sub sector is further divided into two (2) areas which are Lounge & Bar and Coffee House/ Fine Dining/ Banquet that reflect the two (2) main categories of the F&B areas in this industry that vary in terms of operation and service. The personnel under this sub sector represent those at the front end such as waiters and hostesses where the back end is personnel from the Kitchen sub sector.

iii. Butler

Even though some hotels have not set up a Butler Department, they nevertheless offer certain services that are typical of such position, performed by a different kind of employee under a different name, e.g.: valet, runner, assistant, bellboy and so on. The basic services offered by the hotel butler are, namely:

- laundry and ironing;
- shoe shine;
- packing and unpacking; and
- in-room breakfast and beverages.

iv. Housekeeping

Cleanliness is one of the most important features a hotel or motel can offer its guests. Housekeepers, also known as maids, are the staff members who perform cleaning duties in these establishments. Housekeepers may be assigned specialized cleaning duties.

v. Front Office

The hotel receptionist is very often the first and last member of staff hotel guests will see. They have to reflect the hotel's atmosphere and convey a sincere welcome to all customers.

vi. Kitchen

This sub sector is further divided into five (5) areas which are Kitchen, Bakery, Pastry, Butcher and Stewarding. The 5 main areas have different specialisations of chefs.

vii. Tourist Guide

This sub sector is further divided into three (3) areas which are Nature Guide, Heritage City Guide and In-House Guide. A tour guide (or tourist guide) provides assistance, information and cultural, historical and contemporary heritage interpretation to people on organized tours, individual clients, educational establishments, at religious and historical sites, museums and at venues of other significant interest. They (normally) have a recognized national or regional tourist guide qualification.

viii. Travel Agent

This sub sector is further divided into three (3) areas which are Inbound, Outbound and Reservation & Ticketing. The Inbound Area deals with incoming tourists and outbound deals with tourists heading out of the country. The Reservation and Ticketing area personnel facilitate tourists in making travel reservations.

ix. Transportation

This sub sector is further divided into three (3) areas which are Car Rental, Coach and Trishaw. The job areas are differentiated because they are different modes of transport. The Car Rental and Coach Rental areas are modes of transportation widely used and rented in the tourism industry and require trained personnel in order to ensure the smooth operation of the sector. The Trishaw pillar, although not for the purpose of mass transportation, is a favourite with tourists and must be maintained as a mode of transport dedicated to tourism.

x. Meeting, Incentive, Convention, Exhibition (MICE)

MICE is an acronym for the Meetings, Incentives, Conventions and Exhibitions tourism segment. This is therefore a business-oriented segment, involving obligatory (or non-discretionary) travel. The Incentives part of MICE is the odd one out – though it is related to business, as it is usually provided to employees or dealers/distributors as a reward, it tends to be leisure based.

5.3.2 Sports Industry

(i) Air Sports

The term air sports cover a range of aerial activities such as paragliding, paramotor, flying and ballooning.

(ii) Water Sports

There is large number of water-based sports . This category is based on the relation of the sports with the water including in the water, on the water and also under the water such as swimming, aquatics and diving.

(iii) Land Sports

Land sports are sports that are played on the ground. It is categorised into 2 categories:-

- Indoor

Indoor sports are sports that are played on the:

- court, such as tennis, badminton and sepak takraw;
- field, such as football and baseball;
- board, such as chess and checkers; and
- track, such as running and cycling.

- Outdoor

Outdoor Sports are played on open space without field or court such as canoeing, climbing and athletics.

(iv) Hybrid Sports

Hybrid sports are combination of multi-discipline such as triathlon, hasting and cheer-leading.

(v) Traditional Games

Traditional games started as pastimes in the afternoon of locals after a day of hard labour. These games have been played from generation to generation regardless of age. Traditional games in Malaysia include *TarikUpih*, *Wau* and *Gasing*.

(vi) Sports Management

Sports management is a subsector under sports industry to cover the management of the sportsmen, sports team and also the development of sports coach and referee in accordance with industry requirements.

