Skills Framework for Retail

A Guide to Occupations and Skills

SKILLS*future* SG

WSg Workforce Singapore

SPRiNG singapore *Enabling Enterprise*

An initiative of
SKILLS*future*

Contents

About the Skills Framework

The Skills Framework is a SkillsFuture initiative developed for the Singapore workforce to promote skills mastery and lifelong learning. Jointly developed by SkillsFuture Singapore, Workforce Singapore and SPRING Singapore, together with employers, industry associations, education and training providers and unions, the Skills Framework for Retail provides useful information on:

1 Sector and Employment Opportunities

2 Career Pathways

3 Occupations and Job Roles

4 Existing and Emerging Skills

5 Training Programmes for Skills Upgrading and Mastery
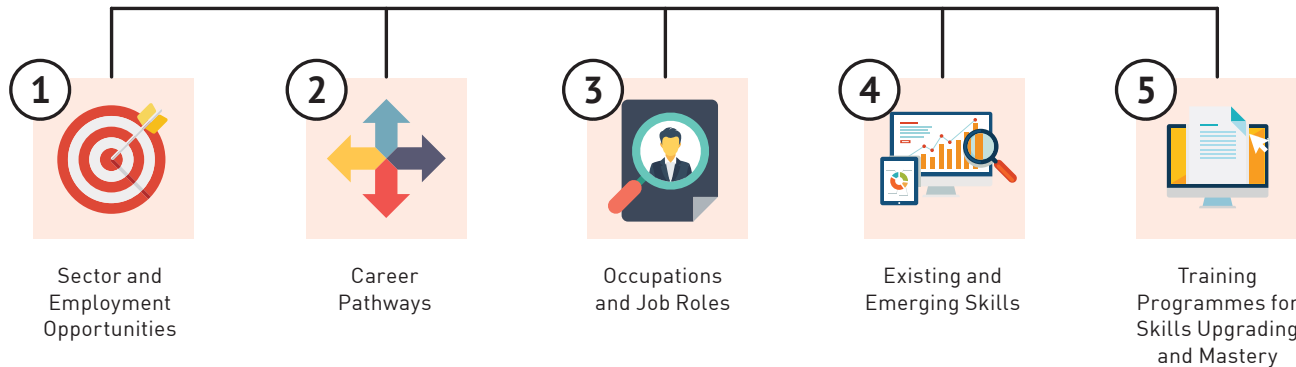
With the Skills Framework, individuals are equipped to make informed decisions about career choices, as well as take responsibility for skills upgrading and career planning.
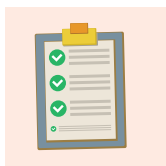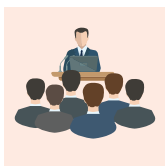

Assess Career Interests	Prepare for Desired Jobs	Find Avenues to Close Skills Gap	Renew, Upgrade and Deepen Skills
• Discover employment opportunities • Understand career pathways • Recognise personal attributes required	• Understand skills and competencies required	• Identify relevant training programmes to equip oneself with the required skills and competencies • Participate in on-the-job training opportunities provided by companies	• Plan for career development/transition • Recognise skills and competencies required for the intended job role • Identify training programmes to upgrade and deepen skills

The Evolving Retail Landscape

Contributing 1.4% to Singapore's Gross Domestic Product (GDP) with $33 billion in operating receipts and employing 170,000 employees nationwide, retail is a key sector in Singapore's economy. Comprising six sub-sectors, the local retail sector includes a good mix of both international and local enterprises that provide consumers with a wide variety of product offerings.

Recognising the need to stay competitive, the Retail Industry Transformation Map was announced in 2016 with key strategies to propel the sector forward. With this, retailers can look to strengthen their enterprise capabilities to increase their productivity, and make their presence felt in the global arena with a more vibrant sector supported by a skilled workforce.

Factors that affect the sector include new digital technologies, a growing e-commerce market and overseas market opportunities. The rapidly growing Internet Retailing market, as illustrated below, is likely to become a key sales channel for the sector. Therefore, as the environment becomes increasingly competitive, retailers need to adapt to the evolving landscape by innovating and upskilling their employees. This will enable them to face new challenges and leverage the growth opportunities, both locally and overseas.

Internet Retailing - A Growing Market

Year	2014	2015	2016	2017*	2018*	2019*	2020*	2021*
SGD Million	876.3	1,139.2	1,516.5	1,899.6	2,251.5	2,557.6	2,816.2	3,032.5

Source: Data provided by Euromonitor International http://www.euromonitor.com/
*Forecast value data in constant terms

The retail sector refers to retail trade excluding motor vehicles, petrol stations, hawkers and stall-holders. Employment data includes self-employed persons.

Source: Department of Statistics, 2015
Ministry of Manpower, 2015

Key Statistics

Six Main Sectors

Supermarket	Fashion and Sporting Goods
Consumer Electronics	Furniture and Household Products
Department Stores	Jewellery and Timepieces

KEY FIGURES

$33 billion in Retail Operating Receipts (2015)

1.4% Singapore's Gross Domestic Product (GDP) (2015)

170,000 Employees Nationwide (2015)

17,700 Enterprises (2015)

SECTOR COMPOSITION

17,700 Enterprises
- 2% Large retailers (i.e. with annual revenue of at least $10 million)
- 98% Small retailers

Retail Value-Added
- 63% Large retailers
- 37% Small retailers
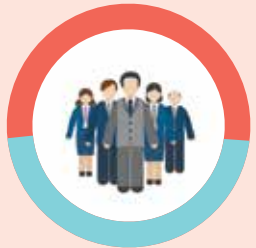
Employment
- 48% Large retailers
- 52% Small retailers

MANPOWER DISTRIBUTION

The retail sector is labour-intensive, with 80% of workers in Rank and File jobs and 79% in Front-of-House operations.

Front-of-House **79%** Back-of-House **21%**

	Front-of-House	Back-of-House
LEADERSHIP, MANAGERIAL, EXECUTIVE	4%	1%
TECHNICIAN AND ASSOCIATE PROFESSIONAL	10%	5%
RANK AND FILE	65%	15%

The retail sector refers to retail trade excluding motor vehicles, petrol stations, hawkers and stall-holders. Employment data includes self-employed persons.

Future Developments

Emerging Trends in the Retail Sector

The four major trends impacting the retail sector will give rise to a new set of skills and competencies in demand.

EMERGING TRENDS

Growing E-Commerce Market

Services such as 24-hour online shopping and international delivery reach out to a wide segment of consumers

Growing Consumer Expectations

Consumers are seeking new experiences, personalised shopping and seamless transitions across channels

Digitisation of Retail

New technologies increase productivity and enhance business operations and processes

Overseas Market Opportunities

New markets and opportunities are opening for Singapore retailers as consumers are now well-travelled and keenly aware of global trends

SKILLS IN DEMAND

- Content Management
- Data Analytics
- Blog and Vlog Deployment
- Infographics and Data Visualisation
- Inbound Marketing
- Social Media Management
- Paid Search Engine Marketing
- User Interface and User Experience (UI and UX) Optimisation
- Search Engine Optimisation (SEO)
- Delivery Optimisation
- Affiliate Marketing
- Order Fulfilment and Returns Processing
- Mobile Apps Marketing

Desired Attributes of Retail Talents

The retail sector attracts talents with the following attributes.

Service-oriented
Strong service mindset to create a positive experience for customers

Confident Communicator
Energetic and well-spoken, with a likeable, relatable and persuasive communicative style to establish quick rapport with others

Detail-oriented
Strong organisational and multi-tasking skills, with a meticulous eye for detail to handle a fast-paced environment

Team Player
Cooperative and able to work well with a diverse workforce, with the common goal of providing a differentiated shopping experience

Adaptable
Resilient with a positive attitude to take on exciting challenges in a fast-changing environment

Initiatives and Schemes

A wide range of initiatives and schemes has been designed to help you progress both horizontally and vertically, enabling you to take your career in retail further.

FOR INDIVIDUALS

Education and Career Guidance
Education and Career Guidance (ECG) is about equipping students, as well as adults, with the necessary knowledge, skills and values to make informed education and career decisions. With the help of trained ECG counsellors, students will be exposed to a wide range of education and career options, and given the opportunities to make informed post-secondary education choices.

Singaporeans in the workforce can benefit from career coaching, employability skills workshops, networking sessions and more through the Workforce Singapore (WSG) Career Centres and the Employment and Employability Institute (e2i).

Enhanced Internships
The Enhanced Internships are designed to provide students with a more meaningful internship experience through more structured learning and support at the workplace. Participating companies will work closely with the Institute of Technical Education (ITE) and polytechnics to deliver a positive and meaningful internship experience for their interns.

Skills-Based Modular Courses
A wide range of short, skills-focused modular courses relevant to industry needs to provide Singaporeans with more opportunities to acquire relevant skills.

SkillsFuture Credit
Credit of $500 for all Singapore Citizens aged 25 and above to defray costs for a wide range of skills-related courses to encourage skills development and lifelong learning.

SkillsFuture Earn and Learn Programme
SkillsFuture Earn and Learn is a work-learn programme designed to give graduates from the ITE and polytechnics a headstart in careers related to their discipline of study. Suitable candidates will be matched with a job related to their field of study and undergo structured on-the-job training and mentorship in participating companies, allowing them to gain industry experience and attain an industry-recognised certification concurrently.

SkillsFuture Fellowships
Monetary award of $10,000 to recognise Singapore Citizens with deep skills, who are champions of lifelong learning, and committed to contributing to the skills development of others.

Initiatives and Schemes

SkillsFuture Mid-Career Enhanced Subsidy
Singaporeans aged 40 and above will receive higher subsidies of up to 90% of course fees for over 8,000 SSG-supported courses and at least 90% of programme cost for Ministry of Education-subsidised full-time and part-time courses.

SkillsFuture Study Award
The monetary award of $5,000 enables adults in their early and mid-career to develop and deepen their skills in the retail sector.

FOR EMPLOYERS

SkillsFuture Employer Awards
The SkillsFuture Employer Awards is a tripartite initiative that recognises employers who have made significant efforts in investing in their employees' skills development and are strong advocates for SkillsFuture and building a lifelong learning culture in their workplace.

Capability Development Grant
Capability Development Grant (CDG) supports SMEs in engaging HR consultants to build their capabilities across key HR areas to attract, develop and retain their talent. CDG supports up to 70% funding for qualifying expenses such as consultancy, training, certification and equipment costs.

HR Diagnostic Tool
The HR Diagnostic tool is a starting point to assess how developed the SME's HR practices and processes are.

It provides a diagnosis of the state of the SME's HR practices and processes, identifies strengths and areas of improvement. It then recommends and prioritises solutions to enhance human capital capabilities for business growth.

SkillsFuture SME Mentors Programme
The SkillsFuture SME Mentors Programme aims to enhance the capabilities of SMEs in the area of learning and development. Qualified SkillsFuture SME Mentors will be deployed to SMEs on a 9-month mentoring programme to help diagnose learning and development gaps, provide guidance on developmental plans and upgrade the training capability of supervisors in SMEs.

FOR INDIVIDUALS & EMPLOYERS

MySkillsFuture
MySkillsFuture is a one-stop online portal that enables Singaporeans to chart their own career and lifelong learning pathways, through access to industry information and tools to search for training programmes to broaden and deepen skills. It incorporates the national Jobs Bank, presenting an integrated platform for users to access resources related to jobs, education and skills training.

P-Max
The Place-and-Train programme matches job-seeking Professionals, Managers, Executives and Technicians (PMETs) to suitable positions in SMEs, and assists SMEs to better recruit, train, manage and retain their newly-hired PMETs.

Professional Conversion Programme
The Professional Conversion Programme is a placement programme that assists PMETs in reskilling to switch careers, and take on new jobs that are in demand and in industries with good career prospects.

Career Support Programme
Singapore Citizen Professionals, Managers, Executives and Technicians (PMETs), who are made redundant and/or unemployed and actively looking for jobs for 6 months or more can take on new jobs paying $3,600 or more with training, to help them settle into the new job.

Reskilling for Jobs - Work Trial
Individuals can gain experience through a short term work trial and be offered employment where they can receive incentives of up to $5,100. Employers can assess a jobseeker's fit via a cost-free short term work stint before offering employment.

SME Talent Programme
The SME Talent Programme helps SMEs attract students from Universities, Polytechnics and the Institute of Technical Education (ITE) by providing funding for student internships and projects. SMEs may receive support for internships which have structured learning objectives aligned to SkillsFuture Enhanced Internship guidelines and include mentoring by supervisors. As a result, students can look forward to meaningful internships and higher monthly stipends.

Initiatives and Schemes by:

■ SkillsFuture Singapore	■ Workforce Singapore	■ SPRING Singapore

For more information on the initiatives and schemes, please visit
www.skillsfuture.sg | www.wsg.gov.sg | www.spring.gov.sg

Retail Career Tracks

BOUTIQUE

ORDER

RETAIL OPERATIONS

Retail Operations involves managing the day-to day functions of retail establishments. Areas of responsibilities include planning, managing and maintaining the retail store; protecting the store and merchandise; providing customer service; and coordinating the movement of goods and people within the store.

BRAND MANAGEMENT

Brand Management involves managing the tangible (e.g. price, packaging for product brands) and intangible (e.g. consumers' experience for service brands) characteristics of brands. A successful branding will help a retailer distinguish itself from the competition and stand out in the crowd.

MARKETING

The Marketing department is responsible for promoting the organisation's products and/or services to generate sales and growth. This includes creating various marketing strategies and planning promotional campaigns. They are also responsible for monitoring competitors' activities.

MERCHANDISING

Merchandising refers to the sourcing or development of products and/or services to meet the needs and wants of consumers. The Merchandising department works to ensure that the right merchandise arrives at the right place, at the right time, and at the right price.

E-COMMERCE (OMNI-CHANNEL)

E-Commerce allows the retailers to reach out to their consumers via various online platforms. Their consumers are able to shop for products and/or services online, anytime and anywhere. It provides a consistent shopping experience across various channels and manages the fulfilment and delivery of orders.

Realise Your Potential – Take The Next Step Forward

Now that you have some idea of what a career in the retail sector can offer and the available government initiatives and schemes to support your career goals, you are ready to take the next step!

NEW ENTRANTS

Use the Skills Framework for Retail to find out about careers in the sector

UNDERSTAND the career pathways and the attributes needed to take on a particular occupation in the sector

UNDERSTAND the skills and competencies required for the job role and identify relevant training programmes to help you become a qualified personnel

EXPERIENCED PROFESSIONALS

Use the Skills Framework for Retail to find out how to chart your career

PLAN for vertical career progression within the track that you are currently in, or for lateral career moves across the tracks

IDENTIFY skill gaps that you are lacking in your current or next job role

IDENTIFY relevant training programmes

TRAINING PROGRAMMES

Programmes that equip new entrants with skills and knowledge for specific occupations in the sector at their respective entry levels

Embark on your career in retail

Lifelong learning for skills deepening to meet existing and emerging demands of the sector

Programmes for experienced employees or individuals to broaden or deepen specific skills and knowledge for various occupations in the sector

For a list of training programmes available for the retail sector, please visit: **www.skillsfuture.sg/skills-framework**

Skills Maps

Front-of-House

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Back-of-House

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Merchandising	Pg 68 - 83	

E-Commerce (Omni-Channel)	Pg 84 - 99	

Retail Operations

Assistant Store Manager

Kanthimanti Subramaniam
Watsons Singapore

A RETAIL MAKEOVER

Kanthimanti's retail career is proof that vast opportunities open up for those passionate about the sector.

"Prior to joining Watsons, I had no experience in managing a retail store," shares Kanthimanti, but she did not let that stop her. In her current capacity as the Assistant Store Manager, she is responsible for assisting the Store Manager in overseeing a series of core duties to ensure that store operation runs smoothly.

To help her ease into her role, she received close supervision and coaching from the Store Manager. In addition, her assigned buddy, a more experienced staff, worked closely with her as she navigated and familiarised herself with the various aspects of store operations at Watsons.

"With the Skills Framework highlighting the emerging skills in the sector, both my organisation and I can now better prepare ourselves to gain an edge to ride the new wave."

The training, coupled with hands-on experience in her day-to-day work, built up her confidence and knowledge over time, allowing her to move comfortably into the leadership role of managing her own team. She then decided to pursue a Diploma in Retail Management, even with two Diplomas already under her belt, as she wanted to have greater insight into the sector to help her in her role.

"Retail is indeed a very dynamic sector that is constantly evolving," reflects Kanthimanti. "One needs to be equipped with new and relevant skills to keep pace with the ever-changing environment. I knew I had to constantly better myself and stay relevant in terms of knowledge and skills in order to advance my career."

As more and more retailers build their online presence, people in the sector need to be equipped with new skills and competencies, such as Delivery Optimisation and Consumer Intelligence Analysis, highlighted in the e-commerce track of the Skills Framework, in order to keep up with the evolving demands of their jobs," she says.

She does, however, acknowledge several challenges faced by the sector that also have an impact on her own career. "The presence of multiple online and offline players means stiffer competition," she says. This leads to a greater need to upgrade and differentiate – not just individually, but also for organisations as a whole. "With the Skills Framework highlighting the emerging skills in the sector, both my organisation and I can now better prepare ourselves to gain an edge to ride the new wave," says Kanthimanti.

"It is a nurturing and encouraging environment here at Watsons. My learning is always ongoing and will definitely be lifelong," she quips.

Sales Associate/Brand Associate

JOB DESCRIPTION

The Sales Associate/Brand Associate is responsible for achieving sales, delivering service and operations excellence. He/she also engages in innovation and productivity initiatives for the store. In order to drive seamless customer experience across channels, he handles order fulfilment processes for customers in store.

He operates in a fast-paced, diverse and customer-centric store environment. As the first point-of-contact in store, he serves as the ambassador of the organisation.

He is a highly motivated and service-oriented individual, communicates well, and thrives in a team environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Achieve sales	• Close sales • Conduct product demonstration • Document sales transactions • Handle after-retail sales services • Interact with customers • Provide advice on products and services • Sell products and services
	Deliver service excellence	• Demonstrate service vision • Project a positive and professional image • Respond to service challenges • Provide Go-the-Extra-Mile services • Work in a diverse service environment • Implement operations for service excellence over multiple customer touch points • Acquire industry information • Deliver customer service over multiple communication platforms • Engage in service innovation initiatives
	Deliver operations excellence	• Perform stock control operations • Apply security and workplace emergency procedures • Follow food and beverage hygiene policies and procedures • Follow workplace safety and health policies and procedures • Handle merchandise display • Handle operations of roadshows, promotions and/or events • Perform workplace first-aid
	Execute customer order fulfilment	• Handle fulfilment of customers' orders across store pick or delivery service
	Engage in innovation and productivity initiatives	• Support implementation of productivity and innovation initiatives • Generate ideas that may potentially contribute to productivity improvements and innovation • Engage in service innovation initiatives

Sales Associate/Brand Associate

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Adapt to Change	Level 1	Service Orientation	Basic
After-sales Service	Level 1	Communication	Basic
Manage Change	Level 1	Teamwork	Basic
Colour Concept Application	Level 1	Interpersonal Skills	Basic
Compliance with Legal Regulations	Level 1	Problem Solving	Basic
Customer Experience Management	Level 2		
Customer Loyalty	Level 2		
Customer Relationship Management Operations	Level 1		
Data Analytics	Level 2		
Drive Productivity and Innovation	Level 1		
Idea Generation and Selection	Level 2		
Inventory Control	Level 1		
Intellectual Property Management	Level 2		
Order Fulfilment and Returns Processing	Level 2		
Organisation Evaluation for Business Excellence	Level 1		
People and Relationship Management	Level 2		
Policy Implementation and Revision	Level 1		
Problem Identification	Level 2		
Process Improvement	Level 1		
Product Advisory	Level 1		
Product Demonstration	Level 1		
Productivity Improvement	Level 1		
Retailing and The Economy	Level 1		
Sales Closure	Level 1		
Service Challenges	Level 1		
Service Information and Results	Level 1		
Service Innovation	Level 1		
Service Leadership	Level 1		
Service Planning and Implementation	Level 1		
Store Facilities and Housekeeping	Level 1		
Store Security Policy	Level 1		
Visual Merchandising Presentation	Level 2		
Workplace Communications	Level 1		
Workplace First-Aid	Level 1		
Workplace Safety and Health	Level 1		

Sales Supervisor/Brand Supervisor

JOB DESCRIPTION

The Sales Supervisor/Brand Supervisor is accountable for achieving assigned team sales targets and conducting supervisory duties that involve the coordination of activities to ensure that operational demands are catered for. He/she oversees daily store operations and leads merchandising activities to optimise sales performance.

