

### Career Conversion Programme (CCP) for Wholesale Trade Professionals and Associates – Whitelisted Job Roles

Note:

1) Wholesale Trade companies are encouraged to choose from the whitelisted job roles under the five 'Tracks' below to reskill staff into and fulfil at least 1 point of the Main Job Scope after JR. Wholesale Trade companies may also make reference to the fourteen 'Job Family' below to develop new training plans for New Entrants.

2)

Track	Quick Navigation: Click on the words to go to respective Job Family directly	Suggested Job Roles
1. MARKETING, BUSINESS DEVELOPMENT AND ANALYSIS	1. <a href="#">Marketing</a>	Head of Marketing, Marketing Manager, Marketing Executive, Marketing Assistant; <b>Emerging:</b> Search Engine Optimisation (SEO) Specialist, Marketing Analytics Manager
	2. <a href="#">Business Development and Analysis</a>	Head of Business Development, Business Development Manager, (Senior) Business Analyst; <b>Emerging:</b> Decision Support Analyst
2. TRADING AND SALES	3. <a href="#">Sales and Customer Service</a>	Head of Sales, Sales Manager, Sales Executive, Sales Assistant, Customer Services Officer, Sales Associate
	4. <a href="#">Derivatives Trading</a>	Head of Derivatives Trading, Derivatives Trading Manager, Derivatives Trader
	5. <a href="#">Commodities Trading</a>	Head of Commodities Trading, Commodities Trading Manager, Commodities Trader
3. FINANCE AND REGULATIONS	6. <a href="#">Trade Finance</a>	Head of Trade Finance, Trade Finance Manager, (Senior) Analyst Trade Finance
	7. <a href="#">Credit Management</a>	Head of Credit, Credit Manager, (Senior) Analyst Credit Management
	8. <a href="#">Treasury</a>	Head of Treasury, Treasury Manager, (Senior) Analyst Treasury
	9. <a href="#">Risk Management</a>	Head of Risk, Risk Manager, (Senior) Analyst Risk
4. OPERATIONS, PROCUREMENT AND SOURCING	10. <a href="#">Regulations and Trade Controls</a>	Head of Regulations and Trade Controls, Regulations and Trade Controls Manager, (Senior) Analyst Regulations and Trade Controls; <b>Emerging:</b> Sustainability Manager, Environmental, Social & Governance Lead
	11. <a href="#">Operations</a>	Head of Operations, Operations Manager, Operations Executive, Operations Assistant; <b>Emerging:</b> Supply Chain Performance Manager
5. LOGISTICS MANAGEMENT	12. <a href="#">Procurement and Sourcing</a>	Head of Procurement / Sourcing, Procurement / Sourcing Manager, Procurement / Sourcing Executive, Procurement / Sourcing Assistant; <b>Emerging:</b> Inventory & Capacity Specialist, Sustainable Sourcing Manager
	13. <a href="#">Logistics</a>	Business Process Excellence Engineer, Logistics Solution Analyst, Logistics Data Management Coordinator, Charterer, Freight Officer, Dispatch Operator; <b>Emerging:</b> Freight Operations Analyst
	14. <a href="#">Warehouse Management and Operations</a>	Warehouse Officer, MHE Operator, HSE Coordinator

3) Possible technology and additional skills/competencies are served as reference only.

4) Specific job titles may differ across individual companies, and Job Titles may unlikely change (e.g. From Risk Manager to Risk Manager with enhanced or enlarged roles after JR)

5) All CCP applications will be evaluated on a case-by-case basis. Proposals will be assessed based on the merits of the project and extensiveness of the job(s) that are being redesigned.

**Job Family: Marketing**

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<p><b>Head of Marketing</b></p>	<p>Marketing</p>	<p><u>Develop Marketing Strategies</u></p> <ul style="list-style-type: none"> <li>• Develop a marketing technology roadmap that includes marketing automation strategies that leverage AI, data analytics, CRM systems and mobile applications</li> <li>• Create opportunities from the disintermediation of the value chain through electronic media and digital commerce, aimed at increasing distribution efficiency and infomediaries that facilitate business-to-business traffic</li> <li>• Drive collaboration with other functional leaders from the sales, business development and product teams to establish holistic marketing strategies that can differentiate the organisation’s value proposition</li> <li>• Leverage data analytics to identify key customer segments and design customer experience strategies to improve touchpoints across the customer journey</li> </ul> <p><u>Manage Organisation and Product Branding</u></p> <ul style="list-style-type: none"> <li>• Develop marketing metrics like market awareness, brand associations, social media presence and public perceptions that demonstrate clear linkages to business outcomes</li> <li>• Drive the use of data analytics to develop customer-centric brands. Understand customer segments’ reactions to update and or modify various branding strategies</li> <li>• Leverage data analytics and social media sentiment analysis to anticipate potential brand reputation risks. Develop risk mitigation strategies in collaboration with Corporate Communications and Regulatory functions</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> <li>• CRM System</li> <li>• Digital Platform and Marketplaces</li> <li>• Mobile Application</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Experience Transformation</li> <li>• Data Management / Security</li> <li>• Marketing Automation</li> <li>• Narrative Marketing</li> <li>• Omni-channel Strategy Development</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p><u>Manage Marketing Channels</u></p> <ul style="list-style-type: none"> <li>• Design multi-channel (digital and physical) marketing strategies to provide greater flexibility to customers while engaging with the organisation. Build an omni-channel experience that seamlessly connects multiple channels to build customer intimacy and provide personalised customer experiences</li> <li>• Establish data-driven frameworks to measure effectiveness and ROI of physical &amp; digital marketing channels in meeting performance goals</li> </ul> <p><u>Manage Marketing Campaigns</u></p> <ul style="list-style-type: none"> <li>• Drive educational marketing campaigns to raise customer awareness on the impact of products on the environment while highlighting the organisation’s focus on social and environmental concerns and other emerging themes valued by customers</li> <li>• Drive the use of technology and data-driven insights to develop personalised marketing campaigns based on targeted customer groups, enhancing the effectiveness of marketing campaigns and digital commerce</li> <li>• Leverage mobile applications to obtain real-time feedback from business partners and customers, to modify and enhance marketing campaigns</li> <li>• Deploy marketing campaigns, build a digital presence and expand customer base through digital platforms and marketplaces</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Strategise the deployment of solutions like data analytics and BI applications to improve processes, conduct resource planning and enhance the budgeting process</li> <li>• Ensure interoperability between existing and new systems and software applications in the organisation, allowing for useful and accurate data exchange and communication, information sharing and easy execution of activities</li> <li>• Develop strategies to deliver work effectively through job redesign and reskilling/upskilling strategies</li> <li>• Drive progressive and inclusive corporate governance measures. Drive initiatives to uphold the organisation’s ESG guidelines</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Marketing Manager</b>	Marketing	<p><u>Develop marketing strategies</u></p> <ul style="list-style-type: none"> <li>• Perform customer segmentation through data analytics and implement customer experience strategies</li> <li>• Explore opportunities to optimise the customer experience across various touchpoints along the customer journey</li> <li>• Evaluate the feasibility of adopting technologies such as AI, data analytics, CRM systems and mobile applications in marketing strategies and efforts</li> <li>• Define relevant metrics and KPIs to assess the effectiveness of customer experience programmes in meeting customers' needs</li> <li>• Develop marketing implementation plans that differentiate the organisation's value proposition and ensure sufficient value is created through usage of electronic media, digital commerce and infomediaries</li> <li>• Engage other functional leaders from the sales, business development and product teams to obtain buy-in on marketing implementation plans that align with holistic marketing strategies and future needs</li> </ul> <p><u>Manage organisation and product branding</u></p> <ul style="list-style-type: none"> <li>• Support the development of marketing metrics like market awareness, brand associations, social media presence and public perceptions that demonstrate clear linkages to business outcomes</li> <li>• Apply data analytics to understand the response of various customer segments to branding strategies, enabling programmes that are in-tune with customers' needs and desires</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> <li>• CRM System</li> <li>• Digital Platform and Marketplaces</li> <li>• Mobile Application</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Experience Transformation</li> <li>• Data Management / Security</li> <li>• Marketing Automation</li> <li>• Narrative Marketing</li> <li>• Omni-channel Strategy Development</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Leverage data analytics and social media sentiment analysis to identify and mitigate potential brand reputation risks. Implement risk mitigation strategies in collaboration with Corporate Communications and Regulatory functions</li> </ul> <p><u>Manage marketing channels</u></p> <ul style="list-style-type: none"> <li>• Develop plans to implement multi-channel strategies (digital and physical) and build an omni-channel experience where multiple channels are seamlessly connected to enhance customer intimacy and provide personalised customer experiences</li> <li>• Leverage digital tools, systems, platforms and marketplaces to support the needs of marketing channels, increase engagement and enable real-time communication</li> <li>• Propose relevant metrics and ROI indicators to assess the effectiveness of physical and digital marketing technologies in meeting performance goals</li> </ul> <p><u>Manage marketing campaigns</u></p> <ul style="list-style-type: none"> <li>• Develop and manage educational marketing campaigns to raise customers awareness on the impact of products on the environment while highlighting the organisation’s focus on social and environmental concerns, sustainable sourcing practices, and other emerging themes valued by customers</li> <li>• Apply technology such as digital marketing and data-driven insights to develop personalised marketing campaigns based on targeted customer groups for effective marketing campaigns and digital commerce</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Deploy marketing campaigns, build a digital presence, and expand customer base through digital platforms and marketplaces</li> <li>• Use mobile applications to gather feedback on marketing campaigns proactively</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and BI applications to improve processes, develop department’s financial budget and optimise budget utilisation</li> <li>• Identify opportunities for workforce development through job redesign and reskilling/upskilling strategies</li> <li>• Implement initiatives aligned with the organisation’s ESG strategy. Support the development of corporate governance measures as applicable to the track/function</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
Marketing Executive	Marketing	<p><u>Implement Marketing Strategies</u></p> <ul style="list-style-type: none"> <li>• Leverage AI-enabled platforms and data analytics to monitor KPIs linked to marketing programmes</li> <li>• Analyse various metrics and variables such as customer needs and engagement levels to derive insights on customer experience and support the development of personalised marketing initiatives</li> <li>• Support customer segmentation efforts and provide suggestions on improvement opportunities</li> <li>• Research new technologies that can improve customer engagement and automate marketing processes. Support the automation of administrative and operational marketing activities and processes</li> <li>• Research sustainability trends that enhance marketing initiatives and impact</li> </ul> <p><u>Manage Organisation and Product Branding</u></p> <ul style="list-style-type: none"> <li>• Leverage AI and ML to monitor brand perception messages across marketing platforms. Use SEO to enhance the distribution of brand messages and campaigns to various audiences</li> <li>• Identify insights through data analytics to understand the response of various customer segments towards branding strategies and support the development of branding initiatives aligned with customers’ needs and desires</li> <li>• Engage existing and new customers by building and managing communities across digital platforms such as social media</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> <li>• CRM System</li> <li>• Digital Platform and Marketplaces</li> <li>• Mobile Application</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Experience Transformation</li> <li>• Data Management / Security</li> <li>• Marketing Automation</li> <li>• Narrative Marketing</li> <li>• Omni-channel Strategy Implementation</li> </ul>



Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Work with Corporate Communications and Regulatory functions to identify potential reputation risks by combining real-time data with social media sentiment analysis</li> </ul> <p><u>Manage Marketing Channels</u></p> <ul style="list-style-type: none"> <li>• Create customised narratives and communication content for physical and digital marketing channels to enhance customer engagement</li> <li>• Support omni-channel initiatives and the deployment of marketing communication plans across digital platforms and marketplaces to increase customer engagement and obtain real-time feedback</li> <li>• Analyse relevant metrics and ROI indicators to assess the effectiveness of physical and digital marketing channels and propose enhancements accordingly</li> </ul> <p><u>Manage Marketing Campaigns</u></p> <ul style="list-style-type: none"> <li>• Develop content for educational marketing campaigns to raise customer awareness on the impact of products on the environment while highlighting the organisation’s focus on social and environmental concerns, sustainable sourcing practices, and other emerging themes valued by customers</li> <li>• Work with business functions and agencies to create marketing content and implement programmatic marketing campaigns</li> <li>• Implement personalised marketing campaigns based on data-driven insights to enhance customer engagement</li> <li>• Analyse and measure the impact and effectiveness of marketing campaigns based on SEO and real-time feedback obtained through mobile applications and social media</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p><u>Support application initiatives</u></p> <ul style="list-style-type: none"> <li>Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> <li>Contribute to technology implementation projects and advocate the use of technologies, electronic tools, and devices in improving work processes</li> </ul>		

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<b>Marketing Assistant / Marketing Coordinator</b>	Marketing	<p><u>Implement marketing strategies</u></p> <ul style="list-style-type: none"> <li>• Leverage BI applications to support report generation on the effectiveness of marketing channels, communication plans and digital marketing technologies</li> <li>• Create dashboards that provide actionable insights into marketing campaigns’ performance, which can enhance marketing initiatives.</li> <li>• Support customer segmentation efforts and execute customer experience programmes using technology, such as mobile applications and social media</li> </ul> <p><u>Manage Organisation and Product Branding</u></p> <ul style="list-style-type: none"> <li>• Use SEO to enhance the distribution of brand messages and campaigns to various audiences</li> <li>• Use AI and ML to collate, clean and check data to support research on brand awareness, association, and public perceptions</li> <li>• Support the development and implementation of branding initiatives across segmented customer groups using various communication platforms</li> <li>• Support customer community management across digital platforms such as social media</li> </ul> <p><u>Manage Marketing Channels</u></p> <ul style="list-style-type: none"> <li>• Support the creation of customised narratives and communication content for various marketing channels based on the needs of customers</li> <li>• Support omni-channel initiatives and marketing communication plans delivered via digital platforms and marketplaces</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> <li>• CRM System</li> <li>• Digital Platform and Marketplaces</li> <li>• Mobile Application</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Experience Transformation</li> <li>• Data Management / Security</li> <li>• Marketing Automation</li> <li>• Narrative Marketing</li> <li>• Omni-channel Strategy Implementation</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Analyse the effectiveness of marketing channels, communication plans and technologies using real-time data</li> <li><u>Implement marketing campaigns</u></li> <li>• Support the development of materials for educational marketing campaigns to raise customer awareness on the impact of products on the environment while highlighting the organisation’s focus on social and environmental concerns, sustainable sourcing practices, and other emerging themes valued by customers</li> <li>• Support the implementation of personalised marketing campaigns to enhance customer engagement</li> <li>• Support the analysis of marketing campaigns’ effectiveness and provide suggestions for improvement</li> <li><u>Support Application Initiatives</u></li> <li>• Operate new technologies, electronic tools and devices to improve operations in own work areas</li> <li>• Support the review of work processes and procedures using data analytics to provide data-driven insights on work performance</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>[Emerging Role] Search Engine Optimisation (SEO) Specialist</b>	Marketing	<p><i>The internet has quickly become the top place for consumers to search for commodities, and explicit searches help them sieve out potential suppliers. An SEO specialist helps organisations reach out to their target markets by making their website easy to find among the vast competition in the industry. To do so, the specialist will have a clear understanding of the company’s goals and target audience to create content tailored to their needs and demands. This could include adding specific keywords, building website links, rewriting HTML tags, and using new marketing and advertising techniques such as social media marketing or pay-per-click advertising. As the company website ranks higher on the search page, the wider the audience and thus the higher the possibility of sales conversion.</i></p> <ul style="list-style-type: none"> <li>• Conducting in-depth research and analysis of keywords and phrases relevant to the wholesale trade industry and the company's target audience. Utilizing keyword research tools to identify high-volume, low-competition keywords for optimizing website content.</li> <li>• Developing and executing SEO strategies aimed at enhancing website visibility and search engine rankings. This includes optimizing website content such as meta tags, headings, and descriptions, and creating high-quality backlinks to bolster website authority and credibility.</li> <li>• Creating and optimizing website content to boost search engine rankings. Crafting engaging, keyword-rich content optimized for search engines and tailored to the target audience.</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> <li>• CRM System</li> <li>• Digital Platform and Marketplaces</li> <li>• Mobile Application</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Experience Transformation</li> <li>• Data Management / Security</li> <li>• Marketing Automation</li> <li>• Narrative Marketing</li> <li>• Omni-channel Strategy Development</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Cultivating high-quality backlinks to enhance website authority and credibility. Identifying relevant websites and blogs for potential backlinks and fostering relationships with these platforms.</li> <li>• Monitoring website traffic and search engine rankings to pinpoint areas for improvement. Using analytics tools to track website traffic and search engine standings and making necessary adjustments to SEO strategies.</li> <li>• Collaborating with cross-functional teams, including marketing and content teams, to ensure website content is SEO-optimized. Working closely with these teams to align SEO strategies with overall marketing and content goals.</li> <li>• Keeping abreast of the latest trends and best practices in SEO and search engine algorithms. Actively participating in industry conferences, staying updated with industry publications, and engaging in online forums and communities to remain informed about SEO's latest developments.</li> </ul>		

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<b>[Emerging Role] Marketing Analytics Manager</b>	Marketing	<p><i>As more digital marketing channels emerge with increased competition across the sector, the Marketing Analytics Manager is responsible for measuring the success of marketing campaigns, evaluating their effectiveness, and enhancing their returns on investment. The manager uses their technical expertise in Excel and data visualisation tools like Tableau and other programming languages like SQL or Python for data mining, modelling and management. Strong communication skills are also a must to present their insights on the data and suggest strategic recommendations through collaboration with various departments across the organisation.</i></p> <ul style="list-style-type: none"> <li>Analysing data from diverse sources, such as website traffic, social media engagement, and email marketing metrics, to gauge the success of marketing campaigns.</li> <li>Evaluating the efficacy of marketing initiatives by pinpointing areas that require enhancement and offering recommendations for future campaigns.</li> <li>Identifying opportunities to optimize marketing expenditure and boost campaign performance to maximize returns on investment.</li> <li>Employing technical proficiency in tools like Excel and data visualization software (e.g., Tableau) to conduct data analysis and present findings in a clear and concise manner.</li> <li>Leveraging programming languages like SQL or Python for data mining, modelling, and management to extract insights from extensive datasets.</li> <li>Collaborating with various departments across the organization, including marketing, sales, and finance, to</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Business Intelligence Applications</li> <li>CRM System</li> <li>Digital Platform and Marketplaces</li> <li>Mobile Application</li> </ul>	<ul style="list-style-type: none"> <li>Customer Experience Transformation</li> <li>Data Management / Security</li> <li>Marketing Automation</li> <li>Narrative Marketing</li> <li>Omni-channel Strategy Development</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		ensure alignment of marketing campaigns with overarching business objectives. <ul style="list-style-type: none"> <li>Presenting data-driven insights and proposing strategic recommendations to senior management and other stakeholders to enhance marketing performance.</li> </ul>		