5.3.2 Supporting Industry

In ensuring progressive move and high profitability for the industry, supports from other industries are essential. For sports tourism industry, there are many supporting industries involved including logistics, manufacturing, ICT and others. Below is a list of supporting industries and sub-sectors involved:-

Table 4.0: Supporting Industry for Sports Tourism

Sector/ Industry	Sub-Sector	Support Area
Logistic	<ul style="list-style-type: none"> i. Facilities Service Provider ii. Road Transport Service Provider iii. Integrated Logistic Service Provider iv. Terminal Operation Service Provider v. MTO Transport Service Provider 	<p>The logistics industry covers four main modes of transportation i.e. sea, land, air and rail to enhance the country's industrialization and international trade. Logistics industry comprises largely of single specialised service providers such as freight forwarders, transport companies and warehousing companies.</p>
Production & Manufacturing	<ul style="list-style-type: none"> i. Metal Based Production ii. Plastic Based Production iii. Electronic Product Production iv. Construction Material Production v. Wood Based Product Production vi. Textile & Apparel Production vii. Rubber Based Product Production 	<p>Production is simply the conversion of inputs into outputs. It is an economic process that uses resources to create a commodity that is suitable for exchange. This can include manufacturing, storing, shipping and packaging. Production industry helps sports tourism by providing manufactured goods including tools, equipment and materials.</p>

Table 4.0: Supporting Industry for Sports Tourism (continued)

Sector/ Industry	Sub-Sector	Support Area
Information & Communication Technology (ICT)	<ul style="list-style-type: none"> i. System Integration ii. Data Management iii. ICT System iv. Application System Development v. ICT Security 	<p>ICT as an umbrella term that includes all technologies for the manipulation and communication of information.</p>
Machinery & Equipment	<ul style="list-style-type: none"> i. Metal working ii. Power Generating iii. Operation Control 	<p>The machinery and equipment industry assumes an important role in the industrial development of the country, in view of its extensive linkages to major economic sectors, such as manufacturing, construction, and transportation. The industry produces a wide variety of machinery and equipment for various uses, such as power generation, specific industry processing, metalworking and general industrial activities including for sports industry.</p>
Professional Services	<ul style="list-style-type: none"> i. Surveyor ii. Finance iii. Insurance iv. Property v. Market Research vi. Management Consultant vii. Legal & Secretariat viii. Advertising 	<p>Apart from the products and services offered, the service industry is really dependent on the people's quality and skills in ensuring the success of the industry. Business & Professional Services sector provide backbone to all industry including sports tourism.</p>

Table 4.0: Supporting Industry for Sports Tourism (continued)

Sector/ Industry	Sub-Sector	Support Area
Business Management	<ul style="list-style-type: none"> i. E-Administrator ii. Secretary iii. Corporate Management iv. Human Resources 	<p>Business management is associated with running a company such as controlling, leading, monitoring and planning a business operation. This sector supports all rail company in managing the business aspect.</p>
Construction Industry	<ul style="list-style-type: none"> i. Building Construction ii. Architectural iii. Structural iv. Civil v. Plant Machinery vi. Construction Site Supervisory 	<p>Construction is the act or method of building including construction, alteration, repairs and demolition. Construction industry contributes to sports tourism by constructing facilities and tracks used by the sportsman.</p>
Security Services	<ul style="list-style-type: none"> i. Safety & Security ii. Guard Services iii. Cash In Transit 	<p>Security services provide prevention of and protection for sports tourism against assault, damage, fire, fraud, invasion of privacy, theft, unlawful entry and other such occurrences caused by deliberate actions.</p>

5.4 OCCUPATIONAL DESCRIPTION

Under the sports tourism sub sector, 8 job titles are identified and described. Each of the job title is given a job description as specified. *Annex 3 provides Occupational Description for the job titles.*