He is expected to deal with multiple parties in the workplace, such as colleagues and external customers, as part of managing in-store operations.

He is friendly, sociable and possesses strong persuasion abilities, is able to multi-task, and is capable of interacting well with customers.

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS	KEY TASKS
Achieve sales	• Close sales • Document sales transactions • Provide consultation on product and services
Deliver service excellence	• Demonstrate service vision • Manage operations for service excellence • Manage a diverse service environment • Coach for service performance • Establish relationships for customer confidence over multiple customer touch points • Manage service quality and customer satisfaction
Deliver operations excellence	• Supervise retail operations • Monitor stock availabilities • Maintain store security and workplace emergency • Conduct food and beverage hygiene audit • Maintain workplace safety and health policies and procedures • Supervise housekeeeping standards • Monitor visual merchandising presentation • Monitor operations of roadshows, promotions and/or events
Engage in innovation and productivity initiatives	• Lead and motivate team to contribute to productivity improvement and innovation • Implement productivity and innovation initiatives • Monitor implementation of productivity and innovation initiatives • Generate ideas that may potentially contribute to productivity improvements and innovation
Manage people	• Supervise retail staff • Develop team cohesiveness • Build team capability • Lead team decision making
Manage customer order fulfilment	• Monitor fulfilment of customers' orders via store pick or delivery service • Coordinate order processing, delivery and returns of customer orders • Troubleshoot customer queries related to product knowledge, order processing, shipment and returns

Sales Supervisor/Brand Supervisor

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Adapt to Change	Level 2	Communication	Intermediate
After-sales Service	Level 2	Leadership	Intermediate
Manage Change	Level 2	Service Orientation	Intermediate
Colour Concept Application	Level 2	Teamwork	Intermediate
Compliance with Legal Regulations	Level 3	Interpersonal Skills	Intermediate
Conflict Management	Level 2		
Crisis Management	Level 3		
Customer Experience Innovation	Level 3		
Customer Experience Management	Level 3		
Customer Loyalty	Level 2		
Customer Relationship Management Operations	Level 2		
Data Analytics	Level 2		
Food and Beverage Safety and Hygiene	Level 2		
Drive Productivity and Innovation	Level 2		
Idea Generation and Selection	Level 2		
Inventory Control	Level 3		
Intellectual Property Management	Level 3		
Order Fulfilment and Returns Processing	Level 2		
Organisation Evaluation for Business Excellence	Level 2		
People and Relationship Management	Level 3		
People Development	Level 3		
Personal Effectiveness	Level 3		
Sales Closure	Level 3		
Policy Implementation and Revision	Level 2		
Problem Identification	Level 3		
Process Improvement	Level 2		
Product Advisory	Level 3		
Product and Services Promotion	Level 2		
Productivity Improvement	Level 2		
Retailing and the Economy	Level 3		
Retail Administration	Level 3		
Sales Target Management	Level 3		
Service Challenges	Level 1		
Service Coaching	Level 3		

Sales Supervisor/Brand Supervisor

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES	
Service Excellence	Level 3
Service Information and Results	Level 3
Service Innovation	Level 1
Service Leadership	Level 3
Service Planning and Implementation	Level 3
Stakeholder Management	Level 2
Store Facilities and Housekeeping	Level 3
Store Security Policy	Level 3
Systems Thinking Application	Level 3
Visual Merchandising Presentation	Level 3
Workforce Diversity and Harmony	Level 3
Workplace Communications	Level 2
Workplace First-Aid	Level 2
Workplace Safety and Health	Level 3

Store Manager

Jason Wong
Star Living @ Tampines Outlet

THE ART OF SALESMANSHIP

A career in retail came about almost by chance for Jason. After serving as a Storeman during his National Service, he applied for a similar role at a furniture store – only to get drafted to the Sales team to help cover a manpower shortage. Now, almost two decades on, he celebrates his 18th year in retail, and is currently a Store Manager at Star Living, a one-stop mega furniture store under the Star Furniture Group, where he has worked at for the past 12 years.

As Store Manager of the recently opened Tampines store, Jason oversees the store's furniture displays, regular stocktakes, and sales performance, which involves mentorship and guidance of his staff.

"Good salesmanship qualities are cultivated over time. There is no degree or diploma that can really guarantee that you will become a successful salesman. It's a combination of experience, skill, and hard work," shares Jason.

> "Ultimately, patience and honesty are the two most important virtues one can have in order to build trust; and trust is essential to building strong relationships with our customers."

Typically, the sales staff undergo training in the area of sales and communication. They are also required to study their own product offerings as well as sector trends. "We need to understand our products well before we can sell them. That's how we build trust – by being honest about what we offer, and making sure customers know exactly what they're getting," shares Jason. "We also listen attentively to understand our customers' needs. For example, if a customer is looking for furniture for his patio, we need to be able to advise on furniture suitable for outdoor use," he explains.

In addition, staff also attend skills upgrading courses – as in Jason's case. He picked up, through training, relationship management skills, which helped him communicate better and build stronger bonds with his team. The skills he acquired also helped him in interacting with the different types of customers he faces each day.

"The courses taught me how to communicate effectively during the sales process, including how to negotiate and close sales – useful skills that also help to boost your self-confidence. Now, with the Programme Listing in the Skills Framework, it has become easier for me to shortlist future courses to attend, and identify the necessary training for my staff, when I am planning for their professional development," he says.

The sales veteran also shares that he enjoys the dynamic nature of the job best, from the ever-changing product line to meeting customers from all walks of life.

"Many people have the idea that you need to talk a lot in order to be good at sales, but I am a quiet person – I don't really like to talk much," he says. "Ultimately, patience and honesty are the two most important virtues one can have in order to build trust; and trust is essential to building strong relationships with our customers."

Store Manager/Outlet Manager

JOB DESCRIPTION

The Store Manager/Outlet Manager oversees the end-to-end operations of a store. He/she is responsible for driving store's sales and service performance. He also engages in innovation and productivity initiatives for the store. In order to drive seamless customer experience across channels, he oversees order fulfilment processes for customers in store.

He operates in a fast-paced, diverse and customer-centric store environment. He is responsible for cascading and operationalising headquarters' directives to the store.

He is a resourceful, driven and a service-oriented leader who is able to multi-task and manage store operations effectively.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Achieve sales	• Manage store's/outlet's sales performance • Facilitate implementation of organisation strategies • Interpret information on sales goals and targets • Communicate scheduled sales reports in accordance with organisational standards • Facilitate implementation of organisation strategies
	Deliver service excellence	• Lead with service vision • Develop service operations • Manage resources to ensure smooth running of store operations • Manage in-store service performance • Optimise workforce for service excellence • Manage partnerships for service excellence • Develop a service recovery framework • Manage service brand • Analyse service quality and customer satisfaction • Establish rapport and cultivate relationship with customers • Foster service innovation
	Deliver operations excellence	• Manage retail administration • Define and allocate staff duties in accordance with operational requirements • Control inventory • Manage and maintain store facilities • Develop store security policies and procedures • Manage compliance with food and beverage hygiene policies and procedures • Manage workplace safety and health systems • Coordinate crisis response and recovery activities in accordance with business continuity policies • Monitor merchandising presentation and visual display • Maximise utilisation of retail space • Promote compliance with corporate governance requirements

Store Manager/Outlet Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	Engage in innovation and productivity initiatives	• Lead and motivate team to contribute to productivity improvement and innovation • Conduct productivity diagnosis to recommend areas of improvement • Develop an action plan to implement productivity and innovation initiatives • Facilitate implementation of productivity and innovation initiatives • Evaluate potential ideas that may contribute to productivity improvement and innovation • Develop new products and/or services
	Manage people	• Provide direction and guidance to team leaders • Develop team leaders' capabilities • Promote workforce diversity • Influence team's decision making • Contribute to recognition of team performance • Facilitate learning opportunities among team leaders • Coach team leaders
	Manage customer order fulfilment	• Review customer satisfaction • Manage order processing, fulfilment and returns of customer orders

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Adapt to Change	Level 3	Leadership	Advanced
	Business Continuity Management	Level 3	Decision Making	Advanced
	Business Environment Analysis	Level 2	Communication	Advanced
	Business Operational Planning	Level 3	Problem Solving	Advanced
	Business Opportunities Development	Level 3	Developing People	Advanced
	Business Risk Assessment	Level 3		
	Compliance with Legal Regulations	Level 3		
	Conflict Management	Level 3		
	Corporate Governance	Level 3		
	Crisis Management	Level 3		
	Customer Experience Innovation	Level 3		
	Customer Experience Management	Level 4		
	Customer Loyalty	Level 4		
	Customer Relationship Management Operations	Level 3		
	Data Analytics	Level 3		
	Data-mining and Modelling	Level 2		
	Drive Productivity and Innovation	Level 3		
	Financial Analysis	Level 3		

Store Manager/Outlet Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	Financial Budget Planning and Management	Level 4
	Food and Beverage Safety and Hygiene	Level 4
	Functional Analysis	Level 3
	Idea Generation and Selection	Level 3
	Interviewing	Level 4
	Inventory Control	Level 4
	Intellectual Property Management	Level 3
	Manage Change	Level 3
	Order Fulfilment and Returns Processing	Level 2
	Organisation Evaluation for Business Excellence	Level 3
	Organisational Alignment and Interdependency Analysis	Level 3
	Organisational Relationship Building	Level 3
	People and Relationship Management	Level 4
	People Development	Level 4
	Personal Effectiveness	Level 3
	Policy Implementation and Revision	Level 3
	Problem Identification	Level 3
	Process Improvement	Level 3
	Product and Services Promotion	Level 3
	Productivity Improvement	Level 3
	Report Writing	Level 3
	Retail Administration	Level 4
	Retailing and the Economy	Level 3
	Sales Target Management	Level 4
	Service Challenges	Level 4
	Service Information and Results	Level 4
	Service Innovation	Level 4
	Service Leadership	Level 4
	Service Planning and Implementation	Level 4
	Staff Training Facilitation	Level 4
	Stakeholder Management	Level 3
	Store Facilities and Housekeeping	Level 3
	Store Security Policy	Level 3
	Systems Thinking Application	Level 3
	Vision Leadership	Level 3
	Workforce Diversity and Harmony	Level 4
	Workplace Communications	Level 3
	Workplace First-Aid	Level 3
	Workplace Safety and Health	Level 4

Area Manager/District Manager

The Area Manager/District Manager oversees the operations of a group of stores in a given area/district. He/she is responsible for developing business opportunities, managing the area's operational and service excellence plans. In addition, he oversees the order fulfilment processes for customers to ensure seamless customer experience across all channels. He is also responsible for driving the organisation's innovation and productivity aspirations across the group of stores.

He operates in a fast-paced environment where he is required to attend to operational and service excellence issues across a group of stores with varied characteristics. He promotes a positive working culture across stores and drives the achievement of sales results.

He is energetic, adaptable, highly-driven and sales-oriented. He also possesses strong people management skills and is able to engage with management and key stakeholders.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Develop business opportunities	• Analyse new market trends, business opportunities and market segments in global and local landscape • Facilitate implementation of organisation strategies • Operationalise and manage governance, risk and compliance within the area/district • Drive sales performance within area/district • Lead franchise acquisition activities • Research and analyse business opportunities
	Drive service excellence	• Develop service operations • Optimise workforce for service excellence • Manage partnerships for service excellence • Develop a service recovery framework • Manage service brand • Lead with service vision • Analyse service quality and customer satisfaction
	Deliver operations excellence	• Manage and review store operations and processes within area/district • Maintain and manage store facilities within area/district • Integrate business continuity management into retail operations • Manage crisis situations • Develop or modify systems to ensure compliance with corporate governance and social responsibilities • Lead setup of new stores • Monitor and analyse sales records • Allocate and monitor budget expenditure within area/district • Conduct crisis assessment • Review historical sales and market trends to forecast sales

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	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive innovation and productivity aspirations	• Lead and motivate team to contribute to productivity improvement and innovation • Conduct productivity diagnosis to recommend areas of improvement • Develop an action plan to implement productivity and innovation initiatives • Facilitate implementation of productivity and innovation initiatives • Evaluate potential ideas that may contribute to productivity improvement and innovation • Develop new products and/or services
	Manage teams	• Provide direction and guidance to team leaders • Develop team leaders' capabilities • Promote workforce diversity • Influence team's decision making
	Manage customer order fulfilment	• Define and revise order fulfilment policies and procedures • Review customer satisfaction • Manage order processing, fulfilment and returns of customer orders

	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND COMPETENCIES	Adapt to Change	Level 4	Leadership	Intermediate
	Business Continuity Management	Level 4	Communication	Advanced
	Business Continuity Planning	Level 4	Interpersonal Skills	Advanced
	Business Environment Analysis	Level 4	Teamwork	Intermediate
	Business Negotiation	Level 4	Problem Solving	Intermediate
	Business Operational Planning	Level 4		
	Business Opportunities Development	Level 4		
	Business Performance Management	Level 4		
	Business Relationship Building	Level 4		
	Business Risk Assessment	Level 4		
	Compliance with Legal Regulations	Level 4		
	Conflict Management	Level 4		
	Corporate Governance	Level 4		
	Crisis Management	Level 4		
	Customer Experience Innovation	Level 4		
	Customer Experience Management	Level 4		
	Customer Loyalty	Level 4		
	Customer Relationship Management Operations	Level 4		

Area Manager/District Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	Data Analytics	Level 4
	Data-Mining and Modelling	Level 3
	Drive Productivity and Innovation	Level 4
	Financial Analysis	Level 4
	Financial Budget Planning and Management	Level 4
	Food and Beverage Safety and Hygiene	Level 4
	Franchise Management	Level 4
	Functional Analysis	Level 4
	Idea Generation and Selection	Level 4
	Infographics and Data Visualisation	Level 3
	Interviewing	Level 4
	Inventory Control	Level 4
	Intellectual Property Management	Level 4
	Knowledge Management	Level 4
	Manage Change	Level 4
	Order Fulfilment and Returns Processing	Level 4
	Organisation Evaluation for Business Excellence	Level 4
	Organisational Alignment and Interdependency Analysis	Level 4
	Organisational Analysis	Level 4
	Organisational Planning and Target Setting	Level 4
	Organisational Relationship Building	Level 4
	Organisational Strategy Formulation	Level 4
	People and Relationship Management	Level 4
	People Development	Level 4
	Personal Effectiveness	Level 4
	Policy Implementation and Revision	Level 4
	Problem Identification	Level 4
	Process Improvement	Level 4
	Product and Services Promotion	Level 4
	Productivity Improvement	Level 4
	Service Brand	Level 4
	Service Challenges	Level 4
	Service Information and Results	Level 4
	Service Innovation	Level 4
	Service Innovation Culture	Level 4
	Service Leadership	Level 4

Area Manager/District Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	Service Partnerships	Level 4
	Service Planning and Implementation	Level 4
	Staff Training Facilitation	Level 5
	Stakeholder Management	Level 4
	Store Facilities and Housekeeping	Level 4
	Store Security Policy	Level 4
	Systems Thinking Application	Level 4
	Vision Leadership	Level 4
	Workforce Diversity and Harmony	Level 4
	Workplace Communications	Level 4
	Workplace Safety and Health	Level 4

Operations Director/Retail Manager/ Operations Manager

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.

He operates in a rapidly transforming business environment and functions through his understanding of consumers' preferences, operational activities and industry landscape to enhance sales performance, operations and service level.

He is a resourceful, forward-thinking leader who is able to multi-task effectively. He is able to inspire a large retail workforce.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Develop business opportunities	• Contribute to the formulation of organisational vision, mission and values • Evaluate local and international business environment and landscape • Facilitate management team's involvement in the 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 • Develop a service recovery framework
	Drive operational excellence	• 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 the enterprise resource planning system

Operations Director/Retail Manager/ Operations Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive innovation and productivity aspirations	• Champion service innovation culture • Develop productivity road map • Drive a culture that encourages productivity and innovation • Evaluate effectiveness of implemented innovation and productivity initiatives • Innovate customer experience
	Manage teams	• 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

	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND 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		

Operations Director/Retail Manager/ Operations Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	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
	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
	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 Information and Results	Level 5
	Service Innovation	Level 5

Operations Director/Retail Manager/ Operations Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	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

Notes

Brand Management

Brand Manager, Fashion

Omar Martin
RSH - Royal Sporting House Ltd

A CAREER IN STYLE

An interest in fashion led to Omar's foray into the fashion retail sector. "I was part of the pioneer batch of Boutique Assistants that opened the very first Ted Baker boutique in Singapore. When I first joined, I thought I'd just try and see how far I could go," he recalls.

Now 11 years on, he leads the Fashion division arm of Royal Sporting House (RSH), overseeing the operations and merchandising of not only Ted Baker, but also fashion brands Mango and Bebe.

His career progression, he explains, has been steady and well-paced. Having picked up the skills needed to excel as a Boutique Assistant, he was promoted to Boutique Manager, where he was responsible for the performance of two boutiques.

> "In today's fast-changing landscape, those considering a career in retail will benefit from the clearer direction. The Skills Framework provides clarity in terms of career progression and personal development."

Three years on, he moved to the position of Assistant Brand Manager overseeing the overall performance outlook of the brand. The accumulated years of experience, knowledge and skills led him to his current role as Brand Manager, Fashion.

"On-the-job learning and experience definitely counts," says Omar about his career progression. He also credits his ability to stay agile in a constantly evolving landscape. "A positive attitude – especially towards change – goes a long way, so I'm really not surprised that 'Adapt to Change' was highlighted as a skill in the Skills Framework."

He also shares his observations over the past decade. "Where there was once a handful of large fashion labels and retailers that dominated the local market, the number of brands available to consumers today is vast in comparison – and increasingly growing. In addition, online shopping has become a major disruptor of the traditional fashion retail model," he says.

All our customers have smartphones. We're not only competing with the other boutiques in Orchard, but also with online retailers such as ASOS and so on. Customers are also becoming more savvy in terms of the latest trends and styles," he adds.

"In today's fast-changing landscape, those considering a career in retail will benefit from the clearer direction. The Skills Framework provides clarity in terms of career progression and personal development. Apart from giving me a clear line of sight of the goals and milestones I want to achieve personally, I am now able to work with my staff to map out their career goals and develop them accordingly. This helps in retaining my staff," he says.

Despite the challenges, he remains positive and excited about his career in retail. "I am definitely looking forward to what's to come."

Brand Associate/Assistant

JOB DESCRIPTION

The Brand Associate/Assistant supports the implementation of plans and initiatives relating to the brand, customer experience and loyalty in order to drive brand equity. He/she also provides support for market research activities to generate relevant market insights for the organisation.

He works in a fast-paced and dynamic environment where he provides coordination and administrative support for various initiatives.

