



Hi! I am Tom and I work as a **Marketing Manager**.

I keep updated with the latest marketing trends and consumer insights in retail, and identify new strategies to maintain the relationship between the consumer and brand.

OVERVIEW OF IMPACT TO THE ROLE



Level of Impact



Time Horizon



Key Trends driving Impact



Highly Impacted Retail Archetypes

Non-brand owner

Small & Medium Enterprises

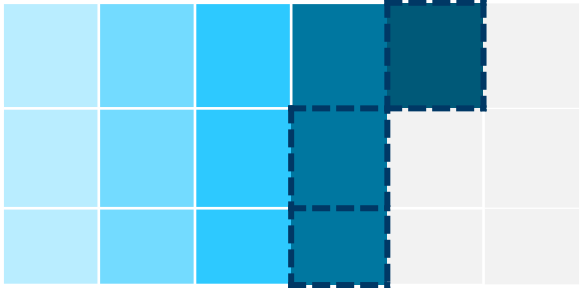


DETAILED LOOK INTO IMPACT ON THE ROLE

Category of Impact	Types of impact to the role
Technology Implementation	Displacement by Technology
	Augmented by Technology
	Complemented by Technology: Role will identify key metrics that incorporate marketing analytics and big data insights, to better understand and improve return on marketing investments.
Job Reconfiguration	Job Enlargement
	Job Enrichment: Role will focus on improving brand communications and engagements, ensuring experiences are relevant and effective for both the consumers and the brand.

Skills to Grow

- Infographics and Data Visualisation** From proficiency level 4 to 5
- Customer Behaviour Analysis** Proficiency level 4
- Market Trend Analysis** Proficiency level 4



New Skills Required

- Brand Storytelling
- Digital Marketing Management

- Marketing Manager will be expected to upskill in:
- Infographics and Data Visualisation:** Review and formulate data visualisation techniques used to communicate insights from data on dashboards, and apply the findings into marketing strategies and campaigns.
- While the skill level remains, the Marketing Manager will be increasingly expected to apply these skills in their role:
- Customer Behaviour Analysis, Market Trend Analysis:** Strengthen the ability to drive customer behaviour analysis tools to profile target segments, performing analysis and developing strategies based on customer behaviours insights.

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



THE ROLE TODAY

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.



THE ROLE TOMORROW

The Marketing Manager develops the organisation’s marketing strategy and oversees implementation and execution. He/she is responsible in aligning and shaping the company’s marketing practices and positioning with changing customers’ expectations and demands. He/she possesses ability to adapt to changes quickly, have a strong understanding of traditional, digital and social media platform strategies and is able to collaborate with other departments to implement a consistent brand image.

Changes in critical work function

Critical Work Function	Key Drivers of Change	Implications on Tasks
Drive Marketing Campaigns	<p>Increased consumer demand for digital engagements</p> <ul style="list-style-type: none">Digital engagements are becoming key sales enablers among Millennials and Gen Z consumers. As they increase their purchasing power, businesses look to optimise their mobile and digital experiences to cater to these highly connected consumers.The pandemic has also pushed retailers and shoppers towards e-commerce and digital sales. With significant growth in digital sales, brands are looking to enhance their marketing strategies to incorporate digital engagements.Consumers are transitioning between in-store product browsing and comparing prices online. These online-to-offline-to-online (O2O2O) purchasing behaviours drive retailers to provide multiple sales opportunities across online and offline sales channels, to encourage consumers to make purchases seamlessly at any point of the customer journey.	<p><u>Job Enrichment:</u></p> <ul style="list-style-type: none">The Marketing Manager will need to understand and integrate digital engagements, to meet changing consumer habits and improve marketing strategies.The Marketing Manager is responsible for creating a consistent narrative for the brand, by establishing effective communication of strategies across teams, aligning the messages conveyed and fostering visibility and unity in the business. The Marketing Manager has to keep updated with the latest trends and regulations to ensure that team develop strategies that are still relevant and viable, given the evolving nature of these digital platforms.The Marketing Manager also focuses on maintaining consistent across strategies and content that are deployed across the various sales channels to maximise purchasing likelihood and enabled seamless transactions.

