

## Level of Impact

## Medium Impact

### Job Expectations within the next 3 years

#### Critical Work Functions

#### Today

#### Within 3 Years

Develop business development strategies

- Establish business development strategies and KPIs to ensure alignment with overall organisational strategy
- Guide development of business intelligence frameworks for research on potential opportunities and threats
- Lead internal collaborations to develop plans for new business opportunities

- Leverage **data analytics** to design and drive business development plans. Build KPIs that are in alignment with the overall organisation strategy
- **[NEW]** Collaborate closely with other business leaders on **build vs buy decisions** on the integration of technology tools and systems
- Guide the integration of tools, systems and processes to enhance the decision-making process for business development
- Lead developmental plans for **new value propositions**, enabling greater customer outreach through technology and cross-cultural/regional understanding
- **[NEW]** Establish **data-driven frameworks** to measure the effectiveness and ROI of business development initiatives in achieving organisational objectives

Enhance current business portfolio

- Drive collaboration to identify opportunities for portfolio enhancement and business processes optimisation
- Lead discussions with Trading departments on trading research parameters
- Lead relationship building with industry players and leverage network for business opportunities

- Drive the use of **data analytics** to identify opportunities for portfolio enhancement and business processes optimisation. Collaborate with various stakeholders to build new business opportunities and drive process changes
- Leverage real-time insights on the economy and market obtained from **AI platforms** and **data analytics** to lead discussions with the trading department on trading research parameters that support exploration and diversification of portfolio
- Develop strong partnerships with industry partners for potential ventures in the future
- Drive the implementation of **CRM systems** for **real-time updates** on customer intelligence. Use insights to drive regular customer engagements and improved business development results
- **[NEW]** Establish a **digital channel strategy** to drive the use of technology, such as **mobile applications**, to provide a seamless service experience for business partners

## Job Expectations within the next 3 years

Critical Work Functions	Today	Within 3 Years
Explore new business opportunities	<ul style="list-style-type: none"> <li>Lead new business opportunity initiatives and strategise on approaches to drive cost-benefit analysis</li> <li>Drive product offerings research initiatives to predict future impacts on production</li> <li>Formalise new business agreements and ventures with identified stakeholders, considering regulatory restrictions</li> </ul>	<ul style="list-style-type: none"> <li>Strategise entry and penetration into new markets through cost-benefit analysis and understanding of cultural, geopolitical and local market nuances</li> <li>Drive product research, with a focus on sustainable products, to diversify business portfolios and manage risks</li> <li><b>[NEW]</b> Strategise cross-selling opportunities through the analysis of <b>customers' buying patterns</b> and <b>behavioural data</b>, as well as product insights</li> <li>Drive the use of various <b>digital communication platforms</b> like <b>CRM</b> to manage customer interaction and generate insights and trend reports to formalise new business agreements and ventures</li> </ul>
Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> <li>Oversee department's financial budgeting process and budget utilisation</li> <li>Strategise department's talent attraction, development and retention efforts</li> <li>Drive corporate governance measures</li> <li>Lead the use of technology for process improvement and innovation</li> </ul>	<ul style="list-style-type: none"> <li>Strategise the deployment of solutions like <b>data analytics</b> and <b>BI applications</b> to improve processes, conduct resource planning and enhance the budgeting process</li> <li>Ensure <b>interoperability</b> between <b>existing</b> and <b>new systems</b> and <b>software applications</b> in an organisation, allowing for effective and accurate data exchange and communication, information sharing and easy execution of activities</li> <li>Develop strategies to deliver work effectively through <b>job redesign</b> and <b>reskilling/upskilling strategies</b></li> <li>Drive <b>progressive</b> and <b>inclusive</b> corporate governance measures. Drive initiatives to uphold the organisation's <b>ESG guidelines</b></li> </ul>

## Job Adjacency

WITHIN WHOLESALE TRADE			OUTSIDE WHOLESALE TRADE		
Head of Commercial Office	Head of Customer Analytics	Head of Strategy	Head of Customer Success	Head of Partnerships / Alliances	Head of Transformation

## SKILL DIFFERENTIATORS

## Roles Specific

SKILL	DESCRIPTIONS
Advanced Data Analytics	Review the efficacy of predictive analytics models and evaluate outputs for business and/or functional strategy formulation.
Cross-Cultural Competence	Drive strategies to develop cultural intelligence and sensitivity to foster strong relationships with customers and business partners.
Customer Experience Transformation	Develop the customer experience strategy defining the ideal customer experience. Eliminate pain points in the customer journey and enhance moments that matter. Strategise and guide the implementation roadmap for the customer experience and define the governance framework to track implementation.
Data Management / Security	Lead collaboration with technology teams to develop data governance frameworks to secure and protect data from unauthorised access and ensure compliance with regulatory requirements.
Digital Channel Development	Formulate digital channel strategies and policies to deliver the organisation's value proposition to the target customer and review the digital channels' effectiveness in terms of returns on investments.

IN THE NEXT  
3-5 YEARS...

There will be an increased emphasis on the role to develop integrated business strategies that use technology for communication and relationship building. The key focus of the role would be on driving continuous research on new products and exploring new business opportunities which consider sustainability and market changes. There will be an expectation for this role to drive personalised experiences for business partners in the future. This role will require an in-depth understanding of technologies and data to understand stakeholders' needs to develop targeted business development initiatives. In the future, the role will continue to require overseas exposure as companies pursue their international business expansion goals.

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