He is a meticulous, energetic, organised and collaborative individual. He is a fast and independent learner who is able to multi-task effectively.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive brand equity	• Support implementation of brand and product plans • Maintain intellectual property processes based on established policies • Collate information on brand equity performance
	Establish brand identity	• Record customer information based on target profiles • Support creation of materials, templates and collaterals • Support implementation of brand communication plans
	Deliver brand experience	• Participate in development of brand experience ideas and concepts • Conduct brand consistency checks • Coordinate brand activities • Collate information on brand campaign effectiveness
	Drive customer loyalty	• Track information on target profiles • Coordinate customer loyalty plans • Implement customer acquisition programmes • Track product utilisation and developments
	Conduct market research	• Administer survey tools • Assist in desk research through various platforms • Perform data entry based on information collected • Prepare reports based on survey information and desk research activities

Brand Associate/Assistant

Enhance e-commerce customer experience	• Provide frontline inputs to design and development of a customer experience map
	• Execute activities to communicate business value propositions to customers
	• Perform activities to deliver promised customer experience
	• Perform activities to develop organisation capabilities to deliver consistent customer experience
	• Collect customer satisfaction and feedback
	• Perform activities to drive higher customer retention and loyalty
	• Perform technology implementation activities
	• Contribute to development of website usability and overall online customer experience

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Brand Campaign Management	Level 2
Brand Guideline Development	Level 2
Brand Portfolio Management	Level 3
Business Environment Analysis	Level 2
Business Operational Planning	Level 3
Business Opportunities Development	Level 3
Business Risk Assessment	Level 3
Communications Channel Management	Level 2
Compliance with Legal Regulations	Level 1
Consumer Intelligence Analysis	Level 2
Crisis Management	Level 3
Customer Acquisition Management	Level 2

GENERIC SKILLS AND COMPETENCIES (TOP 5)

Interpersonal Skills	Intermediate
Communication	Intermediate
Teamwork	Intermediate
Service Orientation	Intermediate
Problem Solving	Basic

Brand Associate/Assistant

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Customer Behaviour Analysis	Level 2
Customer Experience Innovation	Level 3
Customer Relationship Management (CRM)	Level 2
Data Analytics	Level 2
Data-mining and Modelling	Level 2
E-Commerce Campaign Management	Level 2
Events Planning and Management	Level 2
Idea Generation and Selection	Level 2
Infographics and Data Visualisation	Level 3
Intellectual Property Management	Level 2
Knowledge Management	Level 1
Market Profiling	Level 2
Market Research	Level 2
Market Trend Analysis	Level 2
Problem Identification	Level 2
Process Improvement	Level 2
Public Relations Campaign Management	Level 2
Sentiment Analysis	Level 2
Social Media Management	Level 2
Stakeholder Management	Level 2
User Interface and User Experience (UI and UX) Optimisation	Level 2
Website Design	Level 2
Website Performance Management	Level 2
Workplace Communications	Level 2

Brand Executive/Customer Loyalty Executive

JOB DESCRIPTION

The Brand Executive/Customer Loyalty Executive implements plans and initiatives relating to the brand, customer experience and loyalty in order to drive the organisation's brand equity. He/she is also responsible for conducting market research activities to forecast emerging market needs that are relevant for the organisation.

He works in a fast-paced and dynamic environment where he ensures compliance of the brand identity throughout the organisation.

He is a meticulous, energetic, collaborative and people-oriented individual. He is a fast and independent learner who is able to effectively multi-task effectively.

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS	KEY TASKS
Drive brand equity	• Implement brand plans • Monitor product quality, design and brand alignment • Apply intellectual property processes • Track brand equity performance
Establish brand identity	• Analyse target profiles • Generate creative materials, templates and collaterals • Generate customer awareness • Demonstrate brand promise • Implement brand communication plan
Deliver brand experience	• Contribute to brand experience ideas and concepts • Ensure brand consistency across the organisation, stores and products • Execute brand campaigns • Review effectiveness of brand campaigns
Drive customer loyalty	• Analyse target profiles • Execute customer loyalty plans • Maintain customer acquisition programmes • Maintain customer retention programmes • Analyse product utilisation and developments • Monitor effectiveness of programmes
Conduct market research	• Conduct research to identify emerging trends on consumers • Develop survey tools to gather relevant data • Assess customers' interests level and needs through analysis of trends and past performance • Analyse market trends and development that may impact offline marketing activities • Forecast emerging market needs • Ideate appropriate recommendations to address market opportunities and threats • Assess alternate market research channels

CRITICAL WORK FUNCTIONS AND KEY TASKS (continued)

Enhance e-commerce customer experience	• Provide inputs and insights to design and development of customer experience to ensure consistent value propositions across multiple channels • Execute activities to communicate business value propositions to customers • Execute delivery of promised customer experience • Implement activities that develop organisation capabilities to deliver consistent customer experience • Design, collect and analyse customer satisfaction and feedback • Implement innovation campaigns to drive higher customer retention and loyalty • Execute technology implementation activities • Monitor latest technology and consumer trends • Ensure customer data integrity

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Brand Campaign Management	Level 3	Interpersonal Skills	Intermediate
Brand Guideline Development	Level 3	Communication	Intermediate
Brand Portfolio Management	Level 3	Creative Thinking	Intermediate
Business Environment Analysis	Level 3	Teamwork	Intermediate
Business Operational Planning	Level 3	Problem Solving	Intermediate
Business Opportunities Development	Level 3		
Business Risk Assessment	Level 3		
Communications Channel Management	Level 3		
Compliance with Legal Regulations	Level 3		
Consumer Intelligence Analysis	Level 3		
Crisis Management	Level 3		
Customer Acquisition Management	Level 3		
Customer Behaviour Analysis	Level 3		
Customer Experience Innovation	Level 3		
Customer Relationship Management (CRM)	Level 3		
Data Analytics	Level 3		
Data-mining and Modelling	Level 3		
E-Commerce Campaign Management	Level 2		
Events Planning and Management	Level 3		
Idea Generation and Selection	Level 3		
Infographics and Data Visualisation	Level 3		
Intellectual Property Management	Level 3		
Knowledge Management	Level 2		

Brand Executive/Customer Loyalty Executive

TECHNICAL SKILLS AND COMPETENCIES	
Market Profiling	Level 3
Market Research	Level 3
Market Trend Analysis	Level 3
Problem Identification	Level 3
Process Improvement	Level 3
Project Administration	Level 2
Project Cost	Level 3
Project Plan	Level 3
Project Quality	Level 3
Project Risk	Level 3
Project Scope	Level 3
Project Timeline	Level 3
Public Relations Campaign Management	Level 3
Sentiment Analysis	Level 3
Social Media Management	Level 3
Stakeholder Management	Level 3
User Interface and User Experience (UI and UX) Optimisation	Level 3
Website Design	Level 3
Website Performance Management	Level 3
Workplace Communications	Level 3

SKILLS AND COMPETENCIES

Brand Manager/Customer Loyalty Manager

JOB DESCRIPTION

The Brand Manager/Customer Loyalty Manager drives the organisation's brand equity through the development of brand plans, customer loyalty plans and brand identity guidelines. He/she leads initiatives to deliver the desired brand experience for the organisation across all channels. He is also responsible for leading market research efforts to formulate plans and strategies for the brand and target customers.

He works in a fast-paced and dynamic environment where he creates a consistent brand experience throughout the organisation.

He is an innovative, energetic, collaborative and highly adaptable team leader. He is a strong influencer and possesses strong business acumen with a high level of initiative.

CRITICAL WORK FUNCTIONS	KEY TASKS
Drive brand equity	• Develop brand plans • Monitor quality and alignment of products in accordance with product quality guidelines • Develop intellectual property processes to contribute to intellectual property management • Monitor brand equity performance
Establish brand identity	• Identify demographics and characteristics of target profiles • Develop concepts, style, look-and-feel, language and tone of the brand • Build customer awareness and perception • Foster brand promise • Drive brand culture • Develop brand communication plans
Deliver brand experience	• Develop brand experience ideas and concepts • Develop brand delivery standards • Drive brand campaign planning • Evaluate effectiveness of brand campaigns
Drive customer loyalty	• Identify demographics and characteristics of target profiles • Develop customer loyalty plans • Develop customer acquisition programme mechanics • Develop customer retention programme mechanics • Assess product utilisation and developments • Assess effectiveness of programmes

CRITICAL WORK FUNCTIONS AND KEY TASKS

Brand Manager/Customer Loyalty Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	Lead market research	• Manage market research activities • Develop market research study objectives • Develop market research plans and methodologies to support market research study objectives • Evaluate alternate market research channels • Manage market research activities in accordance with market research plans • Interpret trends, market developments and competitor market performance • Develop recommendations based on research findings • Report findings and recommendations to relevant stakeholders in accordance with organisational procedures
	Enhance e-commerce customer experience	• Develop a customer experience map to ensure consistent customer experience across channels • Develop and manage communication of business value propositions to customers • Manage delivery of promised values to customers • Develop organisation capabilities to deliver consistent customer experience • Measure and analyse customer satisfaction and feedback • Manage innovation programmes to drive higher customer retention and loyalty • Implement technology to enhance customer experience

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Brand Campaign Management	Level 4	Leadership	Advanced
Brand Guideline Development	Level 4	Creative Thinking	Advanced
Brand Portfolio Management	Level 4	Decision Making	Advanced
Business Environment Analysis	Level 4	Communication	Advanced
Business Operational Planning	Level 4	Resource Management	Advanced
Business Opportunities Development	Level 4		
Business Risk Assessment	Level 4		
Communications Channel Management	Level 4		
Compliance with Legal Regulations	Level 4		
Consumer Intelligence Analysis	Level 4		
Crisis Management	Level 4		
Customer Acquisition Management	Level 4		
Customer Behaviour Analysis	Level 4		
Customer Experience Innovation	Level 4		

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES	
Customer Loyalty and Retention Strategy Formulation	Level 4
Customer Relationship Management (CRM)	Level 4
Data Analytics	Level 4
Data-mining and Modelling	Level 4
Events Planning and Management	Level 4
Idea Generation and Selection	Level 4
Infographics and Data Visualisation	Level 4
Intellectual Property Management	Level 4
Knowledge Management	Level 4
Market Profiling	Level 4
Market Research	Level 4
Market Trend Analysis	Level 4
Market Entry Strategy Formulation	Level 4
Organisational Alignment and Interdependency Analysis	Level 4
Organisational Planning and Target Setting	Level 4
Organisational Strategy Formulation	Level 4
Problem Identification	Level 4
Process Improvement	Level 4
Project Administration	Level 3
Project After Action Review	Level 4
Project Cost	Level 4
Project Feasibility	Level 4
Project Integration	Level 4
Project Plan	Level 4
Project Quality	Level 4
Project Resources	Level 4
Project Risk	Level 4
Project Scope	Level 4
Project Timeline	Level 4
Public Relations Campaign Management	Level 4
Sentiment Analysis	Level 4
Social Media Management	Level 4
Stakeholder Management	Level 4
User Interface and User Experience (UI and UX) Optimisation	Level 4
Website Design	Level 4
Website Performance Management	Level 4
Workplace Communications	Level 4

Brand Director

JOB DESCRIPTION

The Brand Director drives the organisation's brand equity and performance through the establishment of brand strategies, customer loyalty strategies and brand identity. He/she envisions and champions the brand experience across all channels in order to deliver a consistent customer experience. He is also responsible for directing market research efforts for the purpose of strategy development and business planning.

He operates in a rapidly transforming business environment where he formulates targeted brand strategies based on his forward-looking view of the business and market landscape.

He is a strategic, energetic and innovative leader who is able to inspire a large workforce effectively. He possesses a strong business acumen and broad understanding of consumer, market and industry trends.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive brand equity	• Drive development of brand and product positioning strategies • Establish product quality guidelines • Establish intellectual property policies and tactics • Determine brand equity performance goals and measurements • Drive brand equity performance
	Establish brand identity	• Define target profiles of customers • Set conceptual and stylistic directions of the brand • Express brand personality and identity • Establish brand promise • Champion brand culture • Formulate brand communication strategies
	Deliver brand experience	• Envision brand experience • Establish brand delivery standards • Set targets for performance of brand campaigns • Drive performance of brand campaigns
	Drive customer loyalty	• Define target customer segments for loyalty programmes • Formulate customer loyalty strategies • Establish guidelines for customer acquisition programmes • Establish guidelines for customer retention programmes • Evaluate effectiveness of programmes
	Direct market research	• Design market research construct, guidelines and procedures • Establish market research parameters • Incorporate research findings into strategy development and business planning • Analyse competition • Maintain awareness of trends and developments in design, materials, techniques and technology • Evaluate research insights • Develop data-driven strategies using analytics

Brand Director

CRITICAL WORK FUNCTIONS AND KEY TASKS	Lead e-commerce customer experience	• Lead design of customer experience across channels • Direct and oversee development of organisation capabilities to deliver consistent customer experience • Lead measurement of customer satisfaction and solicitation of customer feedback • Innovate customer experience for higher customer retention and loyalty • Drive technology to enhance customer experience • Ensure all site content serves to meet channel goals and customer expectations in accordance with leading e-commerce practices

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Brand Campaign Management	Level 5	Leadership	Advanced
	Brand Guideline Development	Level 5	Decision Making	Advanced
	Brand Portfolio Management	Level 5	Global Mindset	Advanced
	Business Continuity Management	Level 5	Managing Diversity	Advanced
	Business Continuity Planning	Level 5	Creative Thinking	Advanced
	Business Environment Analysis	Level 5		
	Business Operational Planning	Level 5		
	Business Opportunities Development	Level 5		
	Business Relationship Building	Level 5		
	Business Risk Assessment	Level 5		
	Communications Channel Management	Level 5		
	Compliance with Legal Regulations	Level 5		
	Consumer Intelligence Analysis	Level 5		
	Crisis Management	Level 5		
	Customer Acquisition Management	Level 5		
	Customer Behaviour Analysis	Level 5		
	Customer Experience Innovation	Level 5		
	Customer Loyalty and Retention Strategy Formulation	Level 5		
	Customer Relationship Management (CRM)	Level 5		
	Data Analytics	Level 4		
	Data-mining and Modelling	Level 4		
	Events Planning and Management	Level 4		

Brand Director

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	Infographics and Data Visualisation	Level 4
	International Marketing Programmes Management	Level 5
	Intellectual Property Management	Level 5
	Knowledge Management	Level 5
	Market Profiling	Level 5
	Market Research	Level 5
	Market Trend Analysis	Level 5
	Market Entry Strategy Formulation	Level 5
	Organisational Alignment and Interdependency Analysis	Level 5
	Organisational Planning and Target Setting	Level 5
	Organisational Strategy Formulation	Level 5
	Process Improvement	Level 5
	Project After Action Review	Level 5
	Project Cost	Level 4
	Project Feasibility	Level 5
	Project Integration	Level 5
	Project Plan	Level 5
	Project Quality	Level 4
	Project Resources	Level 5
	Project Risk	Level 5
	Project Scope	Level 5
	Project Timeline	Level 4
	Public Relations Campaign Management	Level 5
	Sentiment Analysis	Level 5
	Social Media Management	Level 5
	Stakeholder Management	Level 5
	User Interface and User Experience (UI And UX) Optimisation	Level 5
	Website Performance Management	Level 5
	Workplace Communications	Level 5

Marketing

Assistant Marketing Manager

Nicole Francine Fernandez
Pedro Group Pte Ltd

CLIMBING THE RETAIL LADDER

During her final year of pursuing a Diploma in Integrated Events Management at Republic Polytechnic, Nicole joined Pedro as an intern. Initially deployed in the e-commerce department, she was soon asked to fill an open position in the marketing team. The internship turned into a full-time role, and today, she takes on the position of Assistant Manager, Marketing.

"My plan was to explore the field of events management after my internship at Pedro. But after a month or so of being exposed to the world of fashion marketing at Pedro, I knew I wanted more," shares Nicole.

The opportunities to try her hand at customer relationship management, digital and social media marketing,

> "I love the fact that the retail sector is constantly evolving – it gives brands a chance to grow by capitalising on the opportunities that are constantly presenting themselves."

branding and corporate marketing opened her eyes to the dynamic roles and responsibilities of a fashion marketer. "I feel that the Skills Framework gives people a better understanding of what the retail sector entails, instead of simply showcasing the front-of-house jobs that most people are used to. The career pathways with the various career tracks, for example, shows the many exciting opportunities available for those seeking a career in retail," she adds.

To take her career further, she is currently pursuing a degree in Marketing from the Singapore University of Social Sciences (SUSS), sponsored by Pedro. The combination of higher education, skills upgrading, and hands-on experience and learning at Pedro, contribute to her enthusiasm and growth in the company and sector.

"I think the biggest motivator one can have in this sector is simply to 'think bigger'," she shares. "The retail sector is not simply about having a store and having stock to sell. With more companies turning to omni-channel to enhance and improve customer experience, along with the explosion of e-commerce and social media, there is a need to care about the way you interact with your customers," she says. As she also handles content creation for the brand, she shares that she is constantly on the lookout for new ideas and concepts that will inspire their target customers to shop at Pedro.

"We recently celebrated the first anniversary of PEDROSHOES.COM, which was an encouraging foray into the digital space. I love the fact that the retail sector is constantly evolving – it gives brands a chance to grow by capitalising on the opportunities that are constantly presenting themselves," says Nicole.

Marketing Associate/Assistant

JOB DESCRIPTION

The Marketing Associate/Assistant supports the implementation of marketing programmes and communication plans within allocated budgets. He/she also provides support in performing public relation activities and generating data-driven commercial insights.

He works in a fast paced, dynamic and digitally-centric environment where he provides coordination support for the various marketing activities.

He is an action-oriented, organised, energetic, collaborative and adaptable individual. He is a fast learner who is able to operate well in a team-based environment under pressure.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Implement marketing programmes	• Collate information on local and international business, market trends, new business opportunities and market segments • Collate information on emerging technological changes • Collate information for keyword research, bit-bite and web statistics reporting • Contribute to keyword research and web statistics reporting • Coordinate offline, online and social media marketing activities • Source, acquire and manage stock images • Follow intellectual property processes for the use of licensed copyright materials • Produce basic marketing materials • Monitor social media platforms
	Implement communication plans	• Contribute to development of communication messages • Maintain internal communication platforms and channels • Monitor external communication platforms and channels
	Perform public relations activities	• Coordinate media-related events • Schedule public relations activities • Make logistical arrangements for public relations activities
	Manage budget	• Carry out acquistion and payment processes
	Generate data-driven commercial insights	• Prepare and collate data used to perform data-mining • Support analysis of data to generate insights • Perform activities to implement data-driven insights

Marketing Associate/Assistant

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Affiliate Marketing	Level 2	Communication	Basic
Blog and Vlog Deployment	Level 2	Teamwork	Basic
Brand Campaign Management	Level 2	Interpersonal Skills	Basic
Brand Portfolio Management	Level 3	Service Orientation	Basic
Business Operational Planning	Level 3	Digital Literacy	Basic
Business Opportunities Development	Level 3		
Business Relationship Building	Level 2		
Colour Concept Application	Level 2		
Communications Channel Management	Level 2		
Compliance with Legal Regulations	Level 1		
Conflict Management	Level 2		
Consumer Intelligence Analysis	Level 2		
Content Management	Level 2		
Content Management System Utilisation	Level 2		
Content Writing and Editing	Level 2		
Crisis Management	Level 3		
Customer Acquisition Management	Level 2		
Customer Behaviour Analysis	Level 2		
Customer Relationship Management (CRM)	Level 2		
Data Analytics	Level 2		
Data-Mining and Modelling	Level 2		
Design Concepts Generation	Level 3		
Digital Asset and File Management	Level 2		
Digital Image Production	Level 3		
E-Commerce Campaign Management	Level 2		
Events Planning and Management	Level 2		
Game-based Marketing	Level 2		
Inbound Marketing	Level 2		
Infographics and Data Visualisation	Level 2		
Intellectual Property Management	Level 2		
International Marketing Programmes Management	Level 2		
Knowledge Management	Level 1		
Market Profiling	Level 2		
Market Research	Level 2		
Market Trend Analysis	Level 2		
Marketing Campaign Management	Level 2		

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES	
Marketing Communications Plan Development	Level 2
Marketing Mix Management	Level 2
Mass Communications Management	Level 2
Media Strategy Development	Level 2
Media Platforms Management	Level 2
Mobile Apps Marketing	Level 2
Paid Search Engine Marketing (SEM)	Level 2
Press Conference Management	Level 3
Print Management	Level 2
Print Production Trend and Techniques	Level 2
Production of Still and Moving Images	Level 3
Public Relations Campaign Management	Level 2
Rules-based Copy Editing	Level 2
Search Engine Optimisation (SEO)	Level 2
Sentiment Analysis	Level 2
Shopper Marketing Campaign Management	Level 2
Social Media Marketing	Level 2
Social Media Management	Level 2
Stakeholder Management	Level 2
Typeface and Layout Production	Level 2
User Interface and User Experience (UI/UX) Optimisation	Level 2
Visual Collaterals Production	Level 2
Visual Design and Communication Principles	Level 2
Website Design	Level 2
Website Performance Management	Level 2
Workplace Communications	Level 2
Writing of Advertising Copy for Broadcast and Interactive Media	Level 2
Writing of Advertising Copy for Print Media	Level 2

Marketing Executive

The Marketing Executive supports the development and execution of the offline, online and social marketing plans. In addition, he/she assists in evaluating the effectiveness of marketing communication plans and any adjustments that are needed to these plans.