**Job Family: Business Development and Analysis**

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<p><b>Head of Business Development</b></p>	<p>Business Development and Analysis</p>	<p><u>Develop Business Development Strategies</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics to design and drive business development plans. Build KPIs that are in alignment with the overall organisation strategy</li> <li>• Collaborate closely with other business leaders on build vs buy decisions on the integration of technology tools and systems</li> <li>• Guide the integration of tools, systems, and processes to enhance the decision-making process for business development</li> <li>• Lead developmental plans for new value propositions, enabling greater customer outreach through technology and cross-cultural/regional understanding</li> <li>• Establish data-driven frameworks to measure the effectiveness and ROI of business development initiatives in achieving organisational objectives</li> </ul> <p><u>Enhance Current Business Portfolio</u></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Advanced Data Analytics</li> <li>• Business Intelligence Applications</li> <li>• Customer Relationship Management System</li> <li>• Digital Communication Platform</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Cross-Cultural Competence</li> <li>• Customer Experience Transformation</li> <li>• Data Management / Security</li> <li>• Digital Channel Development</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Develop strong partnerships with industry partners for potential ventures in the future</li> <li>• 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</li> <li>• Establish a digital channel strategy to drive the use of technology, such as mobile applications, to provide a seamless service experience for business partners</li> </ul> <p><u>Explore New Business Opportunities</u></p> <ul style="list-style-type: none"> <li>• Strategize 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>• Strategize cross-selling opportunities through the analysis of customers’ buying patterns and behavioural data, as well as product insights</li> <li>• Drive the use of various digital communication platforms like CRM to manage customer interaction and generate insights and trend reports to formalise new business agreements and ventures</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Strategise the deployment of solutions like data analytics and BI applications to improve processes, conduct resource planning and enhance the budgeting process</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Ensure interoperability between existing and new systems and software applications 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 job redesign and reskilling/upskilling strategies</li> <li>• Drive progressive and inclusive corporate governance measures. Drive initiatives to uphold the organisation’s ESG guidelines</li> </ul>		

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<b>Business Development Manager</b>	Business Development and Analysis	<p><u>Develop Business Development Strategies</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics to develop business development plans. Guide the articulation of intelligent business reports that provide insights and recommendations to improve business results</li> <li>• Work closely with the team to assess the requirements of technology tools and solutions to implement new business development initiatives</li> <li>• Support the integration of tools, systems and processes to enhance the decision-making process for business development</li> <li>• Develop new value propositions which enable greater customer outreach through technology and cross-cultural/regional understanding</li> <li>• Identify relevant metrics and ROI indicators to assess the feasibility and effectiveness of business development initiatives</li> </ul> <p><u>Enhance Current Business Portfolio</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics to identify business gaps, opportunities for portfolio enhancement and business process optimisation. Build a working level relationship with stakeholders to support new business opportunities and process changes</li> <li>• Build strong relationships with industry players for potential ventures in the future</li> <li>• Lead the use of CRM systems to access real-time customer intelligence. Use insights to conduct regular and relevant customer engagements for business development</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Advanced Data Analytics</li> <li>• Business Intelligence Applications</li> <li>• Customer Relationship Management System</li> <li>• Digital Communication Platform</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Cross-Cultural Competence</li> <li>• Customer Experience Transformation</li> <li>• Data Management / Security</li> <li>• Digital Channel Development</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Leverage communication platforms, such as mobile applications and social media, to communicate and provide a seamless service experience for business partners and at the same time, obtain a real-time understanding of stakeholders' needs</li> </ul> <p><u>Explore New Business Opportunities</u></p> <ul style="list-style-type: none"> <li>• Review business development decisions based on cost-benefit analyses and understanding of cultural, geopolitical, and local market nuances</li> <li>• Leverage business networks as well as real-time market insights to diversify business portfolios and manage risks</li> <li>• Identify cross-selling opportunities through the analysis of customers' buying patterns and behavioural data, as well as product insights</li> <li>• [SUBSTITUTED] Regulatory technology to help automate compliance checking and reduce risks while speeding up the process of new business ventures</li> <li>• Use digital communication platforms like CRM to manage customer interaction and generate insights and trend reports to convert new business opportunities</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and BI applications to improve processes, develop department's financial budget and optimise budget utilisation</li> <li>• Identify opportunities for workforce development through job redesign and reskilling/upskilling strategies</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>Implement initiatives that align with the organisation's ESG strategy. Support the development of corporate governance measures as applicable to the track/function</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Senior Business Analyst / Senior Market Research Analyst / Senior Market Analyst</b>	Business Development and Analysis	<p><u>Implement Business Development Strategies</u></p> <ul style="list-style-type: none"> <li>• Build intelligent business reports that provide insights and recommendations using BI applications to improve business results</li> <li>• Support the integration of business systems and processes to enhance the decision-making process for business development</li> <li>• Work closely with other business functions to set up data integration tools that support business development initiatives</li> <li>• Provide working-level support in the assessment of technologies like CRM systems, dashboard software and digital communication platforms to enhance the effectiveness of new business development initiatives</li> </ul> <p><u>Enhance Current Business Portfolio</u></p> <ul style="list-style-type: none"> <li>• Perform quantitative and qualitative assessments based on data-driven insights and metrics to identify business gaps and opportunities</li> <li>• Conduct scenario analysis using real-time data and advanced analytics to assess the suitability and effectiveness of new technologies in optimising business processes</li> <li>• Use AI-powered systems and ML to conduct web crawling of market data and automate report generation informing buy, sell or hold recommendations for trading department</li> <li>• Analyse reports based on trading research parameters and provide inputs to support demand creation strategies and trade decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Advanced Data Analytics</li> <li>• Business Intelligence Applications</li> <li>• Customer Relationship Management System</li> <li>• Digital Communication Platform</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Cross-Cultural Competence</li> <li>• Customer Experience Transformation</li> <li>• Data Management / Security</li> <li>• Digital Channel Development</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Leverage communication platforms, such as mobile applications and social media, to communicate and provide a seamless service experience for business partners and at the same time, obtain a real-time understanding of stakeholders' needs</li> </ul> <p><u>Explore New Business Opportunities</u></p> <ul style="list-style-type: none"> <li>• Leverage BI applications to analyse reports on the market and economic landscape, as well as stakeholders' needs, to obtain data-driven insights on potential business opportunities</li> <li>• Conduct product research and cost-benefit analysis to support the growth of potential business ventures</li> <li>• Leverage data analytics and ML for regulatory monitoring to conduct of initial compliance checks and reduce risks</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Support the department's financial budgeting process and fund's utilisation through data analytics and the use of BI applications to automate reporting</li> <li>• Collaborate closely with the HR function to implement training (on-the-job of new hires) and recruitment initiatives</li> <li>• Implement initiatives that align with the organisation's ESG strategy</li> <li>• Apply technology and design thinking for process improvement and innovation</li> </ul>		



Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Business Analyst / Market Research Analyst / Market Analyst</b>	Business Development and Analysis	<p><u>Implement Business Development Strategies</u></p> <ul style="list-style-type: none"> <li>Support the adoption and use of integrated business systems and processes to continually update customer data, enabling data-driven decision-making for business development</li> <li>Leverage BI applications to automate the generation of business intelligence reports</li> <li>Support the execution of business development initiatives using digital channels</li> </ul> <p><u>Enhance Current Business Portfolio</u></p> <ul style="list-style-type: none"> <li>[SUBSTITUTED] Use AI and ML to collate, clean and check data in order to analyse business performance</li> <li>Provide initial inputs on business gaps and opportunities through data-driven insights obtained from continuous real-time feedback</li> <li>Use AI-powered systems and ML to conduct web crawling and research on market trends and buyer and seller data to provide information on buy, sell or hold recommendations for the trading department</li> <li>Utilise CRM systems to access real-time customer information and support targeted customer engagement</li> <li>Use digital communication platforms such as mobile applications to provide a seamless service experience for business partners and address their needs</li> </ul> <p><u>Explore New Business Opportunities</u></p> <ul style="list-style-type: none"> <li>[SUBSTITUTED] Use AI and ML to collate, clean and check data to analyse product offerings and due diligence reports</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Advanced Data Analytics</li> <li>Business Intelligence Applications</li> <li>Customer Relationship Management System</li> <li>Digital Communication Platform</li> </ul>	<ul style="list-style-type: none"> <li>Advanced Data Analytics</li> <li>Cross-Cultural Competence</li> <li>Customer Experience Transformation</li> <li>Data Management / Security</li> <li>Digital Channel Development</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Provide suggestions on potential cross-selling opportunities based on customers' buying patterns and behavioural data, as well as product insights</li> </ul> <p><u>Support application Initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> <li>• Contribute to technology implementation projects to advocate the use of technologies, electronic tools and devices in improving work processes</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>[Emerging Role] Decision Support Analyst</b>	Business Development and Analysis	<p><i>With the development of Big Data and data analytics, data-driven decision-making is becoming more accessible and critical for the sector. This has led to the emergence of an analyst role that provides advanced data analytics, such as predictive analysis, to provide insight by assessing historical and current business performance, thereby highlighting areas of opportunity for improvement that supports the organisation's various functions. The role is responsible for gathering and maintaining data and digital assets, partnering with other functional teams, and establishing the ongoing development of financial/management reporting that supports business decisions and strategic goals. The goal is to bring more robust data to all stakeholders as quickly and as efficiently as possible.</i></p> <ul style="list-style-type: none"> <li>• Providing advanced data analytics, including predictive analysis, to offer insights by evaluating historical and current business performance, thus identifying areas for improvement that benefit the organization's various functions.</li> <li>• Gathering and maintaining data and digital assets to ensure accuracy, completeness, and currency of data.</li> <li>• Collaborating with cross-functional teams, such as marketing, sales, and finance, to align data with the organization's overall business objectives.</li> <li>• Spearheading the continuous development of financial/management reporting that aids in making informed business decisions and achieving strategic objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Advanced Data Analytics</li> <li>• Business Intelligence Applications</li> <li>• Customer Relationship Management System</li> <li>• Digital Communication Platform</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Cross-Cultural Competence</li> <li>• Customer Experience Transformation</li> <li>• Data Management / Security</li> <li>• Digital Channel Development</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>Enhancing data accessibility and efficiency to swiftly deliver comprehensive data to all stakeholders, facilitating data-driven decision-making.</li> </ul>		

**Job Family: Sales and Customer Service**

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
Head of Sales	Sales and Customer Service	<p><u>Develop Sales Strategies</u></p> <ul style="list-style-type: none"> <li>Collaborate with the technology, marketing, and business development teams to develop sales strategies that integrate technologies while considering industry trends and competitor landscape</li> <li>Formulate sales strategies, targets and key performance metrics that take into consideration plans to sell via traditional and digital channels</li> <li>Leverage data analytics to generate more in-depth insights into past performance, sales trends, customer behaviour, and identify key customer segments. Design evidence-based and targeted strategies for a personalised experience across touchpoints in the customer journey</li> <li>Drive the use of omni-channel distribution methods to enhance reach to broader customer segments and streamline the buying process for customers</li> <li>Guide the development of customer self-service channels like chatbots and virtual agents that interact with customers round-the-clock, providing continuous and reliable omni-channel support</li> <li>Drive collaboration with other business leaders to create new products, customer segments and go-to-market strategies that are aligned with organisational strategic direction and future needs</li> </ul> <p><u>Create Sales Opportunities</u></p> <ul style="list-style-type: none"> <li>Advocate personal brand building to foster connections and relationships with customers</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Advanced Data Analytics</li> <li>Business Intelligence Applications</li> <li>Customer Relationship Management System</li> <li>Digital Communication Platform</li> </ul>	<ul style="list-style-type: none"> <li>Customer Experience Transformation</li> <li>Omni-channel Strategy Development</li> <li>Performance Monitoring and Analysis</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Drive the creation of regular web content to maintain an active online presence and enable social selling</li> <li>• Leverage data analytics to forecast trends and events related to sales. Measure the effectiveness of sales strategies, customer experience and customer acquisition programmes using insights from data and make necessary changes in plans and strategies</li> </ul> <p><u>Acquire Sales Accounts</u></p> <ul style="list-style-type: none"> <li>• Leverage customer data analytics and sentiments analysis to obtain data-driven insights on customers’ buying patterns and analyse customers’ reactions to new products or services in real-time. Identify feedback and make necessary edits in plans to mitigate reputational and operational risk</li> <li>• Lead sales proposal presentations, negotiate and close sales through physical or virtual interactions</li> <li>• Explore the use of immersive VR to showcase products’ features and workflows to shorten sales cycle</li> </ul> <p><u>Manage Buyer Relationships</u></p> <ul style="list-style-type: none"> <li>• Streamline sales efforts and processes through CRM systems to enable a positive customer experience</li> <li>• Leverage AI-enabled platforms and data analytics to uncover insights on trends, competitive landscape, and buyer behaviour</li> <li>• Partner with customers to shape omni-channel communication and distribution strategies</li> <li>• Leverage digital channels such as mobile applications and social media to build brand loyalty and create personal</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p>connections with customers looking for support, delivering a better customer experience</p> <ul style="list-style-type: none"> <li>• Drive the use of platforms that curate real-time feedback and provide customised interactions to various customer segments</li> <li>• Lead the development of SOPs to provide efficient and timely support on customers’ technical issues</li> <li>• Act as an advisor to lead complex customer post-sales support</li> <li>• Leverage data analytics to measure the effectiveness of post-sales activities in meeting customers’ needs</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Strategize the deployment of solutions like data analytics and BI applications to improve processes, conduct resource planning and enhance the budgeting process</li> <li>• Ensure interoperability between existing and new systems and software applications 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 job redesign and reskilling/upskilling strategies</li> <li>• Drive progressive and inclusive corporate governance measures. Drive initiatives to uphold the organisation’s ESG guidelines</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
Sales Manager	Sales and Customer Service	<p><u>Develop Sales Strategies</u></p> <ul style="list-style-type: none"> <li>Evaluate the feasibility of integrating technologies such as AI and mobile applications into sales strategies and support their adoption</li> <li>Analyse industry trends and competitor landscape to provide insights on potential sales opportunities</li> <li>Leverage data analytics to generate deeper insights on past performance, sales trends, customer behaviour and perform customer segmentation. Provide a personalised experience across touchpoints in the customer journey</li> <li>Implement omni-channel distribution methods to enhance reach to broader customer segments and streamline the buying process for customers</li> <li>Develop customer self-service channels like chatbots and virtual agents that interact with customers round-the-clock, providing continuous and reliable omni-channel support</li> <li>Engage other business managers to gather and share inputs on new products and execute go-to-market strategies</li> </ul> <p><u>Create Sales Opportunities</u></p> <ul style="list-style-type: none"> <li>Build a personal brand to foster connections and relationships with customers</li> <li>Create regular web content to maintain an active online presence and enable social selling</li> <li>Leverage data analytics to forecast trends and events related to sales. Measure the effectiveness of sales strategies, customer experience and customer acquisition programmes using data and propose changes in plans and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Advanced Data Analytics</li> <li>Business Intelligence Applications</li> <li>Customer Relationship Management System</li> <li>Digital Communication Platform</li> </ul>	<ul style="list-style-type: none"> <li>Customer Experience Transformation</li> <li>Omni-channel Strategy Development</li> <li>Performance Monitoring and Analysis</li> </ul>



Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p><u>Acquire Sales Accounts</u></p> <ul style="list-style-type: none"> <li>• Use customer data analytics and sentiment analysis to obtain data-driven insights on customers’ buying patterns and analyse customers’ interactions and reactions to new products or services in real-time. Identify feedback and respond quickly to mitigate reputational and operational risk</li> <li>• Conduct sales presentations and negotiations through physical and virtual interactions</li> <li>• Research and make recommendations on the use of immersive VR to showcase products’ features and workflows to shorten sales cycle</li> <li>• Leverage technologies such as mobile applications to schedule follow-up discussions, ensure sales closure and payment fulfilment</li> </ul> <p><u>Manage Buyer Relationships</u></p> <ul style="list-style-type: none"> <li>• Support the streamlining of sales efforts and processes through CRM systems to enable a positive customer experience</li> <li>• Use AI-enabled platforms and data analytics to gather insights on trends, competitive landscape, and buyer behaviour</li> <li>• Engage with customers to understand their needs and implement omni-channel communication and distribution strategies</li> <li>• Use digital channels such as mobile applications and social media to build brand loyalty and create personal</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p>connections with customers looking for support, delivering a better customer experience</p> <ul style="list-style-type: none"> <li>• Curate real-time feedback and provide customised interactions to various customer segments</li> <li>• Develop SOPs to provide efficient and timely support on customers' technical issues</li> <li>• Manage and solve complex customer post-sales support</li> <li>• Leverage data analytics to measure the effectiveness of post-sales activities in meeting customers' needs</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and BI applications to improve processes, develop department's financial budget and optimise budget utilisation</li> <li>• Identify opportunities for workforce development through job redesign and reskilling/upskilling strategies</li> <li>• Implement initiatives aligned with the organisation's ESG strategy</li> <li>• Support the development of corporate governance measures as applicable to the track/function</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
Sales Executive	Sales and Customer Service	<p><u>Implement Sales Strategies</u></p> <ul style="list-style-type: none"> <li>• Research on new technologies such as AI and mobile applications to provide inputs on potential improvement in sales initiatives and digital sales</li> <li>• Support the implementation of technologies like chatbots and virtual agents to automate manual sales activities and processes</li> <li>• Use technologies like AI to monitor changes in the industry and competitor landscape and proactively identify solutions to maximise sales performance</li> <li>• Analyse data to generate deeper insights on past performance, sales trends and customer behaviour. Provide a personalised experience across touchpoints in the customer journey</li> </ul> <p><u>Create Sales Opportunities</u></p> <ul style="list-style-type: none"> <li>• Identify tools to build a personal brand to foster connections and relationships with customers</li> <li>• Post regular web content to maintain an active online presence and enable social selling</li> <li>• Leverage omni-channel communications and platforms such as mobile applications to engage with customers and generate leads</li> </ul> <p><u>Acquire Sales Accounts</u></p> <ul style="list-style-type: none"> <li>• Analyse data to uncover insights on customers' needs and collaborate with other teams to meet customers' technical product requirements</li> <li>• Use AI-enabled systems to automate report generation on components and quotations</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Advanced Data Analytics</li> <li>• Business Intelligence Applications</li> <li>• Customer Relationship Management System</li> <li>• Digital Communication Platform</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Experience Transformation</li> <li>• Omni-channel Strategy Implementation</li> <li>• Performance Monitoring and Analysis</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Provide timely and relevant information to stakeholders for sales proposal development using data that is automatically collated, cleaned and processed</li> <li>• Conduct sales presentations and negotiations through physical and virtual interactions</li> <li>• Use technologies such as videotelephony software and mobile applications to schedule follow-up discussions, ensure sales closure and payment fulfilment</li> <li>• Use technology to facilitate complex payment processes and enhance the efficiency of the entire payment process</li> </ul> <p><u>Manage Buyer Relationships</u></p> <ul style="list-style-type: none"> <li>• Support the streamlining of sales efforts and processes by supporting the implementation of CRM systems to enable a positive customer experience</li> <li>• Use AI-enabled platforms and data analytics to provide insights on trends, competitive landscape and buyer behaviour</li> <li>• Implement customer relationship management programmes based on segmented customer groups</li> <li>• [SUBSTITUTED] Use AI chatbots to automate the resolution of standard product-related enquiries</li> <li>• Address complex queries and customers’ dissatisfaction by leveraging depth knowledge of products and engagement skills</li> </ul> <p><u>Support application initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>Contribute to technology implementation projects to advocate the use of technologies, electronic tools and devices in improving work processes</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
Sales Assistant / Sales Coordinator	Sales and Customer Service	<p><u>Implement Sales Strategies</u></p> <ul style="list-style-type: none"> <li>• [SUBSTITUTED] Leverage AI-enabled platforms and RPA to automate data collation, data cleaning, research of buyer profiles, and collate feedback from various customer segments</li> <li>• Leverage data analytics to generate insights on the effectiveness of sales channels, initiatives, and product development</li> <li>• Support the execution of personalised sales initiatives across physical, digital and customer self-service channels. Provide a personalised experience across touchpoints in the customer journey</li> <li>• Develop ideas to improve sales activities and processes by understanding unique customer needs and behaviours</li> </ul> <p><u>Create Sales Opportunities</u></p> <ul style="list-style-type: none"> <li>• Use tools to build a personal brand to foster connections and relationships with customers</li> <li>• Leverage CRM software to generate lists of target customers and market segments</li> <li>• Analyse real-time data to gather insights on the effectiveness of customer acquisition programmes</li> <li>• Support the development of communication materials for omni-channel platforms to provide continuous real-time engagement with targeted customers</li> </ul> <p><u>Acquire Sales Accounts</u></p> <ul style="list-style-type: none"> <li>• Utilise integrated technology to obtain real-time feedback and support analysis of customers' needs</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Advanced Data Analytics</li> <li>• Business Intelligence Applications</li> <li>• Customer Relationship Management System</li> <li>• Digital Communication Platform</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Experience Transformation</li> <li>• Omni-channel Strategy Implementation</li> <li>• Performance Monitoring and Analysis</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Communicate technical details of products through physical and virtual interactions</li> <li>• Support sales proposal development by using data that is automatically collated, cleaned and processed</li> <li>• [SUBSTITUTED] Use AI chatbots to automate first-level communication and query handling on products</li> <li>• [SUBSTITUTED] Use RPA to automate standardised billing and payment processes with minimal human intervention</li> </ul> <p><u>Manage Buyer Relationships</u></p> <ul style="list-style-type: none"> <li>• Use CRM systems to generate insights on enhancing customer relationships</li> <li>• [SUBSTITUTED] Use AI and RPA-enabled platforms to automate records and documentation of customers' data and engagements</li> <li>• [SUBSTITUTED] Use AI chatbots to facilitate first-level support and resolution of routine technical enquiries</li> <li>• Address complex technical enquiries by leveraging an in-depth knowledge of products</li> <li>• Provide initial inputs on ways to improve post-sales activities</li> </ul> <p><u>Support application initiatives</u></p> <ul style="list-style-type: none"> <li>• Operate new technologies, electronic tools, and devices to improve operations in own work areas</li> <li>• Support the review of work processes and procedures using data analytics to provide insights on work performance</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Customer Service Officer / Service Quality Analyst</b>	Sales and Customer Service	<p><u>Perform Customer Service Tasks</u></p> <ul style="list-style-type: none"> <li>Interact and engage with customers regularly to ensure seamless customer experience across physical and/or digital channels</li> <li>Analyse customer data to forecast and anticipate customers' needs</li> <li>Use AI chatbots to resolve routine queries and address complex customer queries</li> </ul> <p><u>Perform Business Continuous Improvement Activities</u></p> <ul style="list-style-type: none"> <li>Support the development of customer service SOPs</li> <li>Identify the risks associated with process changes such as technology enhancements. Support customers in managing change by providing timely and effective solutions and query resolution</li> <li>Collate customer service protocols in digital formats for seamless distribution across teams</li> <li>Collate and analyse customer suggestions and complaints from online feedback platforms to generate insights on potential process improvement opportunities</li> <li>Support and contribute towards the development of customer onboarding programmes and metrics</li> <li>Monitor service levels through dashboards to identify gaps and perform business improvement activities to ensure on-track performance</li> <li>Manage online and digital messaging platforms which enable self-service for customers</li> </ul> <p><u>Perform Business Development Tasks</u></p> <ul style="list-style-type: none"> <li>Conduct personalised customer onboarding</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Advanced Data Analytics</li> <li>Business Intelligence Applications</li> <li>Customer Relationship Management System</li> <li>Digital Communication Platform</li> </ul>	<ul style="list-style-type: none"> <li>Customer Experience Transformation</li> <li>E-Document Management</li> <li>Online Feedback Management</li> </ul>



Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Identify cross-selling and upselling opportunities through analysis of customer interactions</li> </ul> <p><u>Support application initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> <li>• Contribute to technology implementation projects to advocate the use of technologies, electronic tools and devices in improving work processes</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
Sales Associate / Brand Associate	Sales and Customer Service	<p><u>Achieve Sales</u></p> <ul style="list-style-type: none"> <li>Support the streamlining of the buying process for customers across physical and digital channels</li> <li>Leverage data analytics to understand customer needs and purchase patterns to provide product recommendations and personalised services</li> <li>Utilise technologies such as mobile applications to provide product demonstrations and enhance customer experience</li> <li>[SUBSTITUTED] Use RPA and AI-enabled platforms to automate documentation of sales transactions</li> <li>[SUBSTITUTED] Use AI chatbots to facilitate first-level support on routine enquiries regarding products and services</li> <li>Support in addressing complex enquires by leveraging an in-depth knowledge of products and services</li> <li>Analyse customers’ feedback to improve after-retail sales services</li> </ul> <p><u>Deliver Service Excellence</u></p> <ul style="list-style-type: none"> <li>Deliver service while ensuring professional image and persona aligns with organisation’s service commitment</li> <li>Guide customers on the use of self-service technologies to enhance customer experience</li> <li>[SUBSTITUTED] Use AI-enabled systems and RPA to automate data collation, cleaning and checking of customer information</li> <li>Anticipate customer needs by obtaining insights from CRM systems to deliver personalised services</li> </ul> <p><u>Deliver Operations Excellence</u></p>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Advanced Data Analytics</li> <li>Business Intelligence Applications</li> <li>Customer Relationship Management System</li> <li>Digital Communication Platform</li> </ul>	<ul style="list-style-type: none"> <li>Customer Experience Transformation</li> <li>Omni-channel Strategy Implementation</li> <li>Performance Monitoring and Analysis</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• [SUBSTITUTED] Leverage predictive analytics to track and forecast stock levels</li> <li>• Support the integration of technologies between business systems of suppliers and partners to manage purchasing, stockholding, and distribution efficiencies</li> <li>• Leverage autonomous technology such as robots to perform physically challenging tasks, minimising WSH risks</li> <li>• Apply creative thinking to manage merchandise display, roadshows, promotions, and events to increase sales potential</li> </ul> <p><u>Execute Customer Order Fulfilment</u></p> <ul style="list-style-type: none"> <li>• [SUBSTITUTED] Use AI-enabled systems and RPA to enable self-service and automate standard fulfilment orders</li> <li>• Handle the fulfilment of complex orders from key customers</li> </ul> <p><u>Engage in Innovative and Productivity Initiatives</u></p> <ul style="list-style-type: none"> <li>• Support the review of work processes using data analytics to provide insights on performance as well as generate new ideas to enhance productivity</li> </ul>		

### Job Family: Derivatives Trading

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Head of Derivatives Trading</b>	Derivatives Trading	<p><u>Manage Derivatives Positions</u></p> <ul style="list-style-type: none"> <li>• Drive business performance by investing in technology and automation that provides significant information exchanges between market participants, which can improve trading strategies</li> <li>• Direct the use of BI tools and dashboards to monitor and assess derivatives portfolio performance against strategic objectives and anticipate future price movements</li> <li>• Drive collaboration with the commodities trading and data sciences teams to manage structured trades and execute trading decisions that lower risks and financial liabilities, safeguarding derivatives portfolio positions</li> <li>• Drive the adoption of AI to evaluate and solve current process inefficiencies and seek new trading opportunities</li> <li>• Drive collaboration with internal stakeholders to direct small-scale, short-term pilot programmes, such as the introduction of new technologies in Derivative Trading</li> </ul> <p><u>Perform Derivatives Trading Activities</u></p> <ul style="list-style-type: none"> <li>• Drive the use of AI and predictive analytics to establish derivatives trading strategies, and risk management and compliance policies</li> <li>• Drive the implementation of technology that helps extract information from new alternative data sources like satellite imagery and GIS to provide key information on pricing and valuations</li> <li>• Drive the use of RPA to extract and link counterparty trade data with the organisation’s trade data. Deploy automated</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Advanced Data Analytics</li> <li>• Business Intelligence Applications</li> <li>• Digital Documents and Smart Contracts</li> <li>• Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Performance Monitoring Analysis</li> <li>• Position Management</li> <li>• Sourcing Portfolio Analysis</li> <li>• Trade Automation</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p>bots to look up and reconcile key trade attributes to ensure trade details match and the trade confirmation process is accurate</p> <ul style="list-style-type: none"> <li>• Direct the use of smart contracts to improve efficiency and lower cost by reducing the time taken to resolve disputes</li> <li>• Leverage trade networks in markets across the world to build and maintain relationships with existing and potential trade counterparties</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Strategise the deployment of solutions like data analytics and BI applications to improve processes, conduct resource planning and enhance the budgeting process</li> <li>• Ensure interoperability between existing and new systems and software applications 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 job redesign and reskilling/upskilling strategies</li> <li>• Drive progressive and inclusive corporate governance measures. Drive the initiatives that uphold the organisation's ESG guidelines</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Derivatives Trading Manager / Senior Derivatives Trader</b>	Derivatives Trading	<p><u>Manage Derivatives Positions</u></p> <ul style="list-style-type: none"> <li>• Implement technology and strategies that leverage big data and predictive analytics. Implement platforms that scan for data from the internet, social media, market information and news analysis and generate insights to predict opportunities that traders can leverage to improve derivatives trading decisions</li> <li>• Leverage BI tools and dashboards to monitor and assess derivatives portfolio performance against strategic objectives and anticipate future price movements</li> <li>• Collaborate with commodities trading &amp; data sciences teams to manage structured trades and execute trading decisions that lower risks, financial liabilities, safeguarding derivatives portfolio positions</li> <li>• Leverage AI to evaluate and solve current process inefficiencies and find new trading opportunities</li> <li>• Collaborate with internal IT stakeholders to implement small-scale, short-term pilot programmes before full deployment of any new product initiatives or platform</li> </ul> <p><u>Perform Derivatives Trading Activities</u></p> <ul style="list-style-type: none"> <li>• Implement AI and predictive analytics to establish structures, processes and risk management frameworks for derivatives trading</li> <li>• Obtain key information on pricing and valuations using new alternative data sources like satellite imagery and GIS</li> <li>• Execute and approve derivatives trades assisted by AI and big data analytics</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Advanced Data Analytics</li> <li>• Business Intelligence Applications</li> <li>• Digital Documents and Smart Contracts</li> <li>• Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Performance Monitoring Analysis</li> <li>• Position Management</li> <li>• Sourcing Portfolio Analysis</li> <li>• Trade Automation</li> <li>• Volume Analysis</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Leverage RPA to extract and link counterparty trade data with the organisation’s trade data. Leverage automated bots to look up and reconcile key trade attributes to ensure trade details match, and the trade confirmation process is accurate</li> <li>• Direct the use of smart contracts to improve efficiency and lower costs by reducing the time taken to resolve disputes</li> <li>• Build and maintain relationships with existing and possible trade counterparties through trade networks in markets across the world</li> <li>• Escalate trades with potential risks to trade compliance and develop rectification measures</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and BI applications to improve processes, develop department’s financial budget and optimise budget utilisation</li> <li>• Identify opportunities for workforce development through job redesign and reskilling/upskilling strategies</li> <li>• Implement initiatives that are aligned with the organisation’s ESG strategy. Support the development of corporate governance measures as applicable to the track/function</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Derivatives Trader</b>	Derivatives Trading	<p><u>Manage Derivatives Positions</u></p> <ul style="list-style-type: none"> <li>• Apply big data and predictive analytics to scan and predict changes in markets and regulations to guide derivative trading positions</li> <li>• Develop automated portfolio status reports using RPA and BI tools to monitor and assess the portfolio performance against strategic objectives</li> <li>• Collaborate with commodities trading and data sciences teams to execute trade decisions that lower risks, financial liabilities, safeguarding derivatives portfolio positions</li> <li>• Apply trade controls to safeguard derivatives portfolio positions</li> <li>• Support small-scale, short-term pilot programmes before full deployment of any new product initiatives or platform</li> </ul> <p><u>Perform Derivatives Trading Activities</u></p> <ul style="list-style-type: none"> <li>• Execute derivative trades that are within allowed rates or limit in accordance with portfolio objectives</li> <li>• Perform electronic clearing of OTC trades by using electronic platforms and STP</li> <li>• Execute hedging strategies that help to optimise the timing of trades and reduce shadow slippage by deploying parametric algorithms</li> <li>• Obtain key information on pricing and valuations using new alternative data sources like satellite imagery and GIS</li> <li>• Use AI to collect and analyse real-time data feeds from exchanges and other sources as well as track movements in exchange indices to spot intra-day, short-term and long-term patterns</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Advanced Data Analytics</li> <li>• Business Intelligence Applications</li> <li>• Digital Documents and Smart Contracts</li> <li>• Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Performance Monitoring Analysis</li> <li>• Position Management</li> <li>• Sourcing Portfolio Analysis</li> <li>• Trade Automation</li> <li>• Volume Analysis</li> </ul>



Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Use RPA to extract and link counterparty trade data with the organisation’s trade data. Leverage automated bots to look up and reconcile key trade attributes to ensure trade details match and that the trade confirmation process is accurate</li> <li>• Perform changes or customisation of contracts in consultation with the contracts team. Use smart contracts to improve efficiency and lower costs by reducing the time taken to resolve disputes</li> <li>• Apply trade regulations and guidelines to ensure compliance</li> <li>• Build strong relationships with existing and potential trade counterparties and establish relationships in trade networks</li> </ul> <p><u>Support Application Initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> <li>• Contribute to technology implementation projects to advocate the use of technologies, electronic tools and devices in improving work processes</li> </ul>		

