

| SKILLS FRAMEWORK<br>SKILLS MAP - Job Role                        |  |   |   |
|--|--|---|---|
| Sector   | Retail   |   |   |
| Track  | Merchandising  |   |   |
| Occupation   | Director   |   |   |
| Job Role   | Merchandising Director   |   |   |
| Job Role Description   | <p>The Merchandising Director drives the organisation's merchandising strategies and plans. He/she spearheads product development efforts and private label and/or house brand strategies through strong strategic partnerships. He is also responsible for directing category management and product assortments, as well as budget forecasting for the merchandising function.</p> <p>He operates in a rapidly transforming business environment and functions through his understanding of consumers' preferences, market trends and industry landscape to drive optimal product mix in accordance to the organisation's strategies.</p> <p>He is an astute, aspiring leader who is able to negotiate strategically. He possesses an acute sense of consumer, market and industry trends.</p> |   |   |
| Critical Work Functions and Key Tasks / Performance Expectations | Critical Work Functions  | Key Tasks   | Performance Expectations (For legislated / regulated occupations) |
|  | Drive merchandising strategies   | Direct merchandising and product strategies with business strategies                                  |   |
|  |  | Drive trends in market to generate category demands   |   |
|  |  | Establish overall product category mix and pricing strategies   |   |
|  | Drive shopper marketing  | Develop vision and strategies for shopper insights and shopper marketing                              |   |
|  |  | Identify and align shopper insights and value proposition per shopper cluster and/or product category |   |
|  |  | Identify knowledge gaps in digital shopper space  |   |
|  |  | Guide development of experimentation plans that focus on highest value opportunities                  |   |
|  |  | Align shopper marketing strategies with relevant stakeholders   |   |
|  |  | Evaluate shopper marketing strategies   |   |
|  | Drive category management and product assortments  | Lead development of category management and/or product assortment strategies                          |   |
|  |  | Set price positioning direction   |   |
|  |  | Set category performance expectations and guidelines  |   |
|  |  | Establish Key Performance Indicators (KPIs) to evaluate category management and product assortment    |   |
|  |  | Drive product promotion strategies  |   |
|  | Drive product development  | Formulate new product development plans and roadmaps  |   |
|  |  | Evaluate new product ideas  |   |
|  |  | Endorse new product formulation   |   |
|  | Drive private label and/or housebrand  | Lead development of private label and/or housebrand strategies  |   |
|  |  | Set price positioning direction   |   |
|  |  | Set private label and/or housebrand performance expectations and guidelines                           |   |
|  |  | Drive private label and/or housebrand promotion strategies  |   |
|  | Direct budget forecasting and utilisation  | Formulate budgetary assumptions and scenarios   |   |
|  |  | Allocate budget by categories   |   |
| Establish budget management principles and limits                |  |   |   |
| Foster strategic partnerships                                    | Formulate partnership cultivation plan   |   |   |
|  | Establish and maintain strategic business partner relationships  |   |   |
|  | Set guidelines and establish terms of trade agreements with partners   |   |   |
|  | Review and establish relationship with new strategic partners  |   |   |

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| Occupation                                | Director  |         |                               |          |
| Job Role                                  | Merchandising Director  |         |                               |          |
| Manage teams                              | Encourage workforce diversity   |         |                               |          |
|   | Review organisational talent capabilities   |         |                               |          |
|   | Develop high potential employees  |         |                               |          |
|   | Engage and support managers   |         |                               |          |
|   | Translate organisational strategic priorities into plans  |         |                               |          |
|   | Influence stakeholders to pursue actions which support achievement of the organisation's strategic priorities |         |                               |          |
|   | Mentor line managers  |         |                               |          |
| Champion service innovation               | Innovate customer experience  |         |                               |          |
| Skills & Competencies                     | Technical Skills & Competencies   |         | Generic Skills & Competencies |          |
|   | Business Environment Analysis   | Level 5 | Leadership                    | Advanced |
|   | Business Negotiation  | Level 5 | Decision Making               | Advanced |
|   | Business Operational Planning   | Level 5 | Global Mindset                | Advanced |
|   | Business Opportunities Development  | Level 5 | Problem Solving               | Advanced |
|   | Business Performance Management   | Level 5 | Communication                 | Advanced |
|   | Business Relationship Building  | Level 5 |                               |          |
|   | Business Risk Assessment  | Level 5 |                               |          |
|   | Category Management   | Level 5 |                               |          |
|   | Category Marketing  | Level 5 |                               |          |
|   | Compliance with Legal Regulations   | Level 5 |                               |          |
|   | Conflict Management   | Level 5 |                               |          |
|   | Consumer Intelligence Analysis  | Level 5 |                               |          |
|   | Crisis Management   | Level 5 |                               |          |
|   | Customer Behaviour Analysis   | Level 5 |                               |          |
|   | Customer Experience Innovation  | Level 5 |                               |          |
|   | Data Analytics  | Level 5 |                               |          |
|   | Demand Analysis   | Level 5 |                               |          |
|   | Financial Analysis  | Level 5 |                               |          |
|   | Financial Budget Planning and Management  | Level 5 |                               |          |
|   | House Brand Development   | Level 5 |                               |          |
|   | Innovation Management   | Level 5 |                               |          |
|   | Infographics and Data Visualisation   | Level 5 |                               |          |
|   | Inventory Control   | Level 5 |                               |          |
|   | Intellectual Property Management  | Level 5 |                               |          |
|   | Knowledge Management  | Level 5 |                               |          |
|   | Market Research   | Level 5 |                               |          |
|   | Market Trend Analysis   | Level 5 |                               |          |
|   | Merchandise Buying  | Level 5 |                               |          |
|   | Merchandise Performance Analysis  | Level 5 |                               |          |
|   | Organisational Alignment and Interdependency Analysis   | Level 5 |                               |          |
|   | Organisational Planning and Target Setting  | Level 5 |                               |          |
|   | Organisational Strategy Formulation   | Level 5 |                               |          |
| People Development                        | Level 5   |         |                               |          |
| Personal Effectiveness                    | Level 5   |         |                               |          |
| Process Improvement                       | Level 5   |         |                               |          |
| Product Costing and Pricing               | Level 5   |         |                               |          |
| Product Development                       | Level 5   |         |                               |          |
| Quality Assurance                         | Level 5   |         |                               |          |
| Shopper Marketing Campaign Management     | Level 5   |         |                               |          |

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| <b>Occupation</b>                         | Director   |         |  |  |
| <b>Job Role</b>                           | Merchandising Director   |         |  |  |
|   | Stakeholder Management   | Level 5 |  |  |
|   | Supplier Performance   | Level 5 |  |  |
|   | Supplier Sourcing  | Level 5 |  |  |
|   | Supply Chain Operational Costing   | Level 5 |  |  |
|   | Vision Leadership  | Level 5 |  |  |
|   | Workplace Communications   | Level 5 |  |  |
|   | Workforce Diversity and Harmony  | Level 5 |  |  |
| <b>Programme Listing</b>                  | For a list of Training Programmes available for the Retail sector, please visit <a href="http://www.skillsfuture.sg/skills-framework/retail">www.skillsfuture.sg/skills-framework/retail</a> |         |  |  |

The information contained in this document serves as a guide.