Critical Work Function	Key Drivers of Change	Implications on Tasks
Drive Marketing Campaigns	<p>Digital transformations drives demand for exceptional customer experience</p> <ul style="list-style-type: none"> • Consumers are relying on online research and reviews to make purchasing decisions. • Digital media has made marketing more salient to consumers, resulting in limited attention for advertisements among the consumers. • Features on social media platforms have evolved rapidly over the years, creating differentiated demand for unique content across these platforms (e.g. permanent vs. ephemeral content; audio only vs. audio & visual content) 	<p><u>Job Enrichment:</u></p> <ul style="list-style-type: none"> • Consumers expect unique customer experiences from interaction with brands. The Marketing Manager will need to build strong knowledge on their customer segments, effectively leverage customer data and insights to direct marketing activities. • The Marketing Manager will need to work with the Brand Management and E-commerce departments to drive online engagement strategies with consumers, maintaining a consistent brand storyline throughout the customer journey.
Drive Digital Marketing Campaigns	<p>Utilising data and technology to shape digital marketing strategies</p> <ul style="list-style-type: none"> • The rise of real-time data collection (e.g. pulse surveys and click-through rates) enables deeper understanding and optimisation of the campaign effectiveness. • Demand for technology-enabled retail provides opportunities for omni-channel digital marketing, implementing digital marketing campaigns across online and in-store sales channels. • Increased focus on data-driven marketing campaigns across the online and offline platforms to target specific customer segments. 	<p><u>Complemented by Technology:</u></p> <ul style="list-style-type: none"> • The Marketing Manager will need to assess performance of tech-enabled marketing strategies. For example, they need to develop metrics that measure the effectiveness of technology implementation (e.g. marketing analytics software) and data management processes on marketing campaigns. • They will also be involved in identifying newer metrics to evaluate effectiveness of digital campaigns across respective channels (e.g. conversions, lifetime value). • Emerging approaches to predictive analytics and data available have enabled businesses to identify the most valuable customer types and products that generate higher sales. This creates an opportunity to improve return on investment and efficiency with highly targeted and responsive campaigns.

Critical Work Function	Key Drivers of Change	Implications on Tasks
Evaluate Customer Relationship Management [New]	<p>Customer experience drives greater brand loyalty:</p> <ul style="list-style-type: none">With an influx of content and messaging, consumers often change their mind quickly and brands may find it challenging to build loyalty.While some brands have observed a decrease in repeated consumer purchases and changing consumer spending habits in recent years, the brands that focus on superior customer experience have often strengthened their relationships with customers, maintaining repeated purchases of the brand. For example, brands have built a niche, close-knit community with a common purpose and shared values among consumers to establish greater relationships.	<p><u>Job Enrichment:</u></p> <ul style="list-style-type: none">The Marketing Manager will focus on evaluating the effectiveness of brand engagement in both new and existing consumers through online campaign strategies (e.g. EDMs; in-app notifications) and consumer in-store experiences and events.To capture the attention of consumers, the Marketing Manager has to develop insights on consumer behaviour, understanding what influences consumers’ buying decisions. They can leverage on these summative consumer insights, and identify factors that could improve buying patterns across multiple channels and foster greater two-way communication with customers.

A closer look at how tasks would be impacted:

Critical Work Function	Existing task...	...Envisioning the new tasks
Drive Business Strategy	Analyse new market trends, business opportunities and market segments in global and local landscape.	<ul style="list-style-type: none">Identify opportunities for collaboration across departments to align on marketing strategy, positioning and overall message.Conceptualise consumer personas that will shape targeted marketing campaigns and communication materials.
Drive Marketing Campaigns	Manage creative concept of marketing campaigns and communication materials.	<ul style="list-style-type: none">Propose key metrics that evaluate performance of marketing content across online and offline sales touchpoints.Review marketing content that is consistent and attractive across online and offline platforms, such as in-store and website sales promotions.Develop social media strategies that foster new relationships with relevant personalities that would enhance and establish effective brand partnerships.Evaluate improvement solutions to propose targeted enhancements to marketing strategies with poor engagement performance.Review existing and new marketing channels for feasibility to promote a coordinated and seamless marketing approach, ensuring consumers are constantly engaged across channels.
	Monitor implementation of marketing campaigns.	
	Manage offline (traditional) media channels.	
	Manage social media platforms.	
	Evaluate end-to-end customer experience across offline and digital platforms and customer touch points.	
Evaluate Customer Relationship Management	[New task]	<ul style="list-style-type: none">Evaluate customer relationship management strategies to develop strong brand communities and manage hyper-personalised communications.Review performance metrics of customer relationship management, such as social commerce ratings and outreach of personalised messages (e.g. emails, push notifications).

Upskilling of existing skills

- Infographics and Data Visualisation
- Data Analytics
- Data Mining and Modelling
- Customer Behaviour Analysis
- Market Trend Analysis
- Customer Loyalty and Retention Strategy Formulation
- Social Media Management
- Social Media Marketing

New skills for the role

- Brand Storytelling^
- Digital Marketing Management
- Problem Solving*
- Learning Agility*

*Critical Core Skills
^Skills not in any Skills Framework