### Job Family: Commodities Trading

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Head of Commodities Trading</b>	Commodities Trading	<p><u>Manage Commodity Portfolio</u></p> <ul style="list-style-type: none"> <li>• Drive the use of cognitive automation technologies and data analytics to guide the establishment of commodity trading strategies</li> <li>• Drive the usage of AI and big data to collect data and predict patterns which traders can leverage to improve portfolio performance. Institutionalise the use of platforms that scan for data from sources such as the internet, sensors, geospatial satellites, and drone technology to generate sentiment and fundamental analyses</li> <li>• Collaborate with the Derivatives Trading team to drive the creation of a central trading desk that facilitates hedging against commodity price fluctuations and enables information flow from multiple sources to the CTRM system. Explore the use of CRTM systems to execute transactions, analyse data and evaluate impacts of market movement on performance</li> <li>• Drive the use of advanced analytics to generate new portfolio ideas and identify commodity classes' trading opportunities</li> <li>• Direct the use of BI tools and dashboards to monitor and assess commodity portfolio performance as well as anticipate future price movements</li> <li>• Collaborate closely with risk and regulatory teams to facilitate trade controls and safeguard commodity portfolio positions</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Advanced Data Analytics</li> <li>• Business Intelligence Applications</li> <li>• Digital Platform and Marketplaces</li> <li>• Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Performance Monitoring and Analysis</li> <li>• Position Management</li> <li>• Sourcing Portfolio Analysis</li> <li>• Trade Automation</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Collaborate with derivatives trading and data science teams to manage structured trades and execute trading decisions that lower liquidity risk and financial liabilities</li> <li>• Develop a sustainability roadmap, in collaboration with various stakeholders, that guides the organisation in meeting its sustainability goals</li> <li>• Partner with external and internal stakeholders to drive the organisation's sustainability goals and track the organisation's progress via sustainability reports</li> </ul> <p><u>Engage in buying and/or selling activities</u></p> <ul style="list-style-type: none"> <li>• Drive collaboration with market analysis and data science teams to facilitate the use of advanced analytics that consolidate and analyse historical trends and patterns, providing traders with the latest information on markets and commodity movements</li> <li>• Direct trade negotiation strategies and techniques with the use of algorithms that can process large amounts of data to reduce information gaps and identify trading opportunities</li> <li>• Escalate trades with potential risks to the trade compliance team and support the development of rectification measures</li> <li>• Direct the trading team to comply with trade regulations and guidelines</li> <li>• Explore the possibility of managing the physical settlement of commodities using e-platforms that enable partners to exchange information, negotiate contracts and maintain transparency during trading activities</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Drive the development and trading of sustainable commodity products and ensure the trading process meets sustainability standards and organisational goals</li> </ul> <p><u>Manage Trade Relationships</u></p> <ul style="list-style-type: none"> <li>• Drive the creation of an internal e-platform or the adoption of third-party solutions to make trading more efficient, lowering barriers to entry for trade partners</li> <li>• Explore the possibility of endorsing trade partners and future trade renewals on e-platforms</li> <li>• Develop relationships with new and existing counterparties to increase trading volume and improve business performance</li> <li>• Partner closely with the regulations and compliance team to guide the establishment of resolution approaches following organisational policies and procedures on trade contracts, disputes or performance issues of key trade partners</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Strategise the deployment of solutions like data analytics and BI applications to enhance budgeting and tracking processes</li> <li>• Ensure interoperability between existing and new systems and software applications 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 job redesign and reskilling/upskilling strategies</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>Drive progressive and inclusive corporate governance measures. Drive initiatives that uphold the organisation's ESG guidelines</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Commodities Trading Manager / Senior Commodities Trader</b>	Commodities Trading	<p><u>Manage Commodity Portfolio</u></p> <ul style="list-style-type: none"> <li>• Implement cognitive automation technologies that guide the establishment of commodity trading strategies</li> <li>• Leverage technologies like AI, ML and big data to collect data and predict patterns to help traders improve portfolio performance. Use platforms that scan for data from sources such as the internet, sensors, geospatial satellites and drone technology to generate sentiment and fundamental analyses</li> <li>• Work closely with leaders and technology teams to explore the use of CTRM systems to review commodity portfolio performance and address identified gaps in information access</li> <li>• Use advanced analytics to generate new portfolio ideas and identify trading opportunities</li> <li>• Leverage BI tools and dashboards to monitor and assess commodity portfolio performance as well as anticipate future price movements</li> <li>• Facilitate trade controls and safeguard commodity portfolio positions by collaborating with regulatory and risk teams</li> <li>• Collaborate with derivatives trading &amp; data sciences teams to manage structured trades and execute trading decisions that lower liquidity risk and financial liabilities</li> <li>• Implement the sustainability roadmap that guides the organisation in meeting its sustainability goals. Monitor the organisation’s carbon footprint to reduce emissions, shaping a more sustainable business</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Advanced Data Analytics</li> <li>• Business Intelligence Applications</li> <li>• Digital Platform and Marketplaces</li> <li>• Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Performance Monitoring and Analysis</li> <li>• Position Management</li> <li>• Sourcing Portfolio Analysis</li> <li>• Trade Automation</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Partner with external and internal stakeholders to drive the organisation's sustainability goals and report the organisation's progress via sustainability reports</li> <li><u>Engage in buying and/or selling activities</u></li> <li>• Collaborate with market analysis and data sciences teams to facilitate the use of advanced analytics that consolidate and analyse historical trends and patterns to provide traders with the latest information on market and commodity movements</li> <li>• Facilitate trade negotiation strategies and techniques with the use of algorithms that can process large amounts of data to reduce information gaps and identify trading opportunities</li> <li>• Escalate trades with potential risks to trade compliance and propose rectification measures</li> <li>• Comply with trade regulations and guidelines</li> <li>• Support the potential implementation of an internal e-platform that enables partners to exchange information, negotiate contracts and maintain transparency during trading activities</li> <li>• Develop and trade sustainable commodity products, and ensure the trading process meets sustainability standards and organisational goals</li> <li><u>Manage Trade Relationships</u></li> <li>• Collaborate with internal or external technology teams to build or adopt third-party trading e-platforms to lower barriers to entry, facilitate the ease of transactions and achieve greater price transparency</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Leverage e-platforms to engage and endorse trade partners for future trade renewals</li> <li>• Develop relationships with new and existing counterparties to conduct trades, increase trading volume and improve business performance</li> <li>• Analyse trade partners' service delivery performance and make necessary recommendations</li> <li>• Collaborate with the governance and compliance team to manage trade contracts, disputes or performance issues of key trade partners</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and BI applications to improve processes, develop department's financial budget and optimise budget utilisation</li> <li>• Identify opportunities for workforce development through job redesign and reskilling/upskilling strategies</li> <li>• Implement initiatives aligned with the organisation's ESG strategy. Support the development of corporate governance measures as applicable to the track/function</li> </ul>		



Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
Commodities Trader	Commodities Trading	<p><u>Manage Commodity Portfolio</u></p> <ul style="list-style-type: none"> <li>Analyse data from the internet, sensors, geospatial satellites and drone technology to generate sentiment and fundamental analyses to improve portfolio performance</li> <li>Use cognitive technologies to improve traceability in the supply chain</li> <li>Analyse commodity portfolio performance with the help of advanced data analytics to access real-time market feeds, news, weather reports and product movements across the supply chain</li> <li>Use BI tools and dashboards to monitor and assess commodity portfolio performance as well as anticipate future price movements</li> <li>Apply trade controls to safeguard commodity portfolio positions</li> <li>Collaborate with the derivatives trading &amp; data sciences teams to manage structured trades and execute trading decisions that lower liquidity risk and financial liabilities</li> <li>Support the implementation of the sustainability roadmap that guides the organisation in meeting its sustainability goals. Track the organisation's carbon footprint to reduce emissions, shaping a more sustainable business</li> <li>Develop sustainability reports to track the organisation's progress in meeting its sustainability goals</li> </ul> <p><u>Engage in buying and/or selling activities</u></p> <ul style="list-style-type: none"> <li>Execute trades that are within allowed limits. Implement hedging strategies with the derivatives trading team to optimise trade performance</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Advanced Data Analytics</li> <li>Business Intelligence Applications</li> <li>Digital Documents and Smart Contracts</li> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Advanced Data Analytics</li> <li>Performance Monitoring and Analysis</li> <li>Position Management</li> <li>Sourcing Portfolio Analysis</li> <li>Trade Automation</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Engage in sustainable trading</li> <li>• Perform buy and/or sell activities using algorithms that can process large amounts of data to reduce information gaps, identify trading opportunities and mitigate trade risks</li> <li>• Implement internal trade guidelines to ensure compliance with regulatory requirements and legislations</li> <li>• Collaborate with the operations, market analysis and data sciences teams to explore the possibility of conducting trades on an internal e-platform that enables partners to exchange information and negotiate contracts to maintain transparency during trading</li> <li>• Follow product development processes that focuses on customer needs, incorporate sustainability standards and at the same time, ensure prospective trades are commercially viable</li> </ul> <p><u>Manage Trade Relationships</u></p> <ul style="list-style-type: none"> <li>• Work with internal or external technology teams to build or adopt third-party trading e-platforms, lowering barriers to entry for trade partners. Perform programming responsibilities as required for the development of such platforms</li> <li>• Build and maintain working-level relationships with existing and potential trade partners by focusing on their needs and demonstrating competence in multiple areas (e.g., product type, product applications, market trends and regulations)</li> <li>• Apply RPA to monitor activities and performance of trade partners against contract terms, and identify performance problems or contractual issues</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Resolve trade contracts, disputes, or performance issues at an operational level, taking guidance from trade compliance policies</li> <li>• Contribute feedback to the operations teams, as well as trade counterparties, on documentation policies and contracts required for trade transactions during periodic reviews</li> </ul> <p><u>Support Application Initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> <li>• Contribute to technology implementation projects to advocate the use of technologies, electronic tools and devices in improving work processes</li> </ul>		

### Job Family: Trade Finance

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Head of Trade Finance</b>	Trade Finance	<p><u>Manage Trade Finance Transactions</u></p> <ul style="list-style-type: none"> <li>Establish trade finance strategies that promote business performance. Drive the adoption of AI to integrate trade finance activities, improving trade decisions, overall portfolio performance and working capital</li> <li>Leverage data analytics to formulate strategies that promote overall portfolio growth. Leverage trend analytics to understand financing term patterns to secure optimal financing terms and better utilisation of trade finance facilities</li> <li>Ensure that a diversified financing portfolio is maintained. Source for alternative sources of financing and/or alternative financiers</li> <li>Lead the development of trade execution controls by collaborating with internal compliance, to improve AML and KYC programmes and to reduce fraud risk</li> <li>Work with banks and financiers per their internal protocols and guidelines to ensure secured trade finance</li> <li>Institutionalise technological changes in the organisation as incorporated by banks to increase operational efficiencies</li> <li>Collaborate with financial institutions and internal stakeholders like the Head of Treasury to gradually incorporate and leverage DLTs such as Blockchain</li> </ul> <p><u>Manage Trade Finance Documentation</u></p> <ul style="list-style-type: none"> <li>Lead the development of trade finance documentation guidelines and policies using digital documents and smart</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Business Intelligence Applications</li> <li>Cloud-based Technologies</li> <li>Distributed Ledger Technologies</li> <li>Digital Platform and Marketplaces</li> <li>Digital Documents and Smart Contracts</li> <li>Integrated ERP platform</li> </ul>	<ul style="list-style-type: none"> <li>Distributed Ledger Technologies Application</li> <li>Pilot Programme Management</li> <li>Structured Financing</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p>contracts, taking into account the intricacies of regulations in domestic and foreign jurisdictions</p> <ul style="list-style-type: none"> <li>• Drive the deployment of technologies to manage orders and clear trades. Leverage cloud-based technologies in an integrated ERP platform to process documents more efficiently</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Strategise the deployment of solutions like data analytics and BI applications to improve processes, conduct resource planning and enhance the budgeting process</li> <li>• Ensure interoperability between existing and new systems and software applications 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 job redesign and reskilling/upskilling strategies</li> <li>• Drive progressive and inclusive corporate governance measures. Drive initiatives to uphold the organisation’s ESG guidelines</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Trade Finance Manager</b>	Trade Finance	<p><u>Manage Trade Finance Transactions</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and automated systems like BI applications to obtain real-time information on the organisation’s trade positions and price movements, to accurately assess portfolio performance and better manage risks</li> <li>• Leverage AI to proactively collect information on upcoming market trends and developments in new regulations and guidelines that can impact portfolios’ performance</li> <li>• Source and grow financing lines with alternative financiers and/or structured financing with traders as alternative funding methods</li> <li>• Work with financial institutions and internal teams to facilitate the gradual introduction of DLTs such as Blockchain which will assist in processing live trade finance transactions, ensuring trade transparency and cost-efficiency</li> </ul> <p><u>Manage Trade Finance Documentation</u></p> <ul style="list-style-type: none"> <li>• Develop and maintain trade finance documentation guidelines and policies for both physical and digital documents and smart contracts, taking into account the intricacies of regulations in domestic and foreign jurisdictions</li> <li>• Use digital platforms to monitor transactions from an AML and KYC perspective</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> <li>• Cloud-based Technologies</li> <li>• Distributed Ledger Technologies</li> <li>• Digital Platform and Marketplaces</li> <li>• Digital Documents and Smart Contracts</li> <li>• Integrated ERP platform</li> </ul>	<ul style="list-style-type: none"> <li>• Distributed Ledger Technologies Application</li> <li>• Pilot Programme Management</li> <li>• Structured Financing</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Leverage data analytics and BI applications to improve processes, develop department’s financial budget and optimise budget utilisation</li> <li>• Identify opportunities for workforce development through job redesign and reskilling/upskilling strategies</li> <li>• Implement initiatives aligned with the organisation’s ESG strategy. Support the development of corporate governance measures as applicable to the track/function</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Senior Analyst / Analyst, Trade Finance</b>	Trade Finance	<p><u>Manage Trade Finance Transactions</u></p> <ul style="list-style-type: none"> <li>• Perform daily trade finance transactions to ensure fund transfers, trade finance software platforms and working capital requirements are optimised</li> <li>• Leverage automated dashboards generated by BI applications to analyse trade cycle transactions, organisations’ positions and portfolios and working capital requirements, and create reports that can provide actionable recommendations</li> <li>• Support the growth of financing lines with alternative financiers and/or structured financing as alternative funding methods</li> <li>• Support pilot tests for the gradual introduction and implementation of DLTs such as Blockchain to process live trade finance transactions, ensuring trade transparency and cost-efficiency</li> </ul> <p><u>Manage Trade Finance Documentation</u></p> <ul style="list-style-type: none"> <li>• Prepare and maintain trade finance documentation guidelines and policies for both physical and digital documents and smart contracts, taking into account the intricacies of regulations in domestic and foreign jurisdictions</li> <li>• Use digital platforms to accelerate transaction processing</li> </ul> <p><u>Support Application Initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> <li>• Cloud-based Technologies</li> <li>• Distributed Ledger Technologies</li> <li>• Digital Platform and Marketplaces</li> <li>• Digital Documents and Smart Contracts</li> <li>• Integrated ERP platform</li> </ul>	<ul style="list-style-type: none"> <li>• Distributed Ledger Technologies Application</li> <li>• Pilot Programme Management</li> <li>• Structured Financing</li> </ul>



Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>Contribute to technology implementation projects to advocate the use of technologies in improving work processes</li> </ul>		

**Job Family: Credit Management**

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<p><b>Head of Credit</b></p>	<p>Credit Management</p>	<p><u>Drive Credit Analysis Processes</u></p> <ul style="list-style-type: none"> <li>• Lead the development of credit risk frameworks, policies, and guidelines in collaboration with the regulatory team using counterparty risk management programmes that take into account the market outlook</li> <li>• Develop ongoing audit and governance mechanisms for the risk framework</li> <li>• Lead regular credit reviews. Drive the use of AI to analyse financial statements and identify changes in customer risk profiles based on market conditions, economic cycles, and industry disruptions to assess customers’ creditworthiness</li> <li>• Lead the development of scenario modelling to predict outputs and outcomes during credit stress testing to provide risk mitigation recommendations. Drive the use of data analytics to enhance forecasts and reduce cashflow uncertainties</li> <li>• Enhance decisions for structured financing solutions by driving the usage of AI to analyse real-time customer behaviour, estimate future cashflows and predict credit risks</li> </ul> <p><u>Initiate buyers’ credit assessments</u></p> <ul style="list-style-type: none"> <li>• Drive improvements in the customer onboarding process, reduce human error and mitigate risk by switching from paper applications to web-based credit applications</li> <li>• Integrate solutions like digital signatures, digital reference checks, rules-based credit limit granting and digital</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Web-based Credit Application</li> </ul>	<ul style="list-style-type: none"> <li>• Counterparty Risk Management</li> <li>• Pilot Programme Management</li> <li>• Structured Financing</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p>document storage to reduce manual paperwork and human error</p> <ul style="list-style-type: none"> <li>• Approve credit applications that deviate from predetermined standards or approved limits</li> <li>• Drive the gradual adoption of AI to automate credit decisions which include checking and evaluating risks effectively and efficiently, in line with compliance requirements</li> </ul> <p><u>Monitor Credit Risks Performance</u></p> <ul style="list-style-type: none"> <li>• Direct the development of effective rating methodologies, taking into account the latest public policy or regulatory changes</li> <li>• Monitor credit exposure levels of the organisation. Negotiate and recommend remediation actions based on payment track records, current financial health of customers and underlying credit risks</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Strategise the deployment of solutions like data analytics and BI applications to improve processes, conduct resource planning and enhance the budgeting process</li> <li>• Ensure interoperability between existing and new systems and software applications 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 job redesign and reskilling/upskilling strategies</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>Drive progressive and inclusive corporate governance measures. Drive initiatives to uphold the organisation’s ESG guidelines</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
Credit Manager	Credit Management	<p><u>Drive Credit Analysis Processes</u></p> <ul style="list-style-type: none"> <li>Support the development of credit risk frameworks, policies and guidelines in collaboration with the regulatory team, taking into account the market outlook.</li> <li>Implement counterparty risk management programmes to assess and mitigate risk</li> <li>Oversee regular credit reviews to monitor and proactively manage risk. Use AI to analyse financial statements and identify changes in customer risk profiles based on market conditions, economic cycles, and industry disruptions to assess customers' creditworthiness</li> <li>Conduct scenario modelling to predict outputs and outcomes during credit stress testing to provide risk mitigation recommendations. Perform data analysis to enhance forecasts and reduce cashflow uncertainties</li> <li>Provide support on structured financing solutions by leveraging AI to analyse real-time customer behaviour, estimate future cash flows and predict credit risk</li> </ul> <p><u>Initiate buyers' credit assessments</u></p> <ul style="list-style-type: none"> <li>Automate credit application forms to enable digital signatures, reducing human error, improving customer onboarding process, and mitigating risk</li> <li>Leverage data analytics and AI-generated reports to analyse customer's creditworthiness and plan for out-of-the-ordinary credit limits for key clients</li> <li>Facilitate the use of AI to implement STP that enables instant approvals for simple credit requests, enabling a quicker processing time for credit applications</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Web-based Credit Application</li> </ul>	<ul style="list-style-type: none"> <li>Counterparty Risk Management</li> <li>Pilot Programme Management</li> <li>Structured Financing</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p><u>Monitor Credit Risks Performance</u></p> <ul style="list-style-type: none"> <li>• Develop effective rating methodologies, taking into account the latest public policy or regulatory changes</li> <li>• Negotiate financial agreements and credit extensions with relevant stakeholders intended for bad credit portfolios</li> <li>• Leverage data analytics to generate dashboard reports to monitor credit exposure levels, enabling early detection of risks</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and BI applications to improve processes, develop department’s financial budget and optimise budget utilisation</li> <li>• Identify opportunities for workforce development through job redesign and reskilling/upskilling strategies</li> <li>• Implement initiatives that are aligned with the organisation’s ESG strategy</li> <li>• Support the development of corporate governance measures as applicable to the track/function</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Senior Analyst / Analyst, Credit Management</b>	Credit Management	<p><u>Drive Credit Analysis Processes</u></p> <ul style="list-style-type: none"> <li>• Leverage AI to gather customers’ credit footprint, assess customers’ creditworthiness, payment track records, and suggest decisions on credit restructuring</li> <li>• Adhere to counterparty risk management programmes to assess and mitigate risk</li> <li>• Integrate data collected through AI to analyse the impacts of market outlook, industry disruption and sustainability-linked credit factors on credit policies and guidelines. Identify and predict defaults, and reduce credit risks</li> </ul> <p><u>Initiate Buyers’ Credit Assessment</u></p> <ul style="list-style-type: none"> <li>• Support the automation of credit application forms to enable digital signatures, reducing human error, improving customer onboarding process, and mitigating risk</li> <li>• Use information gathered via AI and predictive analytics alerts to monitor and review potential delinquencies or payment delays and follow up on payments</li> <li>• Leverage data analytics to check and analyse credit histories, verifying information and assessing buyer’s repayment ability accurately to reduce the cost of debt recovery, as well as escalating exceptional credit scenarios</li> </ul> <p><u>Monitor Credit Risks Performance</u></p> <ul style="list-style-type: none"> <li>• Analyse dashboard reports to monitor credit exposure levels against credit risk management framework, enabling early detection of risks</li> <li>• Extract, consolidate and reconcile data from multiple sources to analyse customers’ creditworthiness better and</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Web-based Credit Application</li> </ul>	<ul style="list-style-type: none"> <li>• Counterparty Risk Management</li> <li>• Pilot Programme Management</li> <li>• Structured Financing</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p>calculate maximum credit limit and ability to pay back debt promptly</p> <ul style="list-style-type: none"> <li>• Leverage AI and web crawling technologies to predict defaults and highlight cases that may potentially require credit restructuring, enabling early mitigation of potential issues</li> </ul> <p><u>Support Application Initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> <li>• Identify areas of improvement through the application of technology and support technology implementation projects</li> </ul>		