He works in a fluid and collaborative environment. He supports the basic intent of increasing brand awareness, generating leads, converting sales as well as fostering customer loyalty.

He is creative, resourceful, able to work under pressure within tight deadlines and possesses good interpersonal and communication skills.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive marketing campaigns	• Monitor new market trends, business opportunities and market segments in global and local landscape
		• Generate design concepts and ideas for marketing campaigns and communication materials
		• Evaluate emerging technological changes for adaption of marketing activities
	Drive offline marketing campaigns	• Select offline platforms or traditional media in support of marketing campaigns
		• Implement offline marketing activities
		• Plan contents for print, broadcast, outdoor media roadshows, in-store sales promotions and/or events
		• Implement contents for print, broadcast, outdoor media roadshows, in-store sales promotions and/or events
		• Monitor offline marketing activities effectiveness
	Drive digital marketing campaigns	• Select digital platforms in support of marketing campaigns
		• Implement digital marketing activities
		• Produce contents for web, blogs, vlogs, e-newsletters and/or digital platforms
		• Develop contents for mobile applications and/or multimedia products
		• Identify and develop relationships with bloggers and influencers
		• Identify digital platforms to strengthen inbound marketing effort for organisation and/or brand
		• Evaluate emerging technological changes for adaption of marketing activities
		• Conduct keyword research, web-traffic monitoring, bit-bite and web statistics reporting

Marketing Executive

CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive social media marketing campaigns	• Select social media platforms in support of marketing campaigns
		• Implement social marketing activities
		• Plan contents for social media platforms
		• Produce contents for web, blogs, vlogs, e-newsletters and/or digital platforms
		• Review and handle comments on social media platforms
		• Use social media tools and techniques for a range of marketing activities
	Implement communication plans	• Develop communication materials
		• Implement crisis management action plans
		• Review external communication platforms and channels
	Perform public relations activities	• Comply with social, ethical, legal and regulatory parameters and guidelines for public relations activities and social media platforms
		• Produce, receive and act on public relations business communication
		• Implement public relations activities
		• Maintain public relations communication with external stakeholders
		• Implement crisis management action and communication plans
	Manage budget	• Monitor expenses and adhere to budget allocations
		• Administer acquistion and payment processes
		• Engage in cost-saving efforts

	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND COMPETENCIES	Affiliate Marketing	Level 3	Communication	Intermediate
	Blog and Vlog Deployment	Level 3	Teamwork	Intermediate
	Brand Campaign Management	Level 3	Interpersonal Skills	Intermediate
	Brand Portfolio Management	Level 3	Digital Literacy	Intermediate
	Business Environment Analysis	Level 3	Creative Thinking	Intermediate
	Business Negotiation	Level 3		
	Business Operational Planning	Level 3		
	Business Opportunities Development	Level 3		
	Business Relationship Building	Level 3		
	Business Risk Assessment	Level 3		
	Colour Concept Application	Level 3		
	Communications Channel Management	Level 3		
	Compliance with Legal Regulations	Level 3		
	Conflict Management	Level 3		

Marketing Executive

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Skill	Level
Consumer Intelligence Analysis	Level 3
Content Management	Level 3
Content Management System Utilisation	Level 3
Content Writing and Editing	Level 3
Crisis Management	Level 3
Customer Acquisition Management	Level 3
Customer Behaviour Analysis	Level 3
Customer Loyalty and Retention Strategy Formulation	Level 4
Customer Relationship Management (CRM)	Level 3
Data Analytics	Level 3
Data-Mining and Modelling	Level 3
Design Concepts Generation	Level 3
Digital Asset and File Management	Level 3
Digital Image Production	Level 3
E-Commerce Campaign Management	Level 3
Events Planning and Management	Level 3
Financial Budget Planning and Management	Level 4
Game-based Marketing	Level 3
Inbound Marketing	Level 3
Infographics and Data Visualisation	Level 3
Intellectual Property Management	Level 3
International Marketing Programmes Management	Level 3
Knowledge Management	Level 3
Manual and Digital Drawings Production	Level 3
Market Profiling	Level 3
Market Research	Level 3
Market Trend Analysis	Level 3
Marketing Campaign Management	Level 3
Marketing Communications Plan Development	Level 3
Marketing Mix Management	Level 3
Mass Communications Management	Level 3
Media Strategy Development	Level 3
Media Platforms Management	Level 3
Mobile Apps Marketing	Level 3
Paid Search Engine Marketing (SEM)	Level 3
Photographic Images Manipulation	Level 3
Press Conference Management	Level 3
Print Management	Level 3
Print Production Trends and Techniques	Level 3
Production of Still and Moving Images	Level 3

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Skill	Level
Public Relations Campaign Management	Level 3
Rules-based Copy Editing	Level 3
Search Engine Optimisation (SEO)	Level 3
Sentiment Analysis	Level 3
Shopper Marketing Campaign Management	Level 3
Social Media Marketing	Level 3
Social Media Management	Level 3
Sponsorship Management	Level 3
Stakeholder Management	Level 3
Typeface and Layout Production	Level 3
User Interface and User Experience (UI/UX) Optimisation	Level 3
Visual Collaterals Production	Level 3
Visual Design and Communication Principles	Level 3
Website Design	Level 3
Website Performance Management	Level 3
Workplace Communications	Level 3
Writing of Advertising Copy for Broadcast and Interactive Medians	Level 3
Writing of Advertising Copy for Print Media	Level 3

Marketing Manager

The Marketing Manager contributes to the realisation of the organisation's business strategies by driving its marketing and public relations programmes. He/she is also responsible for directing the organisation's communication plans, generating data-driven commercial insights and monitoring budgets.

He works in a fast-paced, dynamic and digitally-centric environment where he is expected to lead the development of appealing marketing concepts to promote the organisation and its products.

He is an innovative, energetic, collaborative and highly adaptable team leader. He is digitally-savvy and possesses a strong business acumen with a high level of initiative and capacity to work under high pressure.

CRITICAL WORK FUNCTIONS	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive business strategy	• Analyse new market trends, business opportunities and market segments in global and local landscape • Profile new target customers and market segments • Define marketing performance measurements in alignment to marketing objectives and strategies • Provide information for management decision making
	Drive marketing campaigns	• Develop marketing campaigns across offline, digital and social media platforms • Profile target customers and market segments for marketing campaigns • Manage creative concept of marketing campaigns and communication materials • Determine marketing mix • Monitor implementation of marketing campaigns • Manage offline (traditional) media channels • Plan and manage roadshows, promotions and events • Develop contents for online platforms • Develop engagement strategies with bloggers and influencers • Develop website traffic and/or inbound marketing plans • Develop personalised re-marketing strategies • Manage social media platforms • Evaluate end-to-end customer experience across offline and digital platforms and customer touch points
	Direct communication plans and guidelines	• Manage internal and external communication platforms and channels • Evaluate organisation and/or brand reputation risk exposures • Manage crisis management communication plans

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Marketing Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive public relations programmes	• Manage organisation and/or brand reputation • Manage public relations activities • Facilitate public relations communication with external stakeholders • Develop crisis management action and communication plans • Assess effectiveness of public relations communication programmes
	Monitor budget	• Develop expense forecasts and budget allocations • Manage and review budget allocations and expenses
	Generate data-driven commercial insights	• Generate business questions requiring data-mining and analysis • Create and distribute digital dashboards • Analyse past performance of collections, categories and campaigns to improve marketing effectiveness and Return on Investment (ROI) • Monitor web analytics tools • Manage application of data-driven insights to solve business problems • Generate ideas and strategies based upon data-driven insights and recommendations

	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND COMPETENCIES	Affiliate Marketing	Level 4	Leadership	Advanced
	Blog and Vlog Deployment	Level 4	Communication	Advanced
	Brand Campaign Management	Level 4	Interpersonal Skills	Advanced
	Brand Portfolio Management	Level 4	Decision Making	Intermediate
	Business Environment Analysis	Level 4	Developing People	Intermediate
	Business Negotiation	Level 4		
	Business Operational Planning	Level 4		
	Business Opportunities Development	Level 4		
	Business Relationship Building	Level 4		
	Business Risk Assessment	Level 4		
	Communications Channel Management	Level 4		
	Compliance with Legal Regulations	Level 4		
	Conflict Management	Level 4		
	Consumer Intelligence Analysis	Level 4		
	Content Management	Level 4		
	Content Management System Utilisation	Level 4		
	Content Writing and Editing	Level 4		
	Crisis Management	Level 4		

Marketing Manager

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Customer Acquisition Management	Level 4
Customer Behaviour Analysis	Level 4
Customer Loyalty and Retention Strategy Formulation	Level 4
Customer Relationship Management (CRM)	Level 4
Data Analytics	Level 4
Data-Mining and Modelling	Level 4
Design Concepts Generation	Level 4
Digital Asset and File Management	Level 4
Digital Image Production	Level 4
E-Commerce Campaign Management	Level 4
Events Planning and Management	Level 4
Financial Analysis	Level 4
Financial Budget Planning and Management	Level 4
Game-based Marketing	Level 4
Inbound Marketing	Level 4
Infographics and Data Visualisation	Level 4
International Marketing Programmes Management	Level 4
Intellectual Property Management	Level 4
Knowledge Management	Level 3
Manual and Digital Drawings Production	Level 4
Market Profiling	Level 4
Market Research	Level 4
Market Trend Analysis	Level 4
Marketing Campaign Management	Level 4
Marketing Communications Plan Development	Level 4
Marketing Mix Management	Level 4
Media Strategy Development	Level 4
Media Platforms Management	Level 4
Mobile Apps Marketing	Level 4
Organisational Alignment and Interdependency Analysis	Level 4
Organisational Planning and Target Setting	Level 4
Organisational Strategy Formulation	Level 4
Paid Search Engine Marketing (SEM)	Level 4
Photographic Images Manipulation	Level 4
Press Conference Management	Level 4
Print Management	Level 4
Print Production Trends and Techniques	Level 4
Production of Still and Moving Images	Level 4
Public Relations Campaign Management	Level 4
Rules-based Copy Editing	Level 4

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Search Engine Optimisation (SEO)	Level 4
Sentiment Analysis	Level 4
Shopper Marketing Campaign Management	Level 4
Social Media Marketing	Level 4
Social Media Management	Level 4
Sponsorship Management	Level 4
Stakeholder Management	Level 4
Technology Strategy Formulation	Level 4
Typeface and Layout Production	Level 4
User Interface and User Experience (UI/UX) Optimisation	Level 4
Visual Design and Communication Principles	Level 4
Website Design	Level 4
Website Performance Management	Level 4
Workplace Communications	Level 4
Writing of Advertising Copy for Broadcast and Interactive Media	Level 4
Writing of Advertising Copy for Print Media	Level 4

Marketing Director

JOB DESCRIPTION

The Marketing Director drives the organisation's business strategies by setting direction for the organisation's marketing campaigns, programmes and communication plans. He/she is also responsible for advancing public relations for the organisation, formulating data-driven commercial insights and directing budget forecasting activities.

He operates in a rapidly transforming business environment and functions through his understanding of consumers' preferences, market trends and industry landscape to promote the organisation and optimise its market share.

He is an astute and aspiring leader who is able to negotiate strategically. He possesses strong business acumen and broad understanding of consumer, market and industry trends.

CRITICAL WORK FUNCTIONS	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive business strategy	• Contribute to formulation of organisational vision, mission and values • Evaluate local and international business environment and landscape • Develop business continuity strategies, policies and plans • Develop new market entry business strategies • Manage risks across business units
	Drive marketing campaigns	• Establish marketing objectives and strategies • Drive profiling of target customers and market segments for marketing campaigns • Evaluate costs to acquire and retain target customers and market segments • Develop offline, digital and social media platforms strategies • Establish scope and goals of marketing campaigns • Conduct situational analysis to assess the organisation's internal and external business environment and landscape • Conceptualise marketing campaigns across offline and digital platforms • Inspire generation of creative concepts for marketing campaigns and communication materials
	Direct communication plans and guidelines	• Develop internal and external communication strategies, guidelines and parameters • Direct development of marketing messages • Elevate organisation and/or brand reputation • Develop crisis management communication guidelines

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Marketing Director

CRITICAL WORK FUNCTIONS AND KEY TASKS		
	Advance public relations	• Formulate public relations strategies • Establish social, ethical, legal and regulatory parameters and guidelines for public relations activities and social media platforms • Direct public relations activities • Identify key focus groups for public relations cultivation • Develop media relationships
	Direct budget forecasting and utilisation	• Formulate budgetary assumptions • Generate budgetary scenarios
	Formulate data-driven commercial insights	• Lead formulation of business questions requiring data-mining and analysis • Direct design and development of models used for data-mining • Work closely with data architecture and warehouse team to oversee data-mining and analysis process • Lead formulation of data-driven insights and drive practical application to the business • Supervise development, evaluation and enhancement of predictive models • Lead measurement of business impacts from data analytics insights • Drive exploration and development of latest data science techniques • Oversee analytics as a key competence throughout the organisation and provide ongoing consultative services

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Affiliate Marketing	Level 5	Leadership	Advanced
	Blog and Vlog Deployment	Level 5	Decision Making	Advanced
	Brand Campaign Management	Level 5	Developing People	Advanced
	Brand Portfolio Management	Level 4	Communication	Advanced
	Business Negotiation	Level 5	Problem Solving	Advanced
	Business Environment Analysis	Level 5		
	Business Operational Planning	Level 5		
	Business Opportunities Development	Level 5		
	Business Relationship Building	Level 5		
	Business Risk Assessment	Level 5		
	Communications Channel Management	Level 5		
	Compliance with Legal Regulations	Level 4		
	Conflict Management	Level 5		
	Consumer Intelligence Analysis	Level 5		
	Content Management	Level 5		
	Content Management System Utilisation	Level 5		

Marketing Director

TECHNICAL SKILLS AND COMPETENCIES

Content Writing and Editing	Level 4
Crisis Management	Level 5
Customer Acquisition Management	Level 5
Customer Behaviour Analysis	Level 5
Customer Loyalty and Retention Strategy Formulation	Level 5
Customer Relationship Management (CRM)	Level 5
Data Analytics	Level 4
Data-Mining and Modelling	Level 4
Design Concepts Generation	Level 5
Digital Asset and File Management	Level 4
E-Commerce Campaign Management	Level 5
Events Planning and Management	Level 4
Financial Analysis	Level 5
Financial Budget Planning and Management	Level 5
Game-based Marketing	Level 5
Inbound Marketing	Level 5
Infographics and Data Visualisation	Level 4
Intellectual Property Management	Level 4
International Marketing Programmes Management	Level 5
Knowledge Management	Level 3
Market Profiling	Level 5
Market Research	Level 5
Market Trend Analysis	Level 5
Marketing Campaign Management	Level 5
Marketing Communications Plan Development	Level 5
Marketing Mix Management	Level 5
Media Strategy Development	Level 5
Media Platforms Management	Level 5
Mobile Apps Marketing	Level 5
Organisational Alignment and Interdependency Analysis	Level 5
Organisational Planning and Target Setting	Level 5
Organisational Strategy Formation	Level 5
Paid Search Engine Marketing (SEM)	Level 5
Press Conference Management	Level 5
Public Relations Campaign Management	Level 5
Sentiment Analysis	Level 5

Marketing Director

TECHNICAL SKILLS AND COMPETENCIES

Search Engine Optimisation (SEO)	Level 5
Shopper Marketing Campaign Management	Level 4
Social Media Marketing	Level 5
Social Media Management	Level 5
Sponsorship Management	Level 5
Stakeholder Management	Level 5
Technology Strategy Formulation	Level 4
Visual Design and Communication Principles	Level 5
Website Performance Management	Level 5
Workplace Communications	Level 5

Notes

Merchandising

Category Manager, Products (Fish and Seafood)

Seah Weixiang
NTUC Fairprice Co-operative Ltd

SETTING FRESH STANDARDS

At just 32, Seah Weixiang shoulders some heavy responsibilities. As the Category Manager (Fish & Seafood) at FairPrice, he is in charge of ensuring thousands of consumers get their daily pick of fish and seafood at FairPrice supermarkets islandwide.

Managing the category requires an equal amount of patience, experience, and skill. "This is my 10th year of service at FairPrice. I was bonded to FairPrice in 2007 as part of a mid-term scholarship at Singapore Polytechnic," he recalls. "In mid-2009, I joined the Convenience Channel as an Assistant Buyer where I learned more about various key categories, namely Beverages, Confectionery, Chilled Milk & Juices, and Bread."

There, he found mentors in experienced Category Buyers who taught him the ins and outs of the business.

"In supermarket Fast Moving Consumer Goods (FMCG) retailing, you have to be versatile, and think and act doubly fast. To me, the door is always there for everyone. One has to find the door, knock on it and take a leap of faith when opportunities arise."

"I was transferred to the Fresh Team in 2014, tasked to learn from the Group Category Manager – Fresh, specifically pertaining to the Fish & Seafood category. I have stayed on in this department since. Over the years, I have also had the opportunity to attend numerous skills upgrading courses and advance my formal education with the support of FairPrice," he adds.

The training prepared him for the challenges of his role. "Category management extends beyond simply ensuring adequate supply to meet demand," shares Weixiang. "In fact, this particular category is actually very labour-intensive – the Fish & Seafood team comprises a Night Buying Operation Team that is stationed at the Jurong Fishery Port in the wee hours of the morning to get the freshest fish possible," he says.

He is also responsible for formulating the strategies and marketing efforts to drive sales. "We are seeing a shift towards online retailing and new technology such as self check-outs. Customer behaviour is changing," he says.

"Even though our category is unique – customers prefer to see and touch fresh fish and seafood before purchasing it – we need to be agile and innovate with the times, or risk falling behind. I am, therefore, very glad to see that the Skills Framework includes emerging trends and highlights the corresponding skills and competencies required to take our industry forward. The Programme Listing also helps my staff and I identify relevant courses we can attend to prepare ourselves for future job requirements."

As he looks forward to new areas of personal and career growth, he has a few words of advice for those looking to jump into the sector. "In supermarket Fast Moving Consumer Goods (FMCG) retailing, you have to be versatile, and think and act doubly fast. To me, the door is always there for everyone. One has to find the door, knock on it and take a leap of faith when opportunities arise."

Merchandising Associate/Assistant

JOB DESCRIPTION

The Merchandising Associate/Assistant provides assistance relating to the implementation of the merchandising plans and product category strategies. He/she is also responsible for the coordination of product sourcing activities and the collation of information for product development initiatives.

He works in a dynamic environment where he regularly tracks relevant current and future consumer behaviours and trends.

He is an energetic, organised and collaborative individual who is able to operate well in a team-based environment under pressure.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive category management and product assortments	• Collate information pertaining to product sales and stock turnover rate • Collate customers' feedback on product categories • Monitor inventory levels to ensure sufficient stock
	Drive product sourcing	• Coordinate production of merchandise • Document merchandise specifications
	Drive product development	• Collate information pertaining to the factors influencing the new product • Synthesise consumer insights and market trends to merchandising strategies • Contribute to product testing • Coordinate production of new products
	Manage partner relationships	• Coordinate with partners • Collate feedback on quality and partnership
	Manage shopper marketing activities	• Collect information on shoppers' profiles • Implement shopper promotional plans • Collect feedback on product design and packaging • Prepare shopper marketing collaterals • Track data on campaign effectiveness for analysis • Support activities to create awareness and triggers in the shopping cycle
	Champion service innovation	• Generate potential ideas that contribute to innovation and productivity improvements

	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND COMPETENCIES	Business Environment Analysis	Level 2	Teamwork	Basic
	Business Operational Planning	Level 3	Communication	Basic
	Business Opportunities Development	Level 3	Interpersonal Skills	Basic
	Business Relationship Building	Level 2	Service Orientation	Basic
	Category Management	Level 2	Sense Making	Basic
	Category Marketing	Level 2		

Merchandising Associate/Assistant

TECHNICAL SKILLS AND COMPETENCIES	
Compliance with Legal Regulations	Level 1
Conflict Management	Level 2
Consumer Intelligence Analysis	Level 1
Crisis Management	Level 3
Customer Behaviour Analysis	Level 2
Data Analytics	Level 2
Data-Mining and Modelling	Level 2
Demand Analysis	Level 2
House Brand Development	Level 3
Idea Generation and Selection	Level 2
Innovation Management	Level 1
Infographics and Data Visualisation	Level 2
Inventory Control	Level 2
Intellectual Property Management	Level 2
Knowledge Management	Level 1
Market Research	Level 2
Market Trend Analysis	Level 2
Merchandise Buying	Level 3
Merchandise Performance Analysis	Level 2
Problem Identification	Level 2
Process Improvement	Level 1
Product Costing and Pricing	Level 3
Product Development	Level 2
Report Writing	Level 1
Shopper Marketing Campaign Management	Level 2
Stakeholder Management	Level 2
Supplier Sourcing	Level 3
Supplier Performance	Level 2
Supply Chain Operational Costing	Level 3
Workplace Communications	Level 2
Workforce Diversity and Harmony	Level 3

SKILLS AND COMPETENCIES

Visual Merchandising Associate/Assistant

JOB DESCRIPTION

The Visual Merchandising Associate/Assistant supports the management of shopper marketing activities and assists with the conceptualisation of the visual merchandising plans. He/she is also responsible for the set-up of merchandise display for all assigned stores.

