



Hi! I am Georgina and I work as a **Sales Associate**.

At work, I guide customers in interacting with our in-store digital tools and support customers in their O2O2O journey by answering queries and providing personalised recommendations.

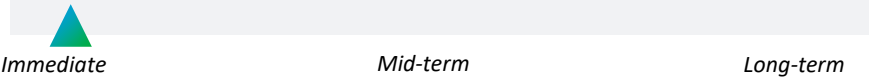
OVERVIEW OF IMPACT TO THE ROLE



Level of Impact

HIGH

Time Horizon



Key Trends driving Impact



Highly Impacted Retail Archetypes

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

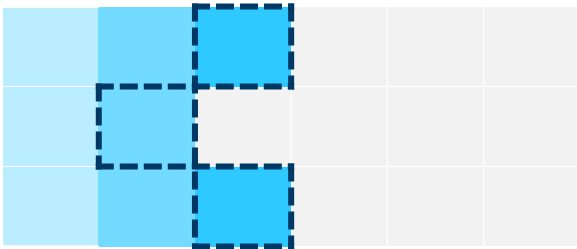


DETAILED LOOK INTO IMPACT ON THE ROLE

Category of Impact	Types of impact to the role
Technology Implementation	Displacement by Technology
	Augmented by Technology: Role will 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

- Product Advisory**
From proficiency level 1 to 3
- After-Sales Service**
From proficiency level 1 to 2
- Service Excellence**
From proficiency level 1 to 3



New Skills Required

- Omni-channel Management
- Customer Experience Management
- In-store Digital Application and Assistance

Sales Associate will be expected to upskill in:

- Product Advisory:** Convey product knowledge and identify opportunities for cross-selling and upselling of complementary products
- After-sales service:** Monitor process of after-sales services including coordinating product returns or exchanges with respective departments
- Service Excellence:** Respond to service opportunities and escalate service challenges independently.

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



THE ROLE TODAY

This Sales Associate serves as the first point-of-contact in the store and is responsible for achieving sales, delivering service and operations excellence. This will include handling order fulfilment processes for customers in store to drive seamless customer experience across channels.



THE ROLE TOMORROW

The Sales Associate continues to act as the primary point-of-contact in physical retail stores, delivering service and operations excellence. With implementation of technology and transition towards omni-channel retailing, there is less reliance on the Sales Associate to perform transactional activities, and shifts focus to facilitate digital experiences and consultative customer support across online and offline sales channels.

Changes in critical work function

Critical Work Function	Key Drivers of Change	Implications on Tasks
Deliver Service Excellence	<p><u>Embedding technology in retail operations to optimise service efficiency</u></p> <ul style="list-style-type: none">• Automated checkout and fraud detection processes (e.g. self-checkout kiosks, mobile scanning checkouts) implemented to provide a seamless experience for customers at stores.• Individual product IDs and/or digital enabled barcodes to trigger data-enabled replenishments or implementation of sales promotions. <p><u>Attracting consumers with an immersive retail experience</u></p> <ul style="list-style-type: none">• Augmented Reality/Virtual Reality applications to enhance the customer experience	<p><u>Augmented by Technology:</u></p> <ul style="list-style-type: none">• Repetitive and transactional retail processes and tasks will be handled by automation. The focus of the Sales Associate would be redirected to provide assistance to shoppers in need of guidance. <p><u>Job Enrichment:</u></p> <ul style="list-style-type: none">• As technology continues to be integrated and embedded across multiple touchpoints, the Sales Associate would be responsible for facilitating the in-store experience, guiding customers’ in usage of applications where necessary.

Critical Work Function	Key Drivers of Change	Implications on Tasks
Achieve Sales	<p><u>Empowering staff with access to technology and data to enhance customer service</u></p> <ul style="list-style-type: none">• Real-time inventory and information management system provide visibility and support staff to answer queries about products and services available.• Customer data and analytics: Retailers are equipping associates with tools armed with insights about existing customers and preferences, in order to better connect with shoppers	<p><u>Job Enrichment:</u></p> <ul style="list-style-type: none">• With organisations emphasising on customer-centricity across the shopper’s journey, the Sales Associate will be critical in enabling sales processes that incorporate technology and enhance the customer experience.• The Sales Associate will have to incorporate customer loyalty programme into the sales strategy approach towards new customers.• The Sales Associate has to drive sales through consultative selling, applying knowledge on current consumer trends identified by the retailer.• With existing customer data collected through the memberships, the Sales Associate will provide relevant product recommendations to existing customers based on purchasing history and current product interests.
Execute Customer Order Fulfilment	<p><u>Rise of digital sales platform</u></p> <ul style="list-style-type: none">• Increased demand for online-to-offline sales fulfilment, e-commerce enable retailers to connect online shoppers with in-store associates and provide online and offline product listings.	<p><u>Job Enlargement:</u></p> <ul style="list-style-type: none">• The Sales Associate is critical in bridging the gaps between online and in-store channels. The Sales Associate has to manage online and offline sales fulfilment to deliver a seamless omni-channel experience.• The Sales Associate has to manage the product availability across online and offline sales channels, answering queries from online sales channels.

A closer look at how tasks would be impacted:

Critical Work Function	Existing task...	...Envisioning the new tasks
Deliver Service Excellence	Implement operations for service excellence over multiple customer touch points	<ul style="list-style-type: none">• Troubleshoot issues and assist consumers as they interact and face difficulties with in-store applications and technology.• Perform maintenance checks on in-store technology and applications, escalating issues when necessary.
Achieve Sales	Facilitate customer interactions to sell products & services	<ul style="list-style-type: none">• Gather insights through interactions with customers to understand personalised needs and desires.• Record and store relevant consumer data on customer-relationship management (CRM) systems, to better understand customers' demands.• Utilise in-depth product knowledge and CRM data to provide product recommendations based on customers' demands, delivering a personalised shopping experience for the customers.
	[New task]	<ul style="list-style-type: none">• Communicate with customers via text on third-party sales platforms and social media, providing more frequent customer touchpoints to drive increase in sales volume.
	Manage after-retail sales services and provide information and advice on inquiries with regard to the products and services	<ul style="list-style-type: none">• Provide after-retail sales assistance to customers and resolving any issues.• Record customers' feedback and after-retail sales service requests on CRM systems• Provide analysis of customers' feedback & suggestions to enhance after-retail services.
	Document sales transactions	<ul style="list-style-type: none">• Monitor sales transaction processes and activities on sales monitoring platforms.• Reviewing sales performance data to refine sales activities to improve sales
Execute Customer Order Fulfilment	Handle fulfilment of customers' orders across store pick or delivery service	<ul style="list-style-type: none">• Handle fulfilment of customers' orders across all relevant platforms, including online-to-offline fulfilment activities.

Upskilling of existing skills

- Customer Relationship Management Operations
- After-sales service
- Product Advisory
- Service Excellence
- Service Leadership

New skills for the role

- Customer Experience Management
- Data Analytics
- Robotics and Automation Application
- In-store Digital Application and Assistance^
- Omni-channel Management^

^Skills not in any Skills Framework