**Job Family: Treasury**

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<p><b>Head of Treasury</b></p>	<p>Treasury</p>	<p><u>Manage Treasury Strategies</u></p> <ul style="list-style-type: none"> <li>Establish cash management strategies that integrate liquidity risk management, credit, currency fluctuations and interest rate changes. Develop targets and KPIs in alignment with business development strategies</li> <li>Drive the use of ERP solutions and data analytics to ensure accurate, actionable, and real-time information is provided to internal stakeholders</li> <li>Drive tactical, operational, and strategic decision-making, in collaboration with internal functions, for treasury related initiatives</li> <li>Drive collaboration with internal stakeholders to direct small-scale, short-term treasury pilot programmes, such as the introduction of new technology in the treasury function</li> </ul> <p><u>Manage Organisation’s Financial Holdings</u></p> <ul style="list-style-type: none"> <li>Oversee the organisation’s financial position and trade lines to ensure steady growth, efficient use of the organisation’s cash, sufficient capital and increase in liquidity</li> <li>Build an understanding of different financial risks and local regulatory requirements to develop treasury guidelines</li> <li>Collaborate with financial institutions to support treasury operations</li> <li>Collaborate with functional leaders like the Head of Trade Finance to build relationships with financial institutions. Institutionalise technological changes incorporated by banks, such as STP</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Integrated ERP Platform</li> <li>Treasury Management System</li> </ul>	<ul style="list-style-type: none"> <li>Counterparty Risk Management</li> <li>Pilot Programme Management</li> <li>Scenario Modelling</li> <li>Structured Financing</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Strategise with financial institutions regarding financial solutions, such as green financing solutions</li> </ul> <p><u>Oversee Analysis of Treasury Holdings</u></p> <ul style="list-style-type: none"> <li>• Strategise the deployment of solutions like data analytics to enhance cash forecasting, ensure sufficient capital for business operations, oversee hedging decisions to mitigate risks and maximise returns on excess cash</li> <li>• Drive the introduction of technology platforms like TMS to streamline and automate manual processes and obtain a transparent and panoramic view of treasury-related activities. Utilise accurate and timely information for better cash forecasting, banking control and balanced positions</li> <li>• Drive the usage of ERP to effectively perform payments, cash reconciliation and cash accounting, prompting insights on liquidity status to assess positions accurately and make informed business decisions</li> <li>• Recommend optimal funding options like cash pooling to mobilise cash across businesses, maximising internal sources of funds and improving control of the organisation's cash</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Strategise the deployment of solutions like data analytics and BI applications to improve processes, conduct resource planning and enhance the budgeting process</li> <li>• Ensure interoperability between existing and new systems and software applications in an organisation, allowing for</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p>effective and accurate data exchange and communication, information sharing and easy execution of activities</p> <ul style="list-style-type: none"> <li>• Develop strategies to deliver work effectively through job redesign and reskilling/upskilling strategies</li> <li>• Drive progressive and inclusive corporate governance measures. Drive initiatives to uphold the organisation’s ESG guidelines</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Treasury Manager</b>	Treasury	<p><u>Manage Treasury Strategies</u></p> <ul style="list-style-type: none"> <li>• Manage the implementation of cash management strategies that integrate liquidity risk management, credit, currency fluctuations and interest rate changes. Implement targets and KPIs in alignment with business development strategies</li> <li>• Leverage ERP solutions and data analytics to provide accurate, actionable, and real-time information to internal stakeholders</li> <li>• Support tactical and operational decision-making, in collaboration with internal functions, for treasury initiatives</li> <li>• Support the development and implementation of small-scale, short-term, treasury pilot programmes in collaboration with internal stakeholders</li> </ul> <p><u>Manage Organisation’s Financial Holdings</u></p> <ul style="list-style-type: none"> <li>• Review the organisation’s financial position, trade lines and settlements of any financial instrument the organisation uses</li> <li>• Build an understanding of different financial risks. Collaborate with the regulatory team to develop treasury guidelines</li> <li>• Liaise with financial institutions to support financing needs and other treasury operations</li> <li>• Deploy technologies incorporated by banks, such as STP</li> <li>• Work with financial institutions to identify various financial solutions, such as green financing solutions</li> </ul> <p><u>Oversee Analysis of Treasury Holdings</u></p>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Integrated ERP Platform</li> <li>• Treasury Management System</li> </ul>	<ul style="list-style-type: none"> <li>• Counterparty Risk Management</li> <li>• Pilot Programme Management</li> <li>• Scenario Modelling</li> <li>• Structured Financing</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Develop treasury policies and procedures that integrates data analytics to increase the accuracy of cash forecasting and implement controls to mitigate financial risks</li> <li>• Implement technology platforms like TMS for better cash forecasting, banking control and balanced positions</li> <li>• Leverage ERP to effectively perform payments, cash reconciliation and cash accounting, prompting insights on liquidity status to assess positions accurately and make informed business decisions</li> <li>• Implement cash pooling to mobilise cash across businesses, maximising internal sources of funds and improving control of the organisation’s cash</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and BI applications to improve processes, develop department’s financial budget and optimise budget utilisation</li> <li>• Identify opportunities for workforce development through job redesign and reskilling/upskilling strategies</li> <li>• Implement initiatives that are aligned with the organisation’s ESG strategy. Support the development of corporate governance measures as applicable to the track/function</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Senior Analyst / Analyst, Treasury</b>	Treasury	<p><u>Manage Treasury Strategies</u></p> <ul style="list-style-type: none"> <li>• Implement cash management strategies that integrate liquidity risk management, credit, currency fluctuations and interest rate changes to implement targets and KPIs</li> <li>• Leverage ERP solutions and data analytics to generate accurate, actionable, and real-time information for internal stakeholders</li> <li>• Support the development and deployment of small-scale, short-term, treasury pilot programmes in collaboration with internal stakeholders</li> </ul> <p><u>Manage Organisation’s Financial Holdings</u></p> <ul style="list-style-type: none"> <li>• Consolidate financial data across all business units on the ERP system and analyse the organisation’s cash flow position, liquidity gaps, bank accounts, trade lines and settlements of any financial instrument used</li> <li>• Implement treasury guidelines</li> <li>• Liaise with financial institutions to support financing needs and other treasury operations</li> <li>• Deploy technologies incorporated by banks, such as STP</li> <li>• Interact and build relationships with financial institutions for various financial solutions, such as green financing solutions</li> </ul> <p><u>Oversee Analysis of Treasury Holdings</u></p> <ul style="list-style-type: none"> <li>• Leverage AI and data analytics to improve accuracy in cash forecasting and to mitigate financial risks</li> <li>• Support the implementation of technology platforms like TMS for better cash forecasting, banking control and balanced positions</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Integrated ERP Platform</li> <li>• Treasury Management System</li> </ul>	<ul style="list-style-type: none"> <li>• Counterparty Risk Management</li> <li>• Pilot Programme Management</li> <li>• Scenario Modelling</li> <li>• Structured Financing</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Use ERP to effectively perform payments, cash reconciliation and cash accounting, prepare monthly and quarterly treasury reports prompting insights on liquidity status</li> </ul> <p><u>Support Application Initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> <li>• Contribute to technology implementation projects to advocate the use of technologies, electronic tools and devices in improving work processes</li> </ul>		

**Job Family: Risk Management**

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
Head of Risk	Risk Management	<p><u>Develop Enterprise Risk Management Framework</u></p> <ul style="list-style-type: none"> <li>• Lead the development of advanced risk management strategies, risk criteria and frameworks, taking into consideration the latest industry trends, macroeconomic climate, regulatory changes, sustainability issues and technology risks</li> <li>• Endorse frameworks and processes that can build the organisation’s resilience to unexpected events like supply chain disruption, natural disasters, pandemics, cyberattacks and unpredictable competitors</li> <li>• Deploy predictive risk monitoring, which analyses both historical and current risks to provide alerts on emerging risks</li> <li>• Lead remediation plans, response strategies and communication plans to inform risk framework enhancements and guidelines</li> <li>• Build relationships with regulatory bodies, industry, and international networks to identify any changes in the business risk landscape</li> </ul> <p><u>Drive Risk Assessment Processes</u></p> <ul style="list-style-type: none"> <li>• Develop strategies to automate data consolidation for risk analysis using technologies like AI</li> <li>• Drive the use of historical data and advanced data analytics to predict and identify corrupt practices, policy breaches, suspicious transactions, and help to prioritise risk profiles for early detection of risks</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Artificial Intelligence</li> <li>• Digital Platform and Marketplaces</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Counterpart Risk Management</li> <li>• Risk-Adjusted Value Forecasting</li> <li>• Scenario Modelling</li> </ul>



Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>Conduct stress testing across risk profiles to anticipate vulnerabilities within the system or processes and recommend risk mitigation plans</li> </ul> <p><u>Manage Risk Mitigation</u></p> <ul style="list-style-type: none"> <li>Collaborate with functional leaders to drive the adoption of digital platforms such as the CTRM systems, which provides an overall portfolio performance dashboard using a centralised view of data for trade execution and position monitoring</li> <li>Address identified gaps and risks and endorse mitigation plan based on risk assessments and severity of risks</li> <li>Drive the education of internal stakeholders on prevalent and emerging business risks so that they are well-versed on various risks that may impact the business</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>Strategise the deployment of solutions like data analytics and BI applications to improve processes, conduct resource planning and enhance the budgeting process</li> <li>Ensure interoperability between existing and new systems and software applications 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 job redesign and reskilling/upskilling strategies</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>Drive progressive and inclusive corporate governance measures. Uphold initiatives that uphold the organisation's ESG guidelines</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
Risk Manager	Risk Management	<p><u>Develop Enterprise Risk Management Framework</u></p> <ul style="list-style-type: none"> <li>• Develop advanced risk management strategies, risk criteria and frameworks taking into consideration the latest industry trends, macroeconomic climate, regulatory changes, ESG guidelines and technology risks</li> <li>• Develop frameworks and processes that can build the organisation’s resilience to unexpected events like supply chain disruption, natural disasters, pandemics, cyberattacks and unpredictable competitors</li> <li>• Develop models for predictive risk monitoring which analyses both historical and current risks to provide alerts on emerging risks</li> <li>• Develop recommendations on remediation plans and response strategies to inform risk framework enhancements and guidelines, and communicate these plans to all employees</li> <li>• Liaise with regulatory bodies, industry, and international networks to identify any changes in the business risk landscape</li> </ul> <p><u>Drive Risk Assessment Processes</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics to identify, analyse and evaluate risk profiles across functional areas, and improve the organisation’s tactical and strategic decisions based on risk appetite</li> <li>• Implement Counterparty Risk Management programmes to improve the visibility of underlying risk exposures and minimise defaults on contractual obligations, enabling early mitigation of potential risks</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Artificial Intelligence</li> <li>• Digital Platform and Marketplaces</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Counterpart Risk Management</li> <li>• Risk-Adjusted Value Forecasting</li> <li>• Scenario Modelling</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Leverage advanced data analytics to model outputs during scenario modelling and stress testing across prioritised and high-risk profiles to improve risk management approaches</li> <li>• Automate risk schedule endorsements to reduce manual efforts and unnecessary layers of governance using technologies like RPA</li> </ul> <p><u>Manage Risk Mitigation</u></p> <ul style="list-style-type: none"> <li>• Develop and review the progress of risk mitigation plans with different functions to reduce risk events and automate alerts when measures deviate from the plan</li> <li>• Drive the adoption of digital platforms such as CTRM systems which provides an overall portfolio performance dashboard using a centralised view of data, trade execution and position monitoring</li> <li>• Educate internal stakeholders on prevalent and emerging business risks so that they are well-versed on various risks that may impact the business</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and BI applications to improve processes, develop department’s financial budget and optimise budget utilisation</li> <li>• Identify opportunities for workforce development through job redesign and reskilling/upskilling strategies</li> <li>• Implement initiatives that are aligned with the organisation’s ESG strategy. Support the development of corporate governance measures as applicable to the track/function</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
Senior Analyst / Analyst, Risk	Risk Management	<p><u>Develop Enterprise Risk Management Framework</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and web crawling technologies to scan industry trends and create market reports with actionable recommendations</li> <li>• Analyse the implications of unexpected events like supply chain disruption, natural disasters, pandemics, cyberattacks and unpredictable competitors on the organisation’s risk profile and suggest remedial measures</li> <li>• Automate the preparation of risk reports using technologies like BI applications and data analytics. Create dashboards that generate insights for enhancing risk management frameworks</li> <li>• Support ongoing communication with other internal functions to understand and anticipate potential exposures of newer risks to business models and risk profiles</li> </ul> <p><u>Drive Risk Assessment Processes</u></p> <ul style="list-style-type: none"> <li>• Analyse data across functional areas to highlight potential cases of fraud, money laundering and unethical practices for early detection of risks</li> <li>• Assess the suitability of ‘auto-generated reports’ from various systems for risk analysis</li> <li>• Assist in scenario modelling and stress testing across prioritised and high-risk profiles to improve organisations’ compliance and recommend appropriate approaches/solutions to manage and mitigate risks</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Artificial Intelligence</li> <li>• Digital Platform and Marketplaces</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Counterpart Risk Management</li> <li>• Risk-Adjusted Value Forecasting</li> <li>• Scenario Modelling</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Support the automation of risk schedule endorsements using technologies like RPA to reduce manual efforts and unnecessary layers of governance</li> </ul> <p><u>Manage Risk Mitigation</u></p> <ul style="list-style-type: none"> <li>• Follow automated alerts from risk dashboards and work with various functions on course correction measures to ensure the effective management of risks</li> <li>• Support the implementation of digital platforms such as CTRM systems which provides an overall portfolio performance dashboard using a centralised view of data, trade execution and position monitoring</li> <li>• Develop training content to educate internal stakeholders on prevalent and emerging business risks so that they are well-versed on various risks that may impact the business</li> <li>• Support the communication plan for risk management mandate, governance plans and policies to all employees</li> </ul> <p><u>Support Application Initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> <li>• Contribute to technology implementation projects to advocate the use of technologies, electronic tools and devices in improving work processes</li> </ul>		

**Job Family: Regulations and Trade Controls**

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<p><b>Head of Regulations and Trade Controls</b></p>	<p>Regulations and Trade Controls</p>	<p><u>Monitor Trade Regulations</u></p> <ul style="list-style-type: none"> <li>• Guide the introduction and implementation of web crawling technologies, advanced data analytics and BI applications (e.g., import/export management applications) to monitor changes in international trade regulations continuously and to establish trade controls and compliance policies</li> <li>• Drive the use of advanced data analytics to develop scenario analysis on the business impacts of new trade regulations and develop associated strategies to meet changes in regulatory requirements</li> <li>• Lead collaboration with internal stakeholders to develop functional strategies, taking into account national and international political, economic, social development and public policy landscape</li> </ul> <p><u>Review Compliance to Trade Controls</u></p> <ul style="list-style-type: none"> <li>• Deploy AI-powered solutions to enable continuous monitoring of trade transactions through dynamic dashboards that check for incidents and irregularities and send alerts to concerned parties</li> <li>• Engage with business leaders to counsel them on ways to bridge regulatory gaps and variances</li> </ul> <p><u>Establish Code of Conduct Guidelines for Trade Management</u></p> <ul style="list-style-type: none"> <li>• Build an integrated control and compliance framework based on accountability, transparency, integrity, ethical values, risk awareness and data privacy to ensure reliability,</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Carbon Footprint Management</li> <li>• Government / Regulatory Affairs</li> <li>• Regulatory Compliance</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p>accuracy and security of trade activities across the organisation</p> <ul style="list-style-type: none"> <li>• Drive an understanding of ESG norms like climate impact, greenhouse gas emissions, energy efficiency, human rights, working conditions, anti-corruption and conflict of interest to ensure business practices and disclosures meet regulatory requirements</li> <li>• Collaborate with financial institutions to improve transparency in financial dealings and uphold the organisation’s image</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Strategise the deployment of solutions like data analytics and BI applications to improve processes, conduct resource planning and enhance the budgeting process</li> <li>• Ensure interoperability between existing and new systems and software applications 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 job redesign and reskilling/upskilling strategies</li> <li>• Drive progressive and inclusive corporate governance measures. Drive initiatives that uphold the organisation’s ESG guidelines</li> </ul>		



Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Regulations and Trade Controls Manager</b>	Regulations and Trade Controls	<p><u>Monitor Trade Regulations</u></p> <ul style="list-style-type: none"> <li>• Drive web crawling technologies, advanced data analytics and BI applications to monitor and identify any changes in international trade regulations that will impact trade between countries</li> <li>• Leverage advanced data analytics to develop scenario analysis on the business impacts of new trade regulations and develop associated implementation plans to meet changes in regulatory requirements</li> <li>• Collaborate with internal stakeholders to develop functional strategies, taking into account national and international political, economic, social development and public policy landscape</li> </ul> <p><u>Review Compliance to Trade Controls</u></p> <ul style="list-style-type: none"> <li>• Leverage AI-supported digital platforms to implement risk control strategies and processes. Leverage AI technologies to break down unstructured and structured data and generate insights</li> <li>• Mitigate risks and improve compliance by monitoring trading and exchanges across various platforms</li> <li>• Escalate high-risk positions or abnormalities observed in profit and loss reports</li> <li>• Develop plans to mitigate regulatory risks associated with cross-border data flow and digital information exchanges</li> </ul> <p><u>Establish Code of Conduct Guidelines for Trade Management</u></p> <ul style="list-style-type: none"> <li>• Implement an integrated control and compliance framework built based on accountability, transparency, integrity, ethical values, risk awareness and data privacy to</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Carbon Footprint Management</li> <li>• Government / Regulatory Affairs</li> <li>• Regulatory Compliance</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p>ensure reliability, accuracy and security of trade activities across the organisation</p> <ul style="list-style-type: none"> <li>• Monitor the application of ESG norms like climate impact, greenhouse gas emissions, energy efficiency, human rights, working conditions, anti-corruption and conflict of interest to ensure business practices and disclosures meet regulatory requirements</li> <li>• Lead the development of training content related to trade controls and compliance to drive the adoption of the code of conduct</li> <li>• Escalate non-adherence of trade code of conduct to relevant internal stakeholders for the next course of action</li> <li>• Build and maintain partnerships with financial institutions and external stakeholders to uphold the organisation’s image</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and BI applications to improve processes, develop department’s financial budget and optimise budget utilisation</li> <li>• Identify opportunities for workforce development through job redesign and reskilling/upskilling strategies</li> <li>• Implement initiatives that are aligned with the organisation’s ESG strategy. Support the development of corporate governance measures as applicable to the track/function</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Senior Analyst / Analyst, Regulations and Trade Controls</b>	Regulations and Trade Controls	<p><u>Monitor Trade Regulations</u></p> <ul style="list-style-type: none"> <li>• Use web crawling technologies, advanced data analytics and BI applications to monitor and report any changes in international trade regulations that will impact trade between countries</li> <li>• Support the development of functional strategies, taking into account national and international political, economic, social development and public policy landscape</li> </ul> <p><u>Review Compliance to Trade Controls</u></p> <ul style="list-style-type: none"> <li>• Leverage AI technologies to monitor risk positions and uncertainties contributing to trade controls</li> <li>• Analyse data to identify and report any high-risk positions or abnormalities observed in profit and loss reports</li> <li>• Build an understanding of the risks associated with cross-border data flow and digital information exchanges and support the development of programmes to mitigate them</li> </ul> <p><u>Establish Code of Conduct Guidelines for Trade Management</u></p> <ul style="list-style-type: none"> <li>• Support the implementation of integrated control and compliance framework built based on accountability, transparency, integrity, ethical values, risk awareness and data privacy to ensure reliability, accuracy and security of trade activities across the organisation</li> <li>• Regularly update trade controls, compliance documentation, training content and raise awareness on latest trade policies across the organisation</li> <li>• Monitor adherence to the trade code of conduct, ESG guidelines and risk management policies, and flag out non-</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Carbon Footprint Management</li> <li>• Government / Regulatory Affairs</li> <li>• Regulatory Compliance</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p>adherence or possible cases of fraud, money laundering and corrupt practices</p> <ul style="list-style-type: none"> <li>• Detect fraud, money laundering and corrupt practices through AI-powered solutions</li> </ul> <p><u>Support Application Initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> <li>• Contribute to technology implementation projects to advocate the use of technologies, electronic tools and devices in improving work processes</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>[Emerging Role] Sustainability Manager</b>	Regulations and Trade Controls	<p><i>To ensure that business practices, products, and services comply with government rules and regulations, the Sustainability Manager will lead research and analysis to develop corporate sustainability strategies. The role will comprise innovative programmes; marketing these strategies to internal and external stakeholders such as colleagues, vendors, and customers; and tracking the organisation’s sustainability efforts through context-based metrics and KPIs.</i></p> <ul style="list-style-type: none"> <li>• Leading research and analysis to formulate corporate sustainability strategies, ensuring alignment of business practices, products, and services with government regulations.</li> <li>• Pioneering innovative strategies to enhance the organization's sustainability programs, encompassing waste reduction, energy conservation, and sustainable sourcing.</li> <li>• Promoting sustainability strategies to both internal and external stakeholders, such as colleagues, vendors, and customers, to raise awareness and drive engagement with sustainability initiatives.</li> <li>• Monitoring the organization's sustainability endeavours through context-based metrics and KPIs, measuring progress and pinpointing areas for enhancement.</li> <li>• Collaborating with cross-functional teams, including operations, marketing, and finance, to align sustainability initiatives with broader business objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Carbon Footprint Management</li> <li>• Government / Regulatory Affairs</li> <li>• Regulatory Compliance</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>Ensuring compliance with government sustainability regulations regarding business practices, products, and services.</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>[Emerging Role] Environmental, Social &amp; Governance Lead</b>	Regulations and Trade Controls	<p><i>As stakeholders are increasingly concerned with the long-term positioning of an organisation, the ESG Lead focuses on developing and implementing strategic sustainability practices that increase the organisation's value to customers, investors, and business partners. The role will require a good understanding of the sustainability-related concerns of external stakeholders, like customers and investors, to devise solutions and build a sustainability framework for the organisation. The lead will also be responsible for measuring the impact of the ESG efforts of the organisation and communicating these impacts to internal and external stakeholders, from employees to business leaders and suppliers to customers to investors and non-governmental organisations.</i></p> <ul style="list-style-type: none"> <li>• Developing and executing strategic sustainability practices to enhance the organization's value for customers, investors, and business partners.</li> <li>• Understanding sustainability-related concerns of external stakeholders, like customers and investors, and formulating solutions to establish a robust sustainability framework.</li> <li>• Measuring the impact of the organization's ESG (Environmental, Social, and Governance) efforts and effectively communicating these impacts to both internal and external stakeholders, including employees, business leaders, suppliers, customers, investors, and non-governmental organizations.</li> <li>• Collaborating with cross-functional teams, encompassing operations, marketing, and finance, to ensure that</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Carbon Footprint Management</li> <li>• Government / Regulatory Affairs</li> <li>• Regulatory Compliance</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p>sustainability initiatives align with overarching business objectives.</p> <ul style="list-style-type: none"> <li>• Ensuring compliance with environmental, social, and governance regulations and standards.</li> <li>• Cultivating relationships with external stakeholders, such as customers, investors, and non-governmental organizations, to advocate for sustainability initiatives and bolster the organization's reputation as a socially responsible business.</li> </ul>		



### Job Family: Operations

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Head of Operations</b>	Operations	<p><u>Manage Trade Documentation</u></p> <ul style="list-style-type: none"> <li>Lead the development of contracting and documentation strategies that consider the intricacies of cross-country regulations to facilitate efficiencies in trade transactions</li> <li>Guide documentation processes with logistics providers to ensure safekeeping and delivery of the organisation's products</li> <li>Conceptualise and lead the implementation of e-document management systems to track, manage and store documents, reduce the manual workload of audit procedures, and minimise operational risks</li> <li>Accelerate the use of EDI systems within the organisation to improve the exchange of business documents in a standard format and automate documentation and payment process with key supply chain partners</li> <li>Lead the adoption of technologies such as smart contracts, which are self-executing, reducing manual paperwork and increasing the speed of trade transaction processing</li> </ul> <p><u>Facilitate Deployment of Products</u></p> <ul style="list-style-type: none"> <li>Guide the development of guidelines and remedial actions for the receipt, handling, and storage of products</li> <li>Lead efforts to adopt and operationalise the latest technologies and tools that will improve business efficiency and tracking and deployment of products</li> <li>Work closely with supply chain partners to integrate the supply chain with automated inventory management</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Business Intelligence Applications</li> <li>Digital Documents – Smart Contracts</li> <li>Digital Platform and Channels</li> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Automated Inventory Management</li> <li>Carbon Footprint Management</li> <li>Data Management / Security</li> <li>E-Document Management</li> <li>Electronic Data Interchanges (EDI)</li> <li>E-Marketplace Enablement</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p>technologies that can deploy and track products and inventories in real-time</p> <ul style="list-style-type: none"> <li>• Drive the implementation of RPA to automate documentation management, eliminating human errors in record-keeping and documentation, and improving business operations</li> <li>• Collaborate with the internal supply chain management team to drive the adoption of enterprise-wide systems that integrate all existing warehouse, procurement, and logistics systems to reduce delivery time and increase order accuracy</li> <li>• Lead collaboration with internal stakeholders to assess opportunities for improvement in business operations and develop crisis management guidelines</li> <li>• Collaborate with regulatory and compliance departments to drive WSH activities in compliance with regulatory requirements and incorporate ESG norms such as labour standards, greenhouse gas emissions and energy efficiency</li> </ul> <p><u>Conduct Dispute Resolution</u></p> <ul style="list-style-type: none"> <li>• Guide the development of organisational guidelines and policies that facilitate the resolution of trade disputes</li> <li>• Conduct regular reviews on the organisation’s operations policies and practices against regulatory requirements and make necessary changes</li> <li>• Initiate the gradual implementation of digital platforms like ODR to resolve and negotiate straightforward and low-value disputes more efficiently and effectively, enabling cost and time savings</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Lead collaboration efforts with cross-functional teams across the entire supply chain to deliver integrated communication solutions to buyers and sellers, resolve their issues and/or queries and enhance satisfaction levels</li> <li>• Drive collaboration with the regulation and trade control function to raise the organisation’s awareness of changing trade regulations locally and internationally</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Strategise the deployment of solutions like data analytics and BI applications to improve processes, conduct resource planning and enhance the budgeting process</li> <li>• Ensure interoperability between existing and new systems and software applications 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 job redesign and reskilling/upskilling strategies</li> <li>• Drive progressive and inclusive corporate governance measures. Drive initiatives that uphold the organisation’s ESG guidelines</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Operations Manager</b>	Operations	<p><u>Manage Trade Documentation</u></p> <ul style="list-style-type: none"> <li>• Develop contracting and documentation strategies that consider the intricacies of cross-country regulations</li> <li>• Develop documentation processes with logistics providers to ensure safekeeping and delivery of products</li> <li>• Implement e-document management systems to track, manage and store documents, reduce the manual workload of audit procedures, and minimise operational risks</li> <li>• Implement EDI systems within the organisation to improve the exchange of business documents in a standard format and automate documentation and payment processes with key supply chain partners</li> <li>• Adopt and implement technologies such as smart contracts which are self-executing, reducing manual paperwork and increasing the speed of trade transaction processing</li> </ul> <p><u>Facilitate Deployment of Products</u></p> <ul style="list-style-type: none"> <li>• Develop guidelines and remedial actions to address non-conformance in the tracking, receipt, handling and storage of products</li> <li>• Collaborate and manage relationships with supply chain partners to integrate the supply chain with automated inventory management technologies that can deploy and track products and inventories in real-time</li> <li>• Implement RPA to automate documentation management, eliminating human errors in record-keeping and documentation, and improving business operations</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> <li>• Digital Documents – Smart Contracts</li> <li>• Digital Platform and Channels</li> <li>• Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>• Automated Inventory Management</li> <li>• Carbon Footprint Management</li> <li>• Data Management / Security</li> <li>• E-Contract Negotiation</li> <li>• E-Document Management</li> <li>• Electronic Data Interchanges (EDI)</li> <li>• E-Marketplace Enablement</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Implement enterprise-wide systems that integrate all existing warehouse, procurement and logistics systems, to reduce delivery time and increase order accuracy</li> <li>• Collaborate with internal stakeholders to identify gaps and opportunities in business operations, and implement crisis management plans</li> <li>• Build processes that drive WSH in compliance with regulatory requirements and incorporate ESG norms such as labour standards, greenhouse gas emissions and energy efficiency</li> </ul> <p><u>Conduct Dispute Resolution</u></p> <ul style="list-style-type: none"> <li>• Develop guidelines and policies to facilitate the resolution of trade disputes</li> <li>• Ensure policies are up to date and reflective of the changing trade regulations locally and internationally</li> <li>• Support the gradual implementation of digital platforms like ODR to resolve and negotiate straightforward and low-value disputes more efficiently and effectively, enabling cost and time savings. Train others to conduct ODR.</li> <li>• Work with other functional teams across the entire supply chain to deliver integrated communication solutions to buyers and sellers, resolve their issues and/or queries and enhance satisfaction levels</li> <li>• Collaborate with regulation and trade control functions to resolve erroneous trade transactions while conducting reviews on trade data</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and BI applications to improve processes, develop department’s financial budget and optimise budget utilisation</li> <li>• Identify opportunities for workforce development through job redesign and reskilling/upskilling strategies</li> <li>• Implement initiatives aligned with the organisation’s ESG strategy. Support the development of corporate governance measures as applicable to the track/function</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Contract Specialist</b>	Operations	<p><u>Manage Trade Documentation</u></p> <ul style="list-style-type: none"> <li>Align contract terms with organisational and/or regulatory requirements, ensuring standardisation and consistency across contracts</li> <li>Leverage CLM solutions that employ AI, RPA and text analytics to streamline contract processes and validate draft contracts, improving the efficiency of the contracting process and reducing the risk of disputes</li> <li>Extract and verify trade transactions’ payment and delivery terms using contract analytics software, while also cross-checking with internal stakeholders for verification</li> <li>Customise contracts with the help of AI and RPA, which can extract data accurately based on terms and specifications agreed in trade transactions and past contracts, improving the efficiency of the contracting process</li> </ul> <p><u>Conduct Dispute Resolution</u></p> <ul style="list-style-type: none"> <li>Leverage chatbots to address routine contract queries, enabling time to be spent on addressing complex and non-standardised issues</li> <li>Support the gradual introduction of ODR solutions to resolve and negotiate straightforward and low-value disputes more efficiently and effectively, enabling cost and time savings</li> </ul> <p><u>Support Application Initiatives</u></p> <ul style="list-style-type: none"> <li>Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Business Intelligence Applications</li> <li>Digital Documents – Smart Contracts</li> <li>Digital Platform and Channels</li> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Data Management / Security</li> <li>E-Contract Negotiation</li> <li>E-Document Management</li> <li>Electronic Data Interchanges (EDI)</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>Contribute to technology implementation projects to advocate the use of technologies, electronic tools and devices in improving work processes</li> </ul>		



Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Operations Executive</b>	Operations	<p><u>Manage Trade Documentation</u></p> <ul style="list-style-type: none"> <li>• Create orders and execute trade transactions that are aligned with organisational and/or cross-country regulatory requirements</li> <li>• Leverage cloud-based solutions to clean, consolidate and convert documentation from logistics providers in a single repository, improving the accessibility of information</li> <li>• Use smart contracts to support speed, accuracy and transparency of contract and document management</li> <li>• Reconcile trade transactions with reference to trade documentations using e-document management systems</li> <li>• Collaborate with the sales and finance departments to automate payments using EDI to minimise errors and reduce operational risks</li> </ul> <p><u>Facilitate Deployment of Products</u></p> <ul style="list-style-type: none"> <li>• Manage operational activities related to procurement, logistics, warehousing and inventory management through a digital supply chain and automated inventory management systems that can deploy and track products and inventories in real-time</li> <li>• Use RPA to automate documentation management, eliminating human errors in record-keeping and documentation</li> <li>• Leverage data analytics to analyse data from customers' purchase patterns to support demand forecasting</li> <li>• Support the implementation of enterprise-wide systems that integrate the entire supply chain to reduce delivery time and increase order accuracy</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• Business Intelligence Applications</li> <li>• Digital Documents – Smart Contracts</li> <li>• Digital Platform and Channels</li> <li>• Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>• Automated Inventory Management</li> <li>• Carbon Footprint Management</li> <li>• Data Management / Security</li> <li>• E-Contract Negotiation</li> <li>• E-Document Management</li> <li>• Electronic Data Interchanges (EDI)</li> <li>• E-Marketplace Enablement</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Analyse key operations performance indicators to determine the effectiveness of operations activities and develop incident or crisis management plans</li> <li>• Ensure adherence to WSH activities that incorporate ESG norms such as labour standards, greenhouse gas emissions and energy efficiency</li> </ul> <p><u>Conduct Dispute Resolution</u></p> <ul style="list-style-type: none"> <li>• Follow organisational guidelines and policies to facilitate the resolution of trade disputes</li> <li>• Stay updated on any changes to trade dispute management policies and procedures</li> <li>• Support the early-stage implementation of ODR platforms to resolve and negotiate straightforward and low value disputes more efficiently and effectively, enabling cost and time savings.</li> <li>• Apply data analytics on transaction data to identify erroneous trade transactions. Investigate errors and prepare reports to avoid similar errors in the future</li> <li>• Support internal stakeholders such as the logistics, finance and compliance teams on trade dispute resolution</li> </ul> <p><u>Support Application Initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> <li>• Contribute to technology implementation projects to advocate the use of technologies, electronic tools and devices in improving work processes</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Operations Assistant / Coordinator</b>	Operations	<p><u>Manage Trade Documentation</u></p> <ul style="list-style-type: none"> <li>Assist in order creation and execute trade transactions that are aligned with organisational and/or regulatory requirements</li> <li>Use cloud-based solutions to compile and convert documentation from logistics providers in a single repository, improving the accessibility of information</li> <li>Ensure all trade documentation is properly recorded and stored in the e-document management system</li> <li>Use EDI to support the use process of automating payment process to sellers and minimise errors</li> </ul> <p><u>Facilitate Deployment of Products</u></p> <ul style="list-style-type: none"> <li>Collaborate with logistic providers on the digital supply chain platform that integrates procurement, logistics, warehousing, and inventory management, to facilitate the receipt, handling and storage of products</li> <li>Use RPA to automate data collection and assess the performance of key operations activities. Support the execution of crisis management plans</li> <li>Support WSH activities that incorporate ESG norms such as labour standards, greenhouse gas emissions and energy efficiency</li> </ul> <p><u>Conduct Dispute Resolution</u></p> <ul style="list-style-type: none"> <li>Use RPA to automate the collation of data on erroneous trade transactions</li> <li>Keep updated on changes to trade dispute management policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Business Intelligence Applications</li> <li>Digital Documents – Smart Contracts</li> <li>Digital Platform and Channels</li> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Automated Inventory Management</li> <li>Carbon Footprint Management</li> <li>Data Management / Security</li> <li>E-Contract Negotiation</li> <li>E-Document Management</li> <li>Electronic Data Interchanges (EDI)</li> <li>E-Marketplace Enablement</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Examine organisation’s trade dispute policies to ensure alignment and eliminate potential errors in disputes</li> <li>• Support internal stakeholders such as the logistics, finance and compliance teams on trade dispute resolution</li> </ul> <p><u>Support Application Initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> <li>• Contribute to technology implementation projects to advocate the use of technologies, electronic tools and devices in improving work processes</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>[Emerging Role] Supply Chain Performance Manager</b>	Operations	<p><i>Historically, the planning, procurement, logistics and transportation departments within organisations tend to work in silos. As customers increase their expectations for reliability and flexibility in purchases, this role improves the effectiveness and efficiency of all supply chain processes by integrating data between these departments and analysing the data to achieve lower inventory costs while still meeting the varying demands for production. The analysis of supply chain management processes is examined through key performance indicators, which are both qualitative (e.g., customer satisfaction and product quality) and quantitative (e.g., the time it takes for a product to get delivered).</i></p> <ul style="list-style-type: none"> <li>Enhancing the efficiency and effectiveness of all supply chain processes by integrating data across planning, procurement, logistics, and transportation departments and analyzing it to achieve lower inventory costs while meeting diverse production demands.</li> <li>Ensuring alignment and optimization of all supply chain processes by integrating data across departments.</li> <li>Analyzing supply chain management processes using key performance indicators (KPIs), incorporating both qualitative (e.g., customer satisfaction and product quality) and quantitative metrics (e.g., product delivery time).</li> <li>Identifying areas for enhancement within supply chain processes and presenting recommendations for process improvements to senior management and other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence</li> <li>Business Intelligence Applications</li> <li>Digital Documents – Smart Contracts</li> <li>Digital Platform and Channels</li> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Automated Inventory Management</li> <li>Carbon Footprint Management</li> <li>Data Management / Security</li> <li>E-Document Management</li> <li>Electronic Data Interchanges (EDI)</li> <li>E-Marketplace Enablement</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Collaborating with cross-functional teams, including operations, marketing, and finance, to ensure that supply chain initiatives are in line with overall business objectives.</li> <li>• Ensuring compliance of all supply chain processes with regulations concerning procurement, logistics, and transportation.</li> </ul>		