He works in a fast-paced and creative environment where he is required to produce specific display plans and materials that are visually appealing.

He is creative, detail-oriented and is comfortable working within tight deadlines. He is able to effectively multi-task and possesses an aesthetic flair.

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS	KEY TASKS
Oversee visual merchandise display and plans	• Plan for setting up and dismantling of visual merchandising displays • Source for materials for props, mannequins and/or fixtures • Prepare and construct display materials • Set up and maintain visual merchandising displays for events, roadshows and/or promotional activities
Manage shopper marketing activities	• Collect information on shoppers' profiles • Implement shopper promotional plans • Collect feedback on product design and packaging • Prepare shopper marketing collaterals • Track data on campaign effectiveness for analysis • Support activities to create awareness and triggers in the shopping cycle
Champion service innovation	• Generate potential ideas that may contribute to innovation and productivity improvements

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Brand Campaign Management	Level 2	Communication	Basic
Business Operational Planning	Level 3	Interpersonal Skills	Basic
Colour Concept Application	Level 2	Creative Thinking	Basic
Compliance with Legal Regulations	Level 1	Sense Making	Basic
Crisis Management	Level 3	Digital Literacy	Basic
Customer Experience Innovation	Level 2		
Customer Behaviour Analysis	Level 2		
Data Analytics	Level 1		

Visual Merchandising Associate/Assistant

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

E-Commerce Campaign Management	Level 2
Environment Analysis	Level 1
Idea Generation and Selection	Level 1
Innovation Management	Level 1
Intellectual Property Management	Level 2
Marketing Campaign Management	Level 2
Merchandise Performance Analysis	Level 1
Point-of-Purchase Marketing	Level 2
Problem Identification	Level 1
Process Improvement	Level 1
Product Styling	Level 1
Report Writing	Level 1
Retail Space Utilisation	Level 2
Shopper Marketing Campaign Management	Level 2
Visual Collaterals Production	Level 2
Visual Design and Communication Principles	Level 2
Visual Merchandising Presentation	Level 2
Workplace Communications	Level 2
Workforce Diversity and Harmony	Level 1
Workplace Safety and Health	Level 2

Merchandising Executive/Category Executive/House Brand Executive

JOB DESCRIPTION

The Merchandising Executive/Category Executive/House Brand Executive implements the merchandising plans and product category strategies, as well as manages partner relationships. He/she also contributes to the development and sourcing of products in accordance to allocated budgets.

He works in a dynamic environment where he keeps abreast of the changing consumer behaviour and merchandising trends.

He is an energetic, creative, collaborative and adaptable individual. He is able to operate well in a team-based environment under pressure and possesses in-depth insights on consumer consumption trends.

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS	KEY TASKS
Drive merchandising strategies	• Analyse information on business environment and merchandising landscape • Provide inputs to formulate merchandising strategies
Drive category management and product assortments	• Analyse product sales, stock turnover rate and inventory level • Implement product category's private labels and/or house brand's product range and assortment plans, pricing and promotional plans • Review private label and/or house brand product quality • Analyse customers' feedback on product categories
Drive product sourcing	• Analyse information on target segment • Consolidate information to forecast merchandise demand • Analyse cost of merchandise • Contribute to merchandise and material sourcing
Execute product development	• Contribute to development of new products for commercial success • Contribute to new product design blueprints or mock-ups • Coordinate production of new products • Coordinate development of patterns or mock-ups for new product designs • Perform intellectual property (IP) processes
Manage budget	• Monitor costs and adhere to budget allocation • Administer purchase orders and payment process • Engage in cost-saving efforts
Manage partner relationships	• Maintain business partnerships • Provide feedback on quality and effectiveness of partnership • Organise relevant information for negotiations with partners
Manage shopper marketing activities	• Analyse information on shoppers' profiles • Design and guide development of shopper marketing collaterals • Measure effectiveness of change in visual merchandising displays
Champion service innovation	• Engage in service innovation initiatives

Merchandising Executive/Category Executive/ House Brand Executive

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Business Environment Analysis	Level 3	Interpersonal Skills	Intermediate
	Business Negotiation	Level 3	Communication	Intermediate
	Business Operational Planning	Level 3	Problem Solving	Intermediate
	Business Opportunities Development	Level 3	Teamwork	Intermediate
	Business Relationship Building	Level 3	Creative Thinking	Intermediate
	Business Risk Assessment	Level 3		
	Category Management	Level 3		
	Category Marketing	Level 3		
	Compliance with Legal Regulations	Level 3		
	Conflict Management	Level 3		
	Consumer Intelligence Analysis	Level 3		
	Crisis Management	Level 3		
	Customer Behaviour Analysis	Level 3		
	Data Analytics	Level 3		
	Data-Mining and Modelling	Level 3		
	Demand Analysis	Level 3		
	Financial Budget Planning and Management	Level 4		
	House Brand Development	Level 3		
	Idea Generation and Selection	Level 3		
	Innovation Management	Level 3		
	Infographics and Data Visualisation	Level 3		
	Inventory Control	Level 3		
	Intellectual Property Management	Level 3		
	Knowledge Management	Level 3		
	Market Research	Level 3		
	Market Trend Analysis	Level 3		
	Merchandise Buying	Level 3		
	Merchandise Performance Analysis	Level 3		
	Problem Identification	Level 3		
	Process Improvement	Level 3		
	Product Costing and Pricing	Level 3		
	Product Development	Level 3		
	Product Performance Management	Level 3		
	Quality Assurance	Level 3		
	Report Writing	Level 3		
	Shopper Marketing Campaign Management	Level 3		
	Stakeholder Management	Level 3		
	Supplier Performance	Level 3		
	Supplier Sourcing	Level 3		
	Supply Chain Operational Costing	Level 3		
	Workplace Communications	Level 3		
	Workforce Diversity and Harmony	Level 3		

Visual Merchandiser

JOB DESCRIPTION

The Visual Merchandiser manages shopper marketing activities and is responsible for the conceptualisation of the visual merchandising plans. He/she oversees the set-up of merchandise display by coaching in-store teams. He is also responsible for market research efforts relating to visual merchandising.

He operates in a fast-paced and creative environment where he conceptualises eye-catching product displays, store layouts and designs to promote the store's products.

He is creative, detail-oriented and is effective working within tight deadlines. He is able to effectively prioritise multiple assignments and possesses an aesthetic flair.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Oversee visual merchandise display and plans	• Create visual merchandising plans • Conduct research on visual merchandising and shopper trends • Assess competitors' visual merchandising strategies • Prepare cost and budget resources for visual merchandising displays • Assess visual merchandising outsourcing needs • Plan and design visual merchandising displays • Evaluate effectiveness of visual merchandising plans • Supervise construction and maintenance of visual merchandising displays • Optimise use of store space • Ensure visual merchandising displays comply with visual merchandising plans
	Manage shopper marketing activities	• Analyse information on shoppers' profiles • Design and guide development of shopper marketing collaterals • Measure effectiveness of change in visual merchandising displays
	Manage teams	• Supervise staff • Build team capability • Develop team cohesiveness • Lead team's decision making
	Champion service innovation	• Engage in service innovation initiatives

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Brand Campaign Management	Level 3	Creative Thinking	Advanced
	Business Negotiation	Level 3	Communication	Advanced
	Business Operational Planning	Level 3	Sense Making	Intermediate
	Business Relationship Building	Level 2	Leadership	Intermediate
	Colour Concept Application	Level 3	Problem Solving	Intermediate
	Compliance with Legal Regulations	Level 3		

Visual Merchandiser

TECHNICAL SKILLS AND COMPETENCIES

Conflict Management	Level 2
Crisis Management	Level 3
Customer Behaviour Analysis	Level 3
Customer Experience Innovation	Level 3
Data Analytics	Level 3
Design Concepts Generation	Level 3
Digital Image Production	Level 3
E-Commerce Campaign Management	Level 3
Business Environment Analysis	Level 3
Financial Budget Planning and Management	Level 4
Idea Generation and Selection	Level 3
Innovation Management	Level 3
Intellectual Property Management	Level 3
Marketing Campaign Management	Level 3
Market Research	Level 3
Market Trend Analysis	Level 3
Merchandise Performance Analysis	Level 3
Organisational Relationship Building	Level 3
People Development	Level 3
Personal Effectiveness	Level 3
Point-of-Purchase Marketing	Level 3
Problem Identification	Level 3
Process Improvement	Level 3
Product Styling	Level 3
Report Writing	Level 3
Retail Space Utilisation	Level 3
Shopper Marketing Campaign Management	Level 2
Visual Collaterals Production	Level 3
Visual Design and Communication Principles	Level 3
Visual Merchandising Presentation	Level 3
Workplace Communications	Level 3
Workforce Diversity and Harmony	Level 3
Workplace Safety and Health	Level 3

Merchandising Manager/Category Manager/ Private Label Manager

JOB DESCRIPTION

The Merchandising Manager/Category Manager/House Brand Manager oversees the implementation of merchandising strategies as well as the development of the private label or house brand products. He/she is also responsible for developing strategic partnerships, managing product assortment, driving product development and budget management.

He works in a dynamic environment where he is expected to regularly review market and industry trends to drive appeal of merchandises to target customers.

He is an energetic, creative, collaborative and highly adaptable team leader. He possesses the ability to build strong relationships with partners and is well-informed of consumer, market and industry trends.

CRITICAL WORK FUNCTIONS	KEY TASKS
Drive merchandising strategies	• Develop overall product category mix and pricing programmes • Determine target consumer groups by product categories • Analyse customers' insights, market trends and business environment • Determine operational implications of merchandising strategies • Develop visual merchandising strategy
Manage shopper marketing activities	• Develop shopper marketing programmes • Develop value proposition per shopper cluster and/or product category • Develop experimentation plans that focus on highest value opportunities • Align shopper marketing programmes with relevant stakeholders • Evaluate shopper marketing programmes
Drive category management and product assortments	• Develop category promotional plans • Lead implementation of product pricings and promotion plans • Plan product range and product assortment • Assess product categories, product assortment and product performance • Manage product sourcing
Drive product development	• Analyse product categories and availability of competing products • Set product testing criteria and process • Manage product sourcing and costing • Manage product formulation and product quality • Oversee the production of merchandise • Review new product quality and sales performance

Merchandising Manager/Category Manager/ Private Label Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive private label and/or house brand	• Determine product assortment portfolio mix • Translate brand positioning to execute merchandising strategies • Develop private label and/or house brand pricing and promotional plans • Assess private label and/or house brand product quality and sales performance
	Manage budget	• Align strategies, plans and activities with budget allocated • Analyse financial performance of products and/or product categories • Prepare financial projections on products and/or product categories
	Foster strategic partnerships	• Build business partnerships • Assess potential partnership prospects • Establish trade level agreements with partners • Evaluate partnership performance
	Manage people	• Select and hire staff • Manage achievement of results • Manage staff training and assessment • Demonstrate effective communication techniques and behaviours • Provide direction and guidance to team leaders • Monitor and evaluate impact of change on team leaders • Build workplace relationships • Promote workforce diversity • Manage conflicts • Influence team's decision making
	Champion service innovation	• Foster service innovation

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Business Environment Analysis	Level 4	Decision Making	Intermediate
Business Negotiation	Level 4	Communication	Advanced
Business Operational Planning	Level 4	Leadership	Intermediate
Business Opportunities Development	Level 4	Resource Management	Advanced
Business Performance Management	Level 4	Problem Solving	Advanced
Business Relationship Building	Level 4		
Business Risk Assessment	Level 4		
Category Management	Level 4		
Category Marketing	Level 4		
Compliance with Legal Regulations	Level 4		
Conflict Management	Level 4		
Consumer Intelligence Analysis	Level 4		

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES	
Crisis Management	Level 4
Customer Behaviour Analysis	Level 4
Customer Experience Innovation	Level 4
Data Analytics	Level 4
Demand Analysis	Level 4
Financial Analysis	Level 4
Financial Budget Planning and Management	Level 4
House Brand Development	Level 4
Idea Generation and Selection	Level 4
Infographics and Data Visualisation	Level 4
Innovation Management	Level 4
Inventory Control	Level 4
Intellectual Property Management	Level 4
Knowledge Management	Level 4
Market Research	Level 4
Market Trend Analysis	Level 4
Merchandise Buying	Level 4
Merchandise Performance Analysis	Level 4
Organisational Alignment and Interdependency Analysis	Level 4
Organisational Planning and Target Setting	Level 4
Organisational Strategy Formulation	Level 4
People Development	Level 4
Personal Effectiveness	Level 4
Problem Identification	Level 4
Process Improvement	Level 4
Product Costing and Pricing	Level 4
Product Development	Level 4
Product Performance Management	Level 4
Quality Assurance	Level 4
Report Writing	Level 4
Shopper Marketing Campaign Management	Level 4
Stakeholder Management	Level 4
Supplier Performance	Level 4
Supplier Sourcing	Level 4
Supply Chain Operational Costing	Level 4
Vision Leadership	Level 4
Workplace Communications	Level 4
Workforce Diversity and Harmony	Level 4

Merchandising Director

JOB DESCRIPTION

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.

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.

He is an astute, aspiring leader who is able to negotiate strategically. He possesses an acute sense of consumer, market and industry trends.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive merchandising strategies	• Direct merchandising and product strategies with business strategies • Drive trends in the 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

Merchandising Director

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	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
	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

	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND 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		

Merchandising Director

TECHNICAL SKILLS AND COMPETENCIES	
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
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

SKILLS AND COMPETENCIES

E-Commerce (Omni-Channel)

Senior Marketing Executive

Muhammad Effendi Bin Sulaiman
COURTS Singapore Pte Ltd

COURTING CUSTOMERS IN A DIGITAL WORLD

As a Digital Marketer with COURTS Singapore, Muhammad Effendi is part of the team that is responsible for adding a digital perspective to the brand's marketing efforts. Some of his key roles entail analysing online data, driving online campaigns, managing social media and search marketing, and creating online content.

"My work is focused on assisting to align our digital business with the company's vision to create an omni-channel experience for our customers – one that allows for an integrated shopping experience, with a seamless transition from from the online to offline sphere and vice versa," shares Effendi.

"COURTS has always been known as a brick and mortar store – we have a strong offline store presence. But customer behaviour is changing; there's a greater

> "The Skills Framework provides necessary information on job progression, including the additional skills and competencies required – making it easier for me to plan my own career development going forward."

demand for fast, easy online access. Right now, our focus is to build an online brand presence and identity that resonates with our target audience in order to strengthen our omni-channel presence," he says.

To do so, he taps on his knowledge in data analytics, an emerging skill outlined in the Skills Framework, and works with various tools at his disposal. This allows him to make sense of customer behaviour through analysing various types of data available, thereby providing key insights on different customer profiles.

Studying market trends, case studies of other retailers, and the latest technological developments also enables him to develop new solutions to better target and retain new customers.

For Effendi, coming up with new and impactful ways of utilising the digital platform to interact with customers is one of the best aspects of his job.

From the time he joined COURTS as an Online Content Administrator in 2013, an individual career development plan was crafted based on his career aspirations, skills, and strengths, eventually leading him to his current role. "The Skills Framework provides necessary information on job progression, including the additional skills and competencies required – making it easier for me to plan my own career development going forward," he adds.

Effendi's goal now is to impact the COURTS customer experience as he progresses in his own retail career.

"I used to think that retail was a simple selling and buying process, but it has definitely grown to become much more than that in today's digital age. As a retailer, we have to be nimble and agile enough to create the best customer experience we possibly can," he says.

E-Commerce Associate/Assistant

JOB DESCRIPTION

The E-Commerce Associate/Assistant contributes to the growth of the e-commerce business by supporting plans relating to customer experience and customer order fulfilment. He/she provides support to maintain the technology and infrastructure required to sustain the e-commerce operations. In addition, he collates information to generate data-driven commercial insights and coordinates with business partners.

He works in a fast-paced and digitally-centric environment where he ensures and provides coordination and operational support for the e-commerce business.

He is an energetic, customer-oriented and collaborative individual who is able to multi-task effectively.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive e-commerce business growth	• Coordinate e-commerce activities • Execute sales, promotions, brand, marketing and social media programmes and/or activities over digital platforms • Collate data for category performance, sales and demand forecasting reports • Collate data on customers' shopping behaviours, brand and marketing activities • Coordinate with cross-functional teams on execution of brand, marketing and e-commerce activities • Collate information on local and international business, market trends, new business opportunities and market segments
	Drive technology and infrastructure enablement	• Maintain and update contents for organisation's website • Track data on system and network effectiveness for analysis • Perform tests to ensure smooth functionality of website • Perform crisis management activities • Coordinate with existing IT vendors for resolutions • Collate information on emerging technological changes
	Enhance e-commerce customer experience	• Demonstrate service vision • Implement operations for service excellence • Respond to service challenges • Engage in service innovation initiatives • Work in a diverse service environment • Acquire industry information • Execute customer retention and loyalty activities • Contribute to development of website usability and overall online customer experience

E-Commerce Associate/Assistant

<table>
<tr><td rowspan="3">CRITICAL WORK FUNCTIONS AND KEY TASKS</td><td>Generate data-driven commercial insights</td><td>• Support data-mining and data analysis
• Support analysis of data to generate insights</td></tr>
<tr><td>Execute customer order fulfilment</td><td>• Liaise with relevant internal functions to fulfil customers' orders based on established procedures and service level agreement
• Coordinate with external partners to ensure smooth processing and delivery of customer orders</td></tr>
<tr><td>Manage relationships with partners</td><td>• Coordinate with business partners
• Collate feedback on quality and partnership</td></tr>
</table>

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Brand Campaign Management	Level 2	Teamwork	Intermediate
Brand Portfolio Management	Level 3	Service Orientation	Intermediate
Business Operational Planning	Level 3	Communication	Basic
Business Opportunities Development	Level 3	Problem Solving	Basic
Business Relationship Building	Level 2	Creative Thinking	Basic
Colour Concept Application	Level 2		
Communications Channel Management	Level 2		
Compliance with Legal Regulations	Level 1		
Conflict Management	Level 2		
Consumer Intelligence Analysis	Level 2		
Content Management	Level 2		
Content Management System Utilisation	Level 2		
Content Writing and Editing	Level 2		
Crisis Management	Level 3		
Customer Acquisition Management	Level 2		
Customer Behaviour Analysis	Level 2		
Customer Experience Innovation	Level 3		
Customer Relationship Management (CRM)	Level 2		
Data Analytics	Level 1		
Data-mining and Modelling	Level 2		
Delivery Management	Level 2		
Delivery Optimisation	Level 2		
Digital Asset and File Management	Level 2		
Drive Productivity and Innovation	Level 1		
E-Commerce Campaign Management	Level 2		
Emerging Technology	Level 3		
Game-based Marketing	Level 2		
Infographics and Data Visualisation	Level 2		

E-Commerce Associate/Assistant

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES	
Idea Generation and Selection	Level 2
Innovation Management	Level 2
International Marketing Programmes Management	Level 2
Inventory Control	Level 2
Intellectual Property Management	Level 2
ICT Disaster Recovery Management	Level 2
Knowledge Management	Level 2
Market Research	Level 2
Market Trend Analysis	Level 2
Marketing Campaign Management	Level 2
Mobile Apps Marketing	Level 2
Order Fulfilment and Returns Processing	Level 2
Organisational Relationship Building	Level 3
Paid Search Engine Marketing (SEM)	Level 2
Problem Identification	Level 2
Process Improvement	Level 2
Product Advisory	Level 2
Productivity Improvement	Level 1
Rules-based Copy Editing	Level 2
Sales Target Management	Level 3
Sentiment Analysis	Level 2
Search Engine Optimisation (SEO)	Level 2
Service Challenges	Level 1
Service Innovation	Level 1
Service Leadership	Level 1
Service Planning and Implementation	Level 1
Social Media Marketing	Level 2
Social Media Management	Level 2
Stakeholder Management	Level 2
Systems Thinking Application	Level 3
Typeface and Layout Production	Level 2
User Interface and User Experience (UI/UX) Optimisation	Level 2
Visual Collaterals Production	Level 2
Visual Design and Communication Principles	Level 2
Website Design	Level 2
Website Performance Management	Level 2
Workplace Communications	Level 2

E-Commerce Executive

JOB DESCRIPTION

The E-Commerce Executive contributes to the growth of the e-commerce business by enhancing the customer experience, executing customer order fulfilment and maintaining the technology and infrastructure. He/she is also responsible for performing data analysis to generate data-driven commercial insights and managing relationships with partners.

