

SKILLS FRAMEWORK SKILLS MAP - Job Role					
Sector	Retail				
Track	Retail Operations				
Occupation	Director				
Job Role	Operations Director/Retail Manager/Operations Manager				
Job Role Description	<p>The Operations Director/Retail Manager/Operations Manager drives the realisation of the business strategies by developing business opportunities, fostering relationships with stakeholders and establishing operations and service excellence standards. He/she is also responsible for driving the organisation's innovation and productivity aspirations.</p> <p>He operates in a rapidly transforming business environment and functions through his understanding of customers' preferences, operational activities and industry landscape to enhance sales performance, operations and service level.</p> <p>He is a resourceful, forward-thinking leader who is able to multi-task effectively. He is able to aspire a large retail workforce.</p>				
Critical Work Functions and Key Tasks / Performance Expectations	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)		
			Develop business opportunities	Contribute to formulation of organisational vision, mission and values	
				Evaluate local and international business environment and landscape	
				Facilitate management team's involvement in development of organisation or business unit strategies	
				Develop business continuity strategies, policies and plans	
				Develop market entry business strategies	
				Develop franchise business plans for organisational growth	
				Manage risks across business units	
	Drive real estate and building infrastructure expansion plans				
	Develop strategies to comply with corporate governance requirements				
	Drive service excellence	Champion a service excellence ethos			
		Strategise service operations			
		Strategise workforce for service excellence			
		Drive customer loyalty for service excellence			
		Drive service quality and customer satisfaction			
		Drive branding and communication for service excellence			
		Evaluate organisation for business excellence			
	Drive operational excellence	Develop a service recovery framework			
		Develop operational plans to support achievement of organisational and business function strategies			
		Direct management of crisis situations			
		Evaluate technologies and processes to improve operational performance			
		Develop budget			
		Evaluate business unit's financial performance			
		Conduct functional analysis for the organisation			
	Drive innovation and productivity aspirations	Drive enterprise resource planning system			
		Champion service innovation culture			
		Develop productivity road map			
Drive a culture that encourages productivity and innovation					
		Evaluate effectiveness of implemented innovation and productivity initiatives			

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	Manage teams	Innovate customer experience		
		Develop organisational talent capability		
		Encourage workforce diversity		
		Influence management and organisation decision making		
		Provide guidance and direction to managers		
	Foster relationships with stakeholders	Develop and maintain business and professional networks		
		Direct negotiation policy and develop negotiation limits		
		Identify and establish internal and external stakeholder relationships		
		Manage conflict		
		Strategise partners for service excellence		
Skills & Competencies	Technical Skills & Competencies		Generic Skills & Competencies	
	Business Continuity Management	Level 5	Leadership	Advanced
	Business Continuity Planning	Level 5	Communication	Advanced
	Business Negotiation	Level 5	Decision Making	Advanced
	Business Environment Analysis	Level 5	Resource Management	Advanced
	Business Excellence	Level 5	Developing People	Advanced
	Business Operational Planning	Level 5		
	Business Opportunities Development	Level 5		
	Business Performance Management	Level 5		
	Business Relationship Building	Level 5		
	Business Risk Assessment	Level 5		
	Compliance with Legal Regulations	Level 5		
	Conflict Management	Level 5		
	Corporate Governance	Level 5		
	Crisis Management	Level 5		
	Customer Experience Innovation	Level 5		
	Customer Experience Management	Level 5		
	Customer Loyalty	Level 5		
	Data Analytics	Level 5		
	Data-Mining and Modelling	Level 4		
	Drive Productivity and Innovation	Level 5		
	Financial Analysis	Level 5		
	Financial Budget Planning and Management	Level 5		
	Franchise Management	Level 5		
	Functional Analysis	Level 5		
	Infographics and Data Visualisation	Level 4		
	Interviewing	Level 5		
	Inventory Control	Level 5		
	Intellectual Property Management	Level 5		
	Knowledge Management	Level 4		
	Manage Change	Level 5		
	Market Entry Strategy Formulation	Level 5		
Market Research	Level 5			
Market Trend Analysis	Level 5			
Organisation Evaluation for Business Excellence	Level 5			
Organisational Alignment and Interdependency Analysis	Level 5			
Organisational Analysis	Level 5			

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	Organisational Planning and Target Setting	Level 5		
	Organisational Relationship Building	Level 5		
	Organisational Strategy Formulation	Level 5		
	Organisational Vision, Mission and Values Formulation	Level 5		
	People and Relationship Management	Level 5		
	People Development	Level 5		
	Personal Effectiveness	Level 5		
	Policy Implementation and Revision	Level 5		
	Process Improvement	Level 5		
	Products and Services Promotions	Level 5		
	Productivity Improvement	Level 5		
	Property and Infrastructural Planning	Level 5		
	Retailing and the Economy	Level 5		
	Service Brand	Level 5		
	Service Challenges	Level 5		
	Service Excellence	Level 5		
	Service Information and Results	Level 5		
	Service Innovation	Level 5		
	Service Innovation Culture	Level 5		
	Service Leadership	Level 5		
	Service Partnerships	Level 5		
	Service Planning and Implementation	Level 5		
	Stakeholder Management	Level 5		
	Store Facilities and Housekeeping	Level 5		
	Store Security Policy	Level 5		
	Systems Thinking Application	Level 5		
Vision Leadership	Level 5			
Workplace Communications	Level 5			
Workforce Diversity and Harmony	Level 5			
Programme Listing	For a list of Training Programmes available for the Retail sector, please visit www.skillsfuture.sg/skills-framework/retail			

The information contained in this document serves as a guide.