



Hi! I am Sam and I work as a **Retail Operations Director**.

I work with Store Managers to design customer-centric retail initiatives that complement the overall sales process across channels, as well as ensure all staff are engaged and motivated to work in the organisation.

OVERVIEW OF IMPACT TO THE ROLE



Level of Impact



Time Horizon



Key Trends driving Impact



Highly Impacted Retail Archetypes

Supermarkets & Convenience Stores	Small and Medium Enterprises
Digital Player	Digital Leader



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 drive the business to redefine retail operations and develop a customer-centric, digitally innovative retail store approach and roadmap
	Complemented by Technology
Job Reconfiguration	Job Enlargement: Role will focus on managing processes and workforce available, designing agile talent practices to ensure a reliable and competent workforce to deliver service to the customers.
	Job Enrichment

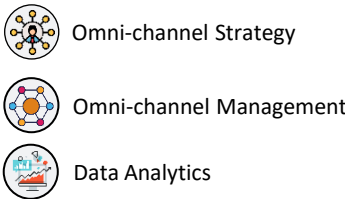
Skills to Grow

People Development
Proficiency level 5

Process Improvement
Proficiency level 5



New Skills Required



While the skill level remains, the Retail Operations Director will be increasingly expected to apply these skills in their role:

- People Development:** Assessing store performances and establish directions for business performance strategic needs. This includes evaluating staff capabilities and identify training needs to support knowledge acquisition.
- Process Improvement:** Understanding operations and activities across all sales platform to develop a seamless omni-channel experience. Retail Operations Director needs to facilitate the digital change management processes in order to encourage adoption and address resistance to change

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



THE ROLE TODAY

This job role 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 through an understanding of customers’ preferences, operational activities and industry landscape to enhance sales performance, operations and service levels.



THE ROLE TOMORROW

The Retail Operations Director will continue to play an important role in managing retail operations and optimising performance of retail stores. In addition, this role will serve to be critical in enhancing the omni-channel and in-store experience for their customers, uncovering and driving retail store innovations and initiatives for the organisation, as well as creating a customer-centric culture among retail stores and staff. With the talent landscape being increasingly competitive, this role will need to focus on driving talent management initiatives for retail employees to build highly motivated teams and optimise talent retention.

Changes in critical work function

Critical Work Function	Key Drivers of Change	Implications on tasks
[New] Drive Omni-channel Strategy	<p><u>Rise in digital sales platforms</u></p> <p>Emphasise on delivering a unified omni-channel experience (e.g. endless aisle) across various sales channel. The increased availability of consumer data allow greater targeting of customer segments and drive strategy to increase sales across physical and online stores.</p>	<p><u>Job enlargement:</u></p> <ul style="list-style-type: none">The Retail Operations Director has to design and evaluate effectiveness of e-commerce fulfilment activities that can be incorporated into existing in-store operations. The Retail Operations Director will have to collaborate and coordinate across relevant teams (i.e. Logistics, Digital, E-Commerce) to understand and drive an efficient omni-channel strategy.

Critical Work Function	Key Drivers of Change	Implications on Tasks
Driving Service Excellence	<p><u>Leveraging technology to truly enhance consumer experience</u></p> <p>Technology has been incorporated across various touchpoints, with examples including automated transactional activities, personalised shopping experiences through customer data and implementing innovative technology to drive experiential retail.</p>	<p><u>Augmented by Technology:</u></p> <ul style="list-style-type: none"> With a deep understanding of current and future customers' expectations based on data-backed insights, the Retail Operations Director is critical in driving the organisation to redefine retail operations and develop a customer-centric, digitally innovative retail store approach and roadmap. The Retail Operations Director will continue to evaluate and incorporate end-to-end solutions to improve their value proposition and customer experience, keeping up to date with retail trends and best practices.
Drive Innovation and Productivity Aspirations	<p><u>In-store technology to raise productivity and drive change for employees through task mix, and operating and labour models</u></p> <p>Combining process optimisation with real-time information or automation to perform technology-enhanced store tasks.</p>	
Manage Teams	<p><u>Importance of organisational and workforce agility as retailers face changing expectations and preferences</u></p> <p>Effects from the global pandemic has highlighted the importance of having retailers and its workforce stay agile and flexible in order to successfully drive growth now and into the future.</p>	<p><u>Job Enlargement:</u></p> <ul style="list-style-type: none"> The Retail Operations Director has to cultivate talent practices that drive staff's loyalty, attracting and retaining staff to develop a competent workforce. There is also a need to cultivate an agile and digital-fluent retail workforce with diverse skill-sets to drive the organisation and workforce in adapting to changing expectations. This will entail supporting staff to learn and upskill to remain relevant and adapt to new ways of working in the future. The Retail Operations Director will need to establish fluid structures and processes in order to encourage mobility and agility across teams to fulfil manpower shortages, such as transferring retail staff into other departments such as e-commerce and supply chain.

A closer look at how tasks would be impacted:

Critical Work Function	Existing task...	...Envisioning the new tasks
[New] Drive Omni-channel Strategy	[New task]	<ul style="list-style-type: none"> Collaborate across relevant teams (e.g. e-commerce) to align on the organisation's omni-channel strategy, including long-term vision and current state Evaluate existing capabilities and identify investments or additional capabilities required to advance omni-channel initiatives and activities across in-store operations 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 Establish and communicate processes and protocols to in-store staff to effectively drive omni-channel activities across in-store operations
Deliver Service Excellence	Strategise service operations	<ul style="list-style-type: none"> Develop unique customer experience journey and engagements across various touchpoints in alignment with evolving shopper expectations and omni-channel strategy. Revise retail operations practices / SOPs to account for different customer profiles based on customer insights
	Drive service quality and customer satisfaction	<ul style="list-style-type: none"> Assess in-store service quality using relevant indicators and identify areas of opportunities to better guide/support the Store Managers in enhancing service quality
Drive Innovation and Productivity Aspirations	Innovate customer experience	<ul style="list-style-type: none"> Collaborate across departments to formulate and develop group-wide initiatives Lead change management activities for retail operations staff when implementing new projects or initiatives Identify and implement effective practices in retail operations (e.g., use of AR/VR, retail analytics) to elevate customer in-store experience Identify key metrics and relevant data to be collected with regards to implementation of new technology
Manage Teams	Develop organisational talent capability	<ul style="list-style-type: none"> Develop career development and management plans with a view to cultivate a culture of continuous learning and upskilling across employees Organise targeted training programmes or cross-functional learning initiatives to suit specific store or employee segment needs depending on differentiated store demands (e.g. coaching and mentoring based on real-time sales data available)

Upskilling of existing skills



- Process Improvement
- Business Performance Management
- Staff Training Facilitation
- People Development

New skills for the role



- UI/UX Optimisation
- Customer Experience Management
- Data Analytics
- Omni-channel Management^
- Omni-channel Strategy^
- Transdisciplinary Thinking*
- Creative Thinking*
- Collaboration*

*Critical Core Skills

^Skills not in any Skills Framework