He works in a fast-paced and digitally-centric environment where he ensures seamless end-to-end integration of the e-commerce business.

He is an energetic, collaborative and results-oriented self-starter. He is technology-savvy, structured and is able to operate well in a team under pressure.

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS	KEY TASKS
Drive e-commerce business growth	• Implement e-commerce activities • Contribute to revenue and profitability growth across digital platforms • Identify strategic business partnerships • Implement new business collaboration initiatives • Monitor sales, promotions, marketing and social media programmes and/or activities over digital platforms • Coordinate with cross-functional teams on execution of brand, marketing and e-commerce activities • Monitor new market trends, business opportunities and market segments in global and local landscape
Drive technology and infrastructure enablement	• Provide specialised knowledge and insights to the development of technology strategies and roadmaps • Implement preventive and corrective measures of disaster recovery plans • Execute vendor relationship management activities • Operate and maintain existing IT infrastructure and networks based on standard operating procedures • Monitor and maintain smooth functionality of website • Monitor new and emerging technologies • Implement new systems and technologies
Enhance e-commerce customer experience	• Role model service vision • Manage operations for service excellence • Manage a diverse service environment • Coach for service performance • Establish relationships for customer confidence • Manage service quality and customer satisfaction • Implement customer retention and loyalty programmes

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS	KEY TASKS
Generate data-driven commercial insights	• Perform data-mining and data analysis • Execute activities driven by data analytics • Track and report business outcomes of data-driven insights • Prepare insights reports on data-mining outcomes
Execute customer order fulfilment	• Monitor fulfillment of customers' orders via store pickup or delivery service • Coordinate order processing, delivery and returns of customer orders
Manage relationships with partners	• Maintain business partnerships • Organise relevant information to contribute to negotiation efforts with partners • Review partner performance

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Brand Campaign Management	Level 3	Communication	Intermediate
Brand Portfolio Management	Level 3	Teamwork	Intermediate
Business Continuity Management	Level 3	Problem Solving	Intermediate
Business Negotiation	Level 3	Interpersonal Skills	Intermediate
Business Operational Planning	Level 3	Service Orientation	Intermediate
Business Opportunities Development	Level 3		
Business Relationship Building	Level 3		
Business Risk Assessment	Level 3		
Colour Concept Application	Level 3		
Communications Channel Management	Level 3		
Compliance with Legal Regulations	Level 3		
Conflict Management	Level 3		
Consumer Intelligence Analysis	Level 3		
Content Management	Level 3		
Content Management System Utilisation	Level 3		
Content Writing and Editing	Level 3		
Crisis Management	Level 3		
Customer Acquisition Management	Level 3		
Customer Behaviour Analysis	Level 3		
Customer Loyalty and Retention Strategy Formulation	Level 4		
Customer Experience Innovation	Level 3		
Customer Relationship Management (CRM)	Level 3		
Data Analytics	Level 3		
Data-mining and Modelling	Level 3		
Delivery Management	Level 3		
Delivery Optimisation	Level 3		

E-Commerce Executive

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Digital Asset and File Management	Level 3
Drive Productivity and Innovation	Level 3
E-Commerce Campaign Management	Level 3
ICT Disaster Recovery Management	Level 3
Emerging Technology	Level 3
Game-based Marketing	Level 2
Infographics and Data Visualisation	Level 4
Idea Generation and Selection	Level 3
Innovation Management	Level 3
International Marketing Programmes Management	Level 2
Inventory Control	Level 3
Intellectual Property Management	Level 3
Knowledge Management	Level 2
Market Research	Level 3
Market Trend Analysis	Level 3
Marketing Campaign Management	Level 3
Mobile Apps Marketing	Level 3
Order Fulfilment and Returns Processing	Level 3
Paid Search Engine Marketing (SEM)	Level 3
Problem Identification	Level 3
Process Improvement	Level 3
Product Advisory	Level 3
Productivity Improvement	Level 3
Rules-based Copy Editing	Level 3
Sales Target Management	Level 3
Sentiment Analysis	Level 3
Search Engine Optimisation (SEO)	Level 3
Service Challenges	Level 3
Service Coaching	Level 3
Service Innovation	Level 3
Service Leadership	Level 3
Service Planning and Implementation	Level 3
Social Media Marketing	Level 3
Social Media Management	Level 3
Stakeholder Management	Level 3
Systems Thinking Application	Level 3
Typeface and Layout Production	Level 3
User Interface and User Experience (UI/UX) Optimisation	Level 3
Vision Leadership	Level 3
Visual Collaterals Production	Level 3
Visual Design and Communication Principles	Level 3
Website Design	Level 3
Website Performance Management	Level 3
Workplace Communications	Level 3

E-Commerce Manager

JOB DESCRIPTION

The E-Commerce Manager drives the growth of the e-commerce business by enhancing customer experience and managing customer order fulfilment, technology and infrastructural plans. He/she is also responsible for generating data-driven commercial insights and managing relationships with partners for the business.

He works in a fast-paced and digitally-centric environment where he oversees the end-to-end commercialisation and operationalisation of the e-commerce business.

He is an energetic, collaborative and results-oriented team leader. He is technology-savvy with strong business acumen and is able to manage multiple projects effectively.

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS	KEY TASKS
Drive e-commerce business growth	• Analyse new market trends, business opportunities and market segments in global and local landscape • Implement e-commerce strategic and tactical programmes • Develop e-commerce campaigns • Drive e-commerce sales performance • Manage and review e-commerce operations and processes • Manage cross-functional partners on all aspects of the e-commerce business • Manage sales, promotions, marketing and social media campaigns and programmes over digital platforms
Drive technology and infrastructure enablement	• Develop and implement roadmaps for online store's functionality • Develop and manage technology disaster recovery plans • Develop, manage, and measure performance of technology vendor relationships • Manage usage and maintenance of IT infrastructure and networks • Manage procurement and implementation of new technologies • Monitor latest technology and consumer trends and assess suitability for the organisation
Enhance e-commerce customer experience	• Lead with service vision • Develop service operations • Foster service innovation • Optimise workforce for service excellence • Develop a service recovery framework • Manage service brand • Analyse service quality and customer satisfaction • Develop new products and services • Manage customer retention and loyalty programmes

E-Commerce Manager

CRITICAL WORK FUNCTIONS

KEY TASKS

Generate data-driven commercial insights

- Generate business questions requiring data-mining and analysis
- Create and distribute digital dashboards
- Analyse past performance of collections, categories and campaigns to improve marketing effectiveness and Return on Investment (ROI)
- Monitor and review data-mining and analytics tools
- Manage application of data-driven insights to solve business problems
- Generate ideas and strategies based upon data-driven insights and recommendations

Manage customer order fulfilment

- Define and revise order fulfilment policies and procedures
- Oversee fulfilment activities against established procedures and service level agreement
- Measure order fulfilment and customer satisfaction performance

Manage relationships with partners

- Manage partnerships for service excellence
- Assess potential partnership prospects
- Evaluate partnership performance

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Brand Campaign Management	Level 4	Leadership	Advanced
Brand Portfolio Management	Level 4	Problem Solving	Advanced
Business Continuity Management	Level 4	Decision Making	Advanced
Business Continuity Planning	Level 4	Communication	Advanced
Business Negotiation	Level 4	Interpersonal Skills	Intermediate
Business Operational Planning	Level 4		
Business Opportunities Development	Level 4		
Business Performance Management	Level 4		
Business Relationship Building	Level 4		
Business Risk Assessment	Level 4		
Communications Channel Management	Level 4		
Compliance with Legal Regulations	Level 4		
Conflict Management	Level 4		
Consumer Intelligence Analysis	Level 4		
Content Management	Level 3		
Content Management System Utilisation	Level 3		
Content Writing and Editing	Level 3		
Crisis Management	Level 4		

E-Commerce Manager

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Customer Acquisition Management	Level 4
Customer Behaviour Analysis	Level 4
Customer Experience Innovation	Level 4
Customer Loyalty and Retention Strategy Formulation	Level 4
Customer Relationship Management (CRM)	Level 4
Data Analytics	Level 4
Data-mining and Modelling	Level 4
Delivery Management	Level 4
Delivery Optimisation	Level 4
Digital Asset and File Management	Level 4
Drive Productivity and Innovation	Level 4
E-Commerce Campaign Management	Level 4
Emerging Technology	Level 4
Game-based Marketing	Level 4
Infographics and Data Visualisation	Level 4
Idea Generation and Selection	Level 4
Innovation Management	Level 4
International Marketing Programmes Management	Level 3
Inventory Control	Level 4
Intellectual Property Management	Level 4
ICT Disaster Recovery Management	Level 4
Knowledge Management	Level 4
Market Entry Strategy Formulation	Level 4
Market Research	Level 4
Market Trend Analysis	Level 4
Marketing Campaign Management	Level 4
Organisational Alignment and Interdependency Analysis	Level 4
Organisational Planning and Target Setting	Level 4
Organisational Strategy Formulation	Level 4
Order Fulfilment and Returns Processing	Level 4
Paid Search Engine Marketing (SEM)	Level 4
Problem Identification	Level 4
Process Improvement	Level 4
Productivity and Innovation Strategy	Level 4
Productivity Improvement	Level 4
Rules-based Copy Editing	Level 4

E-Commerce Manager

TECHNICAL SKILLS AND COMPETENCIES

Sentiment Analysis	Level 4
Search Engine Optimisation (SEO)	Level 4
Service Brand	Level 4
Service Challenges	Level 4
Service Leadership	Level 4
Service Planning and Implementation	Level 4
Service Partnerships	Level 4
Social Media Marketing	Level 4
Social Media Management	Level 4
Stakeholder Management	Level 4
Systems Thinking Application	Level 4
Technology Strategy Formulation	Level 4
Typeface and Layout Production	Level 4
User Interface and User Experience (UI/UX) Optimisation	Level 4
Vision Leadership	Level 4
Visual Design and Communication Principles	Level 4
Website Design	Level 4
Website Performance Management	Level 4
Workplace Communications	Level 4

E-Commerce Director

JOB DESCRIPTION

The E-Commerce Director develops business opportunities for the organisation by driving e-commerce business growth, customer experience and online category management. He/she oversees the organisation's order fulfilment, technology and infrastructural plans required to support the e-commerce business. He is also responsible for formulating data-driven commercial insights and fostering strategic relationships with stakeholders for the business.

He works in a rapidly transforming digitally-centric environment where he devises strategies to expand and optimise the organisation's e-commerce presence.

He is a forward-looking and results-oriented leader who is able to negotiate strategically. He is also technology-savvy with strong business acumen.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Develop business opportunities	• Contribute to formulation of organisational vision, mission and values • Evaluate local and international business environment and landscape • Develop business continuity strategies, policies and plans • Develop new market entry business strategies • Manage risks across business units
	Drive e-commerce business growth	• Develop operational plans to drive business performance and excellence • Direct management of crisis situations • Develop budget • Evaluate business unit's financial performance • Conduct functional analysis for the organisation • Lead collaboration with cross-functional team on e-commerce related activities • Drive sales, promotions, marketing and social media campaigns over digital platforms
	Drive technology and infrastructure enablement	• Lead formulation of technology strategies and roadmaps • Lead development and deployment of disaster recovery plans • Strategise, lead, and oversee performance of technology vendor relationships • Oversee usage and maintenance of IT infrastructure and networks • Monitor and leverage latest technology and consumer trends • Evaluate technologies and processes to improve operational performance • Direct procurement and implementation of new technologies

E-Commerce Director

CRITICAL WORK FUNCTIONS	KEY TASKS
Lead e-commerce customer experience	• 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 • Develop service recovery framework • Champion service innovation culture • Innovate customer experience
Formulate data-driven commercial insights	• Lead the formulation of business data • Direct design and development of data models • Direct data-mining and analysis process • Lead formulation of data-driven insights and drive the practical application to the business • Supervise development, evaluation and enhancement of predictive models • Review business impacts from data analytics insights • Drive exploration and development of latest data science techniques • Oversee analytics as a key competence throughout the organisation and provide ongoing consultative services
Manage customer order fulfilment	• Define and revise order fulfilment policies and procedures • Oversee fulfilment activities against established procedures and service level agreement • Measure order fulfilment and customer satisfaction performance
Foster relationships with stakeholders	• Formulate partnership cultivation plans • Develop and maintain business and professional networks • Establish and maintain strategic business partner relationships • Evaluate performance and contribution of strategic business partners • Manage conflicts • Direct negotiation policies and develop negotiation limits • Strategise partners for service excellence

E-Commerce Director

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Brand Campaign Management	Level 5	Leadership	Advanced
Brand Portfolio Management	Level 4	Decision Making	Advanced
Business Continuity Management	Level 5	Developing People	Advanced
Business Continuity Planning	Level 5	Communication	Advanced
Business Negotiation	Level 5	Problem Solving	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		
Communications Channel Management	Level 5		
Compliance with Legal Regulations	Level 5		
Conflict Management	Level 5		
Consumer Intelligence Analysis	Level 5		
Content Management	Level 5		
Content Management System Utilisation	Level 5		
Content Writing and Editing	Level 5		
Crisis Management	Level 5		
Customer Acquisition Management	Level 5		
Customer Behaviour Analysis	Level 5		
Customer Experience Innovation	Level 5		
Customer Loyalty and Retention Strategy Formulation	Level 5		
Customer Relationship Management (CRM)	Level 5		
Data Analytics	Level 4		
Data-mining and Modelling	Level 4		
Delivery Management	Level 4		
Delivery Optimisation	Level 5		
Demand Analysis	Level 5		
Digital Asset and File Management	Level 5		
Drive Productivity and Innovation	Level 5		
E-Commerce Campaign Management	Level 5		
Emerging Technology	Level 5		
Game-based Marketing	Level 5		
Innovation Management	Level 5		
Infographics and Data Visualisation	Level 4		
International Marketing Programmes Management	Level 5		
Inventory Control	Level 5		
Intellectual Property Management	Level 5		

E-Commerce Director

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Technical Skills and Competencies	Level
ICT Disaster Recovery Management	Level 5
Knowledge Management	Level 5
Market Entry Strategy Formulation	Level 5
Market Research	Level 5
Market Trend Analysis	Level 5
Marketing Campaign Management	Level 5
Mobile Apps Marketing	Level 5
Organisational Alignment and Interdependency Analysis	Level 5
Organisational Planning and Target Setting	Level 5
Organisational Strategy Formulation	Level 5
Paid Search Engine Marketing (SEM)	Level 5
Process Improvement	Level 5
Productivity and Innovation Strategy	Level 5
Productivity Improvement	Level 5
Sentiment Analysis	Level 5
Search Engine Optimisation (SEO)	Level 5
Service Brand	Level 5
Service Challenges	Level 5
Service Leadership	Level 5
Service Planning and Implementation	Level 5
Service Partnerships	Level 5
Social Media Marketing	Level 5
Social Media Management	Level 5
Stakeholder Management	Level 5
Systems Thinking Application	Level 5
Technology Strategy Formulation	Level 5
Vision Leadership	Level 5
Visual Design and Communication Principles	Level 4
Website Performance Management	Level 5
Workplace Communications	Level 5

Managing Director

Terence Yow
Enviably Me Pte Ltd

THE RIGHT FIT

"If the shoe fits, wear it."

The saying is especially apt for Terence Yow, founder of Enviably Me, the sole distributor of the successful Melissa Shoe brand here in Singapore. By all accounts, his turned out to be an entrepreneurial success story. However, he has this to say to aspiring retailers or entrepreneurs such as himself: "There are far too many positive narratives out there when it comes to entrepreneurship. The truth is, there is a lot more failure involved."

He began his retail career at Procter & Gamble (P&G) and after 14 years there, decided to set off in pursuit of his own venture. "My original idea was to open a store selling eco-friendly fashion," he shares. "I sank my savings into a store at Wheelock Place for about two years. The only problem was that it didn't succeed," he says. "I had all these years of experience in marketing and strategy, but none of that helped. I was a few months away from bankruptcy at one point."

> "At the end of the day, retail is always changing. We need to move forward in creating that better shopping experience for our customers."

The turning point came when he discovered the Melissa brand of shoes. It seemed to tick all the right boxes: trendy, eco-friendly, and the right price point. "I scraped all my resources for my first order of 300 pairs," he shares.

The first batch did remarkably well, with stocks clearing out in record time just from word-of-mouth referrals alone. Not one to let opportunity slip out of his fingers, he quickly set about capitalising on his discovery.

"Once I realised we had hit the right spot, there was no looking back. Only then did all of my previous knowledge come in – the ability to pick out the right location, work with the right talent to create the right store environment, assembling my core team, the early stages of social media and PR; everything just clicked from there," he says.

Even the company's HR practices were refined to hire the right team. "Now, with the Skills Framework, we can use components such as the Career Pathways and Skills Maps to help us enhance our HR practices and policies – such as identifying the right skill set we require or developing the employee appraisal and career planning process."

Now, close to six years since its launch, his team continues its concerted effort in developing the Melissa brand here. In addition, he has recently launched a more affordable, trendy line of shoes named "Addicts Anonymous" on Zalora. Plans to bring in another shoe brand from Australia are also underway.

Terence believes that the way forward in retail is to plan new, targeted strategies. "We always start with the shopping experience - what makes it a good experience? How can we deliver what customers want, when they want it? How do we create an omni-channel presence?

"At the end of the day, retail is always changing. We need to move forward in creating that better shopping experience for our customers," he concludes.

Chief Executive Officer/Chief Operating Officer/ Managing Director/Country Manager

The Chief Executive Officer/Chief Operating Officer/Managing Director/Country Manager sets overall direction for the organisation, formulates strategic goals and drives organisational growth. He/she identifies new business opportunities, champions the organisation's service excellence aspirations and fosters strategic relationships with stakeholders. He is also responsible for driving the organisation's financial, innovation and productivity strategies.

He operates in a rapidly transforming business environment where he is accountable for the success of the entire organisation.

