

**SKILLS FRAMEWORK FOR TOURISM
SKILLS MAP - SALES MANAGER**

Sector	Tourism	
Sub-Sector	Attractions/Meetings, Incentives, Conferences and Exhibitions/Tour and Travel Services	
Track	Business Development, Sales, Sponsorships and Marketing	
Occupation	Sales Professional	
Job Role	Sales Manager	
Job Role Description	<p>The Sales Manager is responsible for managing the organisation's sales growth. By analysing client segmentation and competitor landscape, he/she develops sales strategies. He also recommends plans to expand sales channels and network. He supports lead generation and business negotiations to acquire sales for the organisation, and provides recommendations to customer service and relationship models to increase client acquisition and boost retention.</p> <p>Innovative and resourceful, he demonstrates initiative in identifying new opportunities and converting them into actual sales. He builds good rapport with new and existing clients by pro-actively anticipating clients' needs and identifying business solutions to meet those needs.</p> <p>He commutes frequently to maintain rapport with potential and existing clients, and networks extensively outside of the office to stay in close contact with key industry stakeholders.</p>	
	Critical Work Functions	Key Tasks
	Develop sales strategies	Develop measures to strengthen client portfolio based on client segmentation
		Analyse data and intel on competitor landscape and customer demand to identify sales opportunities
		Propose sales channels and network expansion plans
		Communicate and review sale teams' sales performance metrics against key performance indicators
		Propose recommendations to allocation and formation of sales teams
		Develop sales strategies to align with client segmentation, competitor analysis and overall corporate strategies
	Create sales opportunities	Participate in relevant industry events for networking and lead generation
		Qualify sales leads
		Manage sales channels and database of sales leads
	Acquire sales accounts	Develop consultative selling techniques to identify clients' needs
		Develop upselling techniques and strategies
		Review recommendations of products and services to match clients' needs
		Handle complex customer enquiries
		Prepare and present sales proposals to clients
		Conduct negotiation of sales agreements
		Lead follow-up with clients to close sales
	Manage client relationships	Develop actions for clients' requests that deviate from signed sales agreements

Critical Work Functions and Key Tasks			Facilitate organisational responses to client dissatisfaction of products and services delivery			
			Develop measures to enhance client retention and loyalty based on analysis of customer data and purchasing behaviour			
			Communicate customer feedback and market sentiments to relevant internal stakeholders to enhance products and services			
	Support human resource, technology and/or finance operations		Propose department's financial budgets for management approval			
			Manage financial budgets in accordance with departmental work plans			
			Develop corporate governance measures			
			Provide on-the-job training to subordinates			
			Conduct recruitment interviews			
			Evaluate how latest technology trends can be leveraged to improve productivity and innovation			
			Evaluate how workplace technology approaches can be revised based on feedback from employees			
			Specific to Attractions and Meetings, Incentives, Conferences and Exhibitions (MICE)			
	Manage event sales		Communicate guidelines and parameters for event sales to subordinates			
			Consult relevant internal stakeholders on feasibility and suitability of clients' event requests and requirements			
			Manage clients' expectations of events			
			Supervise site visits for clients			
			Collaborate with relevant internal stakeholders to enhance product and service offerings			
	Specific to Tour and Travel Services					
	Secure individual leisure sales		Supervise prospective customer engagements at travel tradeshows and exhibitions			
			Communicate pricing guidelines for leisure travel sales			
			Manage Point Of Sale (POS) account consolidation			
			Technical Skills and Competencies		Generic Skills and Competencies (Top 5)	
	Budgeting		Level 4		Communication	Advanced
	Business Data Analysis		Level 4		Problem Solving	Intermediate
	Business Negotiation		Level 4		Teamwork	Intermediate
	Business Performance Management		Level 4		Decision Making	Intermediate
	Contract Development and Management		Level 4		Interpersonal Skills	Advanced
	Corporate Governance		Level 4			
Customer Acquisition Management		Level 4				

Skills and Competencies	Customer Behaviour Analysis	Level 4
	Customer Loyalty and Retention Strategy Formulation	Level 4
	Customer Relationship Management	Level 4
	Demand Analysis	Level 4
	Financial Planning and Analysis	Level 4
	Financial Management	Level 4
	Learning and Development	Level 4
	Manpower Planning	Level 4
	Market Research	Level 4
	Networking	Level 4
	Organisational Vision, Mission and Values Formulation	Level 4
	Proposal Writing	Level 4
	Resource Management	Level 4
	Sales Closure	Level 4
	Sales Target Management	Level 4
	Service Excellence	Level 4
	Stakeholder Management	Level 4
	Strategy Implementation	Level 4
	Strategy Planning	Level 4
	Succession Planning	Level 4
Technology Application	Level 4	
Technology Scanning	Level 4	
Tourism and Economic Development	Level 4	
Programme Listing	For a list of Training Programmes available for the Tourism sector, please visit www.skillsfuture.sg/skills-framework/tourism	

The information contained in this document serves as a guide.