### Job Family: Procurement and Sourcing

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Head of Procurement / Head of Sourcing</b>	Procurement and Sourcing	<p><u>Develop Procurement Plan</u></p> <ul style="list-style-type: none"> <li>Establish procurement strategies and KPIs that support and enable the organisation’s business objectives and comply with ESG norms</li> <li>Develop a procurement technology roadmap that focuses on automating routine and manual processes</li> <li>Design initiatives to integrate technology in procurement processes to prevent product counterfeiting, cybersecurity breaches and fraudulent practices, and to improve compliance and strengthen supplier risk assessment</li> <li>Use SRM systems to target key organisational networks and external vendors and build strategic partnerships with them, creating positive buyer-supplier relationships to optimise the procurement process, improve efficiency and reduce cost in the long run</li> </ul> <p><u>Manage Seller Selection Processes</u></p> <ul style="list-style-type: none"> <li>Guide the adoption of e-procurement systems and digital platforms and channels to streamline the seller selection process, improve compliance and strengthen risk management</li> <li>Deploy AI technologies like ML and NLP in e-procurement systems to screen and match sellers, guide proposal evaluation criteria, standardise contracting processes and enable automated contract authoring, ensuring a seamless end-to-end procurement workflow</li> </ul>	<ul style="list-style-type: none"> <li>Business Intelligence Applications</li> </ul>	<ul style="list-style-type: none"> <li>Automated Inventory Management</li> <li>E-Procurement Management</li> <li>Predictive Buying/ Purchasing</li> <li>Product Authentication</li> <li>Sourcing Portfolio Analysis</li> <li>Sustainable Sourcing and Procurement</li> </ul>

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		<ul style="list-style-type: none"> <li>• Review the comparison of cost and quality across databases of similar products and sellers’ scorecards and guide sourcing decisions</li> <li>• Lead the use of digital dashboards to analyse sellers’ behaviours and capabilities, facilitating successful price and contract terms negotiation</li> <li>• Direct the usage of e-negotiation platforms to lower purchase costs and reduce negotiation time</li> </ul> <p><u>Manage Procurement Activities</u></p> <ul style="list-style-type: none"> <li>• Forecast inventory needs based on organisation's business needs and market demands. Leverage data analytics to extract useful insights on product performance and forecast future demands</li> <li>• Reduce the likelihood of under/overstocking by leveraging automated inventory control systems that can manage inventory in real-time and predict spending patterns</li> <li>• Leverage smart workflows to standardise routing of work between procurement and financial systems as well as to endorse payments for products</li> <li>• Institutionalise processes like “procure-to-pay” that link procurement to departments like accounts payable to drive efficiencies</li> <li>• Build processes that monitor and audit seller performance against SLAs and address seller compliance/performance issues to mitigate procurement risks and ensure quality assurance standards are met</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p>		



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		<ul style="list-style-type: none"> <li>• Strategise the deployment of solutions like data analytics and BI applications to improve processes, conduct resource planning and enhance the budgeting process</li> <li>• Ensure interoperability between existing and new systems and software applications 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 job redesign and reskilling/upskilling strategies</li> <li>• Drive progressive and inclusive corporate governance measures. Drive initiatives that uphold the organisation's ESG guidelines</li> </ul>		

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<b>Procurement Manager / Sourcing Manager</b>	Procurement and Sourcing	<p><u>Develop Procurement Plan</u></p> <ul style="list-style-type: none"> <li>• Implement procurement strategies and KPIs that support and enable the organisation’s business objectives and comply with ESG norms</li> <li>• Implement the procurement technology roadmap to automate routine and manual processes</li> <li>• Leverage data analytics and software integration to complete routine and transactional procurement tasks with limited human intervention, strengthen supply chain resilience and prevent cybersecurity breaches</li> <li>• Use SRM systems to engage and collaborate with organisational networks and external vendors, creating positive buyer-supplier relationships to optimise the procurement process, improve efficiency and reduce cost in the long run</li> </ul> <p><u>Manage Seller Selection Processes</u></p> <ul style="list-style-type: none"> <li>• Leverage e-procurement systems and digital platforms and channels to streamline the seller selection process, improve compliance and strengthen risk management</li> <li>• Use AI technologies like ML and NLP in e-procurement systems to screen and match sellers, standardise contracting process and support the automation of contract authoring, ensuring a seamless end-to-end procurement workflow</li> <li>• Compare cost and quality across databases of similar products to recommend sourcing decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Business Intelligence Applications</li> </ul>	<ul style="list-style-type: none"> <li>• Automated Inventory Management</li> <li>• E-Procurement Management</li> <li>• Predictive Buying/ Purchasing</li> <li>• Product Authentication</li> <li>• Sourcing Portfolio Analysis</li> <li>• Sustainable Sourcing and Procurement</li> </ul>

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		<ul style="list-style-type: none"> <li>• Use digital dashboards to analyse sellers’ behaviours and capabilities and product portfolios to recommend price and contract terms for negotiation</li> <li>• Use e-negotiation platforms to lower purchase costs and reduce negotiation time</li> </ul> <p><u>Manage Procurement Activities</u></p> <ul style="list-style-type: none"> <li>• Use automated inventory control systems to analyse inventory levels in real-time and predict demand and spending patterns based on future business requirements</li> <li>• Apply smart workflows to standardise routing of work between procurement and financial systems and ensure timely payment to sellers</li> <li>• Adopt processes like “procure-to-pay” that link procurement to departments like accounts payable to create efficiencies</li> <li>• Monitor and audit seller performance against SLAs and address seller compliance/performance issues to mitigate procurement risks and ensure quality assurance standards are met</li> <li>• Leverage the supplier management software to review audits of trade documentation and contract terms to reduce procurement risks</li> </ul> <p><u>Drive Collaboration of Human Resource, Technology, Finance and Continuous Improvement Initiatives</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics and BI applications to improve processes, develop department’s financial budget and optimise budget utilisation</li> </ul>		

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		<ul style="list-style-type: none"> <li>Identify opportunities for workforce development through job redesign and reskilling/upskilling strategies</li> <li>Implement initiatives that are aligned with the organisation's ESG strategy. Support the development of corporate governance measures as applicable to the track/function</li> </ul>		

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<b>Procurement Executive / Sourcing Executive</b>	Procurement and Sourcing	<p><u>Implement Procurement Plan</u></p> <ul style="list-style-type: none"> <li>• Execute procurement strategies and KPIs that support and enable the organisation’s business objectives</li> <li>• Support the procurement automation strategy and roadmap to automate routine and manual processes</li> <li>• Leverage data analytics to monitor compliance and procurement targets that include strategic sourcing, effective material costing and seller competitiveness</li> <li>• Use SRM systems to collaborate with organisational networks and external vendors, creating positive buyer-supplier relationships to optimise the procurement process, improve efficiency and reduce cost in the long run</li> </ul> <p><u>Manage Seller Selection Processes</u></p> <ul style="list-style-type: none"> <li>• Leverage e-procurement systems and digital platforms and channels to implement the seller selection process by tracking and evaluating sellers’ capabilities and managing seller risks</li> <li>• Use AI technologies like ML and NLP in e-procurement systems to screen and match sellers and analyse the draft proposal and/or procurement specifications, ensuring a seamless end-to-end procurement workflow</li> <li>• Use digital dashboards to analyse sellers’ behaviours and capabilities and performance levels to recommend seller changes</li> <li>• Support negotiation efforts by providing necessary data to the relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Business Intelligence Applications</li> </ul>	<ul style="list-style-type: none"> <li>• Automated Inventory Management</li> <li>• E-Procurement Management</li> <li>• Predictive Buying/ Purchasing</li> <li>• Product Authentication</li> <li>• Sourcing Portfolio Analysis</li> <li>• Sustainable Sourcing and Procurement</li> </ul>

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		<p><u>Manage Procurement Activities</u></p> <ul style="list-style-type: none"> <li>• Leverage data analytics to determine product inventory levels and identify demand and spending patterns</li> <li>• Use quality assessment matrix and advanced analytics to test product quality and suitability to prevent product recalls, warranty claims and lawsuits</li> <li>• Leverage the supplier management software to conduct checks on trade documentation and contract terms to reduce procurement risks in collaboration with the sales and finance departments</li> <li>• Use chatbots to provide operational support on orders. Answer complex questions raised by sellers that cannot be addressed by chatbots</li> </ul> <p><u>Support Application Initiatives</u></p> <ul style="list-style-type: none"> <li>• Assist in the review of work processes and procedures using data analytics to provide data-driven insights for the planning of continuous work improvement activities</li> <li>• Contribute to technology implementation projects to advocate the use of technologies, electronic tools and devices in improving work processes</li> </ul>		

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<b>Procurement Assistant / Sourcing Assistant / Sourcing Coordinator</b>	Procurement and Sourcing	<p><u>Implement Procurement Plan</u></p> <ul style="list-style-type: none"> <li>Leverage data analytics and reports produced by digital platforms and channels to support procurement activities, such as consolidating product specifications and customer needs</li> <li>Support collaboration with organisational networks and external vendors, creating positive buyer-supplier relationships to optimise the procurement process, improve efficiency and reduce cost in the long run</li> </ul> <p><u>Manage Seller Selection Processes</u></p> <ul style="list-style-type: none"> <li>Leverage digital platforms and channels to increase efficiencies in drafting proposal requirements and/or procurement specifications to potential sellers</li> <li>Share proposal requirements and/or procurement specifications with prospective sellers</li> <li>Analyse historical performance levels of sellers and assess their suitability</li> </ul> <p><u>Manage Procurement Activities</u></p> <ul style="list-style-type: none"> <li>Use inventory management applications to track purchase orders and reorder status in real-time, and administer the receipt of products</li> <li>Leverage data analytics and digital dashboards to identify trends in product performance and assess product quality</li> <li>Use Supplier Management Software to audit trade documentation, trade transaction contract terms and payment processes to reduce procurement risks in collaboration with the sales and finance departments</li> <li>Use chatbots to provide operational support on orders</li> </ul>	<ul style="list-style-type: none"> <li>Business Intelligence Applications</li> </ul>	<ul style="list-style-type: none"> <li>Automated Inventory Management</li> <li>E-Procurement Management</li> <li>Predictive Buying/ Purchasing</li> <li>Product Authentication</li> <li>Sourcing Portfolio Analysis</li> <li>Sustainable Sourcing and Procurement</li> </ul>

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		<p><u>Support Application Initiatives</u></p> <ul style="list-style-type: none"> <li>• Operate new technologies, electronic tools and devices to improve operations in own work areas</li> <li>• Support the review of work processes and procedures using data analytics to provide data-driven insights on work performance</li> </ul>		



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<b>[Emerging Role] Inventory &amp; Capacity Specialist</b>	Procurement and Sourcing	<p><i>Today's fast-paced consumer market requires organisations to ensure items are in the right location at the right time to meet the needs of the consumer. The role will forecast and prioritise inventory flow based on current and projected demand trends, collaborating cross-functionally, and communicating the organisation's needs to suppliers. The specialist will be responsible for performing inventory analysis to optimise stock levels, and any inventory issues are expected to be investigated and resolved in a timely manner. The specialist will also seek to improve supply chain performance such as inventory turnaround and on-time delivery and manage risks while managing suppliers through tracking performance metrics and driving them to improve their service, cost, quality and delivery levels.</i></p> <ul style="list-style-type: none"> <li>Forecasting and prioritizing inventory flow based on current and projected demand trends, collaborating cross-functionally, and effectively communicating the organization's requirements to suppliers.</li> <li>Conducting inventory analysis to optimize stock levels and promptly investigating and resolving any inventory-related issues.</li> <li>Striving to enhance supply chain performance, including inventory turnaround and on-time delivery, while managing risks and driving suppliers to improve their service, cost, quality, and delivery through diligent tracking of performance metrics.</li> <li>Collaborating with cross-functional teams, such as operations, marketing, and finance, to align inventory initiatives with overall business objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Business Intelligence Applications</li> </ul>	<ul style="list-style-type: none"> <li>Automated Inventory Management</li> <li>E-Procurement Management</li> <li>Predictive Buying/ Purchasing</li> <li>Product Authentication</li> <li>Sourcing Portfolio Analysis</li> <li>Sustainable Sourcing and Procurement</li> </ul>

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		<ul style="list-style-type: none"> <li>Ensuring that all inventory processes adhere to regulations pertaining to procurement, logistics, and transportation.</li> <li>Managing supplier relationships by closely monitoring performance metrics and encouraging improvement in service, cost, quality, and delivery levels.</li> </ul>		

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<b>[Emerging Role] Sustainable Sourcing Manager</b>	Procurement and Sourcing	<p><i>As stakeholders grow in their expectations of companies to take responsibility for their suppliers' environmental, social, and ethical practices, the Sustainable Sourcing Manager must fulfil environmental and societal commitments while still improving the bottom line under procurement. The role will develop, manage, monitor, and promote responsible sourcing practices, with responsibilities such as implementing end-to-end supplier due to diligence processes and building metrics to inform and support responsible vendor selection and procurement decisions. The goal is to build solid and long-term relationships with suppliers and advocate for sustainable practices that will extend the organisation's commitment to corporate responsibility.</i></p> <ul style="list-style-type: none"> <li>• Developing, managing, monitoring, and advocating for responsible sourcing practices that uphold environmental and societal commitments while also enhancing the organization's financial performance in the procurement domain.</li> <li>• Implementing comprehensive supplier due diligence processes from end to end, ensuring suppliers meet the organization's sustainability standards and adhere to environmental, social, and ethical practices.</li> <li>• Establishing metrics to guide and support responsible vendor selection and procurement decisions, evaluating suppliers based on sustainability performance, and actively promoting sustainable practices.</li> <li>• Cultivating enduring and strong relationships with suppliers to champion sustainable practices and extend the organization's dedication to corporate responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Intelligence Applications</li> </ul>	<ul style="list-style-type: none"> <li>• Automated Inventory Management</li> <li>• E-Procurement Management</li> <li>• Predictive Buying/ Purchasing</li> <li>• Product Authentication</li> <li>• Sourcing Portfolio Analysis</li> <li>• Sustainable Sourcing and Procurement</li> </ul>

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		<ul style="list-style-type: none"> <li>• Collaborating with cross-functional teams, including operations, marketing, and finance, to align sustainable sourcing initiatives with overall business objectives.</li> <li>• Ensuring that all sourcing processes comply with regulations concerning environmental, social, and ethical practices.</li> </ul>		

**Job Family: Logistics**

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Business Process Excellence Engineer / Operations Specialist / Industrial Operations Engineer</b>	Logistics	<p><u>Perform Logistics Solutioning Tasks</u></p> <ul style="list-style-type: none"> <li>Leverage digital SCM systems to streamline processes and optimise supply chain operations</li> <li>Drive the use of IoT, sensors and RFID tagging to communicate and process data (such as temperature fluctuations and shock detection) and monitor logistics operations in real-time, improving visibility and reducing downtime in the transportation and logistics network</li> <li>Maintain cargo quality and improve cross-partner and cross-client networks by understanding containers' flow and anticipating delays</li> </ul> <p><u>Perform Technology Application and Integration Tasks</u></p> <ul style="list-style-type: none"> <li>Recommend the suitability and effectiveness of new technologies in optimising logistics processes</li> <li>Drive digital logistics by implementing web-based enterprise logistics applications and knowledge management systems, providing visibility across the organisation and extended supply chain</li> <li>Evaluate logistics activities through real-time insights gathered from intelligent supply chain analytics, VMI and SCM systems</li> <li>Leverage RPA to automate manual and repetitive reporting, and compliance requirements of existing regulations that mandate frequent disclosures</li> <li>Support interoperability between existing and new systems and software applications, allowing for effective and</li> </ul>	<p>Logistics</p> <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Robotic Process Automation</li> </ul> <p>Chartering</p> <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Digital Platform and Marketplaces</li> </ul> <p>Freight</p> <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Digital Platform and Marketplaces</li> </ul> <p>Dispatch</p> <ul style="list-style-type: none"> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Agile Logistics</li> <li>Automated Inventory Management</li> <li>Machine to Machine (M2M) Technology Application</li> <li>Predictive Maintenance Planning</li> <li>Sustainable Engineering</li> </ul>

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		<p>accurate data exchange and communication, information sharing and easy execution of activities</p> <p><u>Perform Business Process Improvement Activities</u></p> <ul style="list-style-type: none"> <li>• Leverage data-driven insights to evaluate the effectiveness of different business process improvement solutions</li> <li>• Implement performance metrics to track logistics performance, determine the root cause of problems and drive continuous improvements</li> <li>• Improve business processes using innovative research aimed at fostering growth; while considering organisation’s ESG strategy</li> </ul> <p><u>Perform Business Administration Tasks</u></p> <ul style="list-style-type: none"> <li>• Drive the use of digital checklists and technologies like AI and RPA to monitor and send out alerts, ensuring processes are compliant with the organisation’s policies and procedures</li> <li>• Train and guide the team to support the implementation of new technologies</li> </ul>		