He is a forward-thinking strategic leader with a strong business acumen, able to make calculated-risk decisions, is constructive and analytical, and performs effectively in a complex and difficult environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive organisational vision, mission and values	• Develop organisation vision, mission, values and culture • Provide organisational leadership, direction and governance • Articulate organisational strategic priorities, directions and plans
	Develop business opportunities	• Review organisational analysis • Develop business continuity strategies, policies and guidelines • Direct new market entry strategies • Formulate franchise strategies for organisational growth • Direct real estate and building infrastructure expansion plans • Direct organisational performance roadmap and plans • Lead formulation of technology strategies and roadmaps
	Conceptualise service aspiration	• Build a service excellence culture • Enhance customer strategies • Translate strategies into service operations • Optimise the sevice performance of workforce • Win customers for life • Maximise service and business performance • Lead design of customer experience across channels

CRITICAL WORK FUNCTIONS AND KEY TASKS		
	Formulate organisation's financial philosophies and strategies	• Set organisation's finance philosophies and strategies • Establish organisation's risk appetite and risk goals
	Drive innovation and productivity	• Promote productivity and innovation culture in the organisation • Develop framework for productivity and innovation initiatives • Transform service through strategic innovation
	Manage organisation	• Direct organisation learning and development • Create a diverse and cooperative work environment • Persuade and influence stakeholders
	Foster relationships with stakeholders	• Build positive relationships with the board • Represent and promote the organisation • Act as an effective board member • Develop strategic leadership networks

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Brand Guideline Development	Level 5	Leadership	Advanced
	Business Continuity Management	Level 6	Decision Making	Advanced
	Business Continuity Planning	Level 6	Interpersonal Skills	Advanced
	Business Environment Analysis	Level 6	Communication	Advanced
	Business Operational Planning	Level 6	Global Mindset	Advanced
	Business Opportunities Development	Level 6		
	Business Performance Management	Level 6		
	Business Relationship Building	Level 6		
	Business Risk Assessment	Level 6		
	Conflict Management	Level 6		
	Corporate Governance	Level 5		
	Crisis Management	Level 6		
	Customer Loyalty and Retention Strategy Formulation	Level 6		
	Customer Relationship Management (CRM)	Level 6		
	Data Analytics	Level 6		
	Drive Productivity and Innovation	Level 6		
	Effective Board Member	Level 6		
	Financial Analysis	Level 6		
	Financial Budget Planning and Management	Level 6		
	Franchise Management	Level 6		
	Intellectual Property Management	Level 6		
	Knowledge Management	Level 6		

Chief Executive Officer/Chief Operating Officer/ Managing Director/Country Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	Manage Change	Level 5
	Compliance with Legal Regulations	Level 6
	Market Entry Strategy Formulation	Level 6
	Organisation and Board Relationship	Level 6
	Organisation Evaluation for Business Excellence	Level 6
	Organisation Representative	Level 6
	Organisational Analysis	Level 6
	Organisational Planning and Target Setting	Level 6
	Organisational Relationship Building	Level 6
	Organisational Strategy Formulation	Level 6
	Organisational Vision, Mission and Values Formulation	Level 6
	People Development	Level 6
	Personal Effectiveness	Level 6
	People and Relationship Management	Level 5
	Productivity and Innovation Strategy	Level 6
	Productivity Improvement	Level 6
	Project Feasibility	Level 5
	Project Integration	Level 6
	Project Resources	Level 5
	Property and Infrastructural Planning	Level 6
	Public Relations Campaign Management	Level 5
	Service Brand	Level 5
	Service Information and Results	Level 5
	Service Innovation	Level 5
	Service Innovation Culture	Level 5
	Service Leadership	Level 5
	Technology Strategy Formulation	Level 6
	Vision Leadership	Level 6
	Workplace Communications	Level 6
	Workforce Diversity and Harmony	Level 6

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Analytical, Conceptual and Evaluative	Business Environment Analysis	Analyse data pertaining to the business landscape and environment, including competitor-analysis		●	●	●	●	●
	Demand Analysis	Devise frameworks to assess market dynamics and execute analyses to uncover demand outlook of products or services		●	●	●	●	
	Functional Analysis	Analyse impact of internal and external influencing factors on the business to formulate business function strategies			●	●	●	
	Market Research	Formulate market research frameworks, as well as develop market research study objectives, market research plans and methodologies to analyse market trends and developments to forecast emerging market needs		●	●	●	●	
	Organisational Analysis	Devise frameworks to initiate organisational analysis pertaining to internal capabilities, resources and organisational design, as well as use reliable and valid data analysis methods to determine current and emerging organisational needs				●	●	●
	Problem Identification	Classify problems and associated implications as well as provide recommendations to resolve issues at hand		●	●	●		
	Systems Thinking Application	Understand complexity of cause-and-effect relationships of systems and processes across the organisation, as well as evaluate systems based on value-creation and contribution to specific issues				●	●	●
Brand and Channel Management	Brand Guideline Development	Conceptualise and develop branding guidelines to uphold and maintain brand values, promises and image, as well as assess current brand guidelines and provide inputs to enhance messaging		●	●	●	●	
	Brand Portfolio Management	Formulate brand portfolio strategies, define branding features as well as create brand differentiators to expand portfolio user base				●	●	●
	Category Marketing	Prioritise key marketing activities to support category strategies, as well as evaluate sales reports to make improvements in marketing support activities			●	●	●	
	Communications Channel Management	Devise frameworks for selection of distribution channels, select the distribution channels and evaluate the effectiveness of such channels			●	●	●	
	Marketing Mix Management	Establish marketing mix frameworks which include development of products, prices, places and promotions as well as, identify levels of customer touch-points			●	●	●	
Business Continuity Management	Business Continuity Management	Develop business continuity policies and frameworks which are aligned with the organisation's strategic objectives				●	●	●
	Business Continuity Planning	Develop business continuity plans and lead the organisation to determine business imperatives that must be addressed in the event of crisis situations				●	●	●
	Crisis Management	Provide guidance on developing return-to-normal procedures, direct crisis responses as well as establish parameters for contingency planning				●	●	●
Change Management	Adapt to Change	Identify global trends and changes impacting the workplace, as well as undertake lifelong learning to adapt to changes for sustained employability in the new knowledge economy	●		●	●		
	Manage Change	Develop and implement change management initiatives, change management strategies and programmes	●	●	●	●	●	●

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	1	2	3	4	5	6
Communication	Business Negotiation	Develop business negotiation strategies and ideas to facilitate discussions with stakeholders			●	●	●	
	Workplace Communication	Communicate with employees to cascade information across the organisation	●	●	●	●	●	●
Copywriting	Content Writing and Editing	Articulate, proofread and conduct readability tests on key messages written using appropriate content ideas and writing styles		●	●	●	●	
	Print Management	Manage print production, monitor progress and apply quality control procedures to ensure compliance with project specifications as well as contractual agreements	●	●	●	●		
	Print Production Trends and Techniques	Evaluate trends and techniques within the printing industry as well as implement new technology and new work processes		●	●	●		
	Rules-based Copy Editing	Manage styles or tones appropriate to the publication or type of communication materials to ensure clarity of meaning and ease of reading		●	●	●		
	Typeface and Layout Production	Develop and manage the typefaces and layout production plans that conform to creative briefs		●	●	●	●	
	Writing of Advertising Copy for Broadcast and Interactive Media	Develop advertising copies for broadcast and interactive media that promote the ideal image, features and benefits of the products, services or ideas that comply with legal, organisational and ethical requirements	●	●	●	●		
	Writing of Advertising Copy for Print Media	Develop advertising copies for print media that promote the ideal image, features and benefits of the products, services or ideas that comply with legal, organisational and ethical requirements	●	●	●	●		
Customer Acquisition and Retention	Customer Acquisition Management	Develop customer acquisition strategies as well as foster customer relationships to attract new customers		●	●	●	●	
	Customer Loyalty and Retention Strategy Formulation	Formulate and implement customer loyalty and retention strategies based on data from customer relationship management				●	●	●
	Customer Relationship Management Operations	Manage and analyse customer data to foster long-term relationships with customers and drive sales growth	●	●	●	●	●	
Customer Experience	After-sales Service	Develop, implement and review policies for after-sales procedures to ensure customer satisfaction	●	●				
	Customer Experience Management	Compile information and manage communication across various customer touch points to ensure a consistent and pleasant retail experience		●	●	●	●	
	Customer Loyalty	Develop and manage customer loyalty and retention programmes to foster long-term relationships with customers		●		●	●	
	People and Relationship Management	Manage the organisation's manpower to drive service excellence	●		●	●	●	
	Product Advisory	Develop, maintain and convey detailed and specialised product knowledge as well as keep abreast of emerging product knowledge to address customers' requirements	●	●				
	Product Demonstration	Develop knowledge of the range and price of the organisation's products and services, as well as present and demonstrate the use and application of products and services to customers	●	●				
Customer Experience	Service Brand	Develop strategies to enhance the organisation's service brand and value proposition				●	●	
	Service Challenges	Develop a framework to manage and mitigate service challenges and feedback from customers	●			●	●	
	Service Coaching	Coach staff to deliver service in accordance with organisation's service vision, mission and values			●			
	Service Excellence	Develop a service framework to manage and address service challenges, and collaborate with partners to deliver service excellence	●		●	●	●	
	Service Information and Results	Acquire and analyse data and information to enhance the organisation's service performance	●		●	●	●	
	Service Innovation Culture	Establish service innovation strategies and develop operating systems, policies and processes to support service excellence and innovation				●	●	
	Service Innovation	Drive and implement a service innovation culture in organisations	●			●	●	
	Service Leadership	Champion and role model the organisation's service vision, mission and values	●		●	●	●	
	Service Partnerships	Collaborate with partners to deliver and enhance the customer experience					●	●
	Service Planning and Implementation	Develop and implement strategies and plans for the service operations	●		●	●	●	
Customer Immersive Experience	Content Management	Manage information architecture and visual compositions of webpages and multimedia sites in order to communicate key messages		●	●	●	●	
	Content Management System Utilisation	Create, curate and manage the organisation's web assets and content using appropriate systems and platforms to engage prospects and customers on the organisation's value propositions		●	●			
	Game-based Marketing	Incorporate game mechanics such as points, levels, badges, challenges, leader boards, and rewards in non-game business scenarios to lower customer acquisition costs and drive customers' engagement as well as loyalty		●	●	●		
	Mobile Apps Marketing	Employ interactive mobile apps as a marketing resource for 'anytime' and 'anywhere' customer acquisition, engagement, loyalty and lead conversion		●	●	●		
Design and Illustration	Colour Concept Application	Apply and use principles of colour theory for product design development as well as advise customers on colour compatibility	●	●	●			
	Design Concepts Generation	Build preliminary ideas on innovative design concepts and different ways to address needs and opportunities of target stakeholders		●	●	●		
	Digital Image Production	Develop the conceptual vision, evaluate capabilities of techniques and materials required for the proposed digital imaging work and organise resources and materials required based on the work plans			●	●		

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels 1	2	3	4	5	6
Design and Illustration	Manual and Digital Drawings Production	Develop drawing requirements, evaluate drawing conventions and specifications, as well as identify production materials and methods				●	●	
	Photographic Images Manipulation	Develop output plans, materials and equipment needed to produce required images				●	●	
	Production of Still and Moving Images	Develop, create, review and refine still and moving images based on design briefs				●	●	
	Visual Collaterals Production	Develop and create design briefs and storyboards based on project requirements			●	●	●	
Digital Interface Optimisation	Digital Asset and File Management	Develop and implement systematic procedures to organise digital content in collaborative and networked environments			●	●	●	●
	User Interface and User Experience (UI/UX) Optimisation	Design and deploy consistent customer experience-led interface and visual assets that allow for a seamless retail experience to boost customer retention and conversion			●	●	●	●
	Website Design	Determine and review purposes, expectations and functionalities of websites, as well as analyse the user-interface design requirements		●	●	●	●	
	Website Performance Management	Design mechanisms to identify website maintenance, administration, or performance problems, as well as generate website performance benchmarks reports and record outcomes against specifications			●	●	●	●
Finance	Financial Analysis	Determine financial implications, conduct and review financial analyses for business units			●	●	●	●
	Financial Budget Planning and Management	Establish, determine and manage organisational financial strategies through budget management, and planning and review financial control techniques to evaluate effectiveness				●	●	●
Corporate Governance and Policies	Compliance with Legal Regulations	Develop and implement organisation's compliance programmes with relevant legislative and regulatory requirements	●		●	●	●	●
	Corporate Governance	Endorse corporate governance frameworks, establish operationalisation of policies and maintain compliance to statutory laws and regulatory policies				●	●	●
	Intellectual Property Management	Evaluate, determine and implement organisational intellectual property rights to mitigate potential infringement			●	●	●	●
	Organisation Evaluation for Business Excellence	Analyse data, review and improve programmes and organisational performance for achieving business excellence, as well as articulate communication strategies to facilitate extension of business improvement options	●	●	●	●	●	●
	Policy Implementation and Revision	Identify priority areas for policy development and evaluate existing policies to determine currency and relevance		●	●	●	●	●
Infocomm Technology (ICT)	Emerging Technology	Review new developments in emerging technology as well as evaluate and determine relevance of emerging technologies to the organisation				●	●	●
	ICT Disaster Recovery Management	Develop, evaluate and refine policies and processes to guide recovery of critical IT infrastructure and systems following a crisis or disaster			●	●	●	●
	Technology Strategy Formulation	Develop and refine strategic directions, goals, as well as business targets for technology				●	●	●

TSC Category	TSC Title	TSC Description	Proficiency Levels 1	2	3	4	5	6
Infocomm Technology (ICT)	Knowledge Management	Develop and deploy systematic management of information within databases, documents, policies and procedures, as well as promote knowledge as a strategic organisational asset and key enabler of organisational learning	●	●	●	●	●	●
Information and Results	Report Writing	Write reports using terminology appropriate to the reader as well as identify requirements for written reports	●	●	●	●		
	Retail Administration	Manage and validate petty cash transactions, as well as document hours worked for each employee				●	●	
	Retailing and the Economy	Anticipate and recognise shifts in the retail landscape, and demonstrate knowledge of the industry context within which the organisational operates in	●	●	●	●	●	●
Innovation	Customer Experience Innovation	Identify elements that form customer expectations and develop new methods to design, innovate and achieve desirable levels of customer experience			●	●	●	
	Drive Productivity and Innovation	Engender a culture to encourage idea generation that promotes productivity and innovation across the organisation	●	●	●	●	●	●
	Idea Generation and Selection	Facilitate discussions, seek opinions from others, brainstorm ideas to realise business opportunities and improve current working conditions			●	●	●	
	Innovation Management	Identify organisational needs for innovation, establish systems to foster innovation and develop effective ways of working to enhance organisational performance	●	●	●	●	●	●
	Process Improvement	Evaluate strategic and longer-term impacts of change and improvement processes, as well as communicate to employees improvement plans, goals and changes to operational procedures		●	●	●	●	
	Productivity and Innovation Strategy	Articulate productivity and innovation strategies, develop a productivity management framework as well as manage systems to evaluate effectiveness in promoting continuous improvements				●	●	●
	Productivity Improvement	Lead and drive work area process goals, job specifications and workplace requirements for productivity initiatives, as well as evaluate work area processes for problems and identify areas for improvement	●	●	●	●	●	●
Inventory Management	Inventory Control	Manage receipt, dispatch and storage of merchandise, and monitor and maintain stock control to oversee the purchase of stocks for production effectively	●	●	●	●	●	
Leadership and People Management	Organisational Vision, Mission and Values Formulation	Formulate and refine organisational vision, mission and values through assessing internal capabilities, external environment and industry landscape				●	●	●
	Vision Leadership	Articulate clear, inspiring organisational goals, plans and priorities, as well as, display behavioural characteristics within the workplace in accordance to organisational values			●	●	●	●
Market Intelligence	Consumer Intelligence Analysis	Devise frameworks for consumer intelligence analysis to develop an understanding of customer knowledge from various customer touch points	●	●	●	●	●	
	Customer Behaviour Analysis	Devise customer behaviour analysis tools and approaches and perform analysis on information pertaining to customer behaviours		●	●	●	●	

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Market Intelligence	Market Profiling	Segment the markets, select the targeting strategies and tactics, profile the target segments and develop the positioning strategies as well as implementation activities		●	●	●	●	
	Market Trend Analysis	Devise the framework, manage and conduct the situational analysis process to uncover market trends and industry developments to identify new opportunities		●	●	●	●	
	Sentiment Analysis	Devise, develop and use sentiment analysis models to computationally identify and categorise opinions expressed in a piece of text		●	●	●	●	
Outreach and Traffic Optimisation	Affiliate Marketing	Select and manage affiliates to strengthen customer engagement, enhance lead conversion, broaden the reach of marketing efforts and optimise marketing return-on-investment		●	●	●	●	
	Blog and Vlog Deployment	Publish and maintain informal websites for information sharing and discussion in a 'diary' style format with entries or 'posts' uploaded and updated in chronological order to drive brand perceptions and experience		●	●	●	●	
	Inbound Marketing	Promote the organisation's products and services through creating quality, customer-centric content, for blogs, podcasts, videos, eBooks, newsletters, whitepapers, SEO, physical products, social media marketing, and other forms of content marketing to attract customers through the different stages of the purchase funnel		●	●	●	●	
	Paid Search Engine Marketing (SEM)	Invest in paid advertising on search engines to maximise traffic on the organisation's digital assets and content on Pay-Per-Click (PPC) models to generate awareness as well as enhance customer engagement and lead conversions		●	●	●	●	
	Search Engine Optimisation (SEO)	Optimise online digital assets and content of brands and products to enable and enhance discoverability by search engines		●	●	●	●	
	Social Media Management	Leverage various social networking platforms to deliver the organisation's value propositions as well as contextual and targeted messaging based on real-time customer insights to engage in two-way communication with prospects and customers		●	●	●	●	
	Social Media Marketing	Formulate, execute and evaluate social media strategic plans to establish positive relationships with industry and social media colleagues and proactively seek and evaluate innovative marketing opportunities		●	●	●	●	
People and Relationship Management	Business Relationship Building	Formulate both offline and online partnership strategies and identify, establish and maintain relevant network of strategic partners that provide value to the organisation		●	●	●	●	●
	Effective Board Member	Manage relationships with board members and participate in policy development initiatives to maximise shareholders' value						●
	Organisation and Board Relationship	Collaborate with board members within the requirements of corporate governance, manage relationships with the board and provide strategic leadership						●
	Organisation Representative	Represent the organisation positively, communicate key messages in various forums and events and adapt communication styles to suit audience expectations						●

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
People and Relationship Management	Sponsorship Management	Identify sponsorship requirements and organise activities according to sponsorship agreements and financial parameters			●	●	●	
	Stakeholder Management	Determine and document stakeholder communication needs to address development needs and opportunities to support stakeholder engagement		●	●	●	●	
Personal Management and Development	Conflict Management	Build consensus, maintain the best interests of the organisation and utilise knowledge of conflict management techniques to diffuse tensions and achieve resolutions effectively		●	●	●	●	●
	People Development	Build a healthy pipeline of talent pool within the organisation, review talent capabilities, identify skill needs and encourage personal learning and development			●	●	●	●
	Interviewing	Conduct and follow up on interviews according to established interview objectives and organisation's selection procedures				●	●	
	Organisational Relationship Building	Influence and facilitate positive working relationships, promote workplace diversity and cultivate a culture of open communication within the organisation			●	●	●	●
	Personal Effectiveness	Demonstrate self-awareness and commit to personal development by capitalising individual strengths and seeking ways to address weaknesses			●	●	●	●
	Staff Training Facilitation	Identify training needs and coordinate staff training according to customised training roadmaps to improve employees' skills and capabilities				●	●	
	Workforce Diversity and Harmony	Develop and implement strategies that support diversity and cross-cultural cooperation within the workplace			●	●	●	●
Planning and Implementation	Business Operational Planning	Translate organisational vision, mission and values into business operational plans as well as to review outcomes for continuous improvements			●	●	●	●
	Business Opportunities Development	Capitalise on local and international business opportunities to create value to customers continuously and evaluate, identify and analyse business opportunities that are commercially viable			●	●	●	●
	Franchise Management	Establish and operationalise franchise plans to include details of roles and responsibilities between franchisors and franchisees, determine resources required to operate a franchise and set key performance indicators				●	●	●
	Market Entry Strategy Formulation	Develop strategic plans to enter organisation's identified markets based on assessed costs, benefits and risks involved				●	●	●
	Organisational Alignment and Interdependency Analysis	Determine the degree of inter-dependencies, manage the flow of transactions and information and evaluate inter-dependencies between other departments			●	●	●	
	Organisational Planning and Target Setting	Identify and prioritise strategic needs of the organisation to determine key performance indicators to achieve established goals				●	●	●
	Organisational Strategy Formulation	Develop and refine strategic directions, goals and business targets in alignment with organisation's vision, mission and value statements				●	●	●
	Property and Infrastructural Planning	Formulate organisation's infrastructural blueprint based on projected growth plans and future business requirements				●	●	●

