



Hi! I am Jen and I work as an **E-commerce Manager**.

I receive real-time analytics reports on customer satisfaction and fulfilment processes, and review current implementations. I work closely with Retail Operations and Logistics teams to establish omni-channel processes that integrate online and offline sales fulfilment.

OVERVIEW OF IMPACT TO THE ROLE



Level of Impact



Time Horizon



Key Trends driving Impact



Highly Impacted Retail Archetypes

Department Stores	Fashion & Sporting Goods
Small and Medium Enterprises	*Note: level of digital maturity will also play a key role

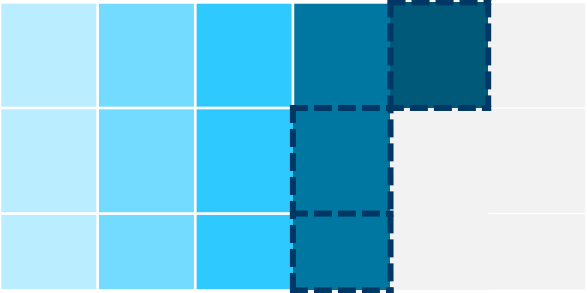


DETAILED LOOK INTO IMPACT ON THE ROLE

Category of Impact	Types of impact to the role
Technology Implementation	Displacement by Technology
	Augmented by Technology: Role will be supported by automation of repetitive and transactional retail processes.
	Complemented by Technology
Job Reconfiguration	Job Enlargement: Role will take on additional responsibility of managing online-to-offline sales fulfilment .
	Job Enrichment: Role will deepen emphasis on customer experience and customer advisory .

Skills to Grow

- Business Performance Management**
From Proficiency level 4 to 5
- Business Opportunities Development**
Proficiency level 4
- UI/UX Optimisation**
Proficiency level 4



New Skills Required

- Omni-channel Management
- Omni-channel Strategy
- Category Management

- E-commerce Manager will be expected to upskill in:
- Business Performance Management:** Determine key performance indicators and evaluate results to implement improvement plans. While the skill level remains, the E-commerce Manager will be increasingly expected to apply these skills in their role:
 - Business Opportunities Development:** Evaluate and analyse emerging local and international business opportunities to increase the e-commerce capabilities to create value to customers.
 - UI/UX Optimisation:** Incorporate consistent design principles into customer experience-led interface and visual assets to allow for a seamless retail experience that boost customer retention and conversion

*Skills and proficiency levels are identified based on Skills Framework for Retail



THE ROLE TODAY

Today, this job role 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.



THE ROLE TOMORROW

In the long-term, the E-commerce Manager will be increasingly critical to manage the digital ecosystem of activities as e-commerce scale. He/she will have to generate real-time analytics on customer experience and fulfilment, actively identifying issues and potential improvements. He/she will also lead cross-department collaboration in order to effectively to deliver an omni-channel experience for customers across all sales channels.

Changes in critical work function

Critical Work Function	Key Drivers of Change	Implications on Tasks
Drive Technology and Infrastructure Enablement	<p><u>The need for continuous improvement of digital capabilities and infrastructure:</u></p> <p>As retailers scale e-commerce sales, developing digital capabilities and infrastructure will continue to be at the forefront as they look to further optimise efficiency or enhance the customer experience across digital touchpoints:</p> <ul style="list-style-type: none">• Transitioning from ‘traditional’ e-commerce infrastructure to headless commerce in order to allow quick responses to consumers’ needs• Integrating multiple mobile payment solutions for seamless online sales checkout• Artificial intelligence and machine learning to enhance product compatibility, using consumer behaviour data (e.g. search queries, viewing history, past purchases) to determine products recommended to consumers.• Digital product offerings provide customers realistic visualisations (e.g. augmented reality, 3D rendering), based on customer sizes or demands, reducing decision fatigue as they browse online.	<p><u>Augmented by Technology:</u></p> <ul style="list-style-type: none">• The E-commerce Manager will drive the adoption and improvement of relevant digital capabilities and infrastructure, keeping up-to-date with relevant technological trends and disruptions, and identifying potential implications on e-commerce operations.• The E-commerce Manager needs to understand and weigh the use-cases and limitations of the different sales platforms (e.g. website; online marketplace), to provide a user-friendly online interface with seamless user experience (e.g. seamless payment methods, gamification of websites) for the customers.

Critical Work
Function

Key Drivers of Change

Implications on Tasks

Enhance E-commerce Customer
Experience

There is greater emphasis on customer centricity and engagement

- **Data-driven e-commerce:** Consumer data collected from interactions with the online sales platforms are leveraged to inform the development of personalised touchpoints.
- **Rise of new modes of shopping:** Experimentation on new digital channels and business models to unlock new growth opportunities (i.e. social commerce, voice search, live stream shopping, subscription model)
- **Embedding technology to enhance customer experience:** Integrating innovative technology (i.e. Augmented Reality, Chatbots) to deliver high quality digital experiences

Job Enlargement:

- As e-commerce continues to evolve, there is a need for the E-commerce Manager to coordinate across relevant teams (i.e. Logistics, Digital, E-Commerce) to **implement customer-centric activities or initiatives across all existing or new digital touchpoints**. The E-commerce Manager works with the teams to drive integration of warehousing and inventory systems to streamline the fulfilment process.