5.5 CRITICAL JOB TITLES

The critical job titles have been determined based on the analysis of the sports tourism sub sector conducted with the panel experts. In the process of gathering the critical job title, four methods were adopted. The methods used are questionnaire/surveys, face to face interview with industry sector, observation and committee process (DACUM). These critical job titles are described as critical because they are currently in demand. Formal skills training and certification are required in order to recognise and maintain the competency standards of the workforce in the industry. In accordance with the input from the industrial expert, job title under the sports tourism sub sector from level 3 to level 5 are critical and the occupational standard is required to be developed in order to produce skill workers for this particular industry. Table 5.0 on the next page is the list of the job titles from the most critical to the less critical:

Table 5.0: List of Critical Job Titles

NO.	JOB TITLE	LEVEL	JOB AREA
1.	SPORTS EVENT ADMINISTRATION & FINANCE COORDINATOR	L3	SPORTS TOURISM – ADMINISTRATION & FINANCE
2.	SPORTS EVENT MARKETING COORDINATOR	L3	SPORTS TOURISM - MARKETING
3.	SPORTS EVENT LOGISTIC COORDINATOR	L3	SPORTS TOURISM - LOGISTIC
4.	SPORTS EVENT EXECUTIVE	L4	SPORTS TOURISM - ADMINISTRATION
5.	SPORTS EVENT MANAGER	L5	SPORTS TOURISM - ADMINISTRATION
6.	SPORTS TOURISM CENTRE MANAGEMENT	<i>NATIONAL CORE COMPETENCIES</i>	SPORTS TOURISM CENTRE MANAGEMENT

Summary of Critical and Non Critical Job Titles

SECTOR & SUB-SECTOR			LEVEL									Total
			L1	L2	L3	L4	L5	L6	L7	L8		
Hospitality & Tourism Industry	Tourism Event Management	<i>Critical</i>	0	0	3	1	1	0	0	0	5	
		<i>Non-Critical</i>	0	0	0	0	0	1	1	0	2	
		<i>Critical</i>	1 (National Competency Standard)									1
		<i>Non-Critical</i>	2 (National Competency Standard)									2
	TOTAL		Critical	6								
			Non-critical	4								
	TOTAL JOB TITLES											10

Table 6.0: Critical and Non Critical Schedule

6. CONCLUSION AND RECOMMENDATIONS

Based on analysis carried out, the sports tourism is a sub sector under hospitality & tourism industry. In ensuring Malaysia to be regarded as top destination for sports tourism events, a holistic approach should be adopted. Realisation of such events will generate additional needs for production and consumption in certain areas and activities, such as food industry, building (construction) industry, transportation, restaurants and traditional handicrafts, financial services, government services and telecommunications. By developing competent workforce and enhancing the capability to organize internationally acclaimed sport events, Malaysia's potential to be top destination for sports tourism will be materialised.

However, it appears to be a lack of effort and commitment between the sports sector/industry and the tourism sector/industry that hinder development and the emergence of the sports tourism sector. Significant relationship between sports and tourism is yet to be established at either the policy or operational level.

An understanding of the impacts of sports tourism and associated management techniques are fundamental to sport tourism development. The growth of demand for certain sports and the changing resource requirements of some sports may place considerable demands on host communities. The rises in popularity of lifestyle sports and the associated social impacts, need to be understood and managed by sporting event organisers.

The relationship between sports tourism and the social, cultural, environmental and economic environments is constantly changing and the success with which these impacts are understood and managed could very well affect the success or failure of prospective sports tourism development in the region. The interests of sports tourism destinations in the country will be facilitated through understanding of the motivations, expectations and behaviours associated with specific sport-related travel markets.

The diverse motivations and expectation profiles of different niche markets need to be understood to attract visitors to the region and provide sport-related experiences. This could be materialized through standards of service, safety and security, facility design, tourist attractions or activities that provide high levels of visitors' satisfaction. Understanding the behaviours associated with sport tourism niche markets is important because tourist behaviours may generate positive and/or negative social impacts that are felt by members of the host community. By understanding and responding to sport tourist behaviours effectively, Malaysia may achieve a competitive advantage in the rapidly expanding Sports Tourism field.