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels 1	2	3	4	5	6
Product Management	Category Management	Establish category management principles to identify trends, opportunities and risks, as well as monitor and manage internal systems to evaluate level of spending			●	●	●	●
	Product Costing and Pricing	Design production specifications, evaluate costing factors and document product cost estimates				●	●	●
	Product Development	Evaluate consumer and market trends to determine value proposition, cost-effectiveness and profitability of proposed products in different markets			●	●	●	●
	Product Performance Management	Determine effectiveness of product improvements or variations through the analysis of data based on knowledge of process improvement and efficient production techniques and systems				●	●	
	Product Styling	Develop plan layouts, including sketches and drawings, in line with brand guidelines to illustrate product styles	●	●	●	●		
	Quality Assurance	Establish key indicators and performance measures as well as monitor and maintain quality of finished products				●	●	●
Programme and Campaign Management	Brand Campaign Management	Develop evaluation strategies for brand campaign effectiveness and analyse data to provide recommendations for improvements in future brand campaigns			●	●	●	●
	E-Commerce Campaign Management	Develop, manage and execute e-commerce strategies and campaigns according to agreed timelines and budgetary requirements			●	●	●	●
	Events Planning and Management	Develop, manage and execute event plans according to agreed timelines and budgetary requirements			●	●	●	
	International Marketing Programmes Management	Evaluate options for international marketing programmes and formulate international marketing objectives to determine key performance indicators to meet organisational requirements			●	●	●	●
	Marketing Campaign Management	Develop evaluation strategies for marketing campaign effectiveness and analyse data to provide recommendations for improvements in future marketing campaigns			●	●	●	●
	Products and Services Promotions	Plan and schedule promotional activities that adhere to timelines, budgetary constraints and marketing needs of the organisation			●	●	●	●
Project Management	Project Administration	Plan and coordinate project closures and documentation processes, and refine project administration policies and procedures			●	●	●	
	Project After Action Review	Set and determine project after action review (AAR) as well as review and evaluate success of strategic plan after action plans have been implemented					●	●
	Project Cost	Set budget, monitor costs and assess budget implications of projects on operations					●	●
	Project Feasibility	Assess the business environment and organisational capabilities to evaluate and determine the feasibility of a project					●	●
	Project Integration	Set programme direction as well as balance overall project management functions across the project life cycle				●	●	●
	Project Plan	Develop project plans and manage project risks using appropriate project management tools				●	●	●

TSC Category	TSC Title	TSC Description	Proficiency Levels 1	2	3	4	5	6
Project Management	Project Quality	Establish and drive quality assurance processes by reviewing project outcomes and processes and providing inputs to quality planning and assessment of quality management outcomes					●	●
	Project Resources	Design resourcing models to determine and assess available resources before undertaking projects					●	●
	Project Risk	Identify and manage project risks as well as perform risk assessment as required to drive project outcomes				●	●	●
	Project Scope	Obtain project authorisation, develop a scope management plan, and manage the application of project scope controls				●	●	●
	Project Timeline	Determine project requirements and development timelines to ensure timely project delivery				●	●	
Public Relations	Marketing Communications Plan Development	Formulate, develop and implement marketing communications plans and evaluate tools and vehicles appropriate to reflect effective execution of communication strategies			●	●	●	●
	Mass Communications Management	Establish and maintain effective internal and external communication channels to ensure timely dissemination of information to stakeholders			●	●	●	●
	Media Platforms Management	Drive organisational policies and procedures for media use as well as develop and implement media plans while evaluating their effectiveness			●	●	●	●
	Media Strategy Development	Develop, execute and evaluate media strategies and plans to assess impact of media advertising across channels in relation to target customers			●	●	●	●
	Press Conferences Management	Manage and evaluate communication processes with media to promote organisation morale and public profile				●	●	●
	Public Relations Campaign Management	Formulate and oversee organisations' public relations strategies and plans	●	●	●	●		
Results Achievement	Business Performance Management	Set directions for business performance strategic needs, determine key performance indicators and evaluate results to implement improvement plans				●	●	●
	Business Excellence	Develop and implement policies and processes to achieve business excellence						●
Retail Analytics	Customer Relationship Management (CRM)	Establish strategies, technologies and practices to manage and analyse data on customer interactions throughout the customer lifecycle, with the goal of improving business relationships with customers, assisting in customer retention and driving sales growth			●	●	●	●
	Data Analytics	Perform segmentation, analysis, historical storage and integration of quantitative and qualitative data captured from various sources to understand and improve online and offline user experience and conversion	●	●	●	●	●	●
	Data-Mining and Modelling	Establish and deploy data modelling techniques to support narrative and predictive analytics efforts and identify trends and patterns for simulation and forecasting purposes	●	●	●	●	●	
	Infographics and Data Visualisation	Present data using meaningful visual illustrations, iconographies, graphs and charts for easy and accessible discovery and communication of data insights aimed at specific business objectives		●	●		●	

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Retail Sourcing	House Brand Development	Manage product lifecycles to ensure alignment to established house brand positioning strategies that take into account target markets, customer needs and perceptions			●	●	●	
	Merchandise Buying	Design and implement merchandise buying plans according to market and consumer trends, merchandise ranges, stock levels and sources of supply			●	●	●	
	Merchandise Performance Analysis	Develop processes to analyse profit performance of merchandise, evaluate trends of profitability and identify opportunities to adjust range of merchandise		●	●	●	●	
Retail System Automation and Optimisation	Delivery Optimisation	Employ algorithmic and/or systematic route planning and improve logistics efficiencies using sophisticated logistics technology applications to ensure speedy parcel delivery		●	●	●	●	
Risk Management	Business Risk Assessment	Articulate, communicate and assess organisational risk appetite frameworks and risk statements across the organisation			●	●	●	●
Sales and Marketing	Sales Closure	Perform numerical calculations and execute selling strategies to complete sales of produts and services to the satisfaction of customers	●		●			
	Sales Target Management	Evaluate and monitor sales target and performance to plan and initiate actions to achieve excellence in sales delivery			●	●	●	
Supplier Relationship Management	Supplier Performance	Formulate metrics to manage and evaluate suppliers to review supplier performance	●	●	●	●	●	
	Supplier Sourcing	Formulate organisational strategies to source for, manage and review supplier contracts			●	●	●	
Supply Chain and Logistics Management	Delivery Management	Determine impact of transportation delivery on overall logistics service provision and manage fleet to improve efficiency, reduce costs, and deliver products and services to customers	●	●	●	●		
	Order Fulfilment and Returns Processing	Develop order fulfilment guidelines and execute order fulfilment activities in accordance with service level agreements		●	●	●	●	
	Supply Chain Operational Costing	Establish systems to evaluate and analyse sourcing options and current land and/or regulatory environments, prepare manpower and capital budget, and calculate operational costs			●	●	●	
Visual Display and Space Optimisation	Point-of-Purchase Marketing	Formulate in-store optimal offer strategies design optimal offer assortments and establish Point-of-Purchase (POP) set-up guidelines and promotion per POP to improve sales closures	●	●	●	●		
	Retail Space Utilisation	Conceptualise and develop store and digital planograms which illustrate assortment of merchandise		●	●	●		
	Shopper Marketing Campaign Management	Develop evaluation strategies and analyse data to recommend improvements to future shopper marketing campaigns		●	●	●	●	
	Visual Design and Communication Principles	Establish appropriate visual design and communication principles and techniques, taking into account organisational needs, target market and customer perceptions		●	●	●	●	
	Visual Merchandising Presentation	Monitor accuracy of displays against visual merchandising display guidelines	●		●	●		

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Workplace Housekeeping, Safety and Security	Food and Beverage Safety and Hygiene	Implement and observe food and beverage safety and hygiene policies and identify areas for improvement following hygiene audits	●	●	●	●	●	
	Store Facilities and Housekeeping	Identify facility and space requirements, and negotiate contract terms and conditions to support business needs and volume	●		●	●	●	
	Store Security Policy	Design, monitor, observe and review store security policies and procedures to promote a safe working environment	●		●	●	●	
	Workplace First-Aid	Assess casualties and apply first aid, CPR and AED skills and abilities in the workplace	●	●	●			
	Workplace Safety and Health	Establish a workplace safety and health system as well as maintain and comply with Workplace Safety and Health policies and procedures	●		●	●		

Overview of Technical Skills and Competencies

Overview of Generic Skills and Competencies

General Descriptors for Technical Skills and Competencies (TSCs)

Level	Responsibility (Degree of supervision and accountability)	Autonomy (Degree of decision-making)	Complexity (Degree of difficulty of situations and tasks)	Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)
6	Accountable for significant area of work, strategy or overall direction	Empowered to chart direction and practices within and outside of work (including professional field/ community), to achieve/exceed work results	Complex	• Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge • Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice • Demonstrate exemplary ability to innovate, and formulate ideas and structures
5	Accountable for achieving assigned objectives, decisions made by self and others	Provide leadership to achieve desired work results; Manage resources, set milestones and drive work	Complex	• Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles • Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work • Manage and drive complex work activities
4	Work under broad direction Hold accountability for performance of self and others	Exercise judgment; Adapt and influence to achieve work performance	Less routine	• Evaluate and develop factual and conceptual knowledge within a field of work • Select and apply a range of cognitive and technical skills to solve non-routine/abstract problems • Manage work activities which may be unpredictable • Facilitate the implementation of innovation
3	Work under broad direction May hold some accountability for performance of others, in addition to self	Use discretion in identifying and responding to issues, work with others and contribute to work performance	Less routine	• Apply relevant procedural and conceptual knowledge and skills to perform differentiated work activities and manage changes • Able to collaborate with others to identify value-adding opportunities
2	Work with some supervision Accountable for a broader set of tasks assigned	Use limited discretion in resolving issues or enquiries. Work without frequently looking to others for guidance	Routine	• Understand and apply factual and procedural knowledge in a field of work • Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools • Present ideas and improve work
1	Work under direct supervision Accountable for tasks assigned	Minimal discretion required. Expected to seek guidance	Routine	• Recall factual and procedural knowledge • Apply basic skills to carry out defined tasks • Identify opportunities for minor adjustments to work tasks

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Communication	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.	Communicate information with others to respond to general inquiries and to obtain specific information.	Articulate and discuss ideas and persuade others to achieve common outcomes.	Negotiate with others to address issues and achieve mutual consensus.
Computational Thinking	Develop and use computational models, tools and techniques to interpret and understand data, solve problems and guide decision-making.	Use computational models, tools and techniques to identify patterns in a problem and develop a solution.	Modify existing computational models, tools and techniques to develop different solutions.	Develop and create computational models, tools and techniques to implement new solutions and apply to other problems.
Creative Thinking	Adopt a fresh perspective to combine ideas or information in new ways and make connections between seemingly unrelated fields to create new ideas and applications.	Connect ideas or information from related fields or applications to address an immediate issue.	Connect or combine ideas or information from unrelated fields or applications to generate multiple ideas to bring about a specific outcome.	Create original applications or ideas to reveal new possibilities and reshape goals through high level of innovativeness.
Decision Making	Choose a course of action from various alternatives using a reasoned process to achieve intended goals.	Make decisions of simple or routine nature to achieve intended goals using given information and guidelines.	Make decisions in a complex setting to achieve intended goals using a structured process and multiple sources of available information.	Make decisions in a volatile and ambiguous setting using a structured process and limited sources of available information to achieve intended goals.
Developing People	Help others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals.	Use demonstration and explanation to teach a familiar task to inexperienced co-workers.	Provide coaching to others to develop their skills and knowledge on their jobs to enhance performance.	Provide mentorship to help others in their professional and personal development to improve performance and further their careers.
Digital Literacy	Use ICT tools, equipment and software to create, evaluate and share information digitally with others.	Perform basic functions using software programmes pertaining to computer operating systems and file management, and search online information.	Use available software features to create and edit documents, customise templates and reports and evaluate online information.	Use available software features to enhance documents, analyse and manipulate data, and use ICT to organise, share and communicate information clearly and coherently.
Global Mindset	Awareness of diversity across global cultures and markets. Seek opportunities to adopt successful practices and ideas.	Demonstrate understanding of global challenges and opportunities and how to transfer best practices across cultures. Respect cultural differences and needs of a diverse workforce.	Develop global networks and manages virtual relationships while balancing both local and global perspectives. Adopt a local and global perspective when making decision making.	Build the organisation's capabilities to compete in a global environment. Manage tension between corporate requirements, global and cultural differences.

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Interpersonal Skills	Manage relationships efficiently and communicate with others effectively to achieve mutual consensus and outcomes.	Recognise own internal feelings and emotional states to manage interpersonal relationships in social situations.	Detect and decipher emotions of others to manage interpersonal relationships in social situations.	Influence, guide and handle others' emotions to build instrumental relationships and manage conflicts and disagreements.
Leadership	Lead others to achieve objectives in the most effective way. Provide an inclusive workplace that cultivates workplace relationships and teamwork, and foster the development of others.	Demonstrate professionalism to set a good example at peer level. Support others through own initiative and enthuse others through own positive and energetic approach.	Lead by example at team level. Encourage and guide others to adopt a point of view, make changes or take action. Provide a team environment that facilitates relationships building, teamwork and the development of others.	Lead by example at organisational level. Inspire, motivate and guide others to adopt a point of view, make changes or take action. Cultivate an open, cooperative and collaborative learning culture for the organisation.
Lifelong Learning	Seek out opportunities to enhance one's knowledge and skills. Access and acquire new knowledge and skills actively for continual learning.	Organise and manage own learning by setting learning targets. Identify learning approaches to achieve work or career goals.	Engage in collaborative learning by discussing one's learning with others and soliciting feedback to continually improve oneself.	Conduct self-reflective practices to review one's learning to facilitate continual growth in one's career or profession.
Managing Diversity	Work well with people from different ethnic, social, cultural and educational backgrounds and understand the concerns and interests of diverse work groups.	Demonstrate sensitivity to the cultural characteristics, values, beliefs, and behaviors of another ethnic or cultural group.	Build relationships with different ethnic or cultural groups by engaging in cross-cultural cooperative projects.	Manage conflicts arising from different ethnic or cultural groups and work effectively in cross-cultural settings.
Problem Solving	Generate feasible and efficient solutions to solve problems and capitalise on new opportunities.	Identify easily perceivable problems and follow given guidelines and procedures to solve the problems.	Identify less perceivable problems and use problem solving tools and techniques to solve the problems.	Anticipate potential problems beyond the current scope and apply higher order problem solving tools and techniques to turn problems into opportunities.
Resource Management	Efficient and effective deployment and allocation of resources when and where they are needed. Include planning, allocating and scheduling of resources to tasks, which typically include manpower, machines, money and materials.	Use resources to ensure optimum and efficient use of resources.	Deepen insights into the planning, allocation and deployment of resources to anticipate needs. Plan the allocation and deployment of resources efficiently and effectively.	Establish strategies for the allocation and deployment of resources efficiently and effectively.

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Sense Making	Organise and analyse data and information accurately to identify relationships and detect patterns and trends to gain insights for decision-making.	Identify relationships and linkages within different components of data.	Interpret data to uncover patterns and trends between various sources of data.	Analyse data relationships, patterns and trends to gain important insights and make informed decisions.
Service Orientation	Commit to exceeding both internal and external customers' needs. Proactively identify customer needs and sustain a culture of service excellence within the organisation.	Exceed customer needs and expectations and handle service challenges with a positive mindset. Demonstrate an understanding of the organisation's service vision, mission and values.	Anticipate customer needs and expectations and elicit feedback from customers to improve service. Build relationships with customers to create and sustain customer loyalty.	Model, lead, train and motivate staff with a focus on sustaining a culture that encourages commitment to service excellence and high performance.
Teamwork	Work collaboratively and effectively with others to contribute to group efforts to achieve identified objectives.	Contribute to a positive and cooperative working environment by fulfilling own responsibilities and providing support to co-workers to achieve team goals.	Facilitate work team activities, provide assistance and support needed by team members and promote ownership and commitment among team members to work goals to improve team performance.	Establish teams, design and assess tasks to continually improve team effectiveness and cultivate a sense of organisational ownership and a cooperative working environment.
Transdisciplinary Thinking	Understanding of concepts across multiple disciplines, with the capacity to synthesise the knowledge and insights to guide decisions and foster cooperation.	Research and adapt concepts from outside one's field of expertise to supplement one's core knowledge and proficiency.	Co-relate material from diverse knowledge bases to guide decisions and policy making. Participate in reflective and trans-disciplinary communities within and outside the organisation.	Synthesise knowledge and insights across disciplinary boundaries to aid strategic decisions and foster cooperation within and outside of the organisation.
Virtual Collaboration	Use online collaborative communication tools to work as teams to accomplish tasks or projects.	Participate and contribute in a virtual team. Set up appropriate online collaborative tools and supporting equipment.	Use interactive collaborative tools to foster cohesion and commitment among virtual team members to achieve goals. Keep up-to-date with innovative online collaborative tools and applications to enhance one's proficiency in engaging in virtual collaboration.	Leverage on diverse team talent, latest online collaborative technologies and virtual platforms to produce collaborative behaviour and achieve technological savviness in virtual collaboration.

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• Education and Training Providers for the inputs on skills and competencies development
• Organisations for contributions in the development and validation of Skills Framework for Retail

Wage Information

JOB ROLES	INDICATIVE MONTHLY SALARY RANGE*
Chief Executive Officer/Chief Operating Officer/Managing Director/Country Manager	$23,500 - $41,300
Operations Director/Retail Manager/Operations Manager	$10,000 - $19,500
Area Manager/District Manager	$ 4,000 - $ 7,700
Store Manager/Outlet Manager	$ 3,000 - $ 5,500
Sales Supervisor/Brand Supervisor	$ 2,200 - $ 3,300
Sales Associate/Brand Associate	$ 1,600 - $ 2,400
Brand Director	$12,900 - $22,000
Brand Manager/Customer Loyalty Manager	$ 5,600 - $ 8,300
Brand Executive/Customer Loyalty Executive	$ 2,900 - $ 4,100
Brand Associate/Assistant	$ 2,000 - $ 2,800
Marketing Director	$11,000 - $19,500
Marketing Manager	$ 5,300 - $ 9,300
Marketing Executive	$ 2,900 - $ 4,200
Marketing Associate/Assistant	$ 2,200 - $ 2,800
Merchandising Director	$10,000 - $18,200
Merchandising Manager/Category Manager/House Brand Manager	$ 5,000 - $ 8,100
Merchandising Executive/Category Executive/House Brand Executive	$ 3,000 - $ 4,900
Visual Merchandiser	$ 2,700 - $ 3,700
Merchandising Associate/Assistant	$ 2,100 - $ 2,900
Visual Merchandising Associate/Assistant	$ 2,100 - $ 2,800
E-Commerce Director	$11,700 - $20,000
E-Commerce Manager	$ 5,200 - $ 9,200
E-Commerce Executive	$ 2,900 - $ 5,600
E-Commerce Associate/Assistant	$ 1,800 - $ 2,300

Source: Wage survey conducted by Mercer (Singapore) Pte Ltd commissioned by SkillsFuture Singapore.

* The above data reflects the indicative monthly gross salary and includes fixed bonuses, variable bonuses, overtime pay and allowances. Actual salaries may differ due to market conditions and company/organisation policies.

SKILLS FRAMEWORK FOR RETAIL
Career Pathways

Chief Executive Officer/Chief Operating Officer/Managing Director/Country Manager

Retail Operations	Brand Management	Marketing	Merchandising		E-Commerce (Omni-Channel)
Operations Director/ Retail Manager/ Operations Manager	Brand Director	Marketing Director	Merchandising Director		E-Commerce Director
Area Manager/ District Manager	Brand Manager/ Customer Loyalty Manager	Marketing Manager	Merchandising Manager/ Category Manager/ House Brand Manager		E-Commerce Manager
Store Manager/ Outlet Manager					
Sales Supervisor/ Brand Supervisor	Brand Executive/ Customer Loyalty Executive	Marketing Executive	Merchandising Executive/ Category Executive/ House Brand Executive	Visual Merchandiser	E-Commerce Executive
Sales Associate/ Brand Associate	Brand Associate/ Assistant	Marketing Associate/ Assistant	Merchandising Associate/ Assistant	Visual Merchandising Associate/Assistant	E-Commerce Associate/Assistant

FRONT-OF-HOUSE

BACK-OF-HOUSE

Front-of-House comprises the Retail Operations track

Back-of-House comprises the Brand Management, Marketing, Merchandising and E-Commerce (Omni-Channel) tracks

→ Denotes vertical career progression

↔ Denotes lateral (cross-functional) career progression across tracks

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