Job Enrichment:

- Features presented on e-commerce sales platforms could trigger product exploration, and convince shoppers through campaigns such as offers and discounts. The E-commerce Manager **needs to upskill and upgrade knowledge across different customer segments and digital platforms** in order to understand differentiated consumer demands, establishing effective and appropriate direct-to-consumer sales activities (e.g. product recommendations, subscriptions).
- The online sales processes implemented should also complement the existing sales process in offline channels, allowing customers to browse and select for products easily across sales channels. The E-commerce Manager should **leverage data insights to understand the limitations of the customer-purchasing journey (e.g. large time spent on product page without conversion)**. The insights available can help inform the E-commerce Manager in identifying process improvements, and justifying changes implemented (e.g. clear and organised product listings increase customer traffic and sales conversions).

Drive E-commerce
Business Growth

Building brand equity and engagement

Digital customer engagement: Leveraging the digital storefront to drive branding and marketing activities, reinforcing brand awareness and develop loyalty among consumers.

Seamless omni-channel purchasing

journey: The online sales processes should be a part of the overall integrated customer journey across online and offline platforms, driving higher engagements with customers across channels.

Critical Work Function	Key Drivers of Change	Implications on Tasks
Manage Customer Order Fulfilment	<u>Rise in digital sales platform</u> Emphasis on delivering a unified omni-channel experience and multi-fulfilment strategy across various sales channels.	<u>Job Enlargement:</u> <ul style="list-style-type: none">The E-commerce Manager needs to collaborate and coordinate across relevant teams (i.e. Logistics, Digital, Retail Operations) to deliver the omni-channel experience by developing the organisation’s capabilities in executing omni-channel fulfilment activities. Collaboration among the departments also require implementation of real-time warehousing and inventory management system, to provide greater visibility of the stock keeping units (SKUs) across online and offline stores.The E-commerce Manager has to monitor the volume of fulfilment requests, update the logistics team on inventory requirements through predictive sales forecasts, and engage with the customers to gather feedback on the fulfilment process.
[New] Drive Omni-channel Strategy		

A closer look at how tasks would be impacted:

Critical Work Function	Existing task...	...Envisioning the new tasks
Drive Technology and Infrastructure Enablement	[New Task]	<ul style="list-style-type: none"> Drive digital change management activities to facilitate buy-in across relevant stakeholders to implement new digital initiatives
	Monitor latest technology and consumer trends and assess suitability for the organisation	<ul style="list-style-type: none"> Develop criteria that evaluate effectiveness of current and potential digital capabilities Review existing capabilities and identify investments required to effectively deliver e-commerce activities
Enhance E-commerce Customer Experience	Analyse service quality and customer satisfaction	<ul style="list-style-type: none"> Conduct predictive analysis on service quality and customer satisfaction based on real-time online customer purchasing behaviour metrics (e.g. sales, click-through rates), to drive consumer trends of the future.
	Develop new products and services	<ul style="list-style-type: none"> Improve user interface and experience of online stores (e.g. apps, website) by identifying features that elicit top conversion paths and high visitor records, triggering product exploration among consumers. Collaborate closely with the marketing and digital departments to create creatives that promote an effective customer experience journey
Drive E-commerce Business Growth	Drive e-commerce sales performance	<ul style="list-style-type: none"> Orchestrate personalised and targeted strategies, such as market-specific promotions, commercial initiatives and go-to-market plans, to drive e-commerce channel sales. Plan and execute digital strategies across both internal and external marketplaces to increase sales and business opportunities
Manage Customer Order Fulfilment	Define and revise order fulfilment policies and procedures	<ul style="list-style-type: none"> Collaborate across relevant teams to establish alignment on the organisation's omni-channel strategy, including long-term vision and current state Establish and communicate processes and protocols to effectively drive omni-channel activities across various retail functions Coordinate with teams to establish cross-channel connections and functions to support omni-channel activities, such as the ability to execute online-to-offline order fulfilment
	Oversee fulfilment activities against established procedures and service level agreement	
[New] Drive Omni-channel Strategy	[New task]	

Upskilling of existing skills



- Business Performance Management
- Business Opportunities Development
- UI/UX Optimisation

New skills for the role



- Technology Adoption and Innovation
- Customer Experience Management
- Omni-channel Management^
- Omni-channel Strategy^
- Category Management
- Transdisciplinary Thinking*
- Digital Fluency*
- Customer Orientation*

*Critical Core Skills

^Skills not in any Skills Framework

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