



Hi! I am Jane and I work as a **Store Manager**.

At work, I oversee the effectiveness of new sales channels on the stores managed, developing and revising sales strategies to keep customers engaged seamlessly across stores.

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

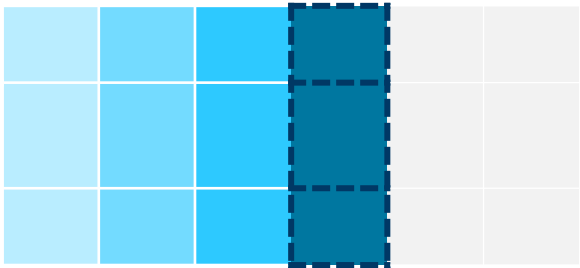


DETAILED LOOK INTO IMPACT ON THE ROLE

Category of Impact	Types of impact to the role
Technology Implementation	Displacement by Technology
	Augmented by Technology: Role will take on data-driven approach to evaluate changing demands of consumers and employees.
Job Reconfiguration	Complemented by Technology
	Job Enlargement: Role will take on additional responsibilities of coordinating with relevant teams to evaluate online and offline sales fulfilment processes .
	Job Enrichment

Skills to Grow

- Data Analytics**
From proficiency level 3 to 4
- Customer Relationship Management Operations**
From proficiency level 3 to 4
- Process Improvement**
From proficiency level 3 to 4



New Skills Required

- Omni-channel Strategy
- Merchandise Performance Analysis
- Business Performance Management

Store Manager will be expected to upskill in:

- Data Analytics:** Understand and apply advanced data analytics to determine customer purchasing patterns
- Customer Relationship Management Operations:** Recommend improvements in sales processes to strengthen business relationships with customers
- Process Improvement:** Develop in-depth knowledge of retail sales activities, and implements changes in processes to drive positive customer experience.

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



THE ROLE TODAY

Today, this job role oversees the end-to-end operations of a store, being responsible for driving the store's sales performance and service performance, and engaging in innovation and productivity initiatives for the store. The job drives seamless customer experience across channels, overseeing the order fulfilment processes for customers in store. Overall, the job role takes on the responsibility of cascading and operationalising headquarters' directives to the store.



THE ROLE TOMORROW

The Store Manager role will continue to oversee end-to-end operations of a store, as well as manage direct-to-consumer sales interactions. He/she would manage various sales channels including: online, click from store and distant sales, improving the operational efficiency of the various platforms. He/she is responsible for the upskilling of retail operations staff, to allow them to adapt to changing store operations and optimise in-store labour productivity.

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 and efficient 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>Augmented by Technology:</u></p> <ul style="list-style-type: none">• The Store Manager has to take a data-driven approach to evaluate the needs of various stakeholders. The Store Manager will need to review key metrics (e.g. sales volume, customer satisfaction) collected through the digital touchpoints, and identify issues to optimise and meet the changing demands of employees and customers.

Critical Work Function	Key Drivers of Change	Implications on Tasks
Deliver Operations Excellence	<p><u>Rise of omni-channel sales platforms</u></p> <ul style="list-style-type: none">• Real-time inventory and information management system to provide visibility and support staff with real-time information to answer queries surrounding products• Increased demand for greater convenience in customer purchasing journey, such as click-and-collect and delivery options.	<p><u>Job Enlargement</u></p> <ul style="list-style-type: none">• The Store Manager needs to understand the operations of omni-channel POS systems, and develop basic troubleshooting skills to ensure daily operations run smoothly.• The Store Manager coordinates across relevant teams (e.g. Logistics, E-commerce) to discuss and evaluate online and offline sales fulfilment processes (e.g. purchasing & returns), to ensure products are constantly available and customers are satisfied with the services provided.
Achieve Sales	<p><u>Empowering staff with product knowledge and data to enhance customer service</u></p> <ul style="list-style-type: none">• 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 Enlargement:</u></p> <ul style="list-style-type: none">• Store managers are expected to be equipped with the knowledge to manage queries, supporting staff to help engage their customers and provide thoughtful recommendations.

A closer look at how tasks would be impacted:

Critical Work Function	Existing task...	...Envisioning the new tasks
Deliver Operations Excellence	Define and allocate staff duties in accordance with operational requirements	<ul style="list-style-type: none">Identify specific sales volume drivers that support workforce-management practices, ensuring staff are sufficiently engaged at work to provide prompt sales assistance.Collaborate with Sales Supervisor to identify and develop training opportunities for staff to learn about new sales strategies and product knowledge.
	Manage and maintain store facilities	<ul style="list-style-type: none">Monitor & handle fulfilment of customers' orders across all relevant platforms, including online-to-offline fulfilment activities.
Deliver Service Excellence	Manage service brand	<ul style="list-style-type: none">Review service staff and technology implemented provide interconnected sales touchpoints, streamlined end-to-end processes, and maintain service standards to meet customer demands.Build and nurture a strong relationship with loyal customers through knowledge sharing, positive attitude, and excellent customer service
	Manage in-store service performance	
	Establish rapport and cultivate relationship with customers	
Achieve Sales	Facilitate implementation of organisation strategies	<ul style="list-style-type: none">Research and review the relevance of new store concepts and technology availableTrain retail operations staff to adopt new technology and sales channelsIntegrate and streamline online-to-offline fulfilment processes to enable staff to process purchases and returnsMeet sales targets by understanding customers' needs, providing expert knowledge in brand categories

Upskilling of existing skills



- Data Analytics
- Customer Relationship Management Operations
- Process Improvement
- Product Styling

New skills for the role



- Business Performance Management
- Merchandise Performance Analysis
- Robotics and Automation Application
- In-store Digital Application and Assistance^
- Omni-channel Management^
- Omni-channel Strategy^

^Skills not in any Skills Framework