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<b>Logistics Solutions Analyst</b>	Logistics	<p><u>Perform Logistics Solutioning Tasks</u></p> <ul style="list-style-type: none"> <li>Analyse the suitability and effectiveness of new technologies in improving logistics processes</li> <li>Leverage digital SCM systems to streamline the documentation process of logistics operations</li> <li>Execute established and small-scale supply chain operations for customers</li> </ul> <p><u>Perform Data Analytic Tasks</u></p> <ul style="list-style-type: none"> <li>Analyse data from SCM systems and build insights on costs, delivery times and inventories</li> <li>Analyse data from applications like sensors and RFID tagging to generate reports on logistics operations network efficiency and identify potential areas of improvement</li> <li>Analyse data from smart container management systems to report container flow, capture inefficiencies, highlight problems and delays and suggest course correction measures to improve and optimise logistics processes</li> </ul> <p><u>Perform Business Development Tasks</u></p> <ul style="list-style-type: none"> <li>Analyse reports on the market, economy, technology landscape, and customer needs to obtain data-driven insights on potential solutions for new business opportunities</li> <li>Leverage data analytics to conduct research and cost-benefit analysis to support the growth of potential business ventures</li> </ul> <p><u>Perform Business Administration Tasks</u></p> <ul style="list-style-type: none"> <li>Communicate with stakeholders to understand business needs on process improvements</li> </ul>	Logistics <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Robotic Process Automation</li> </ul> Chartering <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Digital Platform and Marketplaces</li> </ul> Freight <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Digital Platform and Marketplaces</li> </ul> Dispatch <ul style="list-style-type: none"> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Agile Logistics</li> <li>Automated Inventory Management</li> <li>Machine to Machine (M2M) Technology Application</li> <li>Predictive Maintenance Planning</li> </ul>

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		<ul style="list-style-type: none"> <li>Develop digital checklists and use technologies like AI and RPA to monitor and send out alerts, ensuring processes are compliant with organisation's policies and procedures</li> </ul>		



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<b>Logistics Data Management Coordinator / Data Entry Coordinator</b>	Logistics	<p><u>Perform Data Management Tasks</u></p> <ul style="list-style-type: none"> <li>Leverage RPA to perform data entry. Conduct base-level analysis and research</li> <li>Provide inputs on the integration of data across logistics operations and support data management initiatives</li> </ul> <p><u>Perform Technology Application and Integration Tasks</u></p> <ul style="list-style-type: none"> <li>Consolidate insights from reports on technology trends that can streamline logistics operations</li> <li>Develop preliminary recommendations on the application of technologies to improve work processes</li> <li>Support the implementation of technology projects and advocate the use of technologies to improve work processes</li> </ul> <p><u>Perform Business Administration Tasks</u></p> <ul style="list-style-type: none"> <li>Apply digital checklists and technologies like AI and RPA to monitor and send out alerts, ensuring processes are compliant with the organisation’s policies and procedures</li> <li>Perform basic gap and risk assessment</li> </ul>	Logistics <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Robotic Process Automation</li> </ul> Chartering <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Digital Platform and Marketplaces</li> </ul> Freight <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Digital Platform and Marketplaces</li> </ul> Dispatch <ul style="list-style-type: none"> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Agile Logistics</li> <li>Machine to Machine (M2M) Technology Application</li> <li>Predictive Maintenance Planning</li> </ul>

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Charterer	Logistics	<p><u>Manage Ship Chartering Business</u></p> <ul style="list-style-type: none"> <li>• Prepare reports on sales and freight earnings</li> <li>• Leverage advanced chartering applications to analyse the commercial viability of proposed voyages and resolve pre- and post-fixture issues</li> <li>• Leverage predictive analytics to forecast demand and optimise fleet planning, improving business performance</li> <li>• Leverage CLM solutions to review contractual agreements required for trade transactions, improving documentation processing time</li> </ul> <p><u>Grow Ship Chartering Business</u></p> <ul style="list-style-type: none"> <li>• Leverage ship chartering marketplaces to allow cargo owners to find suitable vessels and ship owners to update open vessels, improving the efficiency of chartering processes and increasing time and cost savings</li> <li>• Analyse reports on the market and economic landscape as well as stakeholders’ needs to develop insights on new business opportunities and pricing strategies</li> <li>• Leverage industry networks and relationships to build a lasting and profitable business</li> </ul> <p><u>Lead Improvement to Enhance Efficiency</u></p> <ul style="list-style-type: none"> <li>• Leverage and support the implementation of technology solutions like predictive analytics, maritime intelligence software (e.g., MIRS), geolocation tracking and IoT to access real-time data on vessel voyage and predict potential problems, enabling the identification of flaws and potential threats for timely mitigation efforts</li> </ul>	<p>Logistics</p> <ul style="list-style-type: none"> <li>• Internet of Things</li> <li>• Robotic Process Automation</li> </ul> <p>Chartering</p> <ul style="list-style-type: none"> <li>• Internet of Things</li> <li>• Digital Platform and Marketplaces</li> </ul> <p>Freight</p> <ul style="list-style-type: none"> <li>• Internet of Things</li> <li>• Digital Platform and Marketplaces</li> </ul> <p>Dispatch</p> <ul style="list-style-type: none"> <li>• Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>• Data Management / Security</li> <li>• E-Chartering</li> <li>• E-Contract Negotiation</li> <li>• Freight Rate Hedging Management</li> </ul>

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		<p><u>Service Client Accounts</u></p> <ul style="list-style-type: none"> <li>• Enable remote condition monitoring of fleets to track voyages in real-time and provide updates to clients</li> <li>• Create and maintain chartering and customer databases on digital platforms</li> </ul>		

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Freight Officer	Logistics	<p><u>Perform Freight Forwarding Tasks</u></p> <ul style="list-style-type: none"> <li>Adopt online freight forwarding platforms to automate paperwork, forecast supply and demand, provide instant quotations, track shipments in real-time, and digitalise booking processes and documentation handling, improving the efficiency of freight operations processes</li> <li>Apply data analytics to develop and recommend operational plans for non-established and large-scale freight shipments</li> </ul> <p><u>Perform Business Continuous Improvement Activities</u></p> <ul style="list-style-type: none"> <li>Digitalise operational shipment data for easy shipment tracking and provide real-time updates to clients</li> <li>Assess the feasibility of linking customers with the organisation’s systems to enable online shipment booking and ensure seamless end-to-end documentation handling for effective freight management</li> <li>Use digital platforms to reduce manual carrier booking and gather instant updates on schedules, improving time and cost savings</li> <li>Implement sustainable policies and practices to mitigate negative environmental impacts and reduce the organisation’s carbon footprint</li> </ul> <p><u>Perform Cargo and/or Material Handling and Delivery Tasks</u></p> <ul style="list-style-type: none"> <li>Utilise tracking technologies like geolocation tracking and IoT to obtain real-time visibility on goods, enhance load optimisation and verify transactions, improving freight management and enhancing efficiency</li> </ul>	<p>Logistics</p> <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Robotic Process Automation</li> </ul> <p>Chartering</p> <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Digital Platform and Marketplaces</li> </ul> <p>Freight</p> <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Digital Platform and Marketplaces</li> </ul> <p>Dispatch</p> <ul style="list-style-type: none"> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Digital Freight Brokerage &amp; Matching</li> </ul>

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		<p><u>Perform Compliance Tasks</u></p> <ul style="list-style-type: none"> <li>• Leverage digital forms and dashboards to automate administrative activities and digitise the documentation process</li> <li>• Identify potential issues and propose preventive actions to enhance quality assurance and compliance with SOPs, government regulations and custom requirements</li> </ul> <p><u>Perform Business Administration Tasks</u></p> <ul style="list-style-type: none"> <li>• Partner with stakeholders to use freight management platforms and integrated freight collaboration tools to improve the visibility of freight, minimising risks</li> <li>• Use digital checklists and technologies like AI and RPA to monitor and send out alerts, ensuring processes are compliant with the organisation’s policies and procedures</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Dispatch Operator / Transport Operator / Last Mile Delivery Driver / Container Driver</b>	Logistics	<p><u>Perform Transportation Tasks</u></p> <ul style="list-style-type: none"> <li>Operate transportation vehicles where applicable</li> <li>Perform basic risk assessment, update digital checklists to inspect the condition of transportation vehicles and notify stakeholders of problems for early mitigation of risks</li> <li>Interpret optimal routes from dynamic routing systems to enhance delivery and pick-up operations, reducing delivery and pick-up times and improving the efficiency and flexibility of dispatch operations</li> <li>Leverage data analytics to assess the availability of resources, obtain an estimated time of delivery and gather real-time traffic data and weather conditions for more effective and efficient dispatch and route planning</li> <li>Leverage digital tools and devices to share relevant and timely information with stakeholders</li> </ul> <p><u>Perform Cargo and/or Material Handling and Delivery Tasks</u></p> <ul style="list-style-type: none"> <li>Interpret data from geolocation, records management systems and data analytics platforms to perform cargo and material handling, improving the visibility of cargo</li> <li>Use digital devices to record security lapses, problems and incidents, enabling quicker resolution and mitigation of problem areas</li> </ul> <p><u>Perform Safety and Health Tasks</u></p> <ul style="list-style-type: none"> <li>Use mobile applications and wearable technology to improve the quality and effectiveness of WSH activities</li> <li>Streamline incident reporting, identify immediate and potential WSH lapses and provide real-time control measures and solutions</li> </ul>	<p>Logistics</p> <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Robotic Process Automation</li> </ul> <p>Chartering</p> <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Digital Platform and Marketplaces</li> </ul> <p>Freight</p> <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Digital Platform and Marketplaces</li> </ul> <p>Dispatch</p> <ul style="list-style-type: none"> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Route Optimisation</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p><u>Perform Business Continuous Improvement Activities</u></p> <ul style="list-style-type: none"> <li>• Use digital checklists and technologies like AI and RPA to monitor and send out alerts, ensuring processes are compliant with organisation’s policies and procedures</li> <li>• Apply sustainable business practices in work processes to reduce emissions, increase energy efficiency and reduce the organisation’s carbon footprint</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>[Emerging Role] Freight Operations Analyst</b>	Logistics	<p><i>With more goods being shipped internationally across the entire supply chain and freight costs increasing as a proportion of business costs have brought about the role of the Freight Operations Analyst. The analyst's goal is to determine the most cost-effective method of freight shipping to meet the evolving needs of the organisation, which may include factors such as costs between different freight organisations, storage fees and fuel costs while maintaining the service quality levels. Skills required include data analytics to improve business operations and financial reporting to determine costs.</i></p> <ul style="list-style-type: none"> <li>Analysing various factors, including costs across different freight organizations, storage fees, and fuel costs, to determine the most cost-effective freight shipping methods that align with the organization's evolving needs while maintaining service quality levels.</li> <li>Utilizing data analysis to enhance business operations, identifying trends, patterns, and areas for improvement in freight shipping processes.</li> <li>Handling financial reporting responsibilities to assess costs associated with freight shipping, analysing invoices, and tracking expenses related to shipping.</li> <li>Collaborating with cross-functional teams, such as operations, marketing, and finance, to ensure that freight shipping initiatives align with the organization's overall business objectives.</li> <li>Ensuring that all freight shipping processes adhere to regulations related to procurement, logistics, and transportation.</li> </ul>	Logistics <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Robotic Process Automation</li> </ul> Chartering <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Digital Platform and Marketplaces</li> </ul> Freight <ul style="list-style-type: none"> <li>Internet of Things</li> <li>Digital Platform and Marketplaces</li> </ul> Dispatch <ul style="list-style-type: none"> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Agile Logistics</li> <li>Automated Inventory Management</li> <li>Machine to Machine (M2M) Technology Application</li> <li>Predictive Maintenance Planning</li> <li>Sustainable Engineering</li> </ul>



Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>Managing relationships with freight organizations, engaging in contract negotiations, and overseeing service quality levels to maintain effective partnerships.</li> </ul>		

**Job Family: Warehouse Management and Operations**

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Warehouse Officer / Inventory Controller / Quality Control Officer / Warehouse Facilities Management Officer</b>	Warehouse Management and Operations	<p><u>Perform Warehousing Tasks</u></p> <ul style="list-style-type: none"> <li>• Adopt technologies like robotics, data analytics and IoT applications to streamline warehousing operations</li> <li>• Use RPA to replace and automate simple and repetitive tasks like inventory reporting and order fulfilment to optimise workflow efficiency, reducing manual work</li> <li>• Leverage warehouse management systems and technologies like RFID to monitor inventory in real-time and ensure connectivity with the ordering system</li> <li>• Use fast-picking systems to handle more significant volumes of goods and to support same-day and next-day delivery, accelerating the speed of order fulfilment and improving time savings</li> </ul> <p><u>Perform Cargo and/or Material Handling and Delivery Tasks</u></p> <ul style="list-style-type: none"> <li>• Interpret data from geolocation, IoT platforms and warehouse/inventory management systems to improve cargo and material handling and cargo visibility</li> <li>• Adopt sensor technology to manage dangerous goods, time and temperature-sensitive cargo and materials to reduce risks and spoilage</li> <li>• Leverage social robotics to perform cargo consolidation activities, reducing the unit cost of transport and accelerating the flow of goods</li> <li>• Streamline security procedures following industry and sector regulatory requirements, and plan effective incident or crisis management initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Automated Dashboards</li> <li>• Autonomous Robots</li> <li>• IoT and Sensors</li> <li>• Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>• Loss Reduction Management</li> <li>• Machine to Machine (M2M) Technology Application</li> <li>• Predictive Maintenance Planning</li> <li>• Sustainable Warehouse Management</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p><u>Perform Safety and Health Tasks</u></p> <ul style="list-style-type: none"> <li>• Adopt mobile applications and wearable technologies to improve the quality and effectiveness of WSH activities, report WSH incidents, generate investigation reports and develop WSH solutioning</li> </ul> <p><u>Perform Business Continuous Improvement Activities</u></p> <ul style="list-style-type: none"> <li>• Standardise warehousing workflow and establish audit checks to ensure the best use of warehouse space and monitor individual employee performance against benchmarks established for each workflow segment</li> <li>• Implement sustainable policies and practices to reduce environmental degradation and carbon footprint to create a safe and healthy environment for workers</li> </ul> <p><u>Perform Technology Application Tasks</u></p> <ul style="list-style-type: none"> <li>• Evaluate warehousing activities and operational efficiencies to identify any potential areas for improvement that can be addressed by technology</li> <li>• Use digital collaboration tools to streamline the dissemination of information. Facilitate and support team members who are supporting technology projects and operational improvement activities</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Warehouse Handling Equipment (MHE) Operator / Forklift Operator / Warehouse Assistant / Inventory Assistant</b>	Warehouse Management and Operations	<p><u>Perform Warehousing Tasks</u></p> <ul style="list-style-type: none"> <li>Perform warehousing operations such as loading, unloading, moving, storing and retrieving goods efficiently</li> <li>Use sensor technology to detect any disruptions and/or changes in the state of inventory to reduce risks and spoilage</li> <li>Perform basic warehouse risk assessments to identify and inform stakeholders on potential risks such as operational shortfall and maintenance or repair needs for early mitigation of risks</li> </ul> <p><u>Perform Cargo and/or Material Handling and Delivery Tasks</u></p> <ul style="list-style-type: none"> <li>Perform cargo and material handling based on recommendations from the integration of GPS data, records management systems and data analytics platforms</li> <li>Use data from geolocation, IOT platforms and warehouse/inventory management systems to improve cargo and material handling and improve the visibility of cargo</li> <li>Leverage social robotics to perform material handling activities, reducing the unit cost of transport and accelerating the flow of goods</li> </ul> <p><u>Perform Safety and Health Tasks</u></p> <ul style="list-style-type: none"> <li>Use mobile applications and wearable technologies to improve the quality and effectiveness of WSH activities, report WSH incidents and generate investigation reports</li> </ul> <p><u>Perform Business Continuous Improvement Activities</u></p> <ul style="list-style-type: none"> <li>Use observations to analyse performance and propose improved cargo planning</li> </ul>	<ul style="list-style-type: none"> <li>Automated Dashboards</li> <li>Autonomous Robots</li> <li>IoT and Sensors</li> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Loss Reduction Management</li> <li>Machine to Machine (M2M) Technology Application</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<p><u>Perform Technology Application Tasks</u></p> <ul style="list-style-type: none"> <li>• Use digital collaboration tools to streamline the dissemination of information. Work with team members who are supporting technology projects and operational improvement activities</li> </ul>		

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
<b>Health, Safety and Environmental (HSE) Coordinator</b>	Warehouse Management and Operations	<p><u>Perform Safety and Health Tasks</u></p> <ul style="list-style-type: none"> <li>Leverage technologies like mobile applications to report WSH incidents and generate investigation reports</li> <li>Leverage data analytics to identify immediate and potential WSH lapses and provide suggestions on control measures and solutions</li> <li>Develop automated dashboards to track information on hazards and non-conformance and subsequently, send alerts to concerned parties for immediate remediation</li> </ul> <p><u>Perform Compliance Tasks</u></p> <ul style="list-style-type: none"> <li>Conduct audits on WSH risks, report incidents and check for areas of non-conformance. • Leverage mobile autonomous robots to assess WSH risks in the workplace</li> <li>Monitor workers’ movements and identify WSH risks by implementing wearable technologies for employees</li> </ul> <p><u>Perform Business Administration Tasks</u></p> <ul style="list-style-type: none"> <li>Deliver information regarding new WSH requirements and activities to stakeholders</li> <li>Implement higher ISO standards to protect employees from work-related accidents and diseases, and develop safety handbooks to ensure compliance with the organisation’s WSH policies and procedures</li> </ul> <p><u>Perform Business Continuous Improvement Activities</u></p> <ul style="list-style-type: none"> <li>Support the continuous improvement of WSH activities based on observational data and market practices</li> <li>Continuously monitor regulatory norms and market practices to understand WSH requirements and best practices</li> </ul>	<ul style="list-style-type: none"> <li>Automated Dashboards</li> <li>Autonomous Robots</li> <li>IoT and Sensors</li> <li>Robotic Process Automation</li> </ul>	<ul style="list-style-type: none"> <li>Machine to Machine (M2M) Technology Application</li> <li>Predictive Maintenance Planning</li> <li>Sustainable Warehouse Management</li> </ul>

Suggested Job Role after JR	Job Family	Main Job Scope after JR	Possible Technology supporting the JR	Summary of additional skills and competencies required
		<ul style="list-style-type: none"> <li>• Design and implement policies and procedures that promote WSH and sustainability efforts in warehouses</li> <li>• Create documentation and SOPs to guide the effective handling of WSH activities</li> </ul>		