









Trends impacting this role

 Competitive Landscape	 Guest Preferences	 Shift in Ops Models	
 Data Analytics	 Enterprise Systems		

In the next **1 - 3 years...**



MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Director of Sales and Marketing leads the sales and marketing team in **optimising revenue** from **room sales, catering, events and conference services** by attaining **sales revenue targets**. He/She establishes annual business plans, sales and marketing strategies and key performance indicators for the department and **drives revenue management**. He **directs all sales and marketing activities** including market research and partnership management. He also **directs resource management**, sets service guidelines and standards, and establishes ethical and regulatory parameters, procedures and guidelines for sales and marketing activities to ensure the efficient functioning of the department.

Responsibilities of the role in the future

Moving forward, the job holder will continue to lead the sales and marketing teams in optimising revenue. Technologies such as **marketing analytics** and **brand monitoring tools** will **support the analysis of business performance**, enabling the job holder to **propose appropriate strategies to drive sales activities** in alignment to business priorities. The job holder will need to be upskilled in areas such as **data analytics and interpretation** to **inform better decision-making**. In addition, this role will require a high level of **social interaction and relationship building** to grow and develop relationships with new and existing business partners and guests.

Critical Work Function

Job tasks today

Job tasks within the next 3 years

Develop sales, marketing and branding strategies

Lead formulation of sales, marketing, public relations and branding strategies, business plans and key performance indicators, and direct resource management, to achieve revenue growth

- Lead formulation of sales, marketing, public relations and branding strategies, business plans and key performance indicators, and direct resource management, to achieve revenue growth.
- **Marketing analytics and visualisation tools** support the **analysis of revenue performance**, allowing the job holder to develop long-term strategies to achieve revenue growth in alignment to business priorities.

Manage relationships and partnerships

Lead market research to identify sales and marketing opportunities, and manage alliances and partnerships with internal and external stakeholders to foster business growth

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Manage sales and marketing functions

Establish ethical, legal and regulatory procedures and lead review of reputation risk exposure across business units to minimise business impact

- Establish ethical, legal and regulatory parameters, procedures and guidelines for sales and marketing activities.
- **Marketing analytics and brand monitoring tools** will **track traditional media and social media outlets** as well as **internal data sources** and **identify emerging threats**, allowing the job holder to develop long-term strategies and mitigation plans to counter potential reputational threats.



Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage human resources, finance, report management and continuous improvement	Establish financial plans and budget for the sales & marketing department, oversee expenditure reports to address budget variances and drive revenue management for the department	<ul style="list-style-type: none">Establish financial plans and budget for the sales & marketing department.Enterprise Resource Planning (ERP) solutions provide visibility on budget utilisation and operating expenses, allowing the job holder to identify deviations in budget utilisation and propose corrections to ensure adherence to planned budgets.
	Review talent capability and develop high potential employees in the sales and marketing division	<ul style="list-style-type: none">Review talent capability and develop high potential employees in the sales and marketing division.

Redesign possibilities	
Horizontal stacking	<ul style="list-style-type: none">Stacked with <i>Director of Revenue Management</i> and <i>Event Services Director</i> enlarged to become Commercial Director.



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In addition to the Skills and Competencies identified in the [Skills Framework for Hotel and Accommodation Services](#), the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Consumer Intelligence Analysis*	Data Analytics
Digital Marketing	Environmental Sustainability Management	Infographics and Data Visualisation*
Placemaking for Hospitality (NEW)	Social Media Marketing	Stakeholder Management*
Succession Planning*	Technology Scanning*	Website Performance Management*

Additional Critical Core Skills (CCSs)		
Adaptability	Creative Thinking	Digital Fluency
Global Perspective	Influence	Transdisciplinary Thinking

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFw.
- Skills denoted as **(NEW)** are future skills not currently captured by SFws.
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.