Hopefully, this analysis will provide practical benefits in the form of advice, recommendations, guidelines and standards to develop manpower that can have a demonstrable effect on the efficiency, effectiveness, reliability and quality of the sports tourism. The valuable data and information could be shared and provided among industrial players, government of Malaysia and also NGO's to improve their competency in their scope of work as well as to raise the level of awareness among industries.

Endowed with strong government support and a substantial human resource, this sector could expand by close cooperation between government, NGO's and the public.

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**ANNEX 1: MALAYSIAN OCCUPATIONAL SKILLS
QUALIFICATION (MOSQF) LEVEL
DESCRIPTOR**

MALAYSIAN OCCUPATIONAL SKILLS QUALIFICATIONS FRAMEWORK (MOSQF) LEVEL DESCRIPTOR

Level	Level Description
1	Achievement at this level reflects the ability to use relevant knowledge, skills and procedures to complete routine and predictable tasks that include responsibility for completing tasks and procedures subject to direction or guidance .
2	Achievement at this level reflects the ability to select and use relevant knowledge, ideas , skills and procedures to complete well-defined tasks and address straightforward problem . It includes taking responsibility for completing tasks and procedures and exercising autonomy and judgment subject to overall direction or guidance.
3	Achievement at this level reflects the ability to identify and use relevant understanding , methods and skills to complete task and address problems that are well defined with a measure of complexity . It includes taking responsibility for initiating and completing tasks and procedures as well as exercising autonomy and judgments within limited parameter . It also reflects awareness of different perspectives or approaches within an area of study or work.
4	Achievement at this level reflects the ability to identify and use relevant understanding, methods and skills to address problems that are well defined but complex and non-routine . It includes taking responsibility for overall courses of action as well as exercising autonomy and judgment within fairly broad parameters . It also reflects under-standing of different perspective or approaches within an area of study or work.
5	Achievement at this level reflects the ability to identify and use relevant understanding, methods and skills to address broadly-defined, complex problems . It includes taking responsibility for planning and developing courses of action as well as exercising autonomy and judgment within broad parameters. It also reflects understanding of different perspectives, approaches or schools of thought and the reasoning behind them .

**MALAYSIAN OCCUPATIONAL SKILLS QUALIFICATIONS FRAMEWORK (MOSQF) LEVEL
DESCRIPTOR (continued)**

6	Achievement at this level reflects the ability to refine and use relevant understanding, methods and skills to address complex problems that have limited definition . It includes taking responsibility for planning and developing courses of action that are able to underpin 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 .
7	Achievement at this level reflects the ability to reformulate and use relevant understanding, methodologies and approaches to address problematic situations that involve many interacting factors. It includes taking responsibility for planning and developing courses of action that initiate or underpin substantial change or development, as well as exercising broad autonomy and judgment. It also reflects an understanding of theoretical and relevant methodological perspectives and how they affect their area of study or work .
8	Achievement at this level reflects the ability to develop original understanding and extend an area of knowledge or professional practice. It reflects the ability to address problematic situations that involve many complexes, interacting factors through initiating, designing and undertaking research, development or strategic activities. It involves the exercise of broad autonomy, judgement and leadership in sharing responsibility for the development of a field of work or knowledge, or for creating substantial professional or organisational change. It also reflects a critical understanding of relevant theoretical and methodological perspectives and how they affect the field of knowledge or work.

