SKILLS FRAMEWORK FOR FINANCIAL SERVICES
SKILLS MAP - HEAD OF SALES AND DISTRIBUTION/HEAD OF COVERAGE

Sector	Financial Services
Track	Sales, After Sales, Distribution and Relationship Management
Occupation	Sales and Distribution Specialist
Job Role	**Head of Sales and Distribution/Head of Coverage**
Job Role Description	The Head of Sales and Distribution/Head of Coverage is responsible for the management and performance of the sales teams, and focuses on driving acquisition and management of clients through market identification. He/She fulfils client needs by providing financial solutions that meet client objectives, focusing on differentiating the organisation from its competitors. He is also responsible for developing and growing the sales teams. The Head of Sales and Distribution/Head of Coverage possesses excellent communication skills across a variety of methods. He is an inspiring leader and able to motivate those around him. He has an extensive network, and may have to spend a significant portion of his time engaging clients outside of the office. He ensures that sufficient resources are available for the team to deliver quality service to their clients. He thinks strategically and weighs the risk and return scenarios in various situations.

Critical Work Functions and Key Tasks / Performance Expectations

Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
Acquire and manage clients	Drive identification of new markets for client acquisition and prioritise markets based on organisation strategies	If role is scoped to provide advice directly to customers on investment strategies that cover dealings in securities, futures, collective investment schemes, REITs, funds and/or capital markets, Capital Markets and Financial Advisory Services (CMFAS) certification is required. Relevant modules include but are not limited to: 1A, 1B, 2A, 3, 4A, 4B, 5, 6, 6A, 8, 8A, 10
	Lead market research initiatives to improve financial analysis and promote enhanced client presentation capabilities	
Specific to Asset Management Acquire and manage clients	Define organisation strategies for building relationships and networks to secure Requests for Proposal (RFPs) and strengthen distribution network	
Specific to Investment Banking Acquire and manage clients	Ensure client onboarding and acceptance checks including Know Your Customer (KYC) and Anti-Money Laundering (AML) are done in adherence to organisation and regulatory guidelines	
	Develop client information and documentation processes to ensure accuracy and efficiency	
Determine clients' needs	Oversee client pipelines based on clients' profiles	
	Formulate strategies for team members to perform client financial needs analysis in alignment with industry standards	
Recommend solutions to clients	Drive innovation within the team to identify financial solutions for clients that are differentiated from competitors	
	Spearhead initiatives for collaboration across business units to identify the best financial solutions for clients	
	Establish best practices for proposal development and pitches to clients	
Manage sales team's performance targets	Provide feedback, coaching and mentoring to team members	
	Design Key Performance Indicators (KPIs) using a balanced scorecard approach	
	Attract and retain talent to grow and strengthen capabilities of sales teams	
Specific to Asset Management Manage sales team's performance targets	Set activity and revenue targets as well as other business planning activities for the team	
Specific to Investment Banking Manage sales team's performance targets	Set activity and revenue targets for the team	

Skills and Competencies

Technical Skills and Competencies		Generic Skills and Competencies (Top 5)	
Channel Management	Level 5	Leadership	Advanced
Customer Acquisition Management	Level 5	Transdisciplinary Thinking	Advanced
Customer Relationship Management	Level 5	Problem Solving	Advanced
Ethical Culture	Level 5	Decision Making	Advanced
Networking	Level 5	Resource Management	Advanced
People Performance Management	Level 5		
Proposal Management	Level 5		
Sales Strategy	Level 5		
Sales Target Management	Level 5		

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	Stakeholder Management	Level 5		
	Specific to Asset Management			
	Product Advisory	Level 5		
	Strategy Planning	Level 5		
	Specific to Investment Banking			
	Customer Acceptance Checking and Onboarding	Level 4		
Programme Listing	For a list of Training Programmes available for the Financial Services sector, please visit: www.skillsfuture.sg/skills-framework/financial-services			

The information contained in this document serves as a guide.