**ANNEX 2: LIST OF PANELS AND FACILITATOR OF
SPORTS TOURISM OCCUPATIONAL
ANALYSIS DEVELOPMENT**

**LIST OF PANELS OF SPORTS TOURISM
OCCUPATIONAL ANALYSIS DEVELOPMENT**

No.	Name	Organization
1	Dr. Aminudin Bin Abu	Senior Lecturer Malaysia-Japan International Institute of Technology, UTM International Campus
2	Dr. Nor'ain Bte Othman	Deputy Dean Research and Industry Network Faculty of Hotel & Tourism Management, UiTM
3	Dr. Solha Bte Husin	Sport Management Coordinator Universiti Malaya
4	Mr. Ahmad Kamil Bin Mohamed	President Malaysia Sports Tourism Council
5	Mr. Azman Bin Maarof	Assistant Director Ministry of Youth and Sports
6	Ms. Azura Zainol Bte Abidin	Project Executive Malaysia Convention & Exhibition Bureau
7	Mr. Hairul Lail Bin Ismail	Lecturer Malaysia-Japan International Institute of Technology, UTM International Campus
8	Ms. Rezian-na Bte Kasim	Senior Lecturer Faculty of Sports Science & Recreation Universiti Teknologi MARA (UiTM)
9	Mr. Muhammad Faris Bin Othman A. Rashid	Head Professional A' Famosa Golf Resort
10	Mr. Azhar Bin Ismail	Director of Sport Development Limkokwing University of Creative Technology
11	Ms. Ivin Mercy A/P Jayabalan	Assistant Secretary Tourism Services Division Ministry of Tourism Malaysia

**LIST OF PANELS OF SPORTS TOURISM
OCCUPATIONAL ANALYSIS DEVELOPMENT(continued)**

No.	Name	Organization
12	Mr. Irwan Bin MdAzahar	Manager Layang Adventure Sdn Bhd
13	Mr. AinulJamilus Bin Ahmad	Sport Officer UniversitiTeknologi Malaysia (UTM) Skudai
14	Mr. Putra Hilmy Bin Elias	Deputy Director Industry Development Division Ministry of Tourism Malaysia
15	Mr. Ismady Norsyam Bin Ishak	Program Coordinator REDTMA Recreation Sport Centre
16	Ms. Noor Huda BteHj Muslim	Manager The Mines Golf Resort

**LIST OF FACILITATOR OF SPORTS TOURISM
OCCUPATIONAL ANALYSIS DEVELOPMENT**

Facilitator

Y.M Engku Mohd Azmi Bin Dato' Engku Hatim

Co-Facilitator

Ms. Siti Wafiah Bte Zahari

Proofreader

Ms. Safura Bte Abdul Rahman

**ANNEX 3: OCCUPATIONAL DESCRIPTIONS FOR
SPORTS TOURISM**



SPORTS TOURISM

LEVEL 3

SPORTS EVENT ADMINISTRATION & FINANCE COORDINATOR

A Sports Event Administration & Finance Coordinator is designated to administer and coordinate sports tourism events which include handling participant entries for sports tourism event, preparing and coordinating events operation, coordinating reception of dignitaries and coordinating sports event officials.

A Sports Event Administration & Finance Coordinator will be able to:

1. handle participant entries for sports tourism event;
2. prepare & coordinate ceremonies involve in the event;
3. coordinate events operation such as tabulation of result and computer scores;
4. coordinate reception of dignitaries;
5. coordinate sports event officials such as umpires, referee and marshals; and
6. carry out finance duty and task (handle petty cash and filing).



SPORTS TOURISM

LEVEL 3

SPORTS EVENT MARKETING COORDINATOR

A Sports Event Marketing coordinator is designated to administer and coordinate marketing activities for sports tourism events such as handling liaison with media for sports tourism event, coordinating publicity and advertisement activities, preparing media kits and carrying out sponsorship liaison.

A Sports Event Marketing Coordinator will be able to:

1. handle liaison with media for the sports tourism event;
2. coordinate publicity and advertisement activities for sports tourism event;
3. coordinate promotional events for the sports tourism event;
4. prepare media kits;
5. prepare give-aways and merchandising for sports tourism event;
6. carry out sponsorship liaison; and
7. prepare outfitting of volunteers.



SPORTS TOURISM

LEVEL 3

SPORTS EVENT OPERATION COORDINATOR

A Sports Event Operation Coordinator is designated to coordinate and effectively plan logistic preparation for sports tourism events such as providing logistic support, coordinating transportation requirements, handling and maintaining vehicles, coordinating event venue and coordinating food and beverages for the event.

A Sports Event Operation Coordinator will be able to:

1. provide logistical support on sports tourism event;
2. coordinate transportation requirements for sports tourism event;
3. handle and maintain company's vehicles;
4. handle signage for sports tourism event/programs;
5. coordinate venue bookings for the sports tourism event;
6. coordinate and handle equipment (sound system, audio visual aids and etc);
7. coordinate food and beverage for sports tourism event;
8. handle purchasing of tools, equipment and materials for event;
9. handle technical group;
10. evaluate technical requirement (facilities-fax, internet and office equipment); and
11. liaise with local authority on licensing of the event.



SPORTS TOURISM

LEVEL 4

SPORTS EVENT EXECUTIVE

A Sports Event Executive is designated to prepare event reports, supervise and coordinate the activities of the coordinators as well as subcontractors, provide guidance and information pertaining to the event to the clients, ensure the event venue is ready on time, schedule events and coordinate appointments.

A Sports Event Executive will be able to:

1. prepare event reports;
2. supervise and coordinating the activities of the coordinators as well as subcontractors;
3. provide guidance and information pertaining to the event to the clients;
4. prepare the event budget;
5. ensure that quality client/customer standards are upheld at all times;
6. inspect the event venue is ready on time; and
7. schedule events and coordinate appointments.



SPORTS TOURISM

LEVEL 5

SPORTS EVENT ASSISTANT MANAGER

A Sports Event Assistant Manager is designated to plan, organise, promote, facilitate and coordinate different types of events, manage human resources development and human resources management, prepare event contract, monitor and coordinate the timeline of an event and ensure that all contractual obligations are met.

A Sports Event Assistant Manager will be able to:

1. plan, organize, promote, facilitate and coordinate different types of events;
2. liaise with the client to ensure that their needs are effectively met;
3. manage human resources development and human resources management;
4. create and revise plans and layouts for different events;
5. prepare event contracts;
6. manage corporate affairs communication;
7. monitor and coordinate the timeline of an event;
8. negotiate and implement creative and highly successful marketing campaigns;
9. ensure that all contractual obligations are met; and
10. assist in budget preparation.



SPORTS TOURISM

LEVEL 6

SPORTS EVENT MANAGER

A Sports Event Manager is designated to manage revenue management, prepare budget report, manage human resources development & human resources management, plan business management, develop product & services, facilities and manage corporate affairs communications.

A Sports Event Manager will be able to:

1. manage revenue management;
2. prepare budget report;
3. manage human resources development and human resources management;
4. plan business management;
5. develop product and services & facilities;
6. manage corporate affairs communication;
7. negotiate and implement creative and highly successful marketing and campaigns;
and
8. adhere to company standard operating procedure.



SPORTS TOURISM

LEVEL 7

SPORTS EVENT GENERAL MANAGER

A Sports Event General Manager is designated to approve contract business management, human resources development & human resources management, prepare budget report, monitor corporate marketing & communication and provide sports event consultancy services.

A Sports Event General Manager will be able to:

1. approve contract business management;
2. approve human resources development & human resources management;
3. analyse and approve budget report;
4. monitor corporate marketing & communication;
5. provide sports event consultancy services;
6. act as represented of the destinations at trade shows and events;
7. manage corporate affairs communication;
8. follow company standard operating procedure;
9. set Key Performance Indicator (KPI) for the events; and
10. provide recommendation and solution on performance gaps to subordinate.



HOSPITALITY AND TOURISM (SPORTS TOURISM)

NATIONAL COMPETENCIES STANDARD (NCS)

SPORTS TOURISM CENTRE MANAGEMENT

Sports Tourism Centre Management Competencies including planning, scheduling and managing sports tourism event; carrying out manpower planning, designing and promoting sports tourism activities and establishing Emergency Response Plan (ERP) for the sports tourism event/programmes.

In particular he/she:

1. establishes Occupational Safety and Health (OSH) procedures for sports tourism activities;
2. plans, schedules and manages sports tourism program/event;
3. plans manpower requirement for sports tourism activities;
4. incorporates government policies in performing his/her responsibilities ;
5. establishes Emergency Response Plan (ERP);
6. carries out designing and promoting sports tourism activities;
7. carries out advertisement and promotion of sports tourism activities for the club or centre; and
8. carries out training program